

Darwin Initiative toolkit for SMEs-

Business planning and market research resources for SMEs

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Introduction

The Darwin Initiative wishes to strengthen the quality of applications for funding that make claims to create, develop or maintain some form of enterprise, relating to the use of natural resources. It is widely held that Small and Medium Enterprises (SMEs) do not always have the time, expertise and training to carry out the necessary business planning and market research, that is a vital part of ensuring the success and continuity of any business. Most rural enterprises lack the skills to prepare business plans or to present themselves to secure potential funders. Furthermore, SMEs often lack suitable capital or collateral, and are often unwilling to let others take a share in their enterprise in return for such assets. Marketing and adaptation of products / services to market demand is a common weak point. Finally, the amount of time and money needed to get a concern up and running profitably is often underestimated. This toolkit aims to address some of these issues and help SMEs have direct access to a selection of resources that aim to help them plan and market their enterprises more effectively.

A consultation of over 80 experts from NGO, government, academic and business sectors in September 2007 revealed an overwhelmingly positive response to providing a toolkit of this sort for SMEs. Almost every respondent expressed their interest in such an assemblage of specific materials as it does not currently exist. Indeed, although there are many business development documents, toolkits and guidelines which focus on natural resources in the public domain, there are few that are specific and useful enough to apply to a wide audience and have real value to Darwin applicants.

Finally, it should be noted that the adoption of “best practice” market research and business planning methodologies can never guarantee success but it can certainly increase the likelihood that a business will turn out to be more profitable and ultimately more sustainable.

Purpose

The purpose of the following toolkit is to provide guidance on business planning and market research for Small and Medium Enterprises (SMEs) who are applying to the Darwin Initiative for funding. The guidance material is split between resources for business planning and resources for market research for 1) General biodiversity 2) Specific biodiversity (Non-Timber Forest Products; Agro-forestry, Ecotourism, Payments for Ecosystem Services; and Genetic Resources) and 3) General business.

The guidance is intended to be used in accordance with the aims and objectives of the Darwin Initiative

The tool will be appended to the Darwin website for public use. It should be noted that the materials are only a selection of public resources and are intended for guidance only.

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SOURCE MATERIAL AND LINKS

1 General biodiversity/natural resource-related:

1.1 Overview

There are many sources of literature and a variety of tools available publicly which cover general biodiversity topics and pro-biodiversity enterprise. This section aims to offer a selection of these resources with specific emphasis on small business development, using natural resources.

1.2 Top 5 resources

These resources were chosen to provide the best overview for this field, but it is also worth checking out the other resources in this section.

- [UNDP- Local business for global conservation](#)
Provides guidance for conservation planners and project designers to assess the role of small business development in biodiversity conservation; determine if a small business could be socially, economically and environmentally viable and sustainable; and incorporate into project or strategy design, issues important to small business development.
- [USAID- Enterprise development for natural products manual](#)
This clear and concise manual provides practical tools to explore and develop natural product enterprises. It promotes a strategy of natural product enterprise design that enhances a region's biodiversity and promotes social equity.
- [CGIAR- Identifying and assessing market opportunities for small rural producers](#)
The manual helps facilitators to promote market orientation among rural small-scale producers, to diversify agricultural production and to detect opportunities for traditional products in rural economies. Sections include designing and executing a rapid market survey, assessing and selecting market options, and designing integrated product solutions.
- [OECD- Harnessing markets for biodiversity](#)
A conceptual framework to help users in the identification and use of markets for biodiversity products and services that can promote their conservation and sustainable use. It is aimed at policy-makers, potential investors, non-governmental organisations (NGOs) and practitioners.
- [OECD- Handbook of market creation for biodiversity](#)
A conceptual guide, with practical examples, to creating markets for the sustainable use and conservation of biodiversity.

1.3 Market research (general biodiversity/natural resource-related)

Tools/guidelines/methodologies

- [OECD- Handbook of market creation for biodiversity Executive summary](#)
- [OECD- Handbook of market creation for biodiversity- summary](#)
Summary documents of the conceptual guide outlined in the top 5 general biodiversity resources, with practical examples, to creating markets for the sustainable use and conservation of biodiversity.

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- [EBRD- Creating biodiversity markets- extract from Frentz](#)
Lessons learnt from past biodiversity-promoting business initiatives
- [Biotrade- sector assessments and strategies and market information for specific products](#)
Sector assessments, strategies and other related documents for priority biodiversity sectors and product groups and market briefs for selected exports

Reports/literature

- [Forest Trends- Markets for Biodiversity Services](#)
Potential roles and challenges
- [Ecologic- Use of market incentives to preserve biodiversity](#)
research how Market based instruments (MBIs) are currently used for biodiversity conservation and to assess the success or failure of these instruments and their potential for further use.
- [EU DG Research- The working partnership- SMEs and biodiversity](#)
Report of a EU project seeking to identify the specific business opportunities and constraints for sustainable use of terrestrial, freshwater and marine biodiversity by SMEs especially in ecologically sensitive areas. Characterises the role of the market.
- [‘It’s wild’- marketing plan for Peanut butter, rice and honey, Zambia](#)
Report to ensure the long-term sustainability, and to maximize the growth of the COMACO (Community Markets for Conservation) organization by making recommendations for the distribution, marketing, and sales of *It’s Wild* products.
- [‘It’s wild’ Markets, food security and conservation, - a model for rural development in Zambia](#)
COMACO (Community Markets for Conservation). Perspectives on land management: the role of markets in rural Zambia
- [Biotrade- Market brief in the European Union, Baobab](#)
Profiles the EU market for this native South American species and its derivatives and includes environmental considerations in marketing
- [Biotrade- Tropical flowers market scan in the European Union](#)
Profiles the EU market for tropical flowers includes environmental considerations in marketing. [[return to table of contents](#)]
- [Rare Conservation- tools and programmes](#)
Rare has built a suite of social marketing and business development tools that motivate local communities to protect their natural surroundings. Rare’s signature Pride campaign builds grassroots support for environmental protection by training local conservation leaders in the use of commercial marketing tactics to build awareness, influence attitudes, and enable meaningful change.

