

Sustainable Local Enterprise Networks: **30 Case Studies**



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 = CIDA supported initiative

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Introduction

In this document, we have compiled a collection of 30 case studies that give a broad range of examples of Sustainable Local Enterprise Networks (SLEs) and Sustainable Local Businesses. This introduction explains our case study methodology and briefly outlines our conceptual models. Drawing from case study analysis, we also identify the links to poverty reduction and key success factors.

Methodology

Our research of Sustainable Local Enterprise Networks and Sustainable Local Businesses included a review of approximately 100 case studies sourced from websites, interviews and publications from entrepreneurs, governments, NGOs, large businesses, bilateral and multilateral institutions. Thirty of these case studies are included here. Some of the main references used were the Equator Initiative, the World Business Council for Sustainable Development, the World Summit on Sustainable Development's Virtual Exhibition, the Canadian International Development Agency, the International Institute for Environment and Development, the World Summit Business Awards for Sustainable Partnerships, the World Resources Institute New Ventures Investor's Forum, the International Institute for Sustainable Development Business and Sustainable Development Global Guide, and Development Space. See Appendix A for further information on case study sources.

Of the 11 CIDA-supported case studies included, some are excellent examples of Sustainable Local Enterprise (SLE) or Sustainable Local Businesses (SLB). Other CIDA-supported case studies are included because they contain important (however, incomplete) elements of Sustainable Local Enterprise Networks and Sustainable Local Business. These latter CIDA-supported projects and businesses could be augmented (as noted) with additional components (i.e. perhaps with a local business partner or entrepreneurship component, etc.) to fully illustrate the concept of SLE/SLB that we describe below.

Sustainable Local Enterprise (SLE) Networks and Sustainable Local Business (SLB)

Note: For more detailed information on these concepts, please refer to the accompanying final report: "Sustainable Livelihoods and the Private Sector."

Typically, Sustainable Local Enterprise (SLE) Networks comprise a synergistic grouping of for-profit businesses, communities, not-for-profit organizations and other actors that work to simultaneously create value in social, ecological and economic terms, including sustainable livelihoods for the poor. Because SLE Networks require an economically sustaining business driver to be financially sustainable and grow, Sustainable Local Businesses (SLBs) are usually an integral part of SLE Networks.

SLE Networks provide a compelling integrating opportunity for achieving common purpose between businesses, communities, individuals, governmental development agencies and civil society actors in the context of sustainable development. The **common purpose** relates to the construction of a virtuous cycle of asset growth and sustainable livelihoods such as we depict in Figure 1 below:

Figure 1: Sustainable Local Enterprise Networks



However, Sustainable Local Enterprise Networks create different but complementary **outcomes** for these stakeholders, for example:

- Trade and other profitable business outcomes for business
- Self-reliant development and income for communities
- Livelihoods for individuals
- Protection and enhancement of natural environments
- Alleviation of poverty (a principal concern of governmental development agencies and civil society organizations)

Provided these outcomes do not conflict (i.e. require trade offs), and provided they remain valuable to network members, then the possibility of self-reinforcing, generative cycles of sustainable development becomes real.

Businesses involved in SLE Networks can be small, medium, or large business or co-ops or some combination of these. They may also include international businesses in a direct way. Local SLE Networks can overlap with and include Canadian businesses (or networks of Canadian businesses such as industry associations) or other international business networks. Sustainable Local Enterprise Networks are oriented towards a “home-grown” or local self-reliant approach to private sector¹ development.

¹ A note on the definition of the private sector. According to the OECD Development Assistance Committee definition, the private sector is defined as “a basic organizing principle for economic activity where private ownership is important, markets and competition drive production, and private initiative and risk-taking motivate economic activity.” This broad and inclusive definition is consistent with the concept of Sustainable Local Businesses and could be used to describe the common ‘enterprise’ activity of Sustainable Local Enterprise networks.

How Sustainable Local Enterprise Networks Contribute to Sustainable Livelihoods for the Poor

According to our case study research, the poor relate to Sustainable Local Enterprise Networks in a number of ways: as employees, producers in their supply chains, as consumers and as entrepreneurs. By the nature of their social orientation and their innovative business models, Sustainable Local Enterprise Networks are often able to generate income and jobs for the poor (as evidenced by the case studies of AmaZoncoop, Bolsa Amazonia, Honey Care Africa, Il Ngwesi, and CIDA's Jamaica Enterprise Project for example). SLE Networks also provide affordable products and services and support for entrepreneurship activities (see the case studies of the Placer Dome Joint Venture Care Project, E+Co, Development Space, and the Grand Turk Greenhouse Project). SLE Networks also directly contribute to sustainable development through the creation of social and ecological value as well as financial returns (for the creation of social value – see the case study of CIDA's Community Based Economic Development project in Nepal, Café de La Silva, and for ecological value, see the case studies of Kijani Fund and the EcoEnterprise Fund).

Because sustainable local enterprise networks typically include for-profit and not-for-profit organizations, Sustainable Local Enterprise approaches are multi-sectoral and take a more holistic approach to the creation of sustainable livelihoods than private sector-only approaches (see EnterpriseWorks and Café de la Selva for example). Because SLE Networks are inherently premised on self-reliance, local capacity is built (including human resources, business management and technological capacity), contributing to the resilience of poor communities to withstand shocks and stresses (a good example of this is found in the case studies of AREED, Il Ngwesi, and Tiviski Dairy). And because of the competitive and innovative nature of Sustainable Local Businesses, Sustainable Local Enterprise Networks often integrate local capacity with international markets and incorporate contemporary knowledge and technologies (in particular, see ForesTrade, Treetap and Certified Pure Ingredients).

According to our case research, Sustainable Local Businesses have significant potential to create commercial opportunities and employment for low-income groups because of their networks, as well as their pivotal role in linking microenterprises to the global marketplace and in playing an intermediary role in the value chain between microenterprises and larger businesses. Sustainable Local Businesses tend to employ more labour-intensive production processes than larger multinational enterprises (see the examples of Il Ngwesi, CatGen and Tiviski Dairy as examples). Accordingly, they provide significant productive employment and income generating opportunities for the poor. In some cases, SLE Networks can have hundreds or thousands of micro-enterprises, farmers or small producers in their value chains or networks (such as ForesTrade with 4,000 and Honey Care Africa, with 2,500, for example). Because SLE Networks often have the poor in their value chains they do not have to rely on a "trickle down" effect to provide livelihoods directly to the poor.

Our analysis of the case studies and additional research illustrate that there are a number of other ways SLE Networks contribute to Sustainable Livelihoods for the poorest including the following:

- SLE Networks can help "democratize" economic growth by giving marginalized social groups more control over their productive resources and building the foundations of social and political empowerment (AmaZoncoop)
- SLE Networks can play a key role in the transition from purely agriculture-based economies to diversified economies as they tend to provide basic opportunities for value-added processing activities, which can generate greater value than basic agricultural production (Il Ngwesi)
- SLE Networks tend to be a seed bed for entrepreneurial development, innovation and risk-taking behaviour, leading to long-term growth towards a vibrant local economy (Jamaica Enterprise Project)
- With activities that can include the poorest of the poor, SLE Networks are well positioned to create innovative, affordable and appropriate products and services in a way that is accessible to the poor (Honey Care Africa). Because they tend to be

highly flexible, they can effectively tailor these innovative products and services to specialized niche markets including poor people in isolated communities.

- Because SLE Networks are often innovative and flexible, they have the ability to adapt to fast-changing markets in developing and emerging markets with less inertia than businesses operating on their own (Development Space)
- SLE Networks help to absorb productive resources at all levels of the economy and to create resilient economic systems which provide more opportunities for the poor (Placer Dome Joint Venture Care Project)
- Established social capital built up in networks (including linkages between SLE Networks and large companies) increasingly attracts foreign investment. Multinationals and foreign investors often seek reliable and sustainable domestic suppliers for their value chains, thus putting a premium on the existence of stable networks of local enterprises (The Natural Resource Business Development Project)

Key Success Factors of Sustainable Local Businesses

Based on our analysis of approximately 100 Sustainable Local Businesses operating within SLE Networks, we have identified five candidate 'key success factors' that contribute to the success of these businesses that simultaneously create sustainable profits and make significant contributions to poverty alleviation, ecological health, and sustainable livelihoods. Additional research would allow further testing and refinement of these success factors. Of the five key success factors identified, three relate to capabilities for sustainable enterprise and two to enabling conditions. They are:

Capability #1 – Entrepreneurship, Business Management and Technical Skills: All of the 30 case studies collected here have relied on the motivation, energy and creativity of entrepreneurs (individuals, or community organizations) in some way.

Capability #2 - Sustainable Development Mindset: All of the non-CIDA case studies included here were explicitly oriented to creating social and ecological as well as environmental value. Some of the CIDA-supported examples had a 'triple bottom line' orientation as well, however, some CIDA-supported initiatives could be augmented with an increased orientation to this – such as explicit contribution to poverty alleviation and environmental protection.

Capability #3 - Ability to Create and Participate in Value-Based Networks and Partnerships: All case studies involved the participation in a network or partnership to achieve enhanced outcomes for each partner.

Enabling Condition #1 - Access to Finance: Financing is the life blood of business growth and expansion. All of the case studies included here indicate a contribution of financial capital by at least one of the partners in the network (and most often more than one).

Enabling Condition #2 - Governance and Regulatory Environment: All of the case study examples are operating in the context of a particular legal, regulatory and governance environment. Although the external governance and regulatory environment is not explicitly elaborated on in these case studies, our research (confirmed by others, i.e. by the IFC²) has confirmed our analysis that good governance, legal and regulatory frameworks, infrastructure, and fair competition are critically important for the health of local enterprises.

² IFC (2001). Review of Small Business Activities. International Finance Corporation.

Case Study Framework

Initiatives supported by the Canadian International Development Agency are indicated with a  symbol. Each case study that follows includes an overview description, table of inputs from each Sustainable Local Enterprise Network partner, and a description of the inputs. The case study framework concludes with a description of outputs that contribute to sustainable livelihoods. Further explanation of the inputs and outputs described in the framework are given below:

Inputs

The input section begins with a table which identifies the parties involved in the SLE Network, and a brief explanation of their input or contribution (in terms of social, human and environmental capital). The input table is separated into five general categories including: Private Sector broken into (1) Sustainable Local Businesses and (2) international (or large) businesses, (3) producer/community, (4) development sector, and (5) lender/investor. A diamond in the matrix indicates the types of investment (financial, human and social³) made by each partner in the network.

Underneath the input table we identified who is classified under each SLE Network category, and a bullet describing each input made by that partner. For example, if an SLB contributed to human and social capital, there will be a bullet point for each describing the nature of the human capital and the nature of the social capital.

Outputs Contributing to Sustainable Livelihoods

The outputs resulting from the Sustainable Local Enterprise Network are broken down by the four types of capital created: financial, human, social and ecological. Each output is listed in bullet form, describing the contribution to sustainable livelihoods.

³ Ecological capital is not included as a separate category in this analysis because it was most often "included" in the inputs of the other types of capital i.e. in human capital through education about environmental issues and in financial capital through investment screens.

Case Studies

African Rural Energy Enterprise Development Initiative (AREED) *

Ghana, Mali, Senegal, Tanzania, Zambia

Description

The United Nations Environment Programme initiated the African Rural Energy Enterprise Development (AREED) initiative in April 2000. AREED seeks to develop new sustainable energy businesses that use clean, efficient, and renewable energy technologies to meet the energy needs of under-served populations, thereby reducing the environmental and health consequences of existing energy use patterns. AREED's approach offers rural energy entrepreneurs a combination of enterprise development services and start-up financing. This integrated financial and technical support allows entrepreneurs to plan and structure their companies in a manner that prepares them for growth and makes eventual investments by mainstream financial partners less risky. CIDA's multilateral branch is one of the many sponsors of this initiative.

Inputs

Private Sector	Large	SLB	Producer/Community	Development Sector	Lenders/Investors
Financial Capital	◆		Financial Capital	Financial Capital	Financial Capital ◆
Human Capital		◆	Human Capital	Human Capital ◆	Human Capital ◆
Social Capital		◆	Social Capital ◆	Social Capital ◆	Social Capital ◆

Private Sector (Large) – Body Shop

- ◆ Co-financer of AREED investment facility

Private Sector – Sustainable Energy Businesses

- ◆ Financing approval by AREED requires that entrepreneurs are capable and have the technical and managerial experience required to ensure that the venture is profitable and sustainable
- ◆ Entrepreneurs are an integral part of the network of sustainable energy businesses.

Producer/Community - Local Communities

- ◆ Communities are the potential customers of the service, and as such social networks which spread word of the services can act as an important catalyst to project success

Development Sector – African NGOs and Development Organizations

- ◆ Provide follow-up business support services to entrepreneurs
- ◆ Work with AREED to identify potential energy projects

*  = CIDA supported initiative.

Lenders/Investors⁵ – AREED

- ◆ AREED provides seed capital in the form of debt or equity to enable the entrepreneur to develop a business plan, start-up or expand existing businesses
- ◆ Offers business advice such as technical, legal or financial advice and enterprise development services
- ◆ Provides assistance in identifying and building relations with co-financers and funding for SLBs; Facilitates on-going dialogue between AREED partners and key government organizations in each country.

