



# RESILIENT AND SUSTAINABLE FOOD VALUE CHAIN DEVELOPMENT TRAINING TOOLKIT

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# 1. Introduction

## 1.1. Summary Background

Dependence on rainfall, low productivity and trifling financial returns, quality concerns, and vulnerability to environmental distresses such as pollution, climate change, climate variability, and environmental and soil degradation characterize most African smallholder farming systems. To overcome these and furtherance of a holistic approach to agricultural productivity and ecosystem health, agribusiness development in smallholder farming systems, UNDP and AGRA developed the Training Manual for Resilient and Sustainable Food Value Chain Development in Africa.

## 1.2. Purpose of the Toolkit

Although the manual was developed in response to the need to establish a structured process in green food value chain development, it has been found that the practitioners need to operationalize the manual further for ease of use. This Toolkit is designed to operationalize the manual and assist lead facilitators and other field practitioners in green food value chain development trainings. It is intended to:

- Advocate for systemic and collective approaches to green food value chain development
- Improve the design of future country projects and global initiatives (ours and others)
- Support cross-sectoral strategic MSP building
- Structure green food value chain development and monitoring

## 1.3. Theory of Change

Through UNDP and AGRA, the Global Environment Facility Integrated Approaches Pilot (GEF IAP), also known as the Resilient Food Systems (RFS) programme, coordinated and invested in making food value chains sustainable, viable, and efficient in utilizing natural resources available to smallholder agriculture. This was done through the resilient and sustainable green food value chain development (RSFVCD) concept. The RSFVCD concept is an approach that generates and recaptures value at each level or link of the food value chain, proactively reducing the usage of the natural environment (natural resources, ecosystem services, and biodiversity) to diminish or mitigate adverse environmental impacts and/or even have positive impacts, while considering disposal and recycling patterns of generated waste. The smallholder food value chain is at the heart of the greening theory of change. It considers three pillars: i) improved human well-being, ii) social equity, and iii) reducing environmental risk while considering economic efficiency (figure 1). Food value chain transformation requires elaborate partnerships and collaboration of all value chain actors.

The RSFVCD embraces the multi-stakeholder platform (MSP) as an avenue for instituting systemic change. MSP involves an innovative process of interactive learning, empowerment, and participatory governance. The changing approach looks through a systemic lens to initiate value chain transformation with significant emphasis on UNDP's Signature Solutions on Resilient and Environment. In our theory of change, we highlight systematic interventions, starting with the requisite activities, followed by what can be influenced, areas of interest, and ultimately the desired change, i.e., climate change mitigation.

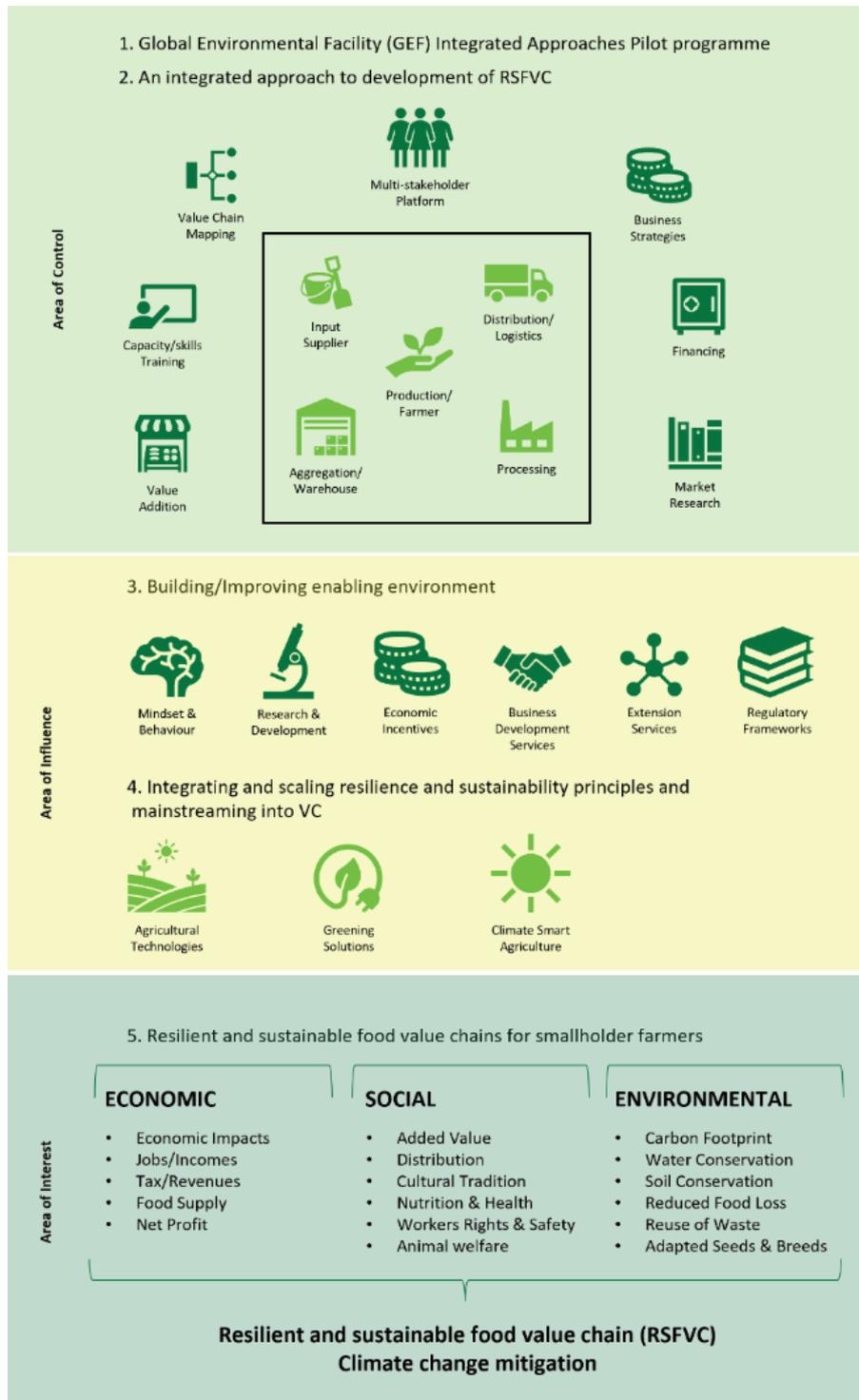


Figure 1: Theory of change

To achieve value chain greening, actors need to align on their vision and their commitments to bring it to life. This is where the MSP plays a crucial role by enabling continuous dialogue, initiating collaborative planning, defining collective action, and influencing the relevant VC players from the actor level to national and regional. Under the area of influence, private participation and partnerships are crucial in the interventions.

## 2. Introduction to the workshop materials

### 2.1. What are the Requirements Each Trainer Should Meet?

Thank you for being so interested in being the lead facilitator and field practitioner for a resilient and sustainable green food value chain development initiative. Please understand the materials in the 'standard' 4-day food value chain greening training workshop. The training has been designed based on the principles of active learning. [Training Manual for Resilient and Sustainable Food Value Chain Development in Africa](#) forms the primary reference resource. You will then be able to design an RSFVCD training relevant to your context and audience.

### 2.2. Guidance for Trainers

Please do the following in good time (at least one month) before the RSFVCD workshop:

1. Carefully review the Training Manual for Resilient and Sustainable Food Value Chain Development in Africa, referring to the other relevant materials, wherever indicated in the facilitation notes. The manual is lengthy and calls for intensive reading. Also, go through this Toolkit.
2. After going through the facilitation notes, think about your planned training workshop:
  - i. How long is your workshop going to be?
  - ii. What is the profile of the participants who will attend your workshop?
  - iii. What do your participants already know about RSFVCD, and what would most likely be their expectations from the workshop?
  - iv. What is their current level on matters of value chain greening?
  - v. Which modules of the Toolkit would be most relevant for your workshop?
  - vi. Do you have a good rationale for selecting some sessions and leaving out others?
  - vii. Would there be a need to include sessions on any other topic\* not included in the standard Toolkit? If so, who will develop the materials for these sessions and facilitate them at the workshop?
3. Compile the workshop team, from organization to co-facilitators. Please share your thoughts with your team and seek their feedback.
4. Design a selection process to recruit the right participants for your workshop. Tell the workshop prospective participants what the workshop is about and what they will be expected to do and achieve during the workshop.

Then, at least two weeks before your training workshop, please do the following:

1. Draft the agenda for your workshop and share it with your workshop team.
2. Select the participants for your workshop.
3. Adapt the pre-workshop information document for participants to fit with your workshop plan.

4. Share the workshop agenda and pre-workshop information with your workshop participants.
5. Put together the materials for your RSFVCD workshop by using or adapting the materials from this Toolkit and developing materials you may need for any new sessions you have designed.