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1.4 Business planning (general biodiversity/natural resource-related)

Tools/guidelines/methodologies

- **Shell/IUCN Business planning toolkit [refer docs]**
Objective is to develop a generic business planning toolkit that will help selected Natural World Heritage site managers to develop a 3-year business plan. The project objective is not to develop a business plan for a NWH site but to assist its managers develop it using their own abilities (business skills transfer).
- **FIELDFARE Guidelines for producing Ecological sustainable enterprises, [refer doc]**
The aim of the guidelines is to identify and promote suitable opportunities, operations, and source funding and then to implement selected sustainable development activities through support to Ecologically Sustainable Enterprises. They present the criteria that any activity or project will need to meet before it is considered to be sustainable development and worth pursuing further and then itemise the steps needed to be taken by three different user groups
- **[SEEP network- Business development services \(BDS\)](#)**
How do BDS programs enhance environmental preservation? The issues and strategies outlined here are relevant for a variety of markets—crafts, eco-tourism, specialty foods, and agriculture—in which natural resources are a key input. The topics and methods are also useful when working with metal crafting, plastics, wood, and other sectors where pollution or resource mismanagement can be a major problem.
- **[EcoVentures- business planning materials](#)**
Strives to support the development of sustainable communities and sustainable livelihoods. They have developed a number of business planning tools. The Business Orientation Course is the first module of Master Plan, a "game" that allows participants to act as entrepreneurs and compete with each other to succeed in business. The debates get intense, decisions get weightier and the results provoke emotions of success and failure and discussions of different ways to succeed. For small business trainers, banks, and RFIs, Master Plan guides participants through a series of five modules that will address business planning, assessment, financing, and competition. Participants have the opportunity to play the part of the entrepreneur as well as that of a loan assessor, and to generate ideas about what the ideal business is for them as an individual entrepreneur. The modules may be used together or separately.

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Reports/literature

- **[IUCN/Shell Building biodiversity business report](#)**
Collaboration between The World Conservation Union (IUCN) and Shell International Limited, in a joint effort to identify potential new business opportunities and market-based mechanisms to conserve biodiversity.
- **[Conservation Finance](#)**
Conservation Finance share experiences with applying business and financial planning tools to protected areas management, biodiversity conservation and sustainable development activities
- **[BOTH ENDS](#)**
A funder agency in the Netherlands which also works on issues of capacity building, funding opportunities and facts about fundraising for non-profit environmental organizations.

- [**Biotrade Initiative business development**](#)
Provides an outline of business development expertise

- [**Biodiversity Conservation Network - Evaluation of stories from the field of enterprise-oriented approaches to community-based conservation**](#)
An outline of the work of the Biodiversity Conservation network's work in Evaluating an Enterprise-Oriented Approach to Community-Based Conservation in the Asia/Pacific Region. [[return to table of contents](#)]

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2 Resources related to specific biodiversity businesses/markets:

There are five markets covered in this section starting with Non-Timber Forest Products (greatest amount of material available), Agro-Forestry, Ecotourism, Payments for Ecosystem Services and Genetic Resources (least amount of material available).

2.1 Non-timber forest products (NTFPs)-

2.1.1 Overview

This section is the first of five specific biodiversity related markets and focuses on Non-timber forest products (NTFPs). NTFPs are a collection of biological resources derived from both natural and managed forests and other wooded areas. Examples include a variety of fruits, nuts, seeds, oils, spices, resins, gums, medicinal plants.

2.1.2 Top 2 resources

These resources were chosen to provide the best overview for this field, but it is also worth checking out the other resources in this section.

- [FAO Marketing information systems for non-timber forest products](#)
Presents a systematic approach that can be used by small-scale producers to gather information about markets for NTFPs
- **FAO- Community-based tree and forest product enterprises: Market Analysis and Development:**
The goal of the Market Analysis and Development (MA&D) approach is to assist local people in developing income-generating enterprises while conserving tree and forest resources. It discusses how to assess the existing situation, identify products, markets and means of marketing, and plan enterprises for sustainable development. A main theme is the four areas of enterprise development: market economy, resource management, social/institutional issues, and science and technology. A case study from remote areas of central Vietnam is also presented.

The publication contains the following 6 sections:

- [Defining where you want to end up](#)
- [Assess the existing situation](#)
- [Identify products, markets and means of marketing](#)
- [Plan enterprises for sustainable development](#)
- [Designing tree, forest and home garden product enterprises for sustainable development](#)
- [Field facilitator guidelines](#)

2.1.3 Market research (Non-timber forest products, NTFPs)

Tools/guidelines/methodologies

- [FAO Marketing information systems for non-timber forest products](#)
To help local groups establish a Marketing Information System that is user-driven, flexible and responsive to local needs.
- [FAO Horticultural marketing - a resource and training manual for extension officers](#)
Aims to provide appropriate resource and training material on marketing for extension officers working with farmers who produce horticultural produce for both domestic and export markets.

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- [FAO A guide to marketing costs and how to calculate them](#)

To explain basic concepts of agricultural marketing costs and marketing margins. It identifies the main types of marketing costs, provides brief advice on how to calculate them and discusses the interpretation of marketing margins.