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- ◆ New enterprises have the opportunity to launch their plans and present their business strategy in a manner that will attract investors
- ◆ Financial institutions are educated and trained on the rural energy business sector. It is integrated into their portfolios, making credit accessible for SLBs
- ◆ SLBs employ local people, in areas that may be “off the grid”, generating jobs and income
- ◆ Investments in sustainable energy sources fosters future economic prosperity by way of increased physical capabilities

Human Capital

- ◆ Improves national or local capacity to promote renewable energy and energy efficiency initiatives
- ◆ Develops local capacity to replicate projects by developing technical and business skills
- ◆ Improves human, financial and technical capacity in the private sector
- ◆ Broadens skills of organizations involved in the energy and investment sectors to nurture energy entrepreneurs

Social Capital

- ◆ Partnerships are built with businesses, community groups, investors, Universities and government
- ◆ Improves quality of life through the provision of energy services, often in remote areas
- ◆ Access to energy offers opportunities for education, employment, and improved livelihoods
- ◆ Local ownership of sustainable businesses generates self reliance and empowerment

Ecological Capital

- ◆ Renewable energy and energy efficiency helps preserve environmental integrity and quality while allowing for economic development
- ◆ Displaces environmentally harmful energy sources such as diesel, kerosene, candles or firewood, while providing competitively priced clean energy

⁵ There are three tiers of lenders/investors in this example. AREED is funded primarily by UNEP who in turn is supported multilaterally by various donor agencies, including CIDA. AREED's inputs are those listed here, acknowledging that it depends on the two-tiers above it

AmaZoncoop

Brazil

Description

AmaZoncoop, founded in 1998, is co-op developing sustainable businesses to benefit 6 indigenous tribes of the Brazilian Amazon. The purpose of the business enterprises is to make the co-op self-sufficient and provide income to fund health services, education and the patrolling of the reserve lands against illegal hunting and logging. To date 1,352 members (all but 12 are indigenous Indians) belong to AmaZoncoop. The 6 tribes in the co-op inhabit an area of almost 6 million hectares of pristine rainforest. The tribes were “contacted” for the first time between the 1970s and 1980s and face significant discrimination and marginalization as the Brazilian authorities often lack the resources or political will to enforce their land rights or other rights.

AmaZoncoop develops local business activities which generate income and allow the tribes to prosper through the sustainable use of their land and preservation of their traditional ways of life. Businesses include sustainable harvesting of forest products (essential oils, natural remedies, Brazil nut oil, etc.), ecotourism, and information technology services. Current projects under development include the production of repellent products, natural pest control for agriculture, harvesting of sustainable mahogany and the further development of natural remedies. In 2002, the total turnover of operations was \$387,000 USD. Today the co-op has 21 full-time employees and 48 part-time workers and makes investments in health, education and IT infrastructure for its members. AmaZoncoop exemplifies that sustainable local enterprises can significantly improve the financial, social, human and environmental conditions experienced by remote and underrepresented groups.

Inputs

Private Sector	Large	SLB	Producer/Community	Development Sector	Lenders/Investors
Financial Capital	◆		Financial Capital	Financial Capital	Financial Capital ◆
Human Capital		◆	Human Capital ◆	Human Capital	Human Capital
Social Capital		◆	Social Capital ◆	Social Capital	Social Capital

Private Sector- Large - Body Shop International

- ◆ Provides 50% of the funding required for AmaZoncoop to engage in various projects through the Body Shop Foundation

Private Sector- AmaZoncoop businesses

- ◆ Tribe members contribute their intimate knowledge of the rainforest to source medicinal plants and provide an authentic ecotourism experience. Co-op member trained in IT are also able to provide IT advisory services to non-indigenous business and organizations in other communities
- ◆ AmaZoncoop sustainable businesses provide their members with access to health care, educational services, business development advisors, and press coverage

Producer/ Community- Several Indigenous Communities of the Amazon

- ◆ Local knowledge of resources and their potential commercial uses or practical applications
- ◆ Connections and networks with other indigenous communities in the Amazon

Development Sector⁶

Lenders/Investors- Various Donations

- ◆ Donations to date total \$460, 000 USD provided by individuals and corporations to help grow businesses to be financially self sustainable. The Body Shop Foundation has provided 50% of total donations.

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- ◆ Incorporates indigenous groups into the formal economy, without compromising their ability to sustain a quality of life or maintain a pristine environment
- ◆ Further investments are made into new income generating activities, such as water wells
- ◆ Provides employment and income for various tribal members
- ◆ Revenue is invested into improving sanitation systems for tribes, thereby greatly reducing disease

Human Capital

- ◆ Creates empowerment and self-reliance among underrepresented indigenous groups
- ◆ Indigenous populations receive entrepreneurial, business, and technological training, in addition to overall education for all age groups
- ◆ Co-op provides 70% of all the medicines consumed by member tribes and helps fund medical visits with the revenues earned from co-op activities

Social Capital

- ◆ Support and income for the fight to protect indigenous land rights
- ◆ Building alliances with business schools which can provide voluntary advisory services and access to additional business knowledge networks
- ◆ The AmaZoncoop business networks provide indigenous groups access to Northern markets

Ecological Capital

- ◆ All projects protect the land and forest resources on which indigenous communities sustain their livelihoods, thus all projects ensure the long term ecological integrity of tribal lands
- ◆ Revenue and resources seek to stop illegal logging

⁶ In this case the development sector does not appear to be involved. It is arguable that AmaZoncoop could be classified in this section, but due to the nature of its operations towards economic self-sufficiency it has been classified under the private sector

AVIVE

Brazil

Description

In 1999 in Silves Brazil, AVIVE was founded by community women with the intention of preserving the local environment and culture while working to improve the quality of life of local people, especially women. AVIVE has created economic alternatives for the women of Silves by promoting home-based production of natural medicines and cosmetics based on traditional knowledge. Simultaneously, AVIVE encourages the sustainable extraction of medicinal and aromatic plant species such as the endangered Aniba plant. To encourage farmers to replant where extraction threatens biodiversity, AVIVE has set up an environmental education program and a Sustainable Development Reserve for cultivating seeds for replanting and reviving regional forests. Local and international marketing efforts have resulted in the commercial success of AVIVE products. AVIVE has encouraged local women to produce sustainable forest products and has helped generate beyond-subsistence income for over 100 local women in 5 communities. Through local initiatives, with a vision for improving environmental protection and sustainable livelihoods, AVIVE is helping to regenerate the rainforest while encouraging local economic development.

Inputs

Private Sector	Large	SLB	Producer/Community	Development Sector	Lenders/Investors
Financial Capital		◆	Financial Capital	Financial Capital	Financial Capital
Human Capital		◆	Human Capital ◆	Human Capital ◆	Human Capital
Social Capital		◆	Social Capital ◆	Social Capital ◆	Social Capital

Private Sector (SLB) – AVIVE

- ◆ AVIVE invests in business start-up costs and has set up a sustainable development reserve for cultivating seeds for replanting and reviving regional forests.
- ◆ Provides an environmental education program; has market knowledge and business skills to meet international demand for sustainable forest products.
- ◆ Partnered with local communities.

Producer/Community – Women of Silves, Brazil

- ◆ Indigenous knowledge of medicinal and aromatic plants, where to find them and how to extract the marketable ingredients; Provide labour to harvest and process forest products into marketable goods.
- ◆ Partnered with AVIVE.

Development Sector – Equator Initiative

- ◆ As the recipient of an award for sustainable development, the Equator Initiative is seeking ways to support the business and entrepreneurship skills of AVIVE members.
- ◆ Equator Initiative is seeking ways to link AVIVE with other innovative community-based groups world wide to share ideas, lessons learned, and opportunities for growth.

Lenders/Investors⁷

⁷ Business start-up and operating costs were low. Reference information did not indicate a third-party lender or financier.

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- ◆ AVIVE products are priced in accordance with the guidelines set by the international fair trade scheme to ensure that low-income workers receive a fair price for their products
- ◆ Over 100 women from 5 communities benefit from AVIVE with supplemental income boosting them beyond subsistence living and above the poverty line.

Human Capital

- ◆ Local communities gain knowledge of sustainable harvesting techniques and tree farming and indigenous knowledge is preserved.
- ◆ Women are empowered with the freedom to apply entrepreneurial spirit towards new products, packaging, and other business opportunities.

Social Capital

- ◆ Partnership between forest communities and AVIVE makes economic development and sustainable forest management possible.

Ecological Capital

- ◆ Rosewood oil is extracted sustainably from leaf and branch clippings, and the amount of oil produced is limited to what can be produced sustainably
- ◆ Saplings are being raised in their natural habitat to be planted in the same region.
- ◆ The criterion for any AVIVE products is fair trade and sustainable extraction from the forest ensuring that biodiversity is protected.

Body Shop Community Trade Program

International

Description

Since the late 1980s, the Body Shop's Community Trade Program has sourced natural cosmetics ingredients and accessories from socially and economically marginalized community groups world-wide, giving these groups access to markets for their produce and a means to earn a sustainable livelihood. Body Shop customers value the benefits that their purchases are providing for micro-enterprises in poor communities. For the Body Shop, this practice is a way to source high-quality natural ingredients while demonstrating its corporate values and commitment to sustainability. Suppliers benefit from access to the global marketplace, fair pricing, business skill support, and long-term sustainable trading relationships. The Community Trade Program's basic premise is that trade can provide a vehicle for human and community development. The Body Shop works with 37 associations and organizations representing micro-enterprises at the community level in 24 countries. Today, a significant proportion of The Body Shop's purchasing is devoted to its Community Trade partners, including nearly 400 tonnes of natural ingredients. Examples of The Body Shop's Community Trade Program suppliers include:

Supplier	Location	Products
CORR – The Jute Works	Bangladesh	Terracotta pumices and jute items
Coppalj/Assema	Brazil	Babassu oil
Kuapa Kokoo	Ghana	Cocoa beans (for cocoa butter)
Tungteiya Shea Butter Association	Ghana	Shea butter
The POoligono Foundation	Honduras	Loofah products
Teddy Exports	India	Cotton items, gift bags and boxes
Get Paper Industries	Nepal	Paper products
Juan Francisco Paz	Nicaragua	Sesame oil

Inputs

Private Sector	Large	SLB	Producer/Community	Development Sector	Lenders/Investors
Financial Capital	◆		Financial Capital	Financial Capital ◆	Financial Capital
Human Capital	◆		Human Capital ◆	Human Capital ◆	Human Capital
Social Capital	◆		Social Capital ◆	Social Capital ◆	Social Capital

Private Sector- Large- Body Shop International

- ◆ Targeted orders, fair pricing and long-term trading relationships with community trade partners
- ◆ Business skill training in such areas as quality control, new product development, diversification, business planning and developing new customers
- ◆ Links to other potential customers, experience and confidence in supplying orders for a large company

Private Sector- SLB – (inputs from Community Trade Partners addressed under producer/community below)

Producer/ Community – 37 Community Trade Partners

- ◆ Willingness to succeed and a commitment to continuous improvement in business and quality practices

- ◆ Community Trade Partners enable Body Shop customers to re-establish the connection between producer and purchaser

Development Sector – Investment according to individual circumstances

- ◆ The development sector may invest additional financial, human or social capital in community trade organizations, according to individual circumstances.
- ◆ The Body Shop Foundation has also made additional investments in selected communities in Brazil.

Lenders/Investors- None explicitly linked to this case study.

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- ◆ In 2001/02, Community Trade Partners sold over US \$10 million worth of ingredients and accessories to The Body Shop
- ◆ Long-term contracts and increased volume of sales with the Body Shop raises incomes, generates new jobs and sustainable livelihoods for the members of the 37 coops and community-based enterprises
- ◆ The Body Shop increases profitability of its business by dealing directly with producers, enhancing its reputation and associating its brand with benefiting marginalized communities through core business activities

Human Capital

- ◆ Increased management skills, quality control methods, and other business skills for Community Trade Partners
- ◆ Successfully supplying to a large company creates increased empowerment among poor and marginalized community groups

Social Capital

- ◆ The international business community is provided with a model of a large international company integrating marginalized groups into its supply chain
- ◆ The Body Shop shares successes and lessons learned with other businesses pursuing similar initiatives.
- ◆ The Community Trade Program promotes linkages between local producers – for example, in India where local button makers supply another community-based enterprise producing bags for the Body Shop
- ◆ The Body Shop encourages other larger “conventional” suppliers to source from community-based organizations

Ecological Capital

- ◆ The market for sustainably harvested natural ingredients is enhanced, providing incomes for the individuals and communities who sell to The Body Shop

Bolsa Amazônia

Brazil

Description:

Bolsa Amazônia is a regional partnership dedicated to developing sustainable production in rural forest communities. The organization was founded in 1998, as a partnership between Brazilian NGOs, the public and private sector, and international donors. Bolsa Amazônia works to assess the market demand for locally produced, sustainable, non-timber forest products. For example, in partnership with Daimler Chrysler, Bolsa Amazônia discovered that coconut husks could be successfully used in the production of luxury car seats. In total, Daimler Chrysler's sourcing of coconut-based seat components has provided income for 1,000 families in Brazil.

Bolsa Amazônia has also supported the development of sustainable, locally-produced goods, including coconut fibre gardening items, banana flour, hand-made paper and handicrafts. The income generated through these projects is reinvested into local housing, water treatment and energy generation programs. Overall, the initiative has provided thousands of families with employment and income in all Amazonian countries. Moreover, the organization has helped communities express more bargaining power over resources and has assisted in establishing independent profitable businesses. Bolsa Amazônia is a model of how successful interaction of private enterprise and rural communities can conserve biodiversity and reduce rural poverty.

Inputs

Private Sector	Large	SLB	Producer/Community	Development Sector	Lenders/Investors
Financial Capital	◆		Financial Capital	Financial Capital	Financial Capital ◆
Human Capital		◆	Human Capital ◆	Human Capital ◆	Human Capital ◆
Social Capital		◆	Social Capital	Social Capital ◆	Social Capital ◆

Private Sector (Large) - Mercedes Benz of Brazil, The Body Shop and others

- ◆ Source locally and sustainably produced Amazonian natural resource products through linkages with SLBs, community producers and Bolsa Amazônia.

Private Sector (SLB) – Numerous Local Businesses

- ◆ Contribute the entrepreneurial spirit and many of the ideas for sustainable Amazonian natural resource products to take to market.
- ◆ Small businesses producing sustainable Amazonian natural resource products through Bolsa Amazonia who introduces their product to a broader market.