### 2.2.1. Background Knowledge and Skills for Trainers

The potential facilitators should ideally have the following:

- Experience as a practitioner in agricultural value chain development projects
- Have a training background in agricultural extension, rural development, social work, or any other relevant qualification.
- An awareness of current issues of smallholder farming, climate change, and biodiversity
- A positive attitude toward active learning
- A strong interest in using RSFVCD tools to support the active learning of participants

### 2.2.2. The Training Venue

The trainer/s and the workshop organizers/administrators must ensure a suitable training venue and layout are organized well before the workshop. For the smooth and effective delivery of the training, consider the following layout arrangements:

- Find a training room with lots of wall space on which flipcharts and training resources can be attached.
- Identify a clear wall to act as a screen if no screen for the projector is available at the venue.
- Light, movable chairs enough for each participant and a few extra as spare.
- Raised platform or stage is not necessary.
- Round, moveable tables are sourced, comfortably sitting up to four participants (The total number of required tables will depend on the number of participants)
- The tables and chairs must be placed roughly one-half of the training room at least two or three meters apart. The remaining half of the space is left free for other workshop activities.
- Three extra tables are provided: one for the laptop and projector, one for the trainers' workshop materials, and one as a spare.

### 2.2.3. Workshop Stationery and Resources

Organize to have the following:

- Projector and Screen (a clear wall can act as a screen if no screen for the projector is available)
- Laptop to connect to the projector
- A few flash drives (in case Internet connectivity is not available for the activities where the participants need to share documents)
- At least two sets of flipcharts and two flipchart stands
- Optionally, a whiteboard (in this case, make sure you have a set of whiteboard markers)
- Sticky notes: a few sets of both large and small notes
- Two rolls of masking tapes
- Two sets of marker pens

### 2.3. Abbreviations Used in the Toolkit

<b>AGRA</b>	Alliance for a Green Revolution in Africa
<b>BDS</b>	Business Development Services
<b>BMZ</b>	German Federal Ministry for Economic Cooperation and Development
<b>CA</b>	Conservation Agriculture
<b>CARI</b>	Competitive African Rice Initiative
<b>CSA</b>	Climate-smart Agriculture
<b>FAO</b>	Food and Agriculture Organisation
<b>GDP</b>	Gross Domestic Product
<b>GEF</b>	Global Environment Facility
<b>GFVC</b>	Green Food Value Chain
<b>GHG</b>	Greenhouse Gas Emissions
<b>GIZ</b>	Deutsche Gesellschaft für Internationale Zusammenarbeit
<b>GPG</b>	Global Public Goods
<b>HAS</b>	Hot Spot Analysis
<b>IAP</b>	Integrated Approaches Pilot
<b>ILM</b>	Integrated Landscape Management
<b>ISFM</b>	Integrated Soil Fertility Management
<b>MSMEs</b>	Micro, Small, and Medium Enterprises
<b>MSP</b>	Multi-stakeholder Platform
<b>RFS</b>	Resilient Food Systems
<b>RSFVCD</b>	Resilient and Sustainable Food Value Chain Development
<b>SLM</b>	Sustainable Land Management
<b>SSA</b>	Sub-Saharan Africa
<b>UNDP</b>	United Nations Development Programme
<b>UNEP</b>	United Nations Environment Programme
<b>VC</b>	Value Chain
<b>VCA</b>	Value Chain Analysis

## Training Introduction and Concept

<b>Session title</b>	<b>Introduction and concept of the workshop</b>
<b>Length of session</b>	<b>90 Minutes</b>
<b>Session Summary</b>	This session aims to give us a sense of the 'geography' of the workshop and agree on how we want to work together and what we want in the learning environment and from each other to feel safe, ready, and free to learn. We will also examine some of the terminology associated with training and learning and the implications for you as existing or future green food value chain development trainers.
<b>Visual aids and equipment</b>	<ul style="list-style-type: none"> <li>▪ Blank white sheets of A4 paper</li> <li>▪ Projector, screen, and laptop</li> <li>▪ Flipchart</li> </ul>
<b>Resources required (on the day)</b>	<ul style="list-style-type: none"> <li>▪ PowerPoint slides</li> <li>▪ D1-S1 Training workshop agenda: one agenda per participant and workshop administrator/s</li> <li>▪ D1-S1 Reflection questions: one question per A4</li> <li>▪ D1 Training registration forms</li> </ul>
<b>Participant handbook/pamphlets to be used?</b>	<ul style="list-style-type: none"> <li>▪ RSFVCD training manual</li> </ul>
<b>Guidance to facilitate the training</b>	<p><b>Setting the context (5 Minutes)</b></p> <p>Verbally present the session summary above to set the scene. These points must be shared with participants from the outset of the workshop.</p> <p><b>Welcome and general introductions (5 Minutes)</b></p> <p>If the workshop is to be 'opened' by a senior government officer or relevant ministry official, ask this person to keep their speech under 5 Minutes.</p> <p><b>Suggested warm-up activity: skilled exercise (5 minutes)</b></p> <p>Hand out blank white A4 paper and pens. Ask participants to write down one thing they do well. Pair them up. Pairs take turns discussing things they do well and how they acquired the skills. In the end, ask participants why the trainer chose to do</p>

this exercise (such an exercise will help participants discover more about each other, develop their confidence, and set a positive start to the training workshop. Let the participants stick their papers up on a wall.

### Housekeeping (5 Minutes)

- Cover basic information participants need to know about the venue:
  - Facilities
  - Health/meal breaks
  - Refreshments
  - Security of belongings and room etc.
- Explain that:
  - Trainer/s will adopt active learning throughout the workshop.
  - This requires full participation.
  - It is the participants' responsibility to decide what and how much they learn.
  - Participants need to be active learners who take responsibility for their learning.
  - Trainers facilitate learning rather than 'teach' in the traditional sense.
  - The workshop is to confirm what participants know and areas for further investigation after training.
- Do a quick run through the D1-S1 workshop agenda and the intended learning outcomes.
- Explain the purpose of the participant reference materials and the glossary of the most commonly used terms including in the local language/translation as needed.

### Learning contract (10 Minutes)

- The following activity is a way of agreeing on how participants and trainers want to work together, setting boundaries, and ensuring that everyone has a focus and that the group is productive. Display the slide on the **Learning contract**.
- Ask participants if they have any questions before engaging them to discuss the following:
  - i. Are there any changes/additions they want to make, and if so, why?
  - ii. What would be the impact if participants did not respect these working methods?