- [**Asia Network for Sustainable Agriculture and Bio-resources \(ANSAB\)**](#)
ANSAB is committed to enterprise oriented solutions to biodiversity conservation and sustainable community development. ANSAB has been a forerunner in its field for over a decade working in ecological, technological, economic and socio-cultural fronts associated with people centered conservation, management, and use of biodiversity, especially non-timber forest products (NTFPs), in Nepal. A “Market Information System” exists with useful links and resources.

Reports/literature

- [**Belcher and Schreckenberg- Commercialisation of Non-timber forest- a reality check**](#)
Challenges the pervasive view that commercialisation of non-timber forest products can (easily) achieve ecosystem and species conservation as well as improving livelihoods. Following a brief review of who and what is involved, it focuses on the main ecological and livelihood risks of unconsidered promotion of NTFP commercialisation, drawing on a wide range of case studies from around the world, and concludes with some recommendations for useful interventions.
- [**Schreckenberg et al- Commercialisation of NTFPs and factors influencing success**](#)
Examines the key factors that influence successful NTFP commercialization.
- [**CIFOR/CGIAR- Commercialisation of NTFP-review and analysis of research**](#)
Aims to reach a better understanding of the role and potential forest products in development and conservation.
- [**USAID- US Markets for Non-traditional natural products \(from Madagascar\)**](#)
Identifies non-traditional markets and approaches for expanding the market presence and market linkages for Malagasy products and producers.
- [**FAO- Marketing of Indigenous Medicinal Plants in South Africa - A Case Study in Kwazulu-Natal**](#)
The market study aims to describe the demand, supply, current marketing practices, potential and limitations within the medicinal plant market and makes recommendations for a wide range of decision-makers.
- [**FAO- Agricultural and food marketing management**](#)
Strengthening agricultural marketing training in Eastern and Southern Africa.

2.1.4 Business planning (Non-timber forest products)

Tools/guidelines/methodologies

- [**FAO- Handbook on Small Enterprises for Hill Tribe People in Thailand**](#)
Business planning, production and marketing advice, written to help develop small Enterprises for Hill Tribe People in Thailand, but applicable to other types of small enterprise development.
- [**EcoEnterprises- Technical Assistance fund**](#)
A technical assistance fund which covers fund management costs and provides business advisory services to prospective and portfolio projects which include, Business planning; Marketing; Training in technical subject areas such as ecotourism and organic agriculture; Financial control and accounting; Establishment of environmental indicators and monitoring program

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Reports/literature

- [IUCN/Shell- Building biodiversity business](#)
Collaboration between The World Conservation Union (IUCN) and Shell International Limited, in a joint effort to identify potential new business opportunities and market-based mechanisms to conserve biodiversity, with a specific section on NTFPs
- [FAO- Non-wood Forest Products and Income Generation](#)
Income generation reviews through sustainable management of non-wood forest products
- [FAO- Paying for Biodiversity Conservation Services in Agricultural Landscapes](#)
Describes the contract mechanism developed for the Regional Integrated Silvo-pastoral Ecosystem Management Project, which is being implemented with financing from the Global Environment Facility (GEF). The project is testing the use of the payment-for-service mechanism to encourage the adoption of silvo-pastoral practices in three countries of Central and South America: Colombia, Costa Rica, and Nicaragua.
- **VITA Publications catalogue** [refer doc]

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2.2 **Agro-forestry**

2.2.1 **Overview**

This section is the second of five specific biodiversity related markets and focuses on Agro-forestry. The [World Agro-forestry Centre](#) define Agro-forestry as: the wide range of working trees grown on farms and in rural landscapes. Among these are fertiliser trees for land regeneration, soil health and food security; fruit trees for nutrition; fodder trees that improve smallholder livestock production; timber and fuel-wood trees for shelter and energy; medicinal trees to combat disease; and trees that produce gums, resins or latex products. Many of these trees are multipurpose, providing a range of benefits.

2.2.2 **Top 2 resources**

These resources were chosen to provide the best overview for this field, but it is also worth checking out the other resources in this section.

- [FAO - Business management for small-scale agro-processors](#) addresses micro and small-scale entrepreneurs who wish to improve and scale-up their business operations. It emphasises simple procedures to plan, monitor and control production, finance, inventories, quality and staff. Market research, product development and waste management are also covered.
- [FAO- Market research for agro processors](#) Describes, in fairly simple terms, the market research that agro-processors can carry out, and some of the ways of doing such research.

2.2.3 **Market research (Agro-forestry)**

Tools/guidelines/methodologies

- [FAO- Community-based tree and forest product enterprises- market analysis and development](#)
The goal of this resource is to assist local people in developing income generating enterprises while conserving tree and forest resources.
- [EcoEnterprises- Technical Assistance fund](#)
A technical assistance fund which covers fund management costs and provides business advisory services to prospective and portfolio projects which include, Business planning; Marketing; Training in technical subject areas such as ecotourism and organic agriculture; Financial control and accounting; Establishment of environmental indicators and monitoring programs
- [IIED- Case studies of biodiversity markets for forest environmental services](#)
Looks at the demand and supply of a selection of biodiversity markets from around the world including Carbon Sequestration and watershed protection
- **ICRAF- Short training course on Agro-forestry Marketing and Enterprise Development Support**
The course on Agro-forestry marketing and enterprise development support was identified as a capacity strengthening priority for the Southern Africa region (Malawi, Tanzania, Zambia and Zimbabwe) based on the Centre's experiences in collaborating with national research, development, training and education institutions in the region and through consultation with the Centre's Trees and Markets Theme staff. This narrative report describes how this training event was planned, organized and implemented. It serves as a record to those who were involved in it and a guideline for those who intend to implement a similar activity in the future.