Producer/Community – Numerous Amazonian Communities

- ◆ Provide the labour, and part of the demand for the products.

Development Sector – Bolsa Amazonia

- ◆ Offers courses, training activities and technical assistance in Marketing and Commercialization of agro-extractivist products, Processing and Agro-industrialization, Organization and Management of Collective Enterprises, and Sustainable Resource

Use and Management Systems. Bolsa Amazonia also has technological skills that facilitate global communication and trading of Amazon products.

- ◆ Develop networks of partnerships with multiple stakeholders from the public sector, private sector, and civil society.

Lenders/Investors – POEMAR, Brazilian Government, European Commission and others

- ◆ Bolsa Amazonia was started up by a Brazilian non-profit (POEMAR) and the Federal University of Para (POEMA program), in partnership with UNCTAD/Biotrade Initiative and the support of the European Commission – Tropical Forests Division (and other partners).
- ◆ Federal University of Para provides access to skill development opportunities
- ◆ All of the aforementioned partners contribute social capital to the program through their involvement in the network and promotion of sustainably produced Amazonian natural resource products.

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- ◆ SLBs and communities gain access to local and international markets for their products, which increases sales and provides a sustainable source of income.
- ◆ Non-timber, Amazonian products are generally not seasonal and thus, decreases income vulnerability.

Human Capital

- ◆ Community producers and SLBs are trained in sustainable resource extraction and processing.
- ◆ SLBs are also trained in management, marketing and leadership skills to become self-reliant and grow their businesses independently.
- ◆ Communities and SLBs gain access to information through partnerships and education.

Social Capital

- ◆ Many partnerships have been created throughout the public, private and civil society sectors, including South-South cooperation.

Ecological Capital

- ◆ The overarching objective of Bolsa Amazonia is the sustainable use of Amazon natural resources; this translates into many ecological benefits including preservation of biodiversity.

Brinkman & Associates Reforestation Ltd.⁸

Costa Rica

Description

Sustainable forest management of plantations yield many benefits including: good returns from higher quality timber products and significantly less impact to existing rainforests. The opportunity to show that a healthier return on investment is possible from environmentally-sound forest management practices prompted Dirk Brinkman and his colleagues at Brinkman & Associates Reforestation Ltd. to develop an eco-plantation. Tropical forest restoration is an important goal of the project, instead of planning for subsequent rotations the eco-plantation is designed to restore a forest ecosystem, creating a tropical forest legacy.

Since 1994, Brinkman & Associates has been developing plantations designed to achieve high investment returns while providing significant ecological and social benefits. Plantation development is a logical outgrowth of the company's 32 years of silviculture experience. Recognizing the unique opportunity that tropical high value hardwood plantations represent to integrate social, ecological and economic benefits, Brinkman & Associates has focused on developing plantations in Central America. Through the process of developing four highly successful plantations, Brinkman has developed unique experience in Central American native species silviculture, and the integration of ecological restoration into plantation forestry.

Note: This is an example of a Canadian company starting a sustainable business in a developing country. There is no SLB directly involved, however there are indirect benefits such as: transfer of sustainable forest management techniques and long-term employment for surrounding community members (leading to better-off communities). This model is one aspect of building SLE in developing countries and is encouraged as long as genuine partnerships with (and benefit to) local communities and businesses are created and maintained.

Inputs

Private Sector	Large	SLB	Producer/Community	Development Sector	Lenders/Investors
Financial Capital	◆		Financial Capital	Financial Capital ◆	Financial Capital ◆
Human Capital	◆		Human Capital ◆	Human Capital	Human Capital
Social Capital	◆		Social Capital ◆	Social Capital ◆	Social Capital

Private Sector (Large) – Brinkman & Associates Reforestation Ltd.

- ◆ Venture capital to buy property, operate and manage the plantations.
- ◆ Entrepreneurial skills, management skills, silvicultural expertise.
- ◆ Partnerships with researchers to be up to date with forest management practices, engagement of local communities for license to operate and happy employees.

Private Sector (SLB)⁹

⁸ http://www.brinkmanforest.com/barca/about_us/

⁹ This case does not have an SLB component.

Producer/Community – Neighbouring Communities

- ◆ Trained employees provide skilled labour for plantation management.
- ◆ Surrounding communities are supportive of plantation and integral part of the legacy planning process.

Development Sector – CIDA INC

- ◆ Provided capital for Brinkman to evaluate the feasibility of starting up an FSC certified teak plantation in Costa Rica.
- ◆ Provides contacts in the local private sector and market information to assist Canadian companies operating in developing countries.

Lenders/Investors – Venture Capitalists

- ◆ Various individual investors.

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- ◆ Employment for people in neighbouring communities.
- ◆ Profit for investors.

Human Capital

- ◆ Trains employees in sustainable forest management practices, bookkeeping skills, and crew management.
- ◆ Supports ecological and silviculture research programs in Central America and worldwide.

Social Capital

- ◆ Partnerships between Brinkman, research institutions and local communities.

Ecological Capital

- ◆ Sustainable forest management practices will leave the re-forested plantation in-trust to the community after 20 years.

Café de la Selva

Mexico

Description

In Chiapas Mexico, a destitute region, where less than 1% of farmers receive a fair price for their products, a consolidation of organizations has improved individual farmer income and self-sufficiency. A group of business-oriented social entrepreneurs, Vinculo y Dessarrollo, in partnership with a producer organization, Union de Ejidos de la Selva, opened a chain of organic coffee shops, Café de la Selva, which sell organic coffee grown by communities in Chiapas. Café de la Selva is a unique partnership, linking a farmer organization, with more than 50 small investors, in a scheme based on trust, respect, environmental values and professionalism. Collaborative fieldwork and producer control of the vertical production chain allow small coffee producers to obtain a fair and profitable price for their coffee while commercially successful and financially self-sufficient coffee shops operate in cities. The brand image of Café de la Selva has resulted in unprecedented growth to 18 shops in the last 7 years and expected expansion to 40 shops over the next 5 years. Collaboration also resulted in the adoption of organic techniques, facilitating better soil management, limited pollution and environmentally friendly practices. As well, a portion of profits is reinvested into community development projects and the union lobbies for better health, education and infrastructure for the people of Chiapas. In the words of Jose Juarez Varela, of Union de Ejidos de la Selva “Vinculo y Dessarrollo is not a buyer, it is a partner and together we are making this work. It is not a buy and sell relationship; but together we give a service to the public. This relationship is a new concept.”

Inputs

Private Sector	Large	SLB	Producer/Community	Development Sector	Lenders/Investors
Financial Capital		◆	Financial Capital	Financial Capital	Financial Capital ◆
Human Capital		◆	Human Capital ◆	Human Capital	Human Capital ◆
Social Capital		◆	Social Capital ◆	Social Capital ◆	Social Capital ◆

Private Sector – Vinculo y Dessarrollo

- ◆ Capital investment for start-up of coffee shops.
- ◆ Business and marketing skills that successfully branded a value-added fair trade coffee product.
- ◆ Trusting, values-based partnership with producers.

Producer/Community – Union de Ejidos de la Selva

- ◆ Agricultural skills to grow and process organic coffee.
- ◆ Trusting, values-based partnership with entrepreneurs.

Development Sector

- ◆ Although the development sector is not directly involved in Café de la Selva, the organization has benefited from an expanded network of contacts after winning the Equator Initiative award at WSSD.

Lenders/Investors¹⁰

¹⁰ The Lenders/Investors in this case are classified under the Private Sector (Vinculo y Dessarrollo).

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- ◆ Guaranteed sales of 1/3 of produced output at fair trade prices provide a dependable income to the community.
- ◆ Café de la Selva coffee chain creates profit for the investors and is growing every year.

Human Capital

- ◆ A portion of profit goes back into community development, including construction and maintenance of a women's centre that runs training in human rights, literacy, and workplace skills.
- ◆ Communities have increased well-being using organic agricultural techniques.

Social Capital

- ◆ A strong partnership between the Farmers Union and the Entrepreneurs has eliminated the "middle man". In the words of Jose Juarez Varela, of Union de Ejidos de la Selva "Vinculo y Dessarrollo is not a buyer, it is a partner and together we are making this work. It is not a buy and sell relationship; but together we give a service to the public. This relationship is a new concept."

Ecological Capital

- ◆ Certified organic techniques eliminate pesticide use, control erosion and create a healthier environment for other species.
- ◆ Biodiversity is conserved with shade-grown coffee.

CatGen

International

Description

CatGen is an e-commerce system designed to transform the digital divide into on-line opportunities for small to medium sized producers of art and handicrafts throughout the world. CatGen enables artisans in the developing world to build their own online catalogues for free, and to choose from a large selection of Internet hosting options and international e-commerce services. CatGen provides a free comprehensive digital communications platform to link artisans with exporters, importers, brokers, designers, retailers and the buying public. CatGen is an initiative of PEOPLink, a non-profit organization. PEOPLink works to equip artisans in developing countries with digital photography and Internet skills so that they can market their products. CatGen lists thousands of products from across the globe online, and places the power of global e-commerce into the hands of more marginalized groups in order to generate local employment and income. For example, one CatGen user group in Nepal brought an increase in annual sales of 20-30% to artisans in the region along with a reduction in high photography and catalogue production costs. Currently, CatGen is being used by over 40 different artisan groups worldwide with 3,000 products listed online, and is enabling small producers worldwide to market and sell their products at fair prices which generates long-term income, empowerment, and financial independence.

Inputs

Private Sector	Large	SLB	Producer/Community	Development Sector	Lenders/Investors
Financial Capital	◆		Financial Capital	Financial Capital	Financial Capital ◆
Human Capital	◆	◆	Human Capital ◆	Human Capital ◆	Human Capital
Social Capital	◆◆	◆	Social Capital ◆	Social Capital ◆◆	Social Capital

Private Sector- Large- Various Large Corporations (eBay, Heweltt-Packard, World Pay)

- ◆ World Pay provides online payment solutions to CatGen users
- ◆ All partner firms bring their knowledge resources in order to further CatGen's scope of operations
- ◆ eBay promotes PEOPLink on its website and promotes the products listed on CatGen
- ◆ HP provides products and various forms of assistance to bridge the digital divide experienced by CatGen vendors

Private Sector- CatGen

- ◆ Gives technical assistance to artisans regarding web site configuration, catalogue design, product design, portal creation, custom programming, language translation, and enterprise integration
- ◆ Builds an extensive worldwide network of partnerships with public, private, and non-profit organizations for artisans; provides artisans with access to a wide range of partners including importers, wholesalers, retailers, marketing experts, designers, technology providers, and funders

Producer/ Community- Artisans in Developing Countries

- ◆ Entrepreneurial skills, artisan skills, knowledge of markets
- ◆ Use their client network to generate traffic to the CatGen website, and their own Web catalogue

Development Sector- PEOPLink

- ◆ PEOPLink brokers the support of other development oriented organizations such as Aid for Artisans, the United Nations Conference on Trade and Development, U.S. Agency for International Development, the World Bank, the InterAmerican Development Bank, the Group of 77, and the International Federation for Alternative Trade
- ◆ PEOPLink trains and equips a worldwide network of artisans to use digital cameras and the Internet to market their products and services using CatGen
- ◆ PEOPLink provides access to a network of 55 trading partners in 21 countries in Africa, Latin America and Asia

Lenders/Investors- Skoll Community Fund, Public Sector and Private Grants

- ◆ CatGen's development was principally supported by the Skoll Community Fund

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- ◆ Brings much-needed long-term income to local artisans through means which reduce transaction costs and increase market exposure
- ◆ A highly efficient communication system allows developing country producers to receive the highest possible profit and return on their investment
- ◆ Eliminates the barriers of trade to developed country consumers
- ◆ Provides technology to developing country producers at a fraction of the market cost, thus increasing current and future income streams

Human Capital

- ◆ Increased exchange of information especially in areas concerning social, cultural, and labour conditions; increased knowledge of consumer preferences; improved knowledge of artistic creation, and manufacturing processes

Social Capital

- ◆ Artisans establish relationships with marketing partners so that they can list products on the CatGen site
- ◆ Local ownership of businesses generates self reliance and empowerment
- ◆ Encourages vendor expression of cultural values and social conditions
- ◆ Portion of revenues are dedicated to improving access to other information-communication technologies and education in the developing world, thus fostering community development

Ecological Capital

- ◆ CatGen encourages vendors to reduce environmental impact of their operations

Certified Pure Ingredients

Chile

Description:

Certified Pure Ingredients Inc. is a Chilean-based producer of high quality organic berries, fruits and vegetables (with wild fruit operations sourced in Russia and Scandinavia as well). By supplying a contra-seasonal supply of fresh and frozen produce to markets in the Northern Hemisphere, Certified Pure Ingredients is part of the \$20 billion global organic food industry. Certified Pure Ingredients was founded in 1989 on the principles of competitive prices, quality organic produce, independent certification, and private sector driven rural development. The business has grown to provide high quality employment opportunities for over 2,000 Chileans and has benefited from financing in a novel partnership with Terra Capital. Today the company's 240 acre farm in Chile produces about 2,000 tons of organically grown fruit a year, making Certified Pure Ingredients the largest seller of organic foods in the Southern Hemisphere, with sales of US \$3.4 million in 2000. Certified Pure Ingredients demonstrates that economic development can coincide with the preservation of social and environmental integrity.

