

Effective transformation practices

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Sarra : the main character

- Sarra is an agricultural engineer, hired by an organization as value chain practitioner (coach)
- Her mission : contribute to the development of the processed tomato value chain in her country
- What Sarra did do to achieve this mission ?

Sarra met and held discussions with processed tomato value chain' actors

Processors : the quality of the tomato is poor



Aggregators : supply instability



Growers: the tomato production is not profitable



Inputs suppliers : growers pay with delays

Actions taken by Sarra

- Demo plots with new processed tomato varieties
- Invited actors to see results
- Efforts widely appreciated

The effect of these actions

Unfortunately, there has been no improvement in the processed tomato value chain.



The adjusted approach

**key
constraints
and their root
causes**

**Developing
innovative solutions
to address the
constraints**

**the actors
involved in
each
constraint**

**She brought all
the processed
tomato value
chain actors
together**

**a collaborative
action plan**

The effect of these actions

Ownership of the action plan
by the value chain' actors

**Collaboration and
partnership** : in
implementing activities

Insight: Sarra gained a
deeper understanding of
actors' relationships and
interests

Success: Sarra feels
delighted and accomplished



Plan

- How value chains development works in reality ? (recurring pitfalls? How to overcome)
- The Role of the value chains coach
The partnership in the value chain
- How the methodology of value chains development could be improved ?



The recurring pitfalls,
How to overcome ?



Most common pitfalls when motivating people to collaborate in the value chain development

- The value chain coach often **starts with presenting and proposing his solutions**, without identifying stakeholders' interests, concerns, or needs.
- The value chain coach is often quick to focus first on his own issues, talking from **his perspective**, without listening carefully to the other party.

The nightmare of the value chain coach

- Actors Say “yes”, do “no”
- A lot of talking, no actions
- The benefits seem obvious, yet people do not seem to be interested
- Differences of opinion between various parties seem too wide to bridge

the value chains coach must develop his/her interpersonal skills



Listening skills :active listening, Be genuinely curious, understand what is not being said



Negotiations skills : focus on the interest not the position



Facilitation skills : facilitate a group discussion for common ground



Conflict handling : understand the conflict , define involved stakeholders, meeting each stakeholder alone , define conflict strategy

The Role of the value chains coach



The Role of the value chains coach

**A. Networking building and management relationships
(within the value chain)**

**B. Brokering linking and lobbying
(relationships outside the value chain)**

C. facilitating actions and activities

D. training coaching and advising

sustainability of the value chain coach position ?

The current situation

- The value chain coach is paid by the funder.
- His role ends once the project is completed

The challenge

- Without a coach, facilitation risks coming to an end.
- This could slow down or even block value chain development progress.

The Key Questions

- Who will take the lead in continuing the facilitation process?
- Are value chain actors ready to take on this mission?