	<ul style="list-style-type: none"> <li>▪ Wrap up by inviting three random volunteers to briefly give feedback on the question (with the trainer making appropriate changes to the slide).</li> </ul> <p><b>Training phase (40 Minutes)</b></p> <ul style="list-style-type: none"> <li>▪ <b>Objective and outcome</b> <ul style="list-style-type: none"> <li>• Engage the participants to give their expectations. They can indicate them on the paper, or you can ask one by one while the training assistant/appointed minutes taker documents their listing.</li> <li>• Display the objective and outcome slide and elaborate on it.</li> </ul> </li> <li>▪ <b>Definition of selected terms - <i>Display the slide</i></b></li> </ul> <p>Giving relevant examples, elaborate on the following:</p> <ul style="list-style-type: none"> <li>• Green economy</li> <li>• Greening the economy</li> <li>• While defining those above, consider mentioning and elaborating on the following: <ul style="list-style-type: none"> <li>i. <b>Climate-smart agriculture (CSA):</b> a holistic approach that addresses climate change effects on agricultural productivity and food security <ul style="list-style-type: none"> <li>- It is composed of three interlinked pillars: <ol style="list-style-type: none"> <li>1) sustainably increasing agricultural productivity and incomes; 2) adapting and building resilience to climate change and;</li> <li>3) reducing and/or removing greenhouse gas emissions.</li> </ol> </li> </ul> </li> <li>ii. <b>Conservation agriculture (CA):</b> this technology allows nature to regenerate and retain soil structure through reduced land tillage, thus improving plant water and nutrient availability and reducing soil erosion. Benefits include reduced costs of machinery used.</li> <li>iii. <b>Value chain greening:</b> the process that requires the public sector and economy to create partnerships with all stakeholders (public, private, civil society) in a defined social and cultural context; to verify and evaluate the inherent trade-offs involved and the new roles for the stakeholders; the measurement metrics required for tracking environmental performance; the standards and reverse channels to be considered, without</li> </ul> </li> </ul>
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	<p style="text-align: center;">undermining economic opportunities and social consequences of such a process.</p> <ul style="list-style-type: none"> <li>▪ <b>Brief background</b> <ul style="list-style-type: none"> <li>• From the knowledge gained by reviewing the introduction section of the manual, give a brief background. Consider displaying and following the provided points in the PPT.</li> </ul> </li> </ul> <p style="color: green; text-align: center;"><b>"This food value chain greening approach, which we will also refer to as the resilient and sustainable food value chain development (RSFVCD) approach, is applied in this manual."</b></p> <ul style="list-style-type: none"> <li>▪ <b>Green food value chain (GFVC) concept</b> <ul style="list-style-type: none"> <li>• Project the flow chart of the green food value chain concept. First, define the concept. Then use the flowchart (slides) to show the participants various components of the GFVC.</li> </ul> </li> <li>▪ <b>Pillars</b> <ul style="list-style-type: none"> <li>• Ensure the participants understand the three pillars of sustainability. Project the slide showing the three pillars of sustainability and their interactions.</li> </ul> </li> <li>▪ <b>Why resilience?</b> <ul style="list-style-type: none"> <li>• Help participants understand the definition of resilience (of ecosystems): the capacity to continue functioning despite stresses or shocks. Ensure the understanding of resilient concepts across the value chain activities.</li> </ul> </li> <li>▪ <b>Why sustainability?</b> <ul style="list-style-type: none"> <li>• Introduce the concept of environmental sustainability to participants. <b>Environmental sustainability:</b> responsible interaction with the environment to avoid <i>depletion</i> or <i>degradation</i> of natural resources and allow for long-term environmental quality. Highlight the importance of transitioning the food VCs to greener and more inclusive industries.</li> </ul> </li> <li>▪ <b>VC Greening process</b> <ul style="list-style-type: none"> <li>• Take the participants through the stages of the value chain greening process - emphasis on the importance of each step.</li> </ul> </li> <li>▪ <b>Introduction to the specific value chain development</b> <ul style="list-style-type: none"> <li>• Help the participants set a general objective on green value chain development. They should understand the</li> </ul> </li> </ul>
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	<p>process of compiling the long list of the food value chain.</p> <ul style="list-style-type: none"> <li>▪ <b>Setting greening objectives and VC long listing</b> <ul style="list-style-type: none"> <li>• Introduce the participants to the value chain listing concept. Take the participants through the value chain long listing process, including setting up general objectives for developing a green food VC. To effectively help the participants, project the slide on "Set up general objectives for developing a green food VC."</li> </ul> </li> <li>▪ <b>Identifying a list of potential products/activities</b> <ul style="list-style-type: none"> <li>• Equip the participants with the skills to list potential projects and activities from the value chain.</li> </ul> </li> <li>▪ <b>Example of a list of VCs (livestock or crops) for smallholder farming for green VC development</b> <ul style="list-style-type: none"> <li>• Project the slide on an example of a list of value chains.</li> </ul> </li> </ul> <p><b>Group Exercise (10 Minutes)</b></p> <p>Help the participants organize themselves into groups - each group selects a unique crop value chain of interest. Review and ensure each group has chosen the value chain. Notify the group participants that they will use the established value chain for all the exercises in the training.</p> <p><b>Plenary session (10 Minutes)</b></p> <p>Invite the participants to a plenary discussion. Emphasize the importance of introducing the overall Greening Food Value Chain. Randomly, get some basic definitions from the participants. The main concepts include Activity greening, Sustainability, Greening the economy, Value chain, Resilience, Climate-smart agriculture, Conservation agriculture, and Value chain greening). Help the participants recall the key steps in greening the value chain and the long value chain listing. Let participants ask questions regarding the introduction to value chain greening. Respond to the questions and ensure they understand the need for this session to the entire workshop. Help participants locate useful guiding information from the Training Manual.</p>
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## Module One: Multi-Stakeholder Platform Formation

### 1. Preparation for Module One

Ensure you are at the training venue 30 minutes before the training begins. Ensure all the required visual materials and equipment are available in the hall. Organize the tables and chairs to be arranged. Make sure you have enough MSP analysis matrices for the participants. Keep adequate A4 papers for the after-module exercise.

### 2. Review of the Previous Module

**Part 1: 5 Minutes:** Engage participants on what they did after the introductory part of the workshop. Make the session interactive by helping the participants freely share their activities.

**Part 2: 5 Minutes:** Invite the participants to share interesting components of the introductory part of the workshop. Engage them to enumerate the key concepts of the greening food value chains. Prompt the participants to emphasize the importance of the essential role in the training manual.

**Part 3: 5 Minutes:** Present an overview of module one training activities. Ask the participants if they did all the exercises assigned in the introductory section. Review the general objective of green value chain development and the long list of the food value chain compiled. If there is a need for improvement within some groups, help them get the concept right before proceeding to module one training.

### 3. Multi-Stakeholder Platform Formation

<b>Length of session</b>	<b>60 Minutes</b>
<b>Session Summary</b>	This session will give us basic skills to set up a functional multi-stakeholder platform (MSP). Additionally, we gain skills to conduct stakeholder mapping through practice. It is an integral part of the GFVC, as most actors will be stakeholders.
<b>Visual aids and equipment</b>	<ul style="list-style-type: none"> <li>▪ Blank white sheets of A4 paper</li> <li>▪ Projector, screen, and laptop</li> </ul>
<b>Resources required (on the day)</b>	<ul style="list-style-type: none"> <li>▪ PowerPoint slides</li> <li>▪ Training Objective and Expected Outcomes</li> <li>▪ Reflection questions: one question per A4</li> <li>▪ Training registration forms</li> <li>▪ Participant expectations</li> </ul>
<b>Participant handbook/pamphlets to be used?</b>	RSFVCD training manual

<p><b>Guidance to facilitating learning activities</b></p>	<p><b>Setting the context (10 Minutes)</b></p> <p>Present the session's summary to the participants. Notify the participants that this session is interactive learning. You can ask the participants to define stakeholders. Using the term, introduce the concept of multi-stakeholder platforms. Give a brief explanation of the importance of the MSP in greening the value chains.</p> <p><b>Training phase (30 Minutes)</b></p> <ul style="list-style-type: none"> <li>▪ <b>State the objective of the MSP formation</b> <ul style="list-style-type: none"> <li>• To set up a functional multi-stakeholder platform</li> <li>• To conduct stakeholder mapping through practice</li> </ul> </li> <li>▪ <b>Introduce the concept of MSPs</b> <ul style="list-style-type: none"> <li>• Acquaint the participants with basic background regarding the MSP approach.</li> </ul> </li> <li>▪ <b>Levels of stakeholder groups represented at the MSP</b> <ul style="list-style-type: none"> <li>• Train on the levels of participation among actors. Ensure the participants understand that the success of the MSP hinges on stakeholder buy-in into the collaboration purpose, which in this case is the greening platforms.</li> </ul> </li> <li>▪ <b>Stakeholder mapping steps</b> <ul style="list-style-type: none"> <li>• Equip the participants with the key step in mapping the stakeholders. Importantly, present and explain the guiding questions to help them practically map potential stakeholders.</li> </ul> </li> <li>▪ <b>MSP analysis matrix</b> <ul style="list-style-type: none"> <li>• A template for MSP analysis is essential. Project and discuss the key parts of the MSP matrix.</li> </ul> </li> </ul> <p><b>Group Work (10 Minutes)</b></p> <ul style="list-style-type: none"> <li>▪ Given the participants now understand the foundations of MSP, in groups of 5, guide them to develop mock stakeholder mapping. The exercise enables training participants to set up suitable MSPs for conducting selected food value chain greening. The participants will map stakeholders and set up an MSP to initiate green food value chain development that involves smallholder producers. <ul style="list-style-type: none"> <li>• First, the participants in each group need to set a general objective.</li> </ul> </li> </ul>
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- Secondly, carry out a quick mock stakeholder mapping exercise to form a food value chain greening-specific Multi-stakeholder platform.
- Finally, Compile the results in the shared MSP analysis matrix.

### *Suggested procedure*

**Step 1:** Identify assorted smallholder farmers' food value chains that have the potential for greening.

#### ▪ Guiding questions

- Which stakeholders are usually included or excluded in given food value chains?
- Is the stakeholder relevant? (to determine inclusion or exclusion)
- What is their attitude?
- Do the stakeholders support or oppose the greening process?
- Will the stakeholder benefit or be harmed by the greening process?
- What are the stakeholders' concerns and expectations?

**Step 2:** Using a diagrammatic value chain framework, identify potential actors.

**Step 3:** Find out who is involved at various nodes or points in the process, from input acquisition to final product consumption, i.e., the number of stakeholders involved.

**Step 4:** Identify food value chain actors, their roles, their objectives, their geographical coverage, and their scope of action in the value chain.

**Step 5:** Prepare the results on a flipchart.

**Step 6:** Form an MSP.

### **Closure (10 Minutes)**

Invite the participants to ask questions regarding MSP formulation. Respond to each question and clarify any contradictions. Highlight the importance of the concept across all the stages of a green value chain. Invite the participants to review the MSP matrix developed by their counterparts. Help them improve the MSP matrix.

#### 4. Key outputs

- The importance/relevance of a multi-stakeholder platform in food value chain greening initiative established and understood.
- Stakeholder map developed.
- The stakeholder evaluation matrix populated.
- The multi-stakeholder platform constituted MSP set-up skills imparted.