Inputs

Private Sector	Target ¹¹	SLB	Producer/Community	Development Sector	Lenders/Investors
Financial Capital		◆	Financial Capital	Financial Capital	Financial Capital ◆
Human Capital		◆	Human Capital ◆	Human Capital	Human Capital
Social Capital		◆	Social Capital ◆	Social Capital	Social Capital

Private Sector- Certified Pure Ingredients

- ◆ Finance the ownership and operation of 240 acres in Santa Clara, Chile
- ◆ Entrepreneurship; Business skills
- ◆ Distribution networks; access to customer markets; access to certification services

Producer/ Community- Chilean Farmers and Surrounding Community

- ◆ Chilean managers have over 40 years of experience in organic agriculture; local farmer knowledge
- ◆ The various informal networks of local managers, farmers, and labor

Development Sector- None¹²

Lenders/Investors- Terra Capital

- ◆ Finances private enterprises, such as Certified Pure Ingredients, engaged in commercially viable and environmentally sustainable uses of biological diversity

¹¹ N/A in this case study

¹² In this case the development sector does not appear to be involved. However the IFC of the World Bank is remotely involved, since IFC provides funding to Terra Capital

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- ◆ High quality employment opportunities for 2,000 Chileans brings much-needed income

Human Capital

- ◆ Development of local knowledge and skills regarding organic agriculture

Social Capital

- ◆ Provides local farmers access to an international network of producers, distributors, processors, organic/ quality certifiers, financiers, and customers
- ◆ Community development

Ecological Capital

- ◆ Agricultural methods improve land and preserve biological diversity
- ◆ Ensures long-term ecological integrity by instilling knowledge of organic, environmentally sound practices, into local farming

Columbia Chrome Thailand

Thailand

Description

Columbia Chrome Thailand (CCT) was created in 1989 as a joint venture between COLCO International of Canada and the Bangkok Caterpillar dealer, Metro Machinery. The joint venture was supported by a CIDA-INC contribution of \$65,195 for business planning and feasibility costs. CCT specializes in the remanufacture of hydraulic cylinders, pumps and motors for heavy equipment. Repair and remanufacture services are substantially less expensive than the cost of replacement and also offer customers extended life for their machinery and equipment.

In 1997 CCT opened a new facility 80 km from Bangkok. COLCO International provided venture capital to start and operate the facility and Metro Machinery provided the machine shop, tools and staff. CIDA-INC provided further support for staff training in the new plant, allowing CCT to add pump and motor repairs to its line of services offered. CIDA's insistence on environmental standards conforming to the Canadian Environmental Act has allowed CCT to continue operating at a higher standard than Thailand's pollution regulations require. The new facility employs 40 people in a safe and healthy work environment. CCT is the largest supplier of hard chrome hydraulic cylinder remanufacturing services in Thailand.

Note: This case study was offered as an example of best practice by CIDA INC.

Inputs

Private Sector	Large ¹³	SLB	Producer/Community	Development Sector ¹⁴	Lenders/Investors
Financial Capital		◆	Financial Capital	Financial Capital	Financial Capital ◆
Human Capital		◆	Human Capital ◆	Human Capital	Human Capital
Social Capital		◆	Social Capital ◆	Social Capital	Social Capital

Private Sector – Columbia Chrome Thailand (CCT)

- ◆ Initially, COLCO International provided venture capital to start and operate the business and Metro Machinery provided the machine shop, tools and staff.
- ◆ Entrepreneurial ideas and business skills; Provide technical and mechanical training to employees
- ◆ Marketing networks gain customer base in Thailand and internationally

Producer/Community – Customers and Employees

- ◆ Some staff bring technical skills to the business
- ◆ Communities are potential customers of the service, and as such social networks which spread word of the services can act as an important catalyst to business success

Lenders/Investors – CIDA-INC

- ◆ Supported joint venture to get off the ground initially and again for further expansion

13 N/A in this case study

14 N/A in this case study

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- ◆ Successful business venture has been profitable for 14 years
- ◆ Secure employment of 40 people brings a steady income to many families
- ◆ A repair and remanufacturing service is cost effective for local construction and mining firms creating more competitive and profitable businesses

Human Capital

- ◆ Shop employees are trained in marketable trades, administrative employees are trained in business skills
- ◆ Thai partners acquire environment, health and safety awareness

Social Capital

- ◆ Joint venture between Canadian and Thai firms has been very synergistic
- ◆ Columbia Chrome Thailand's success has helped create a positive image for CIDA and Canadians in Thailand

Ecological Capital

- ◆ Reduced waste by reuse of existing equipment
- ◆ Reduced non-renewable resource extraction by reuse of existing equipment
- ◆ New facility built in conformance with up to date, Canadian standards decreases pollution and hazardous waste generated by the operation

Community Based Economic Development

Nepal

Description:

CIDA has supported Canadian and Nepalese agents in Nepal to strengthen civil society by organizing Community Based Organizations (CBO) around the main livelihood activities and critical resources of communities in three districts. Three types of CBO were established as: agricultural producers groups, savings and credit organizations, and community forest users groups. These have been successful in building the foundations of an organized and self-managed civil society in their communities. In addition, second-tier cooperative unions or federations of each of these groups have been created at the district level. The CBOs have enhanced civil society and local democracy through socio-economic improvement in poor, rural communities. CBOs have also developed an interface with the local government.

Note: This case study was offered as an example of best practice by CIDA. Increasing the elements of entrepreneurship and support for income generating activities would allow this project to become a more robust and sustainable local enterprise network.

Inputs

Private Sector	Large	SLB	Producer/Community	Development Sector	Lenders/Investors
Financial Capital			Financial Capital	Financial Capital	Financial Capital ◆
Human Capital		◆	Human Capital	Human Capital ◆	Human Capital ◆
Social Capital		◆	Social Capital ◆	Social Capital ◆	Social Capital ◆

Private Sector (Large)¹⁵

Private Sector (SLB)¹⁶ – Local Entrepreneurs

- ◆ Propose ideas for business opportunities from resources such as non-timber forest products.
- ◆ Actively participate in CBOs.

Producer/Community – Communities in Three Nepali Districts

- ◆ Actively participate in CBOs.

Development Sector – Agents of CIDA and Nepali NGOs

- ◆ Mobilization, capacity building and technical transfer process for establishment or strengthening of three types of community organizations plus second-tier cooperative unions or federations of each of these groups at the district level.
- ◆ Introduced access to new markets for agricultural and forest products; Linkage to local governments and other communities (cross pollination of ideas).

¹⁵ No direct input by large private sector firms.

¹⁶ This case is on the peripheral of the private sector as no specific enterprises are identified. However, the CBOs are organized around private sector activities, which provide the platform for social and ecological benefits to develop. It also helps to build a better operating environment for SLE.

Lenders/Investors – CIDA¹⁷

- ◆ Supports the project by contracting firms in the development sector to transfer skills and knowledge to local counterparts.
- ◆ Project management skills and vast development experience to support development sector agencies; Country specific expertise (technical assistance).
- ◆ Instigates partnership between development sector, social organizations and financial institutions.

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- ◆ Increased and stabilized income for communities in the poorest regions of Nepal.
- ◆ Enhanced and diversified agricultural production with off-season and in season vegetables, vegetable seed and fruit for consumption and sale, improving income.
- ◆ Increased access to credit for poor; Women have been particularly successful with the savings and credit organizations and benefited at least equally.

Human Capital

- ◆ Numerous skills have been developed including bookkeeping, cooperative management, marketing management, civil society and human rights.
- ◆ Enhanced and diversified agricultural production with off-season and in season vegetables, vegetable seed and fruit for consumptions and sale, improving nutrition (and health).

Social Capital

- ◆ Agricultural producer groups have acknowledged the key role women play in agriculture, which has increased their status and democratic participation in agricultural issues.
- ◆ The most successful CBOs have branched out from their communities and transferred skills and knowledge to surrounding communities with whom they trade.
- ◆ Increased sense of self-determination and industriousness of individuals in communities.
- ◆ More linkage with local government and agricultural agencies and better understanding of the Local Self-Government Act.

Ecological Capital

- ◆ Improved forest management, creation of forest management plans.

¹⁷ CIDA is defined as the Financer/Lender in this case instead of Development in order to more clearly describe the role of the Canadian Executing Agencies that CIDA commissioned for this project. Ultimately, it was CIDA's development policy and country strategy that facilitated this project.

DevelopmentSpace.com

International

Description

DevelopmentSpace.com allows development project investors, local entrepreneurs and business planners to find each other on-line and collaborate on development projects around the world. Entrepreneurs with sustainable local enterprise ideas (or other community development ideas) can access financing and link to business management expertise through this on-line “development marketplace”. DevelopmentSpace charges a fee of 7-10% of the funds raised for each project to cover the cost of the service. Since 2000, 345 projects, worldwide have been arranged through the DevelopmentSpace web site. These projects cover various sectors, including: agriculture and rural development, education and training, business, finance, economy and trade, governance and public reform, health and nutrition, information and communication technologies, infrastructure, social protection and labour, urban development, water resource management, and water supply and sanitation. Because DevelopmentSpace allows for highly flexible (and often innovative) partnership arrangements to come together for each project, DevelopmentSpace is able to facilitate solutions for changing contexts and specific local situations.

Inputs

Private Sector	Large ¹⁸	SLB	Producer/Community	Development Sector	Lenders/Investors
Financial Capital		◆	Financial Capital ◆	Financial Capital	Financial Capital ◆
Human Capital		◆	Human Capital ◆	Human Capital ◆	Human Capital ◆
Social Capital		◆	Social Capital ◆	Social Capital ◆◆	Social Capital ◆

Private Sector- Social Entrepreneurs

- ◆ In some cases entrepreneurs may have financial capital already, and in others they may be seeking to raise funds entirely at DevelopmentSpace
- ◆ Entrepreneurship; Business skills
- ◆ Partnerships and networks associated with each specific business

Producer/ Community- Various¹⁹

- ◆ Depending on who the producer/ community is (see note 2) some financial contributions may be made by this group
- ◆ Depending on who the producer/ community is (see note 2) some training or human development may be implemented by this group
- ◆ Usually, some social networks and partnerships will exist among the producer or community involved in a DevelopmentSpace project

Development Sector- DevelopmentSpace

- ◆ Provides tools and advisors to help social entrepreneurs build business plans and refine their business

¹⁸ N/A in this case study

¹⁹ Given the nature of DevelopmentSpace, the type of community or producer involved varies from project to project. In some cases this may be an indigenous community, a city community, rural communities, the social entrepreneur, local producers, small-to-medium enterprises or a NGO.

- ◆ Provides social entrepreneurs and social investors with access to a global network of expertise; enables social entrepreneurs, social investors, and service providers anywhere in the world to directly connect, collaborate, and implement common goals
- ◆ Partners²⁰ with developing world and developed world, for-profit and not-for profits, to provide participants with access to investment, marketing, outreach and complementary tools and services

Lenders/Investors- Social Investors²¹

- ◆ Investors contribute grants and donations and do not require a financial return
- ◆ Investment is also accepted in the form of advocacy, authentication services, and knowledge dissemination from various groups
- ◆ Networkers are also accepted as investors, these people or groups voluntarily work towards bringing various people with common goals together to further the projects of DevelopmentSpace participants

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- ◆ Current and future investments brings social investors, entrepreneurs, communities and producers together
- ◆ Electronic forums releases the potential for generating real incomes for people around the world
- ◆ Creates a continuous forum for financial transactions and flows to take place
- ◆ Increases market breadth and access to customers by providing an exchange on which producers and entrepreneurs can sell their services

Human Capital

- ◆ Develops technical knowledge of social entrepreneurs
- ◆ Access to expertise in various areas is freely available to all participants

Social Capital

- ◆ Provides a forum for social entrepreneurs, social investors, and service providers anywhere in the world to directly connect, collaborate, and implement common goals presently and in the future
- ◆ Social returns include various benefits depending on the projects, such as school construction and increased education access, increased local income via micro-enterprise, or improved health facilities and decreased rates of disease
- ◆ Builds empowerment for the parties involved and increases broad level participation in income-generating activities

Ecological Capital

- ◆ Social entrepreneurial and social investor collaboration, helps ensure that the projects undertaken work towards social and environmental improvement
- ◆ Unleashes the potential of working to improve the environment through partnerships, investments, and action

20 Partnerships include: Bodhtree, Calvert Social Investments, Give2Asia, Nabuur, Origo, Virtue Ventures, Andhra Pradesh India-Community Groups, The Crafts Center, Development Gateway, GlobaLegacy, International Women's Democracy Center, Marion Foundation, Mercy Corps, Princeton University (MIT), PACT, Save the Children, Solar Electric Light Fund, Tarahaat, The Reuters Foundation Digital Vision Fellowship Program, World Council of Service Organizations, WorldLinks, World Neighbors, and the World Resources Institute

21 Investors include independent private investors and companies who are not seeking financial returns

E+ Co

Latin America, Africa, Asia

Description

E+Co is an investment company that finances economically sustainable clean energy projects in Latin America, Africa and Asia. The company's strategy is to demonstrate to public and private sector investors that the establishment of local clean energy enterprises represents a win-win, market-based solution to the twin problems of meeting the unmet demand for energy services and protecting the environment. E+Co provides business advice to local entrepreneurs and developers and helps to analyze the market potential for a profitable clean energy business. After the development of a solid business plan, E+Co invests seed capital to finance businesses that might otherwise never advance. Since 1994, a sample of 24 E+Co enterprises provided clean energy to over 200,000 people in 15 developing countries.