- **Moving Ahead with Market-Oriented Agro-forestry in Western Kenya: Outcomes and ideas from the 29-31 January 2002 workshop in Kisumu**
The major goal of the workshop was to learn about demand for agroforestry products within selected parts of Africa. The full copy of this report is available from ICRAF directly

Rainforest Alliance- Sustainable Forestry “TREE” programme

A number of links which seek to help improve the effectiveness of forest certification in conserving biodiversity and in providing economic support to local communities. One important activity is explained which seeks to create models of market links to support small landowners in their efforts to practice sustainable forestry and achieve certification.

Russell, D. and Franzell, S. (ICRAF)- Trees of prosperity: Agroforestry, markets and the African smallholder

It is now being recognized that expanding market opportunities for smallholders particularly in niche markets and high value products is critical to the success of agro-forestry innovations. Some recent work presented in this paper on marketing agro-forestry products in Africa, linking farmers to markets and assisting farmer organizations, shows how constraints are tied to both long-standing market structures as well as shifting market imperatives. Forest policy, physical and social barriers to smallholder participation in markets, the overall lack of information at all levels on markets for agro-forestry products, and the challenges to outgrowing schemes and contract farming inhibit the growth of the smallholder tree product sector in Africa outside of traditional products.

Reports/literature

- **IIED- Making the most of market chains in Vietnam**
Shows that efforts to assist farmers (and harvesters of natural produce) to get better and more reliable prices need to take into account full market chains - not just what happens at the “farm gate”.
- **FAO- Microfinance and forest-based small-scale enterprises**
Examines microfinance needs and constraints of small-scale enterprises. It analyses the different types of microfinance institutions, the role that they can play in the forest sector given the characteristics of small enterprises and forest communities, and their impact on local livelihoods and environment.
- **FAO- Community Forestry Enterprises- A case study of The Gambia**
Outlines a selection of enterprises in the Gambia and provides lessons for similar initiatives or governments supporting community-based enterprises.
- **ICRAF- Banana Market Chain Improvement –Enhance Farmers’ Market Linkages in West Java, Indonesia**
Ongoing work to assist Nanggung farmers improve their tree garden management to enhance both the quantity and quality of the products and strengthen their ability to respond to market opportunities. Banana is used as an example of how to achieve success.
- **FAO- Empowering communities through forestry: Community-based enterprise development in the Gambia**
A discussion of the development and implementation of effective ways to strengthen the role of sustainable forest management in meeting the livelihoods needs of rural populations in The Gambia, with a section looking at market constraints
- **Rights and Resources- Small and Medium Forest Enterprises: Instruments of Change in the Developing World**

Attempts to help address this information gap, in part, by synthesizing much of the relevant literature on small enterprises, with a section that identifies forests products services and markets

2.2.4 Business planning (Agro-forestry)

Tools/guidelines/methodologies

- [EcoEnterprises- Technical Assistance fund](#)
A technical assistance fund which covers fund management costs and provides business advisory services to prospective and portfolio projects which include, Business planning; Marketing; Training in technical subject areas such as ecotourism and organic agriculture; Financial control and accounting; Establishment of environmental indicators and monitoring programs
- [ODI- Stakeholder incentives in participatory forest management \(PFM\)](#)
The first part involves an introduction to economic concepts applied to PFM. The second and main section is the Economic Stakeholder Analysis (ESA) toolbox. The tools are organised in six main ESA stages covering characterisation of the stakeholders; understanding the decision-making context; physical quantification of costs and benefits; valuation of the costs and benefits; economic comparison of the decision-making alternatives; and participatory analysis and monitoring.
- [EcoVentures- Agri-planner](#)
Assists growers and farmers to run successful Agri-businesses by having participant teams run simulated businesses. The Agri-planner Simulation runs at progressive levels starting simply and building to planning and running a complex Agri-business at the higher levels.
- [Tropical Agricultural Research and Higher Education Centre \(CATIE\)](#)
The CATIE-based Center for Competitiveness of Ecoenterprises (CeCoEco) is committed to stimulating rural eco-enterprise competitiveness in increasingly globalized agricultural and forestry markets. Together with providers of business development services (BDS), they support eco-enterprises in capitalizing on opportunities in specialty markets, among them organic produce, fair trade and gourmet markets. Their goal is a true reconciliation between economic development and environmental conservation.

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Reports/literature

- [FAO- Community-based commercial enterprise development for the conservation of biodiversity in Bwindi World Heritage Site, Uganda](#)
The project showed that natural resource-based enterprise development with communities involved an intensive investment in capacity building, and it can take many years before enterprises are sustained and profitable.
- [ODI- The business side of sustainable forest management: Small and medium forest enterprise \(SMFE\) development for poverty reduction](#)
Argues (with suggestions for business planning) that there are still significant challenges to the development of viable SMFEs and that government and non-governmental agencies, as well as the SMFEs themselves and their business partners, have important roles to play in the process.
- [IUCN/Shell- Building biodiversity business](#)

Collaboration between The World Conservation Union (IUCN) and Shell International Limited, in a joint effort to identify potential new business opportunities and market-based mechanisms to conserve biodiversity, with a specific section on Agro-frestry

- [**PriceWaterhouseCoopers- Sustainable Investments for Conservation**](#)
A contemporary outline of the market for 'green' investments with an outline of success factors
- [**CIAT- A Territorial based Approach to Agro-Enterprise Development**](#)
Sets out a strategy to address the current climate and to support rural communities in agriculture through a Territorial Approach to Rural Business Development and support to pro-poor policies that work towards enabling rural innovation with greater equity in the marketplace.