#### 5. End-of-Module One: Reflection for Module One

**Part 1: 5 Minutes:** Share a summary of module key activities and highlight the key message.

**Part 2: 5 Minutes:** Invite the participants to reflect on the importance of stakeholder mapping. The participants can also give the overall impression of the workshop.

**Part 3: 10 Minutes:** Invite the groups to exchange lessons learned on the MSP approach. Help participants evaluate the findings of their colleagues and advise on any area that needs strengthening.

#### 6. After Module One

Ask the participants to write down important lessons learned upon leaving. The participants can use an A4 paper shared as exit cards to write down the important discoveries after the lesson on the MSP approach. In the following session, take the A4 paper from each participant and identify the key theme. Identify key messages from the A4 papers and comment on them in the next session.

## Module Two: Food Value Chain Identification for Greening

### 1. Preparation for Module Two

Ensure you are at the training venue 30 minutes before the training begins. Walk around the hall to ensure sits and chairs are well organized as per the groups. Distribute the A4 papers to each group for setting general objectives and value chain long listing. Make enough MSP matrices.

### 2. Review of the Previous Module

**Part 1: 5 Minutes:** Share a summary of module key activities and highlight the key message.

**Part 2: 5 Minutes:** Review the A4 papers used as exit cards and comment on the main themes. Notify the participants that you cannot review all the existing cards. Randomly get a few cards from the participants and discuss them. Invite the participants to comment on their colleagues' cards.

**Part 3: 10 Minutes:** Invite the participants to share a reflection on the important information from the module. The participants can also give the overall impression of the module training approach.

**Part 4: 10 Minutes:** Invite the groups to exchange their Stakeholder evaluation matrix populated. The group participants should evaluate their colleges' findings and advise on any area that needs strengthening.

### 3. Food Value Chain Identification for Greening

<b>Length of session</b>	<b>45 Minutes</b>
<b>Session Summary</b>	The module aims to empower you with skills to identify the value chain for Greening. The module equips you with fundamental information on setting greening objectives and understanding how to apply the value chain long listing concept.
<b>Visual aids and equipment</b>	<ul style="list-style-type: none"> <li>▪ Markers</li> <li>▪ Blank white sheets of A4 paper</li> <li>▪ Projector, screen, and laptop</li> </ul>
<b>Resources required (on the day)</b>	<ul style="list-style-type: none"> <li>▪ PowerPoint slides</li> <li>▪ Training Objective and Expected Outcomes</li> <li>▪ Reflection questions: one question per A4</li> <li>▪ Training registration forms</li> <li>▪ Participants expectations</li> </ul>
<b>Participant handbook/pamphlets to be used?</b>	RSFVCD training manual

## Guidance to facilitating learning activities

### Setting the context (5 Minutes)

Present the section's summary to the participants. The participant should sit in the previous groups. Ask the participants to define Greening. Delve into the importance of Greening and steps in value chain long listing.

### Training phase (20 Minutes)

- Food value chain identification for greening training objectives:
  - Clearly state the purposes of the module.
- Introduction to Food value chain identification for Greening:
  - Equip the participants with basic skills in setting a general objective for developing a green food value chain.
  - Project the examples of RSFVCD objective.
- Listing of existing/potential value chains for Greening
  - Emphasis on the importance of literature search in value chain listing. Note the consideration activities in all the value chain activities from inputs acquisition to market.

### Group exercise (15 Minutes)

Invite the participants to **Exercise 2.1. Value chain greening objective setting and VC chain long listing**. The exercise should equip the participants with skills to set value chain greening objectives and conduct value chain long listing. Guide the participant on various steps of the movement. Ensure the participants develop general greening goals and a long value chain list.

1. The MSP members/participants brainstorm on the greening objectives and settle on set key objective(s).
2. Identify all possible agricultural products that can be produced per each commodity/service relevant to the local agricultural value chain. List all potential value chains (product based).
3. Identify various points along specific value chains requiring specific levels of greening.

	<p><b>Plenary session (5 minutes)</b></p> <p>Invite the participants to a short Plenary session. Allow them to ask questions on greening objective setting and value chain long listing. Ensure you update the importance of listing as many value chains as possible. Request the participants to exchange their outputs for review and recommendations. Allow the participants to share comments on the outputs.</p>
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#### 4. Key outputs

- Set a greening objective.
- Long list existing and potential value chains for greening.
- Identify various points along specific value chains requiring particular levels of greening.

#### 5. End-of-Module Two: Reflection for Module Two

**Part 1: 5 Minutes:** Share a summary of module key activities and highlight the key message.

**Part 2: 5 Minutes:** Invite the participants to reflect on the importance of setting general objectives and long value chain listing. The participants can also give an overall impression of the module training.

**Part 3: 10 Minutes:** Invite the groups to exchange their general objective and long value chain list. The group participants should evaluate their colleagues' findings and advise on any area that needs strengthening.

#### 6. After Module Two

Ask the participants to write down information upon leaving. The participants can use an A4 paper to write down the important discoveries after the lesson regarding value chain long listing and general objective setting. In the following module, take the A4 paper from each participant and identify a key theme. Identify key messages from the cards and comment on them in the next module.

## Module Three: Value Chain Prioritization

### 1. Preparation for Module Three

Ensure you are at the training venue 30 minutes before the training begins. Walk around the hall to ensure sits and chairs are well organized as per the groups. Distribute the A4 papers to each group for generating a shortlist of potential value chains for greening and the scoring matrix with a few value chains scored.

### 2. Review of the Previous Module

**Part 1: 5 Minutes:** Share a summary of module key activities and highlight the key message.

**Part 2: 5 Minutes:** Review the A4 papers used as exit cards and comment on the main themes. Notify the participants that you cannot review all the existing cards. Randomly get a few cards from the participants and discuss them. Invite the participants to comment on the colleague's cards.

**Part 3: 10 Minutes:** Invite the participants to share a reflection on the important information from the module. The participants can also give the overall impression of the module training.

**Part 4: 10 Minutes:** Invite the groups to exchange their points along specific value chains requiring particular levels of greening. The groups should exchange the evaluation findings of their matrix with other groups to review and respond to them.

### 3. Value Chain Prioritization

<b>Length of session</b>	<b>90 Minutes</b>
<b>Session Summary</b>	This session introduces the participants to value chain prioritization. You will be equipped with the necessary skills to collectively as a multi-stakeholder group, develop a value chain selection criteria checklist and carry out a value chain prioritization exercise. It is an important task as it incorporates the MSP approach in design and implementation.
<b>Visual aids and equipment</b>	<ul style="list-style-type: none"> <li>▪ Blank white sheets of A4 paper</li> <li>▪ Projector, screen, and laptop</li> </ul>
<b>Resources required (on the day)</b>	<ul style="list-style-type: none"> <li>▪ PowerPoint slides</li> <li>▪ Training objective and expected outcomes</li> <li>▪ Reflection questions: one question per A4</li> <li>▪ Training registration forms</li> <li>▪ Participants expectations</li> </ul>
<b>Participant handbook/pamphlets to be used?</b>	RSFVCD training manual

## Guidance to facilitating learning activities

### Setting the context (10 Minutes)

Present the module's summary to the participants. Emphasis on top attentiveness as the module is crucial in identifying the value chain. Briefly brainstorm on the selection and prioritization of the value chains. Invite the participants to raise any linkage they might need between the module and previous sessions.

### Training phase (40 Minutes)

#### ▪ Introducing the module

- Ensure the participants understand the objectives of the module.
- Emphasize the need for prior identification of the subsectors, products, or commodities to be prioritized for analysis.
- At this stage, engage the participants to fine-tune the objectives.

#### ▪ Participants in value chain prioritization

- At this stage, guide the participants to prioritize one or more food value chains based on the specific objectives set and the selection criteria developed.

#### ▪ Value chain prioritization and selection

- Focus on the three pillars of sustainability when prioritizing the VC.
- Determine criteria and build an understanding of priorities.
- Identify a list of potential products/activities.
- Ranking of products/activities.

#### ▪ Examples of the prioritization

Guide participants through example 3.1: "**An example of a green value chain development criteria encompassing the economic, environmental, and social dimensions.**" And 3.2: "**An example of a list of value chains (livestock or crops) that smallholder farming systems in sub-Saharan Africa could consider for green value chain development.**"

### Group exercise (30 Minutes)

Invite the participants to **Exercise 3.1. Screening and shortlisting promising value chains for Greening (Prioritization)**". The task aims to help participants identify and be familiar with value chain selection criteria and narrow down

possible value chains from a long list to a shortlist. Brief the participants on the task. Guide the participants through the steps to achieve the exercise aim. Strictly assign them time to complete the assignment. Ensure they generate a shortlist of potential value chains for Greening and the scoring matrix with the three to five value chains scored.