Inputs

Private Sector	Large ²²	SLB	Producer/Community	Development Sector	Lenders/Investors
Financial Capital			Financial Capital	Financial Capital	Financial Capital ♦
Human Capital		♦	Human Capital ♦	Human Capital	Human Capital ♦
Social Capital		♦	Social Capital ♦	Social Capital ♦	Social Capital ♦

Private Sector- Energy Development Businesses

- ♦ Financing approval by E+Co requires that project managers are capable and have the technical and managerial experience required to ensure that the venture is profitable and sustainable
- ♦ Must secure long-term collaboration with applicable third parties such as equipment suppliers, engineers, and site owners

Producer/ Community- ²³ Local Communities

- ♦ Projects which involve local, in-country developers, expertise, labour, sponsors, or partners are preferred
- ♦ Communities are the potential customers of the service, and as such social networks which spread word of the services can act as an important catalyst to project success

Development Sector

- ♦ Although the development sector is not directly involved in E+Co, E+Co is financially supported by some development institutions such as the Inter-American Development, the Netherlands Organization for International Development Co-operation, the United Nations Environment Program and the US Agency for International Development

Lenders/Investors- E+Co

- ♦ Provides early stage investment of \$25,000- \$250,000 in the form of debt or equity to enable the entrepreneur to further develop its approach or begin implementation or construction of a project
- ♦ Offers business advice such as technical, legal or financial advice and enterprise development services
- ♦ Provides assistance in identifying and building relations with co-financers and funders for the private sector

²² N/A in this case study

²³ In this case the producers are the private sector, but in addition to the private sector/producer there is a community dimension. As such in this section only the community aspect is discussed.

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- ◆ New enterprises have the opportunity to launch their plans and present their business strategy in a manner that will attract second stage investors
- ◆ Local economic self-sufficiency, since E+Co only invests in projects that have the potential to be economically self-sufficient
- ◆ Can bring much-needed income to local people by involving their skills in projects
- ◆ Investments in sustainable energy sources fosters future economic prosperity by way of increase physical capabilities

Human Capital

- ◆ Improves national or local capacity to promote renewable energy and energy efficiency initiatives
- ◆ Develops local capacity to replicate projects by developing technical and business skill
- ◆ Improves human, financial and technical capacity in the private sector

Social Capital

- ◆ Partnerships are built with businesses, community groups, and investors
- ◆ Improves quality of life through the provision of energy services
- ◆ Access to energy offers opportunities for education, employment, and improved livelihoods
- ◆ Local ownership of sustainable businesses generates self reliance and empowerment

Ecological Capital

- ◆ Renewable energy and energy efficiency helps preserve environmental integrity and quality while allowing for economic development
- ◆ Displaces environmentally harmful energy sources such as diesel, kerosene, candles or firewood, while providing competitively priced clean energy

EcoEnterprise Fund

Latin America and the Caribbean

Description

The EcoEnterprise Fund was established by The Nature Conservancy, a worldwide conservation group, and the Multilateral Investment Fund of the Inter-American Development Bank, to provide venture capital to environmentally and socially responsible private businesses which cooperate with local non-profit conservation institutions. Since inception the Fund has invested US \$1.44 million into 4 successful sustainable local projects in Latin America and the Caribbean. By 2010, the Fund expects to invest in 30 sustainable business ventures. The Fund targets profitable businesses involved in sustainable agriculture, sustainable forestry, ecotourism and other environmentally friendly businesses. The EcoEnterprise Fund invests in ventures at all stages of all development with sales revenues of up to US \$3 million. Preference is given to businesses that are unable to secure financing from conventional sources due to their small size, the innovative nature of their business or the financial risks involved. The Fund provides up to 50% of project costs as well as technical and business advisory assistance to its recipients. Recipient businesses are required to collaborate with a non-profit conservation or community partner so that business success is tied to conservation progress. Consequently, the Fund harnesses the power of the market to achieve lasting conservation, strengthen non-profit organizations and develop economic alternatives for local people.

Inputs

Private Sector	Large ²⁴	SLB	Producer/Community	Development Sector	Lenders/Investors
Financial Capital		◆	Financial Capital ◆	Financial Capital ◆	Financial Capital ◆
Human Capital		◆	Human Capital ◆	Human Capital ◆	Human Capital ◆
Social Capital		◆	Social Capital ◆	Social Capital ◆	Social Capital

Private Sector- Profitable Sustainable Businesses²⁵

- ◆ Finance a minimum of 50% of project costs
- ◆ Entrepreneurship; Business skills
- ◆ Partnerships and networks associated with the sustainable business

Producer/ Community- Non-profit community/ environmental organizations

- ◆ All ventures are required to have a nonprofit environmental and/or community organization as a collaborator. Involvement may take the form of equity interests, profit sharing, capital payments, fees, royalties or other arrangements.
- ◆ The nonprofit may play an ongoing advisory role, such as providing environmental monitoring and evaluation services
- ◆ The non-profit partner brings its social network and social resources to the sustainable business to assist in achieving conservation goals

²⁴ N/A in this case study

²⁵ The EcoEnterpriseFund targets investments towards profitable sustainable businesses in the sectors of alternative agriculture, sustainable forestry, non-timber forest products and ecotourism

Development Sector- Inter-America Development Bank²⁶ and Nature Conservancy

- ◆ Each dollar received by the Fund is matched 1:1 by the Inter-American Development Bank
- ◆ Nature Conservancy establishes a training program to strengthen the management capacity of local conservation efforts; it also helps sustainable business build their administrative and financial capacity
- ◆ Nature Conservancy will work with other business and financial institutions to consider collaborative ventures with local communities and nonprofit organizations

Lenders/Investors- EcoEnterprise Fund²⁷

- ◆ Finances up to 50 % of project costs for the private sector with investment sizes ranging from \$50,000 to \$800,000, and average investment at \$225,000 (all funds in USD)
- ◆ Provide business advisory services i.e. business planning, marketing, training in technical subject areas such as ecotourism and organic agriculture, training in financial control and accounting, and the establishment of environmental indicators and monitoring programs

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- ◆ Brings much-needed long-term income to local people through means which protect natural areas
- ◆ EcoEnterprise Fund develops sources of long-term funding for conservation and creates economic incentives for local people to preserve their natural resources
- ◆ Investments in sustainable businesses fosters future economic prosperity

Human Capital

- ◆ Management skills and conservation awareness development for communities and private businesses

Social Capital

- ◆ Partnerships are built with businesses, conservation/community groups, the development sector, and investors
- ◆ Local ownership of sustainable businesses generates self reliance and empowerment
- ◆ Community development

Ecological Capital

- ◆ Compulsory collaboration works to ensure that business success promotes the progress of biological diversity conservation
- ◆ Ensures long-term ecological integrity by obligating beneficiaries to engage in environmentally sound practices

²⁶ The Inter-America Development Bank has been classified under the development sector in this case, rather than an investor/lender in order to more clearly describe the role of the Bank in this project

²⁷ The EcoEnterprise Fund consists of various investors including the Charles Stewart Mott Foundation, Avina Inc, private investors/ donors, charitable donors, Corporacion Andina de Fomento, and the Inter-American Development Bank (which is classified in the development sector for reasons mentioned above)

EnterpriseWorks

Africa, Asia and Latin America

Description

EnterpriseWorks is a non-profit organization which fights poverty through self-help economic development programs. Originally, the organization provided small scale technologies to farmers on a philanthropic basis in several developing countries. This method was met with mixed success, and today EnterpriseWorks uses a market based approach to encourage local manufacturing, financing and marketing of technologies for small scale farmers in the developing world. This new approach has been incredibly successful, and has led to programs in various sectors including, coffee, forestry, dairy, livestock, energy, natural products, small scale irrigation and oil/food staples. In the past two decades EnterpriseWorks has assisted producers in over 60 countries in Africa, Asia and Latin America. The organization has a network of offices in 13 countries, as well as over 60 funders and over 70 partners who support and sustain its operations. The *Washington Business Journal* has described the organization as "a Peace Corps with a business plan". Today EnterpriseWorks operates to fight poverty with profit and has helped hundreds of thousands of hard working families benefit from the profits of more productive, environmentally-sensitive enterprises which have also generated ripple effects that improve the quality of life in their communities.

Inputs

Private Sector	Large	SLB	Producer/Community	Development Sector ²⁸	Lenders/Investors
Financial Capital	◆	◆	Financial Capital ◆	Financial Capital ◆	Financial Capital ◆
Human Capital	◆	◆	Human Capital ◆	Human Capital	Human Capital
Social Capital	◆	◆	Social Capital ◆	Social Capital	Social Capital

Private Sector- Large- Various Depending on the Type of Project²⁹

- ◆ Depending on the project this sector may invest into the projects of the producers/communities
- ◆ Depending on the project this sector may provide technical or business training to the producer/community
- ◆ Depending on the project this sector may also bring its networks or partnerships to EnterpriseWorks or the producer/community, thereby facilitating access to markets, production facilities knowledge, suppliers, marketers, transporters or information sources

Private Sector- EnterpriseWorks

- ◆ Although EnterpriseWorks does not directly provide financial capital, it does facilitate farmer acquisition of appropriate small scale technologies to improve operations and incomes
- ◆ Depending on the needs of the project EnterpriseWorks may provide technical training, resource management training, management and business/ entrepreneurial training
- ◆ Depending on the needs of the project EnterpriseWorks may also provide access to commercial channels, partners, suppliers and new markets

Producer/ Community-Variou Farmers and Producers in the Developing World

²⁸ The only explicit way in which the development sector appears to be involved is through partnering with EnterpriseWorks and provision of funds. It is not stated how the development sector has contributed human or social capital, and as such only financial capital will be discussed

²⁹ In some cases the large private sector is involved. For example, Starbucks partnered with a facility for sustainable coffee production in Guatemala through EnterpriseWorks, and provided the technical expertise, and access to Northern consumer markets for the Guatemalan coffee producers

- ◆ Farmers use a market based approach of production and for the acquisition of capital, thus farmers invest in the various inputs necessary for production
- ◆ Farmers provide local market and production knowledge
- ◆ Farmers may have various partners, suppliers, producers and buyers engaged in their network of activities

Development Sector- Various Development Agencies³⁰

- ◆ The development sector provides funding to EnterpriseWorks to carry out its various projects and operations

Lenders/Investors- Various Funders³¹

- ◆ Various private and public sector organizations fund the projects and operations undertaken by EnterpriseWorks

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- ◆ Brings much-needed long-term income to local people through means which encourage sustainable production and self reliance
- ◆ Networks of EnterpriseWorks provide small scale producers with access to lucrative international markets, enabling them to obtain a higher price for their products
- ◆ Projects increase productivity and efficiency, reduce production costs, as well as develop new income sources for small scale farmers

Human Capital

- ◆ Small scale producers gain access to technical, resource management, and business skill training, thereby ensuring the long-term independence of operations and local business

Social Capital

- ◆ Small scale producers acquire access to sophisticated production, supplier, marketing, trading, transport and buyer networks
- ◆ Local ownership of sustainable businesses generates self reliance and empowerment
- ◆ Long term, tangible or measurable community development is a necessary output for a producer to be considered for EnterpriseWorks assistance

Ecological Capital

- ◆ All projects must be environmentally sustainable, and as such ensure long term ecological integrity

30 Such as the Australian Agency for International Development, Canadian International Development Agency, Danish International Development Agency, Development Bank of the Philippines, Bolivian Farmers Development Fund, Inter-American Development Bank, Organizing for Rural Development, the UK department for international, development, the United States Agency for International Development, and others

31 Such as Africa Now, Africare/Zambia, Applied Energy Systems, Inc., Australian Agency for International Development, Biodiversity Conservation Network/Biodiversity Support Program, Canadian Centre for International Studies and Cooperation, CIDA, CARE/Mozambique, Danish International Development Agency, Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ), Development Alternatives Inc., Development Bank of the Philippines, European Union, Food and Agriculture Organization of the United Nations, Food Industry Crusade Against Hunger, Ford Foundation, Inter-American Development Bank, Inter-American Foundation, International Development Research Centre of Canada, International Fund for Agricultural Development, Land Bank of the Philippines, National Income Generation Program, Non-Timber Forest Products Network, Northern Uganda Rural Oilseed Processors Association, Rockefeller Foundation, Rotary Club of Stowe, Small Enterprise Education and Promotion Network, The World Bank, TransAlta Utilities Corporation, U.K. Department for International Development, United Nations Development Programme, USAID, United States Environmental Protection Agency, W.K. Kellogg Foundation.

ForesTrade

International

Description

ForesTrade is a company dedicated to forest conservation and cultural preservation through the distribution and sale of organic forest products. ForesTrade was launched as a for-profit enterprise in 1996 after the founders had experimented with donor-financed projects that were not effective or sustainable in the long term. ForesTrade's business model works by building networks between NGOs, producers and international agencies to facilitate the marketing and sale of organic spices, essential oils, fragrances and coffee. ForesTrade operates as an environmentally and socially responsible international business, and supports sustainable agriculture, natural resource conservation and socio-economic development. ForesTrade organizes processing, warehousing, and distribution networks in the United States and the Netherlands, and has established over 100 active field partnerships involving over 4,000 farmers in Indonesia and Guatemala. Currently plans are underway to expand operations to Sri Lanka, Madagascar, Grenada, and India. In 2002, ForesTrade won the World Summit Business Award for "Sustainable Development Partnerships". ForesTrade exemplifies that business can be a positive force for social progress and environmental protection.