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2.3 Ecotourism

2.3.1 Overview

This section is the third of five specific biodiversity related markets and focuses on Ecotourism. [The International Ecotourism society](#) defines ecotourism as “Responsible travel to natural areas that conserves the environment and improves the well-being of local people. Ecotourism is about connecting conservation, communities, and sustainable travel”

2.3.2 Top 2 resources

These resources were chosen to provide the best overview for this field, but it is also worth checking out the other resources in this section.

- [Rainforest Alliance \(RA\), Toolkit for SMEs](#)
A variety of practical tools and reports and reports- see 2.3.3 below.
- [WWF International- Guidelines for community based ecotourism development](#)
Identifies some general principles, and highlights some practical considerations for community-based ecotourism, which include aspects of business planning

2.3.3 Market research (Ecotourism)

Tools/guidelines/methodologies

- [Rainforest Alliance \(RA\), Toolkit for SMEs](#)
A variety of practical tools and reports and reports:
 - [RA- Guide for Sustainable Tourism Best Practices](#)
A tool to help community-based organizations and small and medium-sized tourism businesses take specific actions to operate more sustainably. You can use it to develop internal policies and codes of conduct, to meet certification requirements, to educate your clients and to carry out marketing activities.
 - [RA- Study of the Commercialization Chain and Market Opportunities for Eco and Sustainable Tourism](#)
To seek out potential market opportunities for eco and sustainable tourism through an examination of the commercialization chain.
 - [RA with CREM - A Toolkit to develop and promote sustainable tourism in Latin America](#)
To support the efforts of tourism companies and organizations to make their performance more sustainable from the social, environmental and economic. perspectives. The toolkit suggests a process that can help tourism entrepreneurs improve their sustainability, by developing new sustainable products and services or improving existing ones. It also offers marketing recommendations to position those products in the market.
- [EcoEnterprises- Technical Assistance fund](#)
A technical assistance fund which covers fund management costs and provides business advisory services to prospective and portfolio projects which include, Business planning; Marketing; Training in technical subject areas such as ecotourism and organic agriculture; Financial control and accounting; Establishment of environmental indicators and monitoring programs

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Reports/literature

- [**CESD- Consumer Demand and Operator Support for Socially and Environmentally Responsible Tourism**](#)
Report explores how Tour operators are increasingly aware of the demand for socially and environmentally responsible tourism, and are exploring certification programs as a way to market their ecotourism products
- [**PLANETA - Marketing and market development- Extract from Ecotourism Emerging industry forum**](#)
[NB. Scroll down to Market and Market development in the Index and click on relevant section of interest]. A question was asked at the beginning of this discussion forum on how to increase the competitiveness and profitability of tourism SMEs in high biodiversity areas

2.3.4 Business planning (Ecotourism)

Tools/guidelines/methodologies

- [**UNEPTOI- Integrating Sustainability into Business, Management Guide for Tour Operators**](#)
[**UNEPTOI- Integrating Sustainability into Business, Implementation Guide for Tourism Coordinators**](#)
These two reports present ways in which tour operators can integrate the principles of CSR and sustainable development into all areas of their business, including internal management, product development and management, supply chain management, relations with customers and co-operation with destinations.
- [**EcoEnterprises- Technical Assistance fund**](#)
A technical assistance fund which covers fund management costs and provides business advisory services to prospective and portfolio projects which include, Business planning; Marketing; Training in technical subject areas such as ecotourism and organic agriculture; Financial control and accounting; Establishment of environmental indicators and monitoring programs
- **Department of Environmental Affairs and Tourism, The Tourism Business Council of South Africa, The Tourism Enterprise Programme and ABSA: How to Start and Grow your Tourism Business**
The report presents a package of instruments aimed at assisting tourism entrepreneurs to develop sustainable and profitable businesses, based on South Africa
- **Sustainable Development of Ecotourism - A Compilation of Good Practices in SMEs**
This report contains a series of methodologies and business approaches applied successfully by a wide range of ecotourism SMEs

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Reports/literature

- [**FAO- Community based tourism- case study from Buhoma, Uganda, FORC**](#)
Describes how community-based tourism activities were developed in Buhoma, Uganda in the context of the FAO/United Nations Foundation (UNF) project Community-Based Commercial Enterprise Development for the Conservation of Biodiversity at World Heritage Sites. The main challenge of the project was therefore to identify viable small-scale enterprises based on natural resources

located outside the park, and to establish a link between income generation and conservation of the park.

- **[UNEP Tourism Publications:](#)**
Catalogue of a selection of publications relating to Ecotourism development

- **[World Tourism Organisation- Sustainable Development of Ecotourism - A Compilation of Good Practices in SMEs](#)**
This publication is the 3rd of a series of good practice compilations, and it has been prepared in the follow up to the International Year of Ecotourism 2002. This compilation contains 65 case studies received from 47 countries about exemplary practices in small ecotourism businesses.