***Suggested methodology***

**Step 1.**

Peruse the greening objective and make considerations of the priorities in the ranking of a potential value chain.

**Step 2.**

Based on the long list of the value chains, brainstorm and decide on the approach to a shortlist of three to five value chains.

- **Option 1:** Quick review: When clear evidence and well-documented information are already available, a quick review and validation may be enough in this step. It can be done by the core/selected MSP team and a small selection of resource persons/stakeholders.
- **Option 2:** More extensive review: When sufficient data is not readily available, the long list of value chains should be screened against exclusion and inclusion criteria. Certain exclusion criteria may be applied in an exercise selected by MSP members to fill in the information gaps, resulting in a list of each value chain's strong and weak points for each criterion and, finally, a shortlist.

**Step 3.**

Brainstorm on the provided scoring criteria (Annex 2) from which one can adapt (remove, edit, or add more if necessary) depending on the uniqueness of the identified value chains. The process should be conducted in a participatory manner.

**Step 4.**

Score the shortlisted value chains per the selected criteria, using scores between 1 (very low/poor) and 5 (very good/high).

	<p><b>Closure (10 Minutes)</b></p> <p>What are the five value chains ranked in each group? Ask the group representatives to present the shortlist of potential value chains listed and the scoring matrix with the three to five value chains scored. Invite the participants to ask questions. Respond to each question. Emphasize the importance of the scored value chain in the rest of the module.</p>
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4. **Key outputs**

- Familiarize with value chain ranking using the scoring approach
- Have gained a thorough understanding of ways to identify numerous local value chain development, including high potential for Greening.

5. **End-of-Module Three: Reflection for Module Three**

**Part 1: 5 Minutes:** Share a summary of module key activities and highlight the key message.

**Part 2: 5 Minutes:** Invite the participants to share a reflection on the important information from the module. The participants can also give the overall impression of the module training.

**Part 3: 10 Minutes:** Invite the groups to exchange identified local value chain development, including high potential for greening with another group. The group participants should evaluate their colleges' findings and advise on any area that needs strengthening.

6. **After Module Three**

Ask the participants to write down information upon leaving. The participants can use an A4 paper to write down the important discoveries after the lesson on value chain prioritization. During the following session, take the A4 paper from each participant and identify the key theme. Identify key messages from the cards and comment on them. Invite the participants to share their comments as well.

## Module Four: Food Value Chain Mapping

### 1. Preparation for Module Four

Ensure you are at the training venue 30 minutes before the training begins. Ensure the training venue is well organized. Distribute the A4 papers to each participant for food value chain mapping.

### 2. Review of the Previous Module

**Part 1: 5 Minutes:** Share a summary of module key activities and highlight the key message.

**Part 2: 5 Minutes:** Review the A4 papers used as exit cards and comment on the main themes. Notify the participants that you cannot review all the existing cards. Randomly get a few cards from the participants and discuss them. Invite the participants to comment on their colleague's cards.

**Part 3: 10 Minutes:** Invite the participants to share a reflection on the important information from the module. The participants can also give the overall impression of the module training.

**Part 4: 10 Minutes:** Invite the groups to exchange their points on local value chain development, including the high potential for greening. The groups should exchange the findings of their local value chain development, including the increased potential for greening, review and respond to them.

### 3. Food Value Chain Mapping

<b>Length of session</b>	<b>130 Minutes</b>
<b>Session Summary</b>	The session introduces the key concept of gender sensitivity and inclusivity in food value chain mapping. You will be equipped with essential skills in mapping gendered value chains. Given the component of gender mainstreaming, it is accentuated to understand the mapping process keenly.
<b>Visual aids and equipment</b>	<ul style="list-style-type: none"> <li>▪ Blank white sheets of A4 paper</li> <li>▪ Projector, screen, and laptop</li> </ul>
<b>Resources required (on the day)</b>	<ul style="list-style-type: none"> <li>▪ PowerPoint slides</li> <li>▪ Training Objective and Expected Outcomes</li> <li>▪ Reflection questions: one question per A4</li> <li>▪ Training registration forms</li> <li>▪ Participants expectations</li> </ul>
<b>Participant handbook/pamphlets to be used?</b>	RSFVCD training manual

## Guidance to facilitating learning activities

### Setting the context (10 Minutes)

Present the session's summary to the participants. The participant should sit in the previous groups. Ask the participants to list some issues with different activities/ actors in a value chain. Focus on the need to map the food value chain by smallholders.

### Training phase (115 Minutes)

#### ▪ Introduction to food value chain mapping (10 minutes)

- Explain the objectives
- Project Figure 4.1 (training manual) to highlight the VC links.
- Discuss the importance of value chain mapping.
- Illustrate key considerations in food value chain mapping (Functional approach, Institutional approach, Behavioral approach)

#### ▪ Steps in value chain mapping (*Use the provided PowerPoint to guide every step*)

- Step 1. Mapping the core activities in the value chain (10 minutes)
- Step 2: List the main value chain actors by name, their numbers, and the employment opportunities they offer (10 minutes)
- Step 3. Mapping the flow, volume, and value of products (10 minutes)
- Step 4: Mapping the geographical flow of the product or service (10 minutes)
- Step 5. Listing of the cause of food losses along the value chain (10 minutes)
- Step 6: Mapping relationships and linkages between value chain actors (10 minutes)
- Step 7: Assessment of Business Development Services (BDS) that feed into the value chain (10 minutes)
- Step 8: Outlining VC constraints and gaps (10 minutes)
- Step 9: Gender mapping (10 minutes)

#### ▪ Value chain mapping results (15 minutes)

- Compile a value chain mapping matrix.

### Closure (5 Minutes)

Prompt the participants to ask questions on the food value chain mapping. Respond to each question and clarify any contradictions - emphasis on the nine steps of the value chain mapping. Capitalize on the mapping results matrix.

#### 4. Key outputs

- Training participants appreciate (design and baseline) the socio-economic-environmental performance indicators for the value chain performance measurement.
- The learners understand the nine steps of developing a complete value chain mapping report.
- At the end of the exercise, training participants will have acquired skills critical for conducting value chain mapping exercise.

#### 5. End-of-Module Four: Reflection for Module Four

**Part 1: 5 Minutes:** Share a summary of module key activities and highlight the key message.

**Part 2: 5 Minutes:** Invite the participants to share a reflection on the important information from the module. The participants can also give an overall impression of the workshop.

#### 6. After Module Four

Ask the participants to write down essential information upon leaving. The participants can use an A4 paper to write down the lessons learned on Value chain mapping. In the following session, take the A4 paper from each participant and identify the key theme. Identify key messages from the A4s and comment on them in the next session.

## Module Five: Food Value Chain Analysis & Reporting

### 1. Preparation for Module Five

Ensure you are at the training venue 30 minutes before the training begins. Ensure the training venue is well organized. Distribute the A4 papers to each participant for Food Value Chain Analysis.

### 2. Review of the Previous Module

**Part 1: 5 Minutes:** Share a summary of module key activities and highlight the key message.

**Part 2: 5 Minutes:** Review the A4 papers used as exit cards and comment on the main themes. Notify the participants that you cannot review all the exit cards. Randomly get a few cards from the participants and discuss them. Invite the participants to comment on their colleague's cards.

**Part 3: 10 Minutes:** Invite the participants to share a reflection on the important information from the module. The participants can also give the overall impression of the module training.

### 3. Food Value Chain Analysis & Reporting

<b>Length of session</b>	<b>90 Minutes</b>
<b>Session Summary</b>	This session aims to help participants evaluate the negative impacts of the value chain activities on the environment. The participants should be able to summarise, present and interpret summarised VCA findings. The main outcome is the identification of environmental hotspots.
<b>Visual aids and equipment</b>	<ul style="list-style-type: none"> <li>▪ Blank white sheets of A4 paper</li> <li>▪ Projector, screen, and laptop</li> <li>▪ Flipchart</li> </ul>
<b>Resources required (on the day)</b>	<ul style="list-style-type: none"> <li>▪ PowerPoint slides</li> <li>▪ Training Objective and Expected Outcomes</li> <li>▪ Reflection questions: one question per A4</li> <li>▪ Training registration forms</li> <li>▪ Participants expectations</li> </ul>
<b>Participant handbook/pamphlets to be used?</b>	RSFVCD training manual