Inputs

Private Sector	Large ³²	SLB	Producer/Community	Development Sector	Lenders/Investors ³³
Financial Capital		◆	Financial Capital ◆	Financial Capital ◆	Financial Capital
Human Capital		◆	Human Capital ◆	Human Capital ◆	Human Capital
Social Capital		◆	Social Capital ◆	Social Capital ◆	Social Capital

Private Sector- ForesTrade

- ◆ Business investment, including the costs of establishing producer-consumer networks, supply-chain management, distribution, promotion and administration
- ◆ Train farmers in the techniques for sustainable agriculture; when required assist in farm management
- ◆ Sourcing partnerships to connect producers to consumers; partnerships with processors, warehouses and distributors; partnerships with organic certification boards; partnerships with conservation groups and NGOs; partnerships with product associations

Producer/ Community- Sustainable Farmers

- ◆ Invest in production capital, land, and other agricultural inputs to produce goods
- ◆ Local knowledge of agricultural production patterns
- ◆ Networks to farmers, on-the ground conservation groups, and labor

32 N/A in this case study

33 In this case the lenders/investors are the same as the private sector

Development Sector- Various Development agencies³⁴

During the initial phase of development, ForesTrade partnered with various development agencies which may have contributed in the following ways:

- ◆ Initial funding for start-up
- ◆ Technical or business training
- ◆ The various networks associated with the agencies

Lenders/Investors- ForesTrade (see private sector)

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- ◆ Networks allow for farmers/producers to receive a fair price for their products, thereby bringing needed income
- ◆ Product diversification creates income diversification for producers, thus increasing income stability
- ◆ Creates local financial support for businesses who want to be involved in environmentally friendly practices

Human Capital

- ◆ Local farmers and communities gain the skills and knowledge required to produce sustainable agricultural products
- ◆ Economic stability can produce peace in producing communities
- ◆ Efforts by ForesTrade work to bridge cultural and ethnic barriers; creates positive alternatives to conventional and often exploitive trading systems

Social Capital

- ◆ Partnerships are built with businesses, conservation groups, and producers
- ◆ Local ownership of sustainable businesses generates self reliance and empowerment
- ◆ Community development

Ecological Capital

- ◆ Economic gains from organic products create environmental incentives for farmers
- ◆ Protects endangered ecosystems without compromising economic development
- ◆ Farmers and families commit themselves to supporting forest conservation and restoration in their areas

³⁴ Although ForesTrade, has does not explicitly state how the development sector was involved in its initial start-up, one can infer that the development sector may have provided financial, human or social capital

Grand Turk Greenhouse

Turks and Caicos Islands

The Grand Turk Greenhouse is a proposed project for the small arid Caribbean island of Grand Turk that would generate jobs and much-needed water for drinking and irrigation. The greenhouse design uses simple technology to dehumidify coastal air without producing environmentally harmful high-salt residues. The key partners in this project include: Canadian scientists, Batavia Greenhouse Builders (Aldergrove B.C.), Columbus Foods Limited (Grand Turk wholesale food processor) and CIDA INC. The water produced by the dehumidification process would be used to grow hydroponic crops in the greenhouse for local consumption and export. The remaining water would be purified and piped for local household use and field-crop irrigation. At an anticipated price of \$0.03 per litre of water, the project would pay for itself in less than four years and would provide much needed affordable water, produce and income for the local community.

Inputs

Private Sector	Large	SLB	Producer/Community	Development Sector	Lenders/Investors
Financial Capital	◆		Financial Capital	Financial Capital ◆	Financial Capital
Human Capital		◆	Human Capital	Human Capital ◆	Human Capital ◆
Social Capital		◆	Social Capital ◆	Social Capital ◆	Social Capital ◆

Private Sector (Large) – Batavia Greenhouse Builders³⁵

- ◆ Contributed to financing for feasibility studies

Private Sector (SLB) – Columbus Foods Ltd.

- ◆ Business knowledge and skills to operate the greenhouse and desalination system and sustain a profitable venture
- ◆ Has local connections and labour force to run the proposed business

Producer/Community - Local Communities

- ◆ Communities are the potential customers of the service, and as such social networks which spread word of the services can act as an important catalyst to project success

Development Sector – CIDA INC

- ◆ Funded feasibility studies
- ◆ Provides country-specific knowledge

Lenders/Investors³⁶ - Scientists

- ◆ Investment of time and knowledge in the design and feasibility studies
- ◆ Connections with potential investors, constructors, development agencies and local entrepreneurs

³⁵ Batavia is a foreign private sector business so it has been included under the 'large' category for differentiation purposes, it is not actually a large-scale business.

³⁶ The scientists have been included here although their investment is not monetary. This project is seeking venture capital to construct the plant.

Potential Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- ◆ Growth opportunity for Columbus Foods to include hydroponic crops and water in their enterprise
- ◆ The greenhouse would employ local people, generating jobs and income

Human Capital

- ◆ Increases availability of nutritious local produce for consumption, increasing well-being of communities
- ◆ Improves human, financial and technical capacity in the private sector
- ◆ Increased and applied technical knowledge of desalinating greenhouses create opportunities to replicate design elsewhere

Social Capital

- ◆ Improves quality of life through the provision of affordable and clean water
- ◆ Local ownership of sustainable business generates self reliance and empowerment

Ecological Capital

- ◆ The greenhouse and desalinization system design incorporates renewable energy sources as three of four options that would displace environmentally harmful energy sources such as diesel or coal
- ◆ The design of the proposed desalinization system does not require high-energy inputs or create high-salt residue like many other styles of desalinization plants do

Honey Care Africa

Kenya

Description

Established in 2000 by Kenyan entrepreneur Farouk Jiwa, Honey Care Africa's mission is explicitly focused on creating social, environmental and economic value. Honey Care makes profits on the sale of high quality honey within Kenya and provides equipment, guaranteed fair prices and on-the-spot payments to the 2,500 individual microenterprise honey producers in rural areas. Local and international NGOs organize microfinance loans to enable producers (mostly poor women) to buy hives and then collaborate with Honey Care and government extension workers to provide training. Honey Care's unique "tripartite" relationship with microfinance NGOs and producers is a new business model that has improved the quality and supply of honey, increased the repayment of loans and allowed a greater number of poor households to diversify their incomes. Honey Care has also introduced innovative technologies to the honey industry in East Africa – effective modern hives as well as honey extraction units that take the "factory to the farmer".

Apart from the obvious social and economic value created by the enterprise, ecological benefits include pollination of local plants and the discouragement of chemical pesticides which might harm the bees. Tree planting is encouraged through an incentive described as "Bees for Trees" where hives are given to communities that reforest areas of land.

In less than 3 years, Honey Care Africa has become the largest supplier of high quality honey in East Africa and is set to become one of the largest honey suppliers in Africa as a whole. By summer of 2002, Honey Care has helped establish 12,000 hives across Kenya, providing income for 2,500 rural households, and producing 65 metric tones of honey per year. Start-up capital was provided by a small group of private Kenyan investors looking for a social and environmental as well as economic return on their investments. DFID's Business Partnership Program and other international development agencies are providing Honey Care with funding to explore the feasibility of packaging and marketing honey in single serving sachets, thus making it affordable to the poorest. They are also providing funding for a feasibility study to sell honey to the Fair Trade market in Europe. In order to achieve even greater scale and sustainability, Honey Care is seeking to make the transition from microcredit at subsidized rates of interest to market rates. Farouk Jiwa believes: "Honey Care's efforts may well chart out a new direction for private-sector driven development in the South, and emphatically demonstrate that people, the planet and profits do not have to be mutually exclusive."

Inputs

Private Sector	Large ³⁷	SLB	Producer/Community	Development Sector	Lenders/Investors
Financial Capital		◆	Financial Capital	Financial Capital ◆	Financial Capital ◆
Human Capital		◆	Human Capital	Human Capital ◆	Human Capital ◆
Social Capital		◆	Social Capital ◆	Social Capital ◆	Social Capital

Private Sector – Honey Care Africa

- ◆ Venture capital for start-up of enterprise; Guarantees a sale with a fixed price to farmers.
- ◆ Entrepreneurship; Business skills; Provides technical training for beekeepers.
- ◆ Created and maintains partnerships with communities, development sector, and others (food distributor, government, etc.).

37 N/A in this case study

Producer/Community – Rural Kenyans

- ◆ Critical partner in tripartite model, includes microentrepreneurs.

Development Sector – Numerous Development Agencies

- ◆ In some cases the development partner is also the microfinance lender for farmers.
- ◆ Provide capacity building to communities as well as organizational and management skills.
- ◆ Intermediary between communities and Honey Care to provide introductions; Mediator and arbitrator for communities and Honey Care while they build a trusting relationship; Critical partner in tripartite model.

Lenders/Investors – DFID, EU MESP and more³⁸

- ◆ Provide loans to farmers for hives and beekeeping equipment in a revolving fund; Donate funds to NGOs for microfinance funds to farmers
- ◆ Investments specifically for business development in areas such as market research, certified labelling and feasibility studies.

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- ◆ Increased and diversified income source for poor, rural farmers. They are able to repay the loan while generating income beginning with the first harvest of honey.
- ◆ Guaranteed fair price for honey acts as a form of economic entitlement.
- ◆ Successful enterprise set to expand to neighbouring African countries.

Human Capital

- ◆ Stronger role for previously underutilized and uninspired government agriculture extension workers.
- ◆ Beekeeping training, and some basic business skills training provided to farmers which diversifies their skills.
- ◆ Empowerment of women through opportunity of beekeeping as a source of income.

Social Capital

- ◆ Partnerships built with particularly strong links between Honey Care, communities and development sector.
- ◆ Local ownership of organizations in enterprise network generates self reliance and empowerment.
- ◆ Local political situation is observed and acknowledged.

Ecological Capital

- ◆ Reduced pesticide use because farmers are aware of potential harm to bees.
- ◆ Tree planting is encouraged through the “Bees for Trees” program.
- ◆ Cross-pollination of local vegetation.
- ◆ Productive use of biodiversity.

³⁸ These organizations are typically in “development”, however, they are classified as lenders/investors here since that was their primary contribution to development in this case.

Il Ngwesi Group Ranch

Kenya

Description

The Il Ngwesi Group Ranch on Kenya's Laikipia Plateau, is an exclusive and profitable community owned ecotourism establishment that has successfully reduced local poverty while conserving biodiversity. Il Ngwesi has also helped the community diversify from purely agriculture-based activities. The tourism facility is a collectively owned initiative, involving 499 local households. A locally controlled committee is responsible for land and resource management, reducing poaching, securing a safe environment for wildlife, and addressing the problems of poverty at Il Ngwesi. These goals have been achieved through the redirection of tourism revenues back to the local community. For example, 47% of tourism revenue directly funds education, infrastructure and medical care in the community. As well, the related security and tourism activities have created a local basis for stable employment and income. Overall, the success of the project has assisted community empowerment, employment, cultural preservation and environmental conservation. The Il Ngwesi Group Ranch exemplifies how a collaborative approach to resource management can achieve remarkable success in maintaining environmental integrity while promoting local livelihoods.

Inputs

Private Sector	Large	SLB	Producer/Community	Development Sector	Lenders/Investors
Financial Capital			Financial Capital	Financial Capital ♦	Financial Capital
Human Capital		♦	Human Capital ♦	Human Capital ♦	Human Capital
Social Capital		♦	Social Capital ♦	Social Capital ♦	Social Capital

Private Sector³⁹

Producer/Community – Il Ngwesi

- ♦ An elected Group Ranch Committee and Chairman run the ranch and represent over 6000 people.
- ♦ Linked with Lewa Wildlife Conservancy as a neighbouring conservation area and sister-lodge.

Development Sector – Kenya Wildlife Service, Lewa Wildlife Conservancy (LWC)

- ♦ Il Ngwesi Lodge was built with funds donated through the Kenya Wildlife Service.
- ♦ Training and awareness workshops are given on subjects including wildlife conservation project management and the development of sustainable resources.
- ♦ Linkage between LWC and Il Ngwesi. LWC provides logistical support such as vehicle maintenance, communication network, and accounting and in return, enjoys a like-minded neighbour and increased conservation (decreased poaching) in the area. The objective is for Il Ngwesi to become self-sufficient.

Lenders/Investors⁴⁰

³⁹ The Private Sector in this case is classified under Community.

⁴⁰ Since financing came from donations there was no lender and no conventional investor.

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- Conservation, security and tourism activities have created stable employment and income for community members.

Human Capital

- Training and awareness workshops have built local skills.
- There is renewed interest and enjoyment of cultural activities and indigenous skills such as traditional dancing and medicinal plants.

Social Capital

- The community is empowered to control their own fate, and they have come together to operate the ranch. A committee is democratically elected to be responsible for the day-to-day management of the ranch.
- Revenue from the lodge has been used to fund the construction of a primary school and three nursery schools, water maintenance and health schemes.
- Partnerships with neighbouring conservation areas allow a symbiotic relationship that is mutually beneficial.

Ecological Capital

- Eco-tourism depends on a healthy eco-system of flora and fauna; a land and resource management committee preserves this.
- A major priority of the Ranch Committee is to increase ground cover vegetation and to reduce erosion by planning livestock grazing.

Jamaica Enterprise Project 🇯🇲

Jamaica

Description

Micro Enterprise Financing Limited (MEFL) is an independent, self-sustaining microfinance institution currently being established in Jamaica. MEFL aims to strongly support entrepreneurial development, innovation and risk-taking behaviour, leading to long-term growth towards a vibrant local economy. MEFL aims to do this by providing access to financial services to low-income urban entrepreneurs without collateral. The Jamaica Enterprise Project involves a partnership between the Bank of Nova Scotia Jamaica Ltd., the Kingston Restoration Company, and agents of CIDA to start-up Micro Enterprise Financing Limited. Each party brings unique skills and capabilities to the partnership. Loans are issued to people through 'solidarity' groups of four or five people initially. When an individual has successfully repaid two loans within a solidarity group, they become eligible for an individual loan. MEFL administered their first loans in November 2002 and have been successfully collected from thirty clients. MEFL is operating carefully and cautiously in order to build a solid foundation on which to grow.

Note: A further value-add component to this project would include an ecological aspect to the microfinancing. This could be done by adding basic ecological criteria to the loan applications, and provision of training to the loan officers as a first step to raise education and awareness of environmental issues.