- **The Conference Board/Business Enterprises for Sustainable travel- “BEST Practices” highlights successful business practices drawn from BEST’s extensive and expanding database of the latest sustainable travel and tourism practices.**

- **[Case study BEST practices, Vilamoura Resort, 2003](#)**
- **[Case study BEST practices, Turtle Island Resort, 2002](#)**
- **[Case study BEST practices, Shaw Heritage Tourism, 2003](#)**
- **[Case study BEST practices, Punta Cana Resort Club, 2003](#)**
- **[Case study BEST practices, Great Canadian Railtour Company, 2000](#)**
- **[Case study BEST practices, Conservation Corporation Africa, 2001](#)**
- **[Case study BEST practices, Aspen Skiing Company, 2002](#)**

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2.4 Payments for Ecosystem Services (PES)

2.4.1 Overview

This section is the fourth of five specific biodiversity related markets and focuses on Payments for Ecosystem Services (PES). According to [WWF](#), Payments for ecosystem services”, also called payments for environmental services (or PES for short) is the name for a variety of arrangements through which the beneficiary of ecosystem services pay back the providers of those services. The ecosystem services in question can be watershed protection, forests conservation, biodiversity conservation, carbon sequestration, landscape beauty and wildlife husbandry in support of tourism and eco-tourism, and more. Ecosystem services may be present at any scale, from local to national to international (international ecosystem services are often called “global commons”) and all these scales may allow a PES approach.

This section has less material available than the previous three. One useful source is:

[The Katoomba Group](#)

An international working group composed of leading experts from forest and energy industries, research institutions, the financial world, and environmental NGOs dedicated to advancing markets for some of the ecosystem services provided by forests – such as watershed protection, biodiversity habitat, and carbon storage.

2.4.2 Top 2 resources

These resources were chosen to provide the best overview for this field, but it is also worth checking out the other resources in this section.

- [Katoomba Group- Getting Started: An Introductory Primer to Making Payments for Ecosystem Services Agreements Payments for Ecosystem Services](#)
An introduction to designing and implementing payments for ecosystem services schemes. The primer is intended primarily for practitioners focused on rural economic development and environmental conservation. It documents lessons learned from experiences in developing payment for ecosystem services (PES) projects.
- [ICRAF/Forest Trends- Organization and Governance for Fostering Pro-Poor Compensation for Environmental Services](#)
To provide the Rural Poverty and Environment programme with a broader and richer deliberation on the potential for economic instruments (including market, financial and incentive based instruments) which conserve ecosystem services and at the same time contribute to poverty reduction in the developing world.

2.4.3 Market research

Tools/guidelines/methodologies

- [EcoEnterprises Technical Assistance fund](#)
A technical assistance fund which covers fund management costs and provides business advisory services to prospective and portfolio projects which include, Business planning; Marketing; Training in technical subject areas such as ecotourism and organic agriculture; Financial control and accounting; Establishment of environmental indicators and monitoring programs
- [IIED- Case studies of biodiversity markets for forest environmental services](#)
Looks at the demand and supply of a selection of biodiversity markets from around the world including Carbon Sequestration and watershed protection

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Reports/literature

- ["Building Foundations for Pro-Poor Ecosystem Service Payments in Africa" Summary Report of Strategic Planning Workshop](#)
An outline of developments and strategic gaps in developing payments for ecosystem services to a significant scale in Eastern and Southern Africa.

2.4.4 Business planning

Tools/guidelines/methodologies

- [EcoEnterprises- Technical Assistance fund](#)
A technical assistance fund which covers fund management costs and provides business advisory services to prospective and portfolio projects which include, Business planning; Marketing; Training in technical subject areas such as ecotourism and organic agriculture; Financial control and accounting; Establishment of environmental indicators and monitoring programs
- [IUCN/Shell- Building biodiversity business report](#)
Collaboration between The World Conservation Union (IUCN) and Shell International Limited, in a joint effort to identify potential new business opportunities and market-based mechanisms to conserve biodiversity.
- [Conservation Finance](#)
Conservation Finance share experiences with applying business and financial planning tools to protected areas management, biodiversity conservation and sustainable development activities

Reports/literature

- [Katoomba Group- Introduction to PES](#)
A useful introductory document to PES, the resources and information currently available and the people and organizations working with ecosystem services
- [CIFOR- Making Nature Count: enhancing payments for environmental service initiatives in Ecuador and Colombia](#)
The overall goal of the project is to build national capacity in Ecuador and Colombia on how best to implement payments for environmental services (PES). This will be done by distilling and disseminating information on best practices in PES in support of planned, nascent and ongoing PES initiatives. It should help to make PES a more effective tool for biodiversity conservation and a source of benefit to local people.
- [IUCN/Shell Building biodiversity business report](#)
Collaboration between The World Conservation Union (IUCN) and Shell International Limited, in a joint effort to identify potential new business opportunities and market-based mechanisms to conserve biodiversity.

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2.5 Genetic resources

2.5.1 Overview

This section is the last of five specific biodiversity related markets and focuses on Genetic Resources. This is the topic that has been covered the least out of all five markets. According to the [Convention on biological diversity \(CBD\)](#), genetic resources whether from plant, animal or micro-organisms may be used for different purposes (e.g. basic research, commercialisation of products). Users of genetic resources may include research institutes, universities and private companies operating in various sectors such as pharmaceuticals, cosmetics, agriculture, horticulture and biotechnology. Benefits derived from genetic resources may include the result of research and development carried out on genetic resources, the transfer of technologies which make use of those resources, participation in biotechnological research activities, or monetary benefits arising from the commercialisation of products based on genetic resources. One example of monetary benefits could be the sharing of royalties arising from patented products based on genetic resources.