<p><b>Guidance to facilitating learning activities</b></p>	<p><b>Setting the context (5 Minutes)</b></p> <p>Before breaking into groups, take the participants through the basics of hotspot analysis. You can enrich the materials provided in the accompanying PPT.</p> <p><b>Areas to cover (30 minutes)</b></p> <ul style="list-style-type: none"> <li>▪ <b>The Objectives of Food Value Chain Analysis &amp; Reporting</b> <ul style="list-style-type: none"> <li>• Brief the participants on the objectives of the VCA</li> </ul> </li> <li>▪ <b>The Value Chain Analysis</b> <ul style="list-style-type: none"> <li>• Define the concept of VCA and the procedure for its implementation</li> </ul> </li> <li>▪ <b>Food value chain analysis objectives</b> <ul style="list-style-type: none"> <li>• Explain the three objects of the VCA</li> </ul> </li> <li>▪ <b>Indicators used to compare performance</b> <ul style="list-style-type: none"> <li>• Input supply activity indicators</li> <li>• Production activity indicators</li> <li>• Aggregation activity indicators</li> <li>• Agro-processing activity indicators</li> <li>• Marketing activity indicators</li> </ul> </li> <li>▪ <b>Analysis of the VC's support activities</b> <ul style="list-style-type: none"> <li>• Explain the eco-socio-environmental performances of value chain activities.</li> </ul> </li> <li>▪ <b>The Weighting Criteria</b> <ul style="list-style-type: none"> <li>• Criterion 1: Economic (30%);</li> <li>• Criterion 2: Environmental (50%) and</li> <li>• Criterion 3: Social (20%).</li> </ul> </li> <li>▪ <b>The interaction between value chains and the environment</b> <ul style="list-style-type: none"> <li>• Value chains causing negative impacts on the environment (Sustainability).</li> <li>• Value chains affected by climate change and environmental degradation (Resilience).</li> <li>• Value chain services and products that compensate for the negative environmental impacts (Greening opportunities).</li> </ul> </li> </ul>
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- **Steps to evaluating the negative impact of value chain activities on the environment.**
  - Step 1: Define the value chain activities (product life-cycle phases) and environmental and resource categories.
  - Step 2: Determine environmental hotspot's relative influence on the core value chain functions/activities (Sustainability).
  - Step 3: Determine value chains affected by climate change and environmental degradation (Resilience).
  - Step 4: Determine value chain services and products that contribute to creating a green economy (Greening opportunities).
  
- **Value chain analysis reporting**
  - Discuss each component of the value chain report.

**Group Work Exercise (45 Minutes)**

Invite the participants to **Exercise 5.1. Environmental hot spot analysis**. Present the slide with the question to the participants. The exercise is to equip participants with basic skills to capture different dimensions of a value chain. Ask the participants to map the environmental hotspots of a selected food value chain. Ensure the participants clearly understand the steps for the group exercise. Allow the participants to work on the exercise. Notify them that the exercise will take strictly 45 minutes.

**Suggested approach**

**Step 1.**

Define the value chain stages (life-cycle phases) and environmental and resource categories.

**Step 2.**

Specify the relevance of each resource category at every stage of the value chain.

**Step 3.**

- Determine type 1 (sustainability) environmental hotspot
- i. Classify an environmental impact in terms of its consequences for the environment.
  - ii. Estimate the significance of the impact on the environment.
  - iii. Combine the results of steps 1 and 2.

	<p><b>Step 4.</b></p> <p>Value chains affected by climate change and environmental degradation (Type 2)</p> <ol style="list-style-type: none"> <li>i. Assess the severity of the environmental impacts on the value chain.</li> <li>ii. Asses the adaptive capacity.</li> <li>iii. Combine results of steps 1 and 2.</li> </ol> <p><b>Step 5.</b></p> <p>Prepare a hot spot analysis matrix</p> <p><b>Step 6.</b></p> <p>Identify value chain services and products that contribute to the creation of a green economy</p> <p><b>Step 7:</b></p> <p>Prepare the results on a flipchart</p> <p><b>Plenary session (10 Minutes)</b></p> <p>Engage the participants in a plenary discussion. Invite the participants to comment on the key areas in mapping the environmental hotspots. Share some instrumental information from an expert point of view. Help participants locate useful guiding information from the handbook.</p>
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**4. Key outputs**

- Value chain Demo Analysis Conducted.
- Summary of Results or VCA Reports populated/compiled.
- Hot spot analysis procedure (qualitative approach).

**5. End-of-Module Five: Reflection for Module Five**

**Part 1: 5 Minutes:** Share a summary of module key activities and highlight the key message.

**Part 2: 5 Minutes:** Invite the participants to share a reflection on the important information from the module. The participants can also give the overall impression of the workshop.

**Part 3: 10 Minutes:** Invite the groups to exchange their environmental hotspot map with another group. The group participants should evaluate their colleagues' findings and advise on any area that needs strengthening.

**6. After Module Five**

Ask the participants to write down information upon leaving the training venue. The participants can use an A4 paper to write down the important discoveries after the lesson. In the following session, take the A4 paper from each participant and identify the key theme. Identify key messages from the cards and comment on them in the next session.

## Module Six: Value Chain Greening Strategies

### 1. Preparation for Module Six

Ensure you are at the training venue 30 minutes before the training begins. Ensure the training venue is well organised. Distribute the A4 papers to each participant for documenting Value Chain Greening Strategies. Print all the case studies to be used in the training.

### 2. Review of the Previous Module

**Part 1: 5 Minutes:** Share a summary of module key activities and highlight the key message.

**Part 2: 5 Minutes:** Review the A4 papers used as exit cards and comment on the main themes. Notify the participants that you cannot review all the existing cards. Randomly get a few cards from the participants and discuss them. Invite the participants to comment on the colleague's cards.

**Part 3: 10 Minutes:** Invite the participants to share a reflection on the important information from the module. The participants can also give the overall impression of the module training.

**Part 4: 10 Minutes:** Invite the groups to exchange their points on VCA Reports populated/compiled. The groups should exchange their VCA Reports populated/compiled findings for review and respond to them.

### 3. Value Chain Greening Strategies

<b>Length of session</b>	<b>220 Minutes</b>
<b>Session Summary</b>	This session aims to help participants understand how to formulate greening strategies for identified opportunities and challenges, interpret and implement VC experts'/consultants' value chain development recommendations/greening plan, and demonstrate how to engage the private sector in smallholder producers' inclusive initiatives.
<b>Visual aids and equipment</b>	<ul style="list-style-type: none"> <li>▪ Blank white sheets of A4 paper</li> <li>▪ Projector, screen, and laptop</li> </ul>
<b>Resources required (on the day)</b>	<ul style="list-style-type: none"> <li>▪ PowerPoint slides</li> <li>▪ Training Objectives and Expected Outcomes</li> <li>▪ Reflection questions: one question per A4</li> <li>▪ Training registration forms</li> <li>▪ Participants expectations</li> </ul>
<b>Participant handbook/pamphlets to be used?</b>	RSFVCD training manual

## Guidance to facilitating learning activities

### Setting the context (10 Minutes)

Present the session's summary to the participants. Notify the participants that this session is interactive learning. Ask the participants to be in their respective groups. Ask the participants to list some value chain greening practices on an A4 paper. Afterwards, ask each participant to name one greening approach without repeating what was recorded by other participants. Ensure the participants list as many practices as possible.

### Training phase (60 Minutes)

- **The objectives of the Value Chain Greening Strategies module**
  - State and explain the objectives of the value chain greening strategies.
- **Strategic options**
  - Strategic option 1: Management of natural resources and ecosystems
  - Strategic option 2: Improving resource efficiency
  - Strategic option 3: Environmental regulation policy

### Group exercise 6.1: Pre-VC greening strategy scoping (90 Minutes)

Invite participants to **Exercise 6.1. Pre-VC greening strategy scoping** from the manual. The pre-VC greening strategy scoping is to help participants understand how to collect required data, which will inform greening strategy formulation. This will involve an exercise to enable the participant to learn how to use value chain analysis findings and recommendations for greening strategies. Take them through the procedure/ steps for the Pre-VC greening strategy scoping.

#### *Suggested procedure*

##### **Step 1.**

Choose one value chain product of interest from the list of the selected value chains.

	<p><b>Step 2.</b></p> <p>Assess the growth potential of the value chain chosen:</p> <ul style="list-style-type: none"> <li>• Which factors drive demand growth in general?</li> <li>• How important are they for the value chain?</li> <li>• Which opportunities for growth do exist?</li> </ul> <p><b>Step 3.</b></p> <p>Assess the selected value chain’s competitive advantages:</p> <ul style="list-style-type: none"> <li>• Can the value chain respond to market trends and requirements?</li> <li>• Which competitive advantages does it command?</li> <li>• What are the competition-related constraints in agri-food product sales?</li> <li>• Is there growth in consumer demand for climate-sensitive food products? (product availability and or awareness, import competition, income growth).</li> </ul> <p><b>Step 4.</b></p> <p>Assess the existing gaps in the selected value chain:</p> <ul style="list-style-type: none"> <li>• How does the position of the value chain compare with the possibilities for economic growth?</li> <li>• Which constraints, needs, and opportunities must be addressed, and how big is the gap?</li> </ul> <p><b>Step 5.</b></p> <p>Evaluate why the economic potential of the selected value chain has not been realized:</p> <ul style="list-style-type: none"> <li>• What are the factors behind stagnation?</li> <li>• Are there patterns of market failure and dysfunctional business linkages hampering development?</li> </ul> <p><b>Step 6.</b></p> <p>Carry out an environmental appraisal:</p> <ul style="list-style-type: none"> <li>• What are the value chain-related constraints on low-carbon production growth – water, land?</li> <li>• Are there opportunities for low-carbon farm productivity gains, substitute farm outputs, and land use alternatives? (list them).</li> <li>• What is the infrastructure capacity for low-carbon constraints in the value chain? (transport, power, storage, and distribution)</li> </ul>
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### Step 7.