Inputs

Private Sector	Large	SLB	Producer/Community	Development Sector	Lenders/Investors
Financial Capital	◆		Financial Capital	Financial Capital	Financial Capital ◆
Human Capital	◆	◆	Human Capital	Human Capital ◆	Human Capital ◆
Social Capital	◆	◆	Social Capital ◆	Social Capital ◆	Social Capital ◆

Private Sector (Large) - Bank of Nova Scotia Jamaica (BNSJ)

- ◆ Investment of \$2 million to start MEFL's loan fund
- ◆ Technical training and/or resources to MEFL when required; The BNSJ has a representative who sits on the Board of Directors of MEFL
- ◆ BNSJ strongly supports MEFL as a development initiative as well as a business opportunity because the micro-enterprises of today are their clients of tomorrow

Private Sector (SLB) – Urban Entrepreneurs

- ◆ Entrepreneurial business ideas and potential for growth
- ◆ Provide goods and services to the poor and larger business supply chains; Customers of MEFL

Producer/Community

- ◆ Communities are the potential customers of the service, and as such social networks which spread word of the services can act as an important catalyst to project success

Development Sector – Kingston Restoration Company⁴¹ (KRC) and Agents of CIDA⁴²

- ◆ A representative of the KRC sits on the Board of Directors of MEFL; Agents of CIDA transfer skills and knowledge and provide training to MEFL staff during start-up and initial operation of the loan fund
- ◆ KRC has established relationships with entrepreneurs and inner city communities. They provide introductions between loan officers and community members, human support for the loan officers in the field, and recommendations for potential clients

Lenders/Investors - CIDA⁴³

- ◆ CIDA is investing financial capital to hire development agents who can transfer skills and knowledge to Jamaican counterparts
- ◆ Project management skills and vast development experience to support development sector agencies; Country specific expertise (technical assistance)
- ◆ Key partner with development agents and financial institutions

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- Urban entrepreneurs with no collateral have access to loans that help grow their businesses
- Increased income and growth opportunities for SLBs

Human Capital

- Improved human, financial and technical capacity in the private sector (SLB and financial institution)

Social Capital

- Partnerships are built with businesses, community groups, and investors
- Local ownership of sustainable businesses generates self reliance and empowerment
- Field officers develop a one-to-one relationship with their clients in order to build trust

Ecological Capital

- No known contribution

41 KRC contributes human and social capital

42 Agents of CIDA contribute human capital

43 CIDA is grouped under investor here to distinguish it from the "on the ground" development agents

Kijani Fund⁴⁴

Africa

Description

Kijani is a joint initiative of the World Conservation Union (IUCN), and the International Finance Corporation (IFC). Kijani aims to develop and invest in African businesses which conserve biodiversity and sustainably use biological resources while equitably sharing the benefits. As such, Kijani hopes to enhance the natural environment, strengthen African economies and assist in the alleviation of rural poverty. The partnership of IUCN and IFC gives Kijani access to 140 African partners involved in biodiversity programs and IFC's experience in managing a diversified investment portfolio of US \$1.5 billion. Using these funds and the funds of various partners, Kijani provides individually structured investment packages, including equity, debt and loan guarantees, for biodiversity businesses backed in-kind by technical assistance. In addition, Kijani provides business and biodiversity advice to biodiversity businesses who take on its financing options. Accordingly, Kijani expects to provide sustainable business with economic opportunity while ensuring environmental integrity and social equity.

Inputs

Private Sector	Large ⁴⁵	SLB	Producer/Community	Development Sector	Lenders/Investors
Financial Capital		◆	Financial Capital ◆	Financial Capital ◆	Financial Capital ◆
Human Capital		◆	Human Capital ◆	Human Capital	Human Capital ◆
Social Capital		◆	Social Capital ◆	Social Capital ◆	Social Capital

Private Sector – Any African Biodiversity Business

- ◆ Depending on the business's phase of development and financial situation, it may already have some financial capital, although this is not a requirement
- ◆ Entrepreneurship; Business skills
- ◆ The partnerships, social networks, and communities related to each individual biodiversity business

Producer/Community –Biodiversity Businesses and the African communities in which they operate

- ◆ In some cases a biodiversity business may be the producer as well as the private sector, thereby bringing financial resources and funding
- ◆ In these cases the biodiversity business will bring skills, knowledge and various forms of human capital to the communities in which they choose to operate
- ◆ As well, the biodiversity business can bring its partners or partnerships along with its social network to the community in which it is operating

⁴⁴ Kijani is expected to be in full operation in the next 18 months as of January 2003

⁴⁵ N/A in this case study

Development Sector – Various International, Governmental and Non-Governmental Organizations

- ◆ The Funding for Kijani's investments and administration are provided from the IFC⁴⁶, the Global Environment Facility, the IFC, the Government of Norway and the Government of Switzerland
- ◆ IUCN brings a network of 140 African members participating in an extensive biodiversity program

Lenders/Investors – Kijani

- ◆ Provides individually structured investment packages for biodiversity businesses; financial instruments include equity, debts and loans
- ◆ Provides technical assistance to beneficiaries

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- ◆ Increased and diversified income source for biodiversity business and rural communities of Africa.
- ◆ Guaranteed investments for biodiversity businesses acts as a form of incentive for economic investment in ecologically sustainable economic activities

Human Capital

- ◆ Technical assistance and biodiversity business knowledge is developed
- ◆ Kijani encourages beneficiaries to provide employment and training for people in rural communities, thereby helping alleviate poverty

Social Capital

- ◆ Partnerships built with development sector provide beneficiaries strong links for future partnerships
- ◆ Mitigation of rural poverty through the equitable sharing of biodiversity benefits
- ◆ Local ownership of biodiversity businesses generates self reliance and empowerment

Ecological Capital

- ◆ Productive and sustainable use of biodiversity

⁴⁶ The IFC (International Finance Corporation) is a member of the World Bank Group and has a \$1.5 billion diversified investment portfolio in sub-Saharan Africa with a focus on assisting indigenous entrepreneurs and sustainable finance.

Mekong Project Development Facility

Vietnam, Lao PDR, and Cambodia

Description

Established in 1997, the Mekong Project Development Facility (MPDF) supports the development of private, domestically-owned, small and medium scale enterprises in Vietnam, Lao PDR and Cambodia. MPDF is managed by the International Finance Corporation (IFC) and is financed by a number of donor countries and institutions. MPDF provides financial and technical assistance to managers with plans for business expansion. Since inception, MPDF has completed 69 projects across a wide range of sectors including manufacturing, agribusiness, financial services, education, garments/footwear, hotel/tourism, transportation and wood processing. As part of the project appraisal process, MPDF conducts environmental and social reviews of all projects. In addition, MPDF encourages beneficiaries to make 'beyond compliance' improvements which take World Bank environmental & social policies and practices into account. MPDF requires that the environmental and social performance of projects are summarized and published as a public document. In doing so MPDF ensures that local business development does not compromise social or environmental integrity.

Inputs

Private Sector	Large ⁴⁷	SLB	Producer/Community	Development Sector	Lenders/Investors
Financial Capital		◆	Financial Capital	Financial Capital ◆	Financial Capital ◆
Human Capital		◆	Human Capital	Human Capital ◆◆	Human Capital
Social Capital		◆	Social Capital	Social Capital ◆	Social Capital

Private Sector- small and medium scale businesses⁴⁸ with Local Ownership or Participation

- ◆ Beneficiaries are required to make a contribution towards the costs incurred by MPDF. For assistance involving the raising of financing, beneficiaries provide an upfront nominal fee of US \$100, and a success fee of 1.5% of the capital raised by MPDF for the business. As well, the private sector firm is expected to share the cost of any consulting assignments.
- ◆ Entrepreneurship; Business skills
- ◆ Business specific partnerships and networks

Producer/ Community- Same as Private Sector

(In this case the producer/ community and private sector are the same)

Development Sector- MPDF in alliance with the IFC

- ◆ Although the development sector does not directly finance projects it assists small and medium sized firms in gaining access to suitable sources of finance; it structures financing plans and helps firms obtain financing on appropriate terms
- ◆ Assist companies in preparing development plans, conducting feasibility studies, provides technical training and assistance in areas such as business planning, marketing strategy, finance training, production and operations management, human resource management, quality control and certification, accounting and management information systems, and operational training

⁴⁷ N/A in this case study

⁴⁸ Companies which are active in any productive venture in agriculture, agribusiness, manufacturing, services, tourism, or infrastructure are eligible to partake in MPDF. Projects involving tobacco, military products, real estate development, and pure trading operations are not eligible for MPDF assistance

- ◆ Strengthens the capacity of local financial, training, and consulting institutions which provide service for firms⁴⁹ in order to improve the general business environment
- ◆ To obtain financing options for firms and to develop financial intermediary capacities through peer partnering, MPDF works closely with various financial institutions, leasing companies, venture capital funds and donors

Lenders/Investors- Various Countries and Institutions⁵⁰

- ◆ Provide the funding for the investments and administration of MPDF

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- ◆ Secures the needed finance for operation expansions, which in turn can generate new income for local business
- ◆ Investment in training and capacity building of local financial institutions which service small and medium sized firms increases the ability of such institutions to lend and invest local income, thereby increasing financial capital flows in local economy

Human Capital

- ◆ Technical skills, management skills, social and environmental stewardship training increase the overall skills of firms and local financial institutions

Social Capital

- ◆ Links small and medium sized firms with business expertise and advisory services as well as financial support
- ◆ Disseminate expertise to local firms and local financial institutions
- ◆ Local capacity to deliver business services to small and medium sized firms is built through public or private partnerships
- ◆ Local ownership generates self reliance and empowerment

Ecological Capital⁵¹

- ◆ Preference for environmentally sound business encourages sustainability
- ◆ Environmental and social reviews of projects with public disclosure increases the chance that local firms will conduct their operations in environmentally safe ways
- ◆ Consideration of World Bank environmental & social policies and practices increase the probability that beneficiaries conduct operations in ways that do not compromise environmental integrity

49 MPDF provides various programs for significant SME financial intermediaries such as, loan training analysis, bank training centers, establishing SME venture capital funds, and securities training

50 MPDF projects are financed by a number of donor countries and institutions including: ADB, Australia, Canada, Finland, IFC, Japan, Norway, Sweden, Switzerland, and the UK

51 Although these efforts can encourage local business to operate in ways that do not compromise environmental integrity, sources do not indicate if MPDF would limit its contributions to operations which are only environmentally sustainable.

Natural Resource Business Development Project

Komi Republic, Russia

Description

The Natural Resource Business Development Project in the Komi Republic of Russia is funded by CIDA, based on a proposal put forward by a partnership of Canadian and Russian organizations. It focuses on developing small and medium scale enterprises, particularly in the natural resource sector. The project promotes sustainable natural resource management by: creating linkages between Canadian and Russian businesses, transferring Canadian technology and requiring conformance with the Canadian Environmental Act on any CIDA-brokered investments. An office has been established in Komi to provide training, promotion and marketing services for natural resource based SMEs in Komi Republic. Trained entrepreneurs become trainers themselves and assist others with business plans, marketing and book keeping. The central office also works to attract foreign investment (mostly Canadian) to the area, with the intention of diversifying single-industry communities. High-level political support for this project contributes to its success. The partners are jointly planning a conference on "Natural Resources for the Future" in Komi in 2003.

Note: This example illustrates sector-to-sector partner linkages and strategic dialogue and action benefiting both Canadian and host country businesses and the local communities.

Inputs

Private Sector	Large	SLB	Producer/Community ⁵²	Development Sector	Lenders/Investors
Financial Capital			Financial Capital	Financial Capital	Financial Capital ♦
Human Capital		♦	Human Capital	Human Capital ♦	Human Capital ♦
Social Capital		♦	Social Capital	Social Capital ♦	Social Capital ♦

Private Sector – Local Natural Resource Based businesses

- ♦ Own existing businesses, have entrepreneurial ideas for growth opportunities
- ♦ Core group of trained entrepreneurs connect with other entrepreneurs who need training and/or business assistance; Contacts in the Russian public sector

Development Sector – Agents of CIDA

- ♦ Provide business training and support services to entrepreneurs; train entrepreneurs to become trainers
- ♦ Have Canadian private sector contacts, make introductions between Russian and Canadian firms to find mutually beneficial partnerships; Had initial Russian contacts with whom they partnered with to submit a proposal for this project to CIDA; Contacts in Russian public sector

Lenders/Investors – CIDA

- ♦ Contributed funding to start-up and operate the training and promotions office in Komi
- ♦ Project management skills and vast development experience to support development sector agencies; Country specific expertise (technical assistance)
- ♦ Shares Canadian and Russian contacts where possible

⁵² N/A in this case study

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- ◆ Linkages with foreign investors create growth opportunities for SLBs
- ◆ SLBs employ local people, generating jobs and income

Human Capital

- ◆ Improves human, financial and technical capacity in the private sector

Social Capital

- ◆ Partnerships are built between businesses, community groups, investors and government
- ◆ Political support will facilitate government policy change towards sustainable natural resource management
- ◆ Local ownership of sustainable businesses generates self reliance and empowerment

Ecological Capital

- ◆ The transfer of Canadian natural resource management practices yield more ecologically sustainable enterprises in Komi Republic

Placer Dome Joint Venture Care Project⁵³

South Africa

Description

The South African mining sector has laid-off 100,000 workers in the past decade, taking a severe toll on mine workers' communities, and removing over 50 million Rand per month from local economies. The migrant nature of the mining labour supply is such that the lay-offs have had an impact affecting communities from central Mozambique to Botswana, Lesotho and the Eastern Cape. These areas, already extremely impoverished, have also been devastated by HIV/AIDS.

The conventional practice in South Africa has been to provide a small cash severance with the lay-off, plus a 3-month training period. Few employees take advantage of such training and counselling, as it requires they stay at the mine-site, rather than return to their villages. Looking to provide a more effective, beneficial, and sustainable program to support laid-off employees, Placer Dome developed the Western Areas Joint Venture Care Project, designed to help laid-off workers or their proxies become economically active. An additional project purpose is to support mineworkers and communities in coping with HIV/AIDS.

A unique feature of the project is that the laid-off worker has the option of nominating a 'proxy' from their immediate or extended family. In this way, Care Project beneficiaries are not limited to the original male worker - who for various reasons (i.e., age, HIV/AIDS) may be unable to benefit from the program. Initial results indicate this will benefit women in particular. South Deep Care Project was launched in late 1999 and is mid-way through implementation; it provides skills training, enterprise development support, micro financing and counselling.