Overview and resources on Genetic resources and benefit sharing

The following links lead to useful overviews, sources and contacts

- [CBD- Access to genetic resources and the fair and equitable sharing of benefits arising out of their utilization](#)
- [CBD- Access to genetic resources and the fair and equitable sharing of benefits arising out of their utilization: developments under the Convention on Biological Diversity](#)
- [IUCN- overview and resources](#)
- [Bonn Guidelines on Access and Benefit-sharing \(ABS\)](#)

These were adopted by Governments, in 2002, in order to assist the Parties to the Convention and relevant stakeholders in the development of national ABS regime and also in the negotiation of ABS agreements between users and providers. These guidelines may be useful as they provide, for instance, basic elements that could be included in an agreement for access to genetic resources and benefit-sharing.
- [ABS- Africa- the Dutch-German Development Initiative for Africa](#)

Enabling African states and stakeholders to use benefits generated by the use of genetic resources for biodiversity conservation and poverty alleviation
- [GTZ- Genetic resources issues paper](#)

Useful overview of Genetic resources topics and further references

2.5.2 Top resource

This resource was chosen to provide the best overview for this field, but it is also worth checking out the other resources in this section.

- [CBD- The Convention on Biological Diversity and Access and Benefit Sharing](#)

A presentation outlining how it all began, what it is all about and what else is part of the game

2.5.3 Market research

Tools/guidelines/methodologies

- [UNU-IAS- Options for Developing Measures in User Countries to Implement the Access and Benefit-Sharing Provisions of the Convention on Biological Diversity](#)
A first attempt to elaborate and analyse potential options for ABS user measures. It examines the legal basis for development of user measures in CBD decisions, and explores a number of options for both voluntary and mandatory legal measures.
- [The Fridtjof Nansen Institute/GTZ- Farmers' Rights in Ethiopia](#)
An in-depth analysis of the situation of farmers' rights in Ethiopia, the barriers and options to their further realisation and an overview of stakeholder perceptions in the country on the issue of farmers' rights.

Reports/literature

- P.Schuler and M.Finger (ed.s) 2003. Intellectual Property and Communities, World Bank, Washington DC, USA.
- S.Pagiola, J.Bishop, and N.Landell-Mills (ed.s) 2002. Selling Forest Environmental Services: Market-based Mechanisms for Conservation. World Bank and Earthscan.
- S. Laird (ed.) 2002. Biodiversity and Traditional Knowledge: Equitable Partnerships in Practice. A WWF/UNESCO/Kew People and Plants Programme Conservation Manual, Earthscan Publications, London.
- ten Kate, K. and Laird, S. 1999. *The Commercial Use of Biodiversity: Access to Genetic Resources and Benefit-Sharing*. Commission of the European Communities and Earthscan Publications Ltd. London. ISBN: 1 85383 334 7. 398pp.
- ten Kate, K. and Laird, S. 2003. *Bioprospecting agreements and benefit-sharing with local communities*. In P.Schuler and M.Finger (ed.s) Intellectual Property and Communities, World Bank, Washington DC, USA.

2.5.4 **Business planning**

Tools/guidelines/methodologies

- [EcoEnterprises Technical Assistance fund](#)
A technical assistance fund which covers fund management costs and provides business advisory services to prospective and portfolio projects which include, Business planning; Marketing; Training in technical subject areas such as ecotourism and organic agriculture; Financial control and accounting; Establishment of environmental indicators and monitoring programs

Reports/literature

- [IUCN/Shell Building biodiversity business report](#)
Collaboration between The World Conservation Union (IUCN) and Shell International Limited, in a joint effort to identify potential new business opportunities and market-based mechanisms to conserve biodiversity.

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3 General business literature:

3.1 Overview

There are any one of a thousand business planning guidelines in almost every European country - a quick web search under 'business plan guide' will reveal many of these. This section provides a selection with emphasis on materials that are focussed on small enterprise development, and wherever possible, using natural resources.

3.2 Top 5 resources

These resources were chosen to provide the best overview for this field, but it is also worth checking out the other resources in this section.

- [Practical Action- Mapping the market, a framework for rural development policy and practice](#)
This paper argues that efforts to improve or secure the income of poor rural producers and workers are best secured through concentrating on the improved overall performance of specific economic channels or market chains. [\[return to table of contents\]](#)
- [Deloitte and Touche- Writing a successful business plan](#)
Prepared by Deloitte and Touche, the purpose of this guidebook is to take the intimidation out of the business plan process and to highlight key issues worth consideration as you research, prepare, and write your plan.
- [New Ventures- tools to promote sustainable enterprise for SMEs](#)
'New Ventures' programme which aims to promote sustainable enterprise amongst SMEs by building capacity and developing a set of tools to support SMEs
- [FAO- A practical guide for Group Promoters to assist groups in setting up and running successful small enterprises](#)
Shows how small enterprises can be developed and run by small groups in rural communities using a participative approach. It is intended for use by Group Promoters (GPs), extension workers and other rural development staff to help existing groups to set up and run their enterprises.
- [IFC- SME toolkit- Business Plans](#)
A host of useful resources, tools and articles

3.3 Market research-

Tools/guidelines/methodologies

- **A framework for market based interventions [refer doc]**
Proposes a framework for market-based interventions that may be applicable to a wider range of blended value activities
- [FAO- Understanding and using market information](#)
To assist extension workers, and others in regular contact with farming communities, to advise farmers on how best to use market information.