Appraise the financial constraints of the selected value chain

- Do value chain actors have easy access to credit and development loans, interest costs

### Step 8.

Evaluate the existing regulatory framework and enforcement:

- Food safety, supply contracts, foreign ownership

#### ▪ Value chain greening strategic plan implementation

- Help the participant understand the key questions that a greening strategy should address.

#### Group exercise 6.2: Value chain greening strategy designing (60 Minutes)

Invite participants to **Exercise 6.2. Value chain greening strategy designing** from the manual. The section aims to enable participants to digest the findings from exercise 6.1. They should be able to select an integrated greening strategy for a pre-selected value chain. Take them through the procedure/ steps for the Value chain greening strategy designing.

#### *Suggested process*

- Plenary session, value chain expert moderated
- The value chain expert to guide the group through discussing the economic, social, and environmental aspects within the strategic formulation context. The following steps can guide the process

#### Step 1.

Strategic questions around economic growth:

- What specific problems and requirements need to be addressed to unlock market development?
- What specific combination of private investment and public goods is needed?
- Why has the economic potential not yet been realized?
- What are the factors behind the stagnation and the patterns of market failure hampering development?

	<p><b>Step 2.</b></p> <p>Strategic questions around environmental sustainability:</p> <ul style="list-style-type: none"> <li>• Can the value chain keep going in the face of absolute resource limits? Which are these, and who should bear the cost of adjusting to them?</li> <li>• Which direction should greening take, and which resources should get priority?</li> </ul> <p><b>Step 3.</b></p> <p>Strategic considerations on the social aspect:</p> <ul style="list-style-type: none"> <li>• How does value chain greening interact with livelihoods, food security, the position of women, and the social fabric in general?</li> <li>• What precautions need to be taken to safeguard vulnerable groups?</li> </ul> <p><b>Step 4.</b></p> <p>Strategy setting:</p> <ul style="list-style-type: none"> <li>• Who will do what?</li> <li>• What organizational structure is required?</li> <li>• What resources and people are needed?</li> <li>• How will resources and people be effectively and efficiently mobilized?</li> <li>• What are the monitoring and control mechanisms necessary?</li> </ul>
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#### 4. Key outputs

- Strategic considerations for greening value chains established.
- Strategy implementation process outlined.

#### 5. End-of-Module Six: Reflection for Module Six (20 Minutes)

Invite the participants to share a reflection on the important information from the module. The participants can also give the overall impression of the workshop. More so, the reflection should be tied to the participant's expectations. Were the participants' initial expectations met during the module training? What are the components of the developed greening strategy design?

#### 6. After Module Six

Ask the participants to write down essential information upon leaving on greening strategies. The participants can use an A4 paper to write down the important discoveries after the lesson. In the following session, take the A4 paper from each participant and identify the key theme. Identify key messages from the cards and comment on them in the next session.

## Module Seven: Green Business Models

### 1. Preparation for Module Seven

Ensure you are at the training venue 30 minutes before the training begins. Ensure the training venue is well organized. Distribute the A4 papers to each participant for documenting Green Business Models.

### 2. Review for the Previous Module

**Part 1: 5 Minutes:** Share a summary of module key activities and highlight the key message.

**Part 2: 5 Minutes:** Review the A4 papers used as exit cards and comment on the main themes. Notify the participants that you cannot review all the existing cards. Randomly get a few cards from the participants and discuss them. Invite the participants to comment on their colleague's cards.

**Part 3: 10 Minutes:** Invite the participants to share a reflection on the important information from the module. The participants can also give the overall impression of the module training.

**Part 4: 10 Minutes:** Invite the groups to exchange their points on the Strategy implementation process and private sector involvement. The participants should brainstorm the strategic option and steps for private sector involvement.

### 3. Green Business Models

<b>Length of session</b>	<b>180 Minutes</b>
<b>Session Summary</b>	Present the session's summary to the participants. Invite the participants to understand the main aims of the module, including developing a strategy for promoting green business models and promoting creative thinking amongst collaborating VC actors to establish private sector engaging and smallholder producer inclusive agribusiness models.
<b>Visual aids and equipment</b>	<ul style="list-style-type: none"> <li>▪ Blank white sheets of A4 paper</li> <li>▪ Projector, screen, and laptop</li> <li>▪ Flipchart</li> </ul>
<b>Resources required (on the day)</b>	<ul style="list-style-type: none"> <li>▪ PowerPoint slides</li> <li>▪ Training Objective and Expected Outcomes</li> <li>▪ Reflection questions: one question per A4</li> <li>▪ Training registration forms</li> <li>▪ Participants expectations</li> </ul>
<b>Participant handbook/pamphlets to be used?</b>	RSFVCD training manual

<p><b>Guidance to facilitating learning activities</b></p>	<p><b>Setting the context (10 Minutes)</b></p> <p>Present the session's summary to the participants. Notify the participants that this session is interactive learning. Ask the participants to be in their respective groups. Ask the participants to define the business model. Invite the participants to give example business models.</p> <p><b>Training phase (60 Minutes)</b></p> <ul style="list-style-type: none"> <li>▪ <b>Objectives</b> <ul style="list-style-type: none"> <li>• Clearly stated the module objectives</li> </ul> </li> <li>▪ <b>Green business model canvas and its building blocks</b> <ul style="list-style-type: none"> <li>• First, define a business model. Afterwards, explain the nine blocks of a green business model canvas.</li> </ul> </li> </ul> <p><b>Group exercise: Developing an improved business model (90 Minutes)</b></p> <p>Invite participants to <b>Exercise 7.1. Business model development</b> from the training manual (also in the slides). Ensure you equip participants with the necessary skills to build a business model using a business model approach. The participants need to develop and business model of a selected value chain. Take the participants through each step of building a business model. Ensure each group presents the output of the exercise.</p> <p><b>Points to assess the quality of a business model</b></p> <ul style="list-style-type: none"> <li>▪ Build participants' skills to evaluate the quality of a business model.</li> </ul> <p><b>Examples of business model</b></p> <ul style="list-style-type: none"> <li>▪ Take the participants through at least one sample business model example from the training manual. You can edit the sample model in the presentation slides accordingly (borrow from the manual or use local scenarios). <ul style="list-style-type: none"> <li>• Soya-Maize Business Model 1</li> <li>• Maize-Soya Business Model 2</li> <li>• Maize-Soya Business Model 3</li> </ul> </li> </ul> <p><b>Innovative value chain greening-related business opportunities</b></p> <ul style="list-style-type: none"> <li>▪ Ensure the participants understand the challenges and opportunities from selected case studies <ul style="list-style-type: none"> <li>• Case Study 1: Rice Value Chain in Nigeria</li> <li>• Case Study 2: Onion Value Chain in Ghana</li> </ul> </li> </ul>
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	<ul style="list-style-type: none"> <li>• Case Study 3: The Role of the soybean value chain in Burkina Faso</li> <li>• Case Study 4: Farmer associations making a difference in Ghana</li> <li>• Case Study 5: Anchor Farm Model Doubles Maize and Soybean Yields in Malawi</li> <li>• Case Study 6: A rice powered green revolution in Burkina Faso</li> </ul> <p><b>Questions and Answers (20 Minutes)</b></p> <p>First, review the business model developed by different groups. Ask the participants to check at least three business models from other groups. Invite the participants to ask questions. Make it an interactive session where participants can respond to different questions. Clarify all the responses. Invite the participants to comment on the key areas in mapping the environmental hotspots. Share some instrumental information from an expert point of view. Help participants locate useful guiding information from the handbook.</p>
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#### 4. End-of-Module Seven: Reflection for Module Seven

**Part 1: 5 Minutes:** Share a summary of module key activities and highlight the key message.

**Part 2: 5 Minutes:** Invite the participants to share a reflection on the important information from the module. The participants can also give the overall impression of the workshop.

**Part 3: 10 Minutes:** Invite the groups to exchange their developed and improved business model with another group. The group participants should evaluate their colleagues' findings and advice on any area that needs strengthening.

#### 5. After Module Seven

Ask the participants to write down information regarding the business model canvas upon leaving. The participants can use A4 paper to write down the important discoveries after the lesson. They can identify various business model canvases. In the following session, take the A4 paper from each participant and identify the business models. Identify key messages/ business models from the A4 papers and comment on them in the following session.