CIDA's Industrial Cooperation Program has committed \$2,000,000 to the \$5 million project in recognition of its innovative approach to the engagement of government, the private sector, and civil society in dynamic partnerships addressing development issues. Placer Dome and its local partner, The Employment Bureau of Africa (TEBA), have recently been awarded the World Bank's prestigious Development Marketplace Innovation Award for their AIDS Campaign Team Mining project, which grew out of this community based development program.

Inputs

Private Sector	Large	SLB	Producer/Community	Development Sector	Lenders/Investors
Financial Capital	◆		Financial Capital	Financial Capital	Financial Capital ◆
Human Capital	◆	◆	Human Capital	Human Capital ◆	Human Capital ◆
Social Capital	◆	◆	Social Capital	Social Capital ◆	Social Capital ◆

Private Sector (Large) – Placer Dome Inc.

- ◆ Funding the majority of the Placer Dome Western Areas Joint Venture (PDWAJV).
- ◆ Provides skills training to the trainers (NGOs).
- ◆ Developed partnerships with National and local governments, NGOs, International Institutions and the private sector. They hope to lead by example and encourage other private sector firms to become active in this, or similar programs.

⁵³ <http://www.placerdome.com/sustainability/social/careproject.html>

Private Sector (SLB)⁵⁴ - 'Retrenchees' and 'proxies'

- ◆ Entrepreneurial ideas and vocational skills.
- ◆ Must be committed to the program and form networks of SLBs.

Producer/Community⁵⁵

Development Sector – The Employment Bureau of Africa (TEBA) and others

- ◆ Counsels retrenchees and families on project benefits, skills training options and local economic and enterprise development opportunities; Provide skills and enterprise development training; After-care counselling and coaching to retrenchees.
- ◆ Has a network of offices and connection to the communities as well as other NGOs.

Lenders/Investors – CIDA INC

- ◆ Financial support to broaden the project's scope and duration.
- ◆ Guidance to Placer Dome on management of a development project.
- ◆ Network of NGOs and in-country development sector contacts.

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- ◆ Microfinance available through available to enterprises.
- ◆ Skilled entrepreneurs start up businesses that provide a source of income for their families.

Human Capital

- ◆ Incidence of HIV/AIDS is addressed through availability of training and support to 'proxies'. This increases the uptake of the program as well as an increased benefit for women (since mine workers are male).
- ◆ Retrenchees and proxies acquire business and vocational skills.
- ◆ NGOs have increased capacity to develop and administer microfinance services and skills training to small and micro-enterprises.

Social Capital

- ◆ Counselling and assistance provided to families and victims of HIV/AIDS. Increased awareness should slow infection/spread.
- ◆ Impact of job loss is decreased with available counselling, support and training; People receive these benefits in their community (as opposed to at the mine-site) - which helps to minimize the impact on affected communities.

Ecological Capital

- ◆ No explicit contribution in this case study although Placer Dome has many initiatives to preserve and restore the natural environment in its mining operations.

⁵⁴ There is no specific SLB in this case, but rather contributes to SLE as a whole.

⁵⁵ Although there are many communities affected by industry-wide retrenchment they do not have a specific input for this case.

Rural Finance Outreach

Viet Nam

Description

The purpose of the Rural Finance Outreach Project is to increase access of low-income rural households to financial services from financial institutions. In particular, it works on the improvement of delivery practices of the Vietnam Bank of Agriculture and Rural Development (VBARD), and the development of social organizations in targeted communities to promote loan and savings products appropriate to rural households.

Social organizations such as the Farmer's Union or the Women's Union act as the interface between the people and the bank. Individuals from these social organizations are trained in marketing, banking and small business skills to become "Group Leaders". These Group Leaders promote the availability of loan and savings products available through VBARD and help community members access these banking products. The Group Leaders work with VBARD "Credit Officers" who process the applications.

Inputs

Private Sector	Large	SLB	Producer/Community	Development Sector	Lenders/Investors
Financial Capital			Financial Capital	Financial Capital	Financial Capital ♦
Human Capital	♦	♦	Human Capital	Human Capital	Human Capital ♦
Social Capital	♦	♦	Social Capital ♦	Social Capital	Social Capital ♦

Private Sector (SLB) – Small and Micro Enterprises

- ♦ Entrepreneurs with business ideas or growing businesses.
- ♦ Part of the network.

Private Sector (Large) - Développement International Desjardins and Hickling Corporation

- ♦ Provide technical assistance in the form of training and knowledge transfer to Vietnam Bank of Agriculture and Rural Development (VBARD) as well as social organizations (specifically the Women's Union and the Farmer's Union).
- ♦ Part of the network linking CIDA, VBARD and the social organizations.

Producer/Community – Social Organizations

- ♦ Access to and established relationship with entrepreneurs and community.

Development Sector - see CIDA contribution under Lenders/Investors

Lenders/Investors – CIDA⁵⁶

- ♦ Supports the project by contracting firms in the development sector to transfer skills and knowledge to local (Vietnamese) counterparts.

⁵⁶ CIDA is defined as the Financer/Lender in this case instead of Development in order to more clearly describe the role of the Canadian Executing Agencies that CIDA commissioned for this project. Ultimately, it was CIDA's development policy and country strategy that facilitated this project.

- ◆ Project management skills and vast development experience to support development sector agencies; Country specific expertise (technical assistance).
- ◆ Instigates partnership between development sector, social organizations and financial institutions.

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- ◆ Enterprises can start and/or expand with increased access to credit.
- ◆ VBARD finds more business with expanding the customer base through more remote and rural households.

Human Capital

- ◆ VBARD employees' skills developed with training on micro-finance and communication skills.
- ◆ Union members' skills developed with training on micro-finance and communication skills.
- ◆ Community members' skills developed with exposure to loan and savings options.
- ◆ Field office is managed by DID trained accountant and administrative locals.

Social Capital

- ◆ Profile of Unions is raised with increased importance of role as linkage to credit between loan recipients and credit officers at the bank.
- ◆ VBARD and social organizations working together for a common purpose.

Ecological Capital

- ◆ Environmental component to loan questionnaire raises awareness of environmental issues but does not ensure that environment-friendly practices are observed.

Socio-Economic Development through Co-operatives (SEDCOP) ***Philippines***

Description

Co-operatives in the Philippines are a valuable and strategic partner in socio-economic development and poverty reduction because of their active presence in rural areas, their success in savings mobilization and capital build-up, their democratic governance practices and their equitable distribution of surpluses. In SEDCOP, Canadian models of co-operatives and experience were applied to build capacity, improve performance and credibility among local community-based co-operatives (primary co-operatives), their regional federations (RDC), and their national association (NATCCO). The main types of co-operatives supported by SEDCOP are: Financial Intermediation, insurance, health, housing and enterprise development. For example, The Bigay Buhay Multi-Purpose Co-operative (BBMPC) was organized by persons with disabilities as a small business to employ them, making school desks and chairs for public schools. SEDCOP helped BBMPC strengthen their business skills, which has resulted in higher sales and more contracts.

Inputs

Private Sector	Large	SLB	Producer/Community	Development Sector	Lenders/Investors
Financial Capital			Financial Capital	Financial Capital	Financial Capital ♦
Human Capital		♦	Human Capital ♦	Human Capital ♦	Human Capital ♦
Social Capital		♦	Social Capital ♦	Social Capital ♦	Social Capital ♦

Private Sector (SLB) – 1200 Primary Co-operatives

- ♦ Staff operating co-operatives have some business and management skills, SEDCOP aimed to develop these skills.
- ♦ Community co-operatives are an integral link between their members the RDC and NATCCO as well as the community at large.

Producer/Community – Individual Co-operative Members

- ♦ Entrepreneurs with micro and small enterprises who contribute to and benefit from financial, health, housing, insurance or enterprise development co-operatives.
- ♦ Members of primary co-operatives.

Development Sector - Développement International Desjardins (DID), Canadian Co-operative Association (CCA) and National Federation of Co-operatives (NATCCO)

- ♦ DID provides technical assistance to NATCCO and the RDCs based on decades of experience with co-operatives in Canada, Asia, Africa, Latin America and Central and Eastern Europe; CCA is the Canadian counterpart to NATCCO; they also provide technical assistance to NATCCO and the RDCs based on their experience in capacity-building of organizations; NATCCO's major service areas to the primary co-operatives are: support to savings and credit co-operatives, co-op enterprise development, institutional development and policy advocacy.
- ♦ NATCCO has a network of six RDCs and over 1200 primary co-operatives throughout the Philippines. They are the apex of their network and thus, act as a centre of skills and learning, providing linkages between these co-ops to share information and knowledge.

Lenders/Investors – CIDA⁵⁷

- ◆ Supports the project by contracting firms in the development sector to transfer skills and knowledge to local (Philippine) counterparts.
- ◆ Project management skills and vast development experience to support development sector agencies. Country specific expertise (technical assistance).
- ◆ Instigates partnership between development sector/co-operative organizations from Canada and their Philippine counterparts.

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- ◆ Increased financial base of co-ops; more access to credit for more people; increased employment.
- ◆ Diversification of income through enterprise development results in less vulnerability and seasonality of income.

Human Capital

- ◆ Increased management capability of co-ops as businesses.
- ◆ Increased availability, affordability, competitiveness and quality of services of co-ops.
- ◆ Improved well-being of people directly by development of health and housing co-operatives and indirectly by development of financial intermediation and enterprise development.

Social Capital

- ◆ Stronger and more effective network linking primaries and apex bodies.
- ◆ Stronger socio-economic policy role and improved public image for co-ops.
- ◆ Empowerment of co-operative members by democratic management, self-determination and profit sharing according to member participation and concern for the community.
- ◆ Co-operatives are inclusive and equal-opportunity organizations that contribute to the empowerment of persons with disabilities, women and the poor.

Ecological Capital

- ◆ Increased education (awareness) and access to technology improves environmental practices of small enterprises that are supported by the primary co-operatives.

⁵⁷ CIDA is defined as the Financer/Lender in this case instead of Development in order to more clearly describe the role of the Canadian Executing Agencies that CIDA commissioned for this project. Ultimately, it was CIDA's development policy and country strategy in the Philippines that facilitated SEDCOP.

Support to Women Economic Development

Vietnam

Description

The Support to Women Economic Development (SWED) project in Vietnam is building capacity of poor rural women entrepreneurs. Agents of CIDA have formed partnerships with local organizations such as a women's union and a cooperative union. Together they provide assistance to existing and potential entrepreneurs in understanding the formal credit system, identifying viable business opportunities and developing business plans. Training, information and counselling is provided through three Women's Economic Activities Support Units. Clientele is typically divided into business-sector learning groups such as tourism or handicrafts to foster networks and support groups for the women entrepreneurs.

Note: Interview with CIDA project officer indicated that the major barrier to success of this project is the lack of mid-term loans available to entrepreneurs that are necessary to grow their businesses. Also noted was the unsustainability of the project, in that, when CIDA funding expires the Support Units will fold. Therefore for this project to be sustainable, additional attention would have to be paid to revenue generation and economic sustainability.

Inputs

Private Sector	Large ⁵⁸	SLB	Producer/Community	Development Sector	Lenders/Investors
Financial Capital			Financial Capital	Financial Capital	Financial Capital ♦
Human Capital		♦	Human Capital ♦	Human Capital ♦	Human Capital ♦
Social Capital		♦	Social Capital ♦	Social Capital ♦	Social Capital ♦

Private Sector – Poor Rural Women Entrepreneurs

- ♦ Own existing businesses, have entrepreneurial ideas for growth opportunities
- ♦ Have existing networks with other SLBs

Producer/Community – Local Organizations

- ♦ Assist development agent with skills development and training of entrepreneurs
- ♦ Have existing connection to entrepreneurs and communities

Development Sector – Agents of CIDA

- ♦ Provide business training and support services to entrepreneurs and local NGOs
- ♦ Linkage between CIDA and the local organizations throughout the project

Lenders/Investors – CIDA⁵⁹

- ♦ Supports the project by contracting firms in the development sector to transfer skills and knowledge to local counterparts
- ♦ Project management skills and vast development experience to support development sector agencies; Country specific expertise (technical assistance)
- ♦ Assists partnerships between development sector and local organizations

⁵⁸ N/A in this case study

⁵⁹ CIDA is defined as the lender/investor in this case in order to more clearly describe the role of the Canadian Executing Agency that CIDA commissioned for this project. Ultimately it was CIDA development policy and country strategy that facilitated this project

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- ◆ Growing SLBs employ local people, generating jobs and income

Human Capital

- ◆ Improved human, financial and technical capacity in the private sector, specifically women

Social Capital

- ◆ Business-centred learning groups may act in solidarity to help each other
- ◆ Women have another forum to interact with each other in a meaningful way

Ecological Capital

- ◆ No known contribution

The ACACIA Fund

Kenya and East Africa

Description:

The ACACIA Fund is a US\$ 19.6 million private equity fund that makes equity or equity-related investments in private sector Kenyan or East African companies with high long-term sustainable growth potential. The ACACIA Fund is managed by Kenya Capital Partners Limited (KCP). KCP's aim is to identify and support sustainable, commercially viable business ventures which generate attractive rates of return. KCP provides value added resources to the businesses in which they invest and access to an extensive network of funding partners. The ACACIA Fund invests in all sectors of the Kenyan economy with an emphasis on financing profitable business expansion, strategic acquisitions, management buyouts, and initial public offerings. Potential beneficiaries are required to submit a detailed business plan to ACACIA which includes environmental and socio-economic impacts. As of 31 July 2002, the ACACIA Fund invested US\$14.8 million in 16 investments. These investments comprise of 17 operating companies who have a combined annual turnover of approximately Kenya