



ONLINE

ENTERPRISES

VALUE CHAIN DEVELOPMENT

MOVING FROM ANALYSIS INTO ACTION

2 MARCH – 29 MAY 2026

⌚ 13 WEEKS, 100 HOURS

Information Note



International
Labour
Organization



INTRODUCTION

A value chain “describes the range of activities required to bring a product or service from its conception through the intermediate phases of production and delivery to end consumers to its final disposal after use”. This includes activities such as design, production, marketing, distribution and support services to the end consumer. Value chain development (VCD), on the other hand, refers to an approach that takes a product, service or commodity as the basis for analysis. Understanding value chains helps development actors identify chains that can generate growth, create jobs and reduce poverty. It also aims to identify constraints and opportunities for improving value chain performance, so that interventions can be designed and implemented to address constraints and create more and better jobs.

The ILO has been a pioneer in using a systems approach to value chain development to support the creation of more and better jobs. A systems approach is essential given the magnitude of global challenges. Too many development interventions remain in the pilot stage and do not lead to widespread change, or are too costly to implement and require significant funding to deploy. By being catalytic – trying to achieve more impact with fewer resources – a systems approach can stimulate local ownership and sustainability of results.

“Value Chain Development: From Analysis to Action” is a course designed to provide participants with a comprehensive understanding of the foundations of the value chain development approach, as well as some key skills and tools for introducing systems thinking into the design and implementation of private sector development programmes.

TARGET GROUP

This program is designed for:

- Experts from organizations engaged in promoting small business growth and value chain development (SME agencies, business support institutions, productivity organizations, trade facilitation organizations, civil society organizations)
- Individual consultants and private companies currently working on value chain development
- Experts from UN agencies and non-governmental organizations working in private sector development.

OBJECTIVES

The course is designed to familiarize participants with the value chain development approach. During the course, participants will be able to:

- Explore key concepts related to value chain development
- Learn the main steps of a value chain development programme
- Acquire the tools needed to identify high-growth value chains with the potential to create decent jobs
- Become familiar with best practices in value chain mapping and market systems analysis
- Analyze a specific value chain and identify systemic constraints to small business growth and decent job creation
- Design pilot interventions, using business modeling, based on a vision of how value chains and markets should work

- Improve their ability to implement value chain analysis in their context
- Apply what was learned in the theoretical training by analyzing a value chain in their own context.

STRUCTURE OF THE TRAINING

The course runs for thirteen weeks, from 2 March to 29 May 2026, and includes a combination of webinars, exercises, individual learning sessions, and a research project to be completed individually or in groups.

The training starts with a two-week orientation period (2 - 13 March), during which participants familiarize themselves with the course materials and eLearning platform. After that, the certification programme is organised as follows:

Phase 1: Intensive Online Training • 16 March – 3 April 2026 (30 Hours)

The online training course provides practical and action-oriented sessions on the different aspects of value chain development. The course will analyse the principles and rationale of value chain development, provide a detailed review of the different phases of value chain development, share different market system facilitation techniques and discuss the benefits of market system facilitation. It will be facilitated by ITCILO experts, based on experiences and best practices from developing and middle-income countries. The online training can be conducted from any computer with Internet access. The time investment required for the training is 30 hours. Upon successful completion of the online training course, participants will receive a certificate of participation issued by the ITCILO.

The training program includes:

- 6 online training sessions, where experts will present the theoretical foundations of the ILO's value chain development approach.
- 6 individual learning moments, where participants will receive interactive training modules, to cement the main concepts of the training
- 3 exercises, where participants will work in groups on fictional scenarios to put into practice the tools learned during the 10 sessions.

PHASE 1 AGENDA

Time (UTC)	Monday 16 March	Tuesday 17 March	Wednesday 18 March	Thursday 19 March	Friday 20 March
11:30 – 13:00	Introduction to value chain development		Exercise 1 Sector Selection		Market Systems Analysis – Case Studies
Self-Guided		Sector and value chain selection		Introduction to Market Systems Analysis	
Time (UTC)	Monday 23 March	Tuesday 24 March	Wednesday 25 March	Thursday 26 March	Friday 27 March
11:30 – 13:00	Social Inclusion and Value Chain Development		Exercise 2 Intervention Design		Partner identification and making an offer
Self-Guided		Introduction to Intervention Design		Facilitation vs direct delivery	

Time (UTC)	Monday 30 March	Tuesday 31 March	Wednesday 1 April	Thursday 2 April	Friday 3 April
11:30 – 13:00	Scaling up VCD interventions		Exercise 3 Monitoring and results measurement		Conclusions and next steps
Self-Guided		Measuring Systemic Change		Getting ready for the field-work assignment	

Phase 2: Field Work Assignment • 6 April – 1 May 2026 (40 Hours)

After the online training, participants will be asked to conduct an analysis of a market system in your own country and develop concrete intervention plans. The work can be done in groups of 2-3 people or individually. The final product of the field study is the first draft of the market system analysis report and an intervention plan. Participants benefit from up to two individual or group coaching sessions with ITCILO experts to discuss the challenges related to the study.

Phase 3: Peer Review and Group Coaching • 4 – 8 May 2026 (3 Hours)

During the peer review and group coaching, participants will present and obtain feedback on the market system analyses and intervention plans. These workshops will provide an opportunity to address some of the challenges associated with the field mission and reinforce some key concepts and skills.

Phase 4: Report finalization and submission • 11 May – 22 May 2026 (20 hours)

After the peer review and group coaching sessions, participants will have five more weeks to complete the field study and submit the final report. During this phase, they will be able to take advantage of coaching sessions that were not used in Phase 2.

Phase 5: Report Evaluation and Final Exam • 25 – 29 May 2026 (4 hours)

After submitting the report, participants will receive feedback from ITCILO experts, indicating whether the work is of sufficient quality, or whether they should submit a new version. Once the report has been evaluated, participants will have to take a final test, covering all the topics discussed during the training. At the end of this phase, participants will receive the Certificate of Achievement issued by the ILO, giving the title of Value Chain Analyst. Successful candidates will be registered into the ITCILO's database of accredited analysts.

LANGUAGES

The training is offered in English.

COST

The participation fee for the certification programme is 1,375 Euros.

INFO

**FOR FURTHER INFORMATION
PLEASE CONTACT**

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