## Module Eight: Green Food Value Chain Financing

### 1. Preparation for Module Eight

Ensure you are at the training venue 30 minutes before the training begins. Ensure the training venue is well organized. Distribute the A4 papers to each participant for documenting sources of finance for greening value chains.

### 2. Review for the Previous Module

**Part 1: 5 Minutes:** Share a summary of module key activities and highlight the key message.

**Part 2: 5 Minutes:** Review the A4 papers used as exit cards and comment on the main themes. Notify the participants that you cannot review all the exist cards. Randomly get a few cards from the participants and discuss them. Invite the participants to comment on their colleague's cards.

**Part 3: 10 Minutes:** Invite the participants to share a reflection on the important information from the module. The participants can also give the overall impression of the module training.

**Part 4: 10 Minutes:** Invite the groups to exchange their points on developing the improved business model. The participants should list the nine blocks of a green business model canvas.

### 3. Green Food Value Chain Financing

<b>Length of session</b>	<b>60 Minutes</b>
<b>Session Summary</b>	Present the session's summary to the participants. This session aims to help participants understand the financing issues in green food value chain and introduce finance options available for green food value chain development.
<b>Visual aids and equipment</b>	<ul style="list-style-type: none"> <li>▪ Blank white sheets of A4 paper</li> <li>▪ Projector, screen, and laptop</li> </ul>
<b>Resources required (on the day)</b>	<ul style="list-style-type: none"> <li>▪ PowerPoint slides</li> <li>▪ Training Objective and Expected Outcomes</li> <li>▪ Reflection questions: one question per A4</li> <li>▪ Training registration forms</li> <li>▪ Participants expectations</li> </ul>
<b>Participant handbook/pamphlets to be used?</b>	RSFVCD training manual

## Guidance to facilitating learning activities

### Setting the context (5 Minutes)

Present the session's summary to the participants. Ask the participants to be in their respective groups. Ask the participants to list sources of finance for greening activities.

### Training phase (45 Minutes)

- **Module objectives**
  - Clearly state the module objectives.
- **Financing issues in green food value chain financing**
  - Equip the participants with skills to understand key issues in greening the food value chain.
- **Action Plan Template**
  - Take the participants through the sample action plan template.
- **Developing financing solutions**
  - Ensure the participants understand the key steps in developing financial solutions.
    - Step 1: Analyse the financing needs arising from business model improvement and the requirements for collective investment.
    - Step 2: Choose financial instruments and arrangements to solve the financing needs.
    - Step 3: Enhance the mutual understanding of financial institutions and small entrepreneurs.
- **Determine financing needs and gaps.**
  - Define a financing gap and equip the participants with skills to define the possible intervention areas in value chain projects (Use: PowerPoint slide titled "*Aggregate financing needs and gaps of a VC*").
- **Design responsive financial instruments and arrangements.**
  - Ensure the participants can identify financing sources and available financing instruments.
- **Facilitate financing solutions**
  - Ensure the participants;
    - Have financial literacy
    - There is mutual understanding between VC actors and financial institutions
    - External development agencies' involvement
- **Aggregate financing needs and gaps in the value chain**

	<ul style="list-style-type: none"> <li>• Help participants be able to integrate financial needs and gaps into the value chain</li> <li>▪ <b>Design responsive financial instruments and arrangements</b> <ul style="list-style-type: none"> <li>• Equip participants with the skill to find solutions to close the financing gaps is a key task in value chain development</li> </ul> </li> <li>▪ <b>Types of Risks in value chains</b> <ul style="list-style-type: none"> <li>• Ensure the participants can identify the risks</li> </ul> </li> <li>▪ <b>General risk management instruments</b> <ul style="list-style-type: none"> <li>• Equip the participants with skills to identify risk management instruments.</li> </ul> </li> <li>▪ <b>Financial risk management</b> <ul style="list-style-type: none"> <li>• Equip the participants with skills to identify financial risk categories and management options.</li> </ul> </li> <li>▪ <b>The success of risk management instruments</b> <ul style="list-style-type: none"> <li>• Ensure the participants could understand the factors that contribute to the success of a risk management instrument.</li> </ul> </li> </ul> <p><b>Question and answers (10 Minutes)</b></p> <p>Invite the participants to a short plenary discussion. Ask them to comment on key considerations in financing the value chain. Help them locate the resources from the greening manual. Take questions from the participants. Judiciously respond to the participants. Invite the participants to comment on the overall module.</p>
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#### 4. End-of-Module Eight: Reflection for Module Eight

**Part 1: 5 Minutes:** Share a summary of module key activities and highlight the key message.

**Part 2: 5 Minutes:** Invite the participants to share a reflection on the important information from the module. The participants can also give the overall impression of the workshop.

**Part 3: 10 Minutes:** Invite the groups to discuss the green food value chain financing sources. The group members can discuss key sections presented in the module. Some follow-up questions will be key to assessing the main concepts' mastery.

## 5. After Module Eight

Ask the participants to write down information upon leaving the training venue. The participants can use an A4 paper to write down the important discoveries after the lesson. In the following section, take the A4 paper from each participant and key areas of emphasis. Identify the most challenging concepts to recall and devise a mechanism to help the participants understand.

## Module Nine: Planning and Action Planning

### 1. Preparation for Module Nine

Ensure you are at the training venue 30 minutes before the training begins. Ensure the training venue is well organized. Distribute the A4 papers to each participant for developing a green food value chain action plan.

### 2. Review for the Previous Module

**Part 1: 5 Minutes:** Share a summary of module key activities and highlight the key message.

**Part 2: 5 Minutes:** Review the A4 papers used as exit cards and comment on the main themes. Notify the participants that you cannot review all the exist cards. Randomly get a few cards from the participants and discuss them. Invite the participants to comment on their colleague's cards.

**Part 3: 10 Minutes:** Invite the participants to share a reflection on the important information from the module. The participants can also give the overall impression of the module training.

**Part 4: 10 Minutes:** Request the participants share their green value chain financing insights. Notably, the participants should elucidate the key sources for the green value chain financing.

### 3. Planning and Action Planning

Length of session	90 Minutes
Session Summary	Present the session's summary to the participants. Introduce the module's purpose, including understanding the issues to consider during action planning and outlining key aspects to consider in budgeting and investment planning.
Visual aids and equipment	<ul style="list-style-type: none"> <li>▪ Blank white sheets of A4 paper</li> <li>▪ Projector, screen, and laptop</li> <li>▪ Markers,</li> <li>▪ Flipcharts/Manila paper</li> </ul>
Resources required (on the day)	<ul style="list-style-type: none"> <li>▪ PowerPoint slides</li> <li>▪ Training Objective and Expected Outcomes</li> <li>▪ Reflection questions: one question per A4</li> <li>▪ Training registration forms</li> <li>▪ Participants expectations</li> </ul>
Participant handbook/pamphlets to be used?	RSFVCD training manual

## Guidance to facilitating learning activities

### Setting the context (10 Minutes)

Present the session's summary to the participants. Ask the participants to be in their respective groups. Ask the participants to list key action plan components and considerations.

### Training phase (30 Minutes)

- **Module objectives**
  - Clearly state the module objectives
- **Action plan considerations**
  - Ensure the participants understand the steps to follow in action plan implementation.
- **Outline of value chain greening action plan**
  - Invite participants to understand the components of a value chain greening action plan. Use the pictorial presentation presented in the manual.
- **Action Plan Template**
  - Take the participants through the sample action plan template.

### Group work exercise (30 Minutes)

Invite participants to **Exercise 9.1. Action planning** from the manual. Ensure you equip participants with practical skills to develop a Value Chain Greening Action Plan and help the group participants to compile an action plan for the greening of a selected food value chain. Take the participants through each step of preparing a green action plan. Ensure each group presents the output of the exercise.

### Plenary session (20 Minutes)

Invite the participants to a short plenary discussion. Ask them to comment on the key components of the greening action plan. Help them locate the resources from the greening manual.

#### 4. Key outputs

- The participants will appreciate and internalize the process of action plan development.
- A dummy action plan.

#### 5. End-of-Module Nine: Reflection for Module Nine

**Part 1: 5 Minutes:** Share a summary of module key activities and highlight the key message.

**Part 2: 5 Minutes:** Invite the participants to share a reflection on the important information from the module. The participants can also give the overall impression of the module training.

**Part 3: 10 Minutes:** Invite the participants to appreciate and internalize the action plan development process. They should be able to develop a dummy action plan. Reflect with the participants on any challenges in developing the action plan. Provide practical solutions and guide how to identify useful information from the training manual.

#### 6. After Module Nine

Invite the participants to appreciate the entire green food value chain training/ workshop. Ask the participants to list the lesson learnt in the whole training. For future reference, request the participants to get a copy of the Toolkit, Training Manual and the PowerPoint presentation.