The internal value chain coach

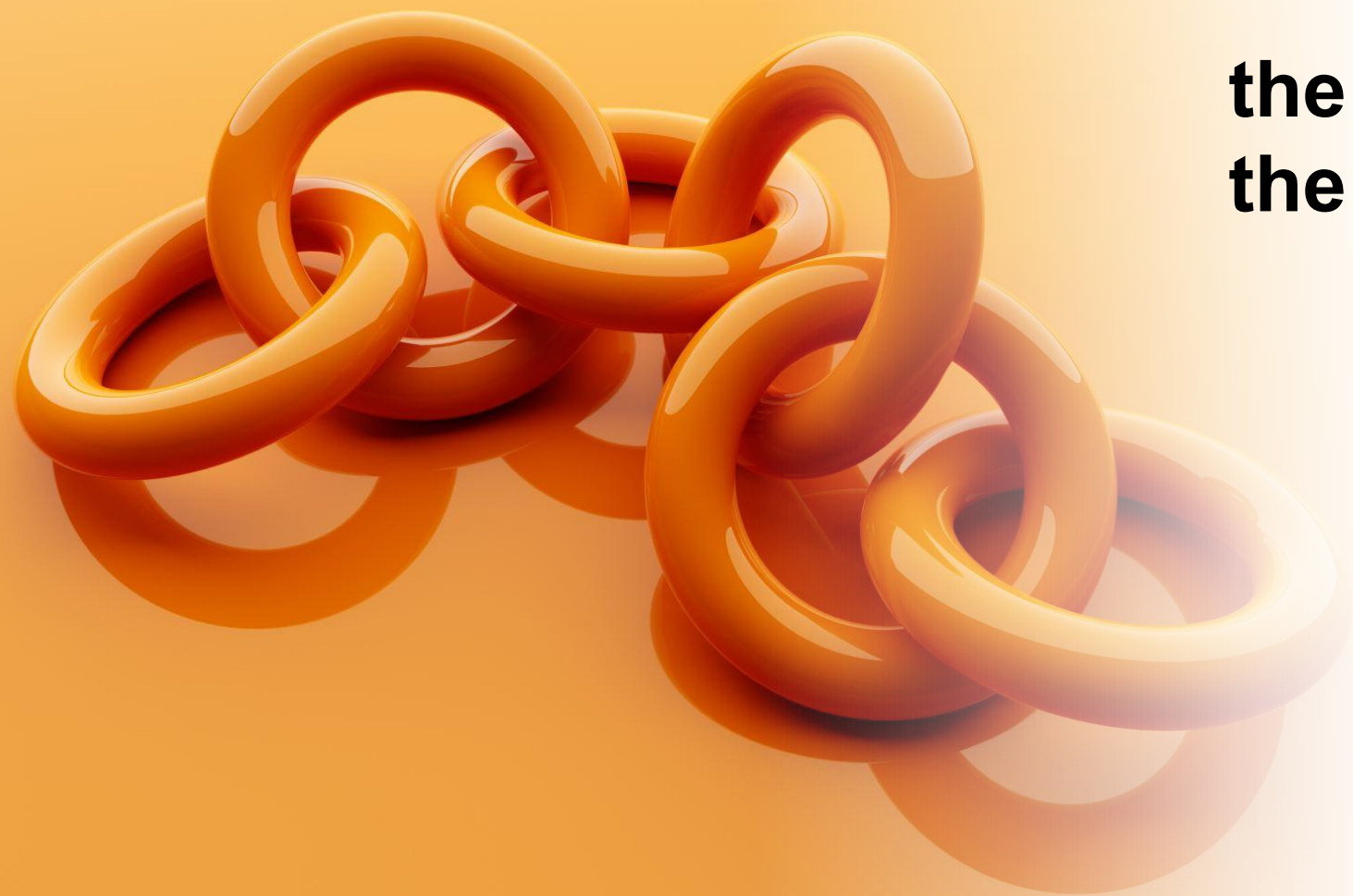
- He/she is an actor from within the value chain, he should be trusted by the other actors , and available to serve as *internal coach*.

Role during the project

- Takes the lead on selected activities of the action plan.
- Works closely with the value chain coach

Role after the project:

- Becomes experienced in facilitation and partnership-building.
- Continues to guide and support value chain development



**the partnership in
the value chain?**

- The artichoke value chain in Bizerte (North of Tunisia)





The assignment objective

- Strengthen the collaboration among artichoke value chain actors and increase added value throughout the artichoke value chain.

Fostering Collaboration in the Artichoke Value Chain

- The value chain project team suggested to organize meetings with actors to encourage closer collaboration and increase added value in the artichoke value chain.
- **The key question is:** *to what extend this collaboration is meaningful and worth it?*

Assessing the partnership Suitability

I advised the project team **not to pursue this partnership** and to look for more suitable partners.

- Reasons**

- The leading buyer(s) can already meet market requirements independently.
- There is no genuine ambition among the actors to develop new business relationships that create more added value.

Key takeaways

- Pushing forward without assessing the partnership's suitability could lead to wasted effort, resources and missed opportunities
- Before moving forward, we must always ask: *Is this collaboration truly suitable?*

- **How the methodology of value chains development could be improved?**



Improving Value Chain Development Methodology

- **Build Skills**

 Listening •  Negotiation •  Facilitation •  Conflict Management •  Networking

Provide ongoing Coaching

 value chain diagnosis and design •  Action Plan implementation
 reflect Adaptation

✓ **Check Collaboration suitability:** assess the suitability of the collaboration

 **Internal Coaches:** ensures the sustainability of the partnership

Support Grassroots Cluster Development

**I'm Sarra !
Thank you
for
you attention**