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- [FAO- Planning and designing rural markets](#)
This guide is designed to assist community planners, rural engineers and agricultural extension units to formulate and implement relevant market development plans.
- [Action for Enterprise- Promoting market solutions to sub-sector and business constraints](#)
Action for Enterprise document which has developed tools and methodologies for program design and implementation that combines the strengths of value chain and sub-sector analysis with business and market development principles.
- [Practical Action case studies in market development](#)
Experiences in participatory market development in Bangladesh, Peru, Sri Lanka, Sudan and Zimbabwe.
- [Management Help- management library](#)
A complete background to marketing
- [Springfield Centre](#)
A number of papers are put forward which focus on enhancing rural markets in Less Developed Countries.
- [FAO- A guide to marketing costs and how to calculate them](#)
To explain basic concepts of agricultural marketing costs and marketing margins. It identifies the main types of marketing costs, provides brief advice on how to calculate them and discusses the interpretation of marketing margins. [[return to table of contents](#)]

Reports/literature

- [Practical Action- Lessons and insights in participatory market chain analysis](#)
Explores the ways in which the five project teams of the Markets and Livelihoods Programme of DfID understood and used Participatory Market Chain Analysis (PMCA) to facilitate the development of markets in different contexts and for different products.
- [Practical Action- Understanding livelihoods that involve micro-enterprise](#)
Draws together arguments, conclusions and insights generated by research to develop and test practical tools that could help development practitioners use sustainable livelihoods approaches in the particular context of enterprise development.
- [Bernet et al- Participatory market chain approach](#)
Approach that seeks to generate group innovations based on a well-led and -structured participatory process that gradually stimulates 1) interest, 2) trust and 3) collaboration among members of the market chain.

3.4 Business planning

Tools/guidelines/methodologies

- [Management Help- management library for business planning -](#)
A complete background to business planning for non-profits and for-profit enterprises
- [IDRC- Handbook for value chain research](#)
Overview of value chain analysis

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- [IIED- Policy Power Tools](#)
Mechanisms for influencing decisions and decision-making about natural resource management. Instruments, approaches, schemes, devices and methods (among many other synonyms) for tackling the differences in power that impede policies and institutions from achieving equitable natural resource management.
- [Next Billion.net \(World Resources Institute\)](#)
The Activity Database tracks innovative enterprises and partnerships that offer products and services to underserved communities in developing countries. It is meant to serve as a knowledgebase for those interested in researching and developing sustainable business models that address the needs of the world's poorest citizens.
- [US Small Business Administration- Small Business Planner](#)
This Small Business Planner includes information and resources that will help you at any stage of the business lifecycle.
- [Competency based Economies Formation of Enterprise \(CEFE\)](#)
CEFE is a comprehensive set of training instruments using an action-oriented approach and experiential learning methods to develop and enhance the business management and personal competencies of a wide range of target groups, mostly in the context of income and employment generation and economic development.
- [GroFin](#)
GroFin is a multi-country business development and finance company focused on providing business support and risk capital to small- and medium-sized enterprises in emerging markets underserved by traditional sources of capital.
- [Non-profit Enterprise and Self-sustainability Team publications](#)
NESsT achieves its mission by combining the tools and strategies of business entrepreneurship with the mission and values of non-profit entrepreneurship to support the development of social enterprises in emerging democracies worldwide.
- [Kenya Gatsby Trust](#)
Supports the micro and small enterprise sector in Kenya to grow and increase productivity for poverty reduction and wealth creation. This entails implementing a combination of services which include: Micro Financial Services; Business Development services; Technology Department and Transfer; Project Management and Consultancy. [[return to table of contents](#)]
- [Business Environment- Donor Committee's Business Environment Working Group](#)
The database is used to share documents and information about donor-supported work to enhance the business environment to achieve pro-poor growth - with a particular focus on aspects of the Business Environment that discriminate against small firms.
- [MicroLinks- Micro-enterprise learning, information and knowledge sharing](#)
"microLINKS" is a dynamic knowledge-sharing Web site designed to improve the impact of USAID-funded micro-enterprise programs and activities

[UN Capital Development Fund- Microstart Guide](#)

The MicroStart Guide offers a concrete methodology and ready-to-use tools for establishing a microfinance project. It offers existing or new economic and social service organizations a proven approach for meeting global demand for small loans to the smallest businesses. The MicroStart Guide can also be used by formal sector finance institutions interested in building outreach to this important sector.

- [International Labour Organisation- Small enterprise development team](#)
Works to develop training and capacity building programmes for promoting sustainable small enterprises.
- [Business Development Services \(BDS\)](#)
- [World Bank](#)
- [Inter-American Development Bank](#)
- [Swiss Organization for Development and Cooperation](#)
Practical information for the development of small businesses

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- [International Finance Corporation](#)
Overview of how IFC supports small and medium-sized enterprises (SMEs) through investments and advisory work. Promoting the growth of SMEs in developing countries is an important part of their private sector development mission.
- [OECD- forum for SMEs](#)
works to promote entrepreneurship and advance the performance of small businesses by evaluating and diffusing best practice policies in such areas as: business environment, financing, innovation, training, access to markets, e-business, women entrepreneurship.
- [UNIDO](#)
The Service Module "[Private Sector Development](#)" supports the formulation and implementation of overall industrial strategies conducive to strengthening private sector development and promotes small and medium-sized enterprises (SMEs).
- [International Trade Centre](#)
ITC provides technical assistance and market information on various product groups, country information, including directories of trade promotion organisations, ITC publications and projects.
- [The Expanding exports helpdesk](#)
The Expanding Exports Helpdesk is an online resource, provided by the European Commission, to facilitate access for developing countries to markets within the European Union. The Expanding Exports Helpdesk provides relevant information required by developing country exporters interested in supplying the EU market.
- [European Bank for Reconstruction and Development](#)
The EBRD's lending programmes provide individual entrepreneurs and firms with access to otherwise scarce finance. It also provides complementary schemes that aim to help individual enterprises adapt to the demands of a market economy. Enterprises can apply to the BAS programme for subsidies to lower the cost of professional advisory services in a broad range of management consulting areas which include business planning and market research
- [Business Link, UK](#)

Practical advice for business

Reports/literature

Note, there are no reports to list in this section. All general business planning material is located under [Tools/ guidelines/methodologies](#)

END

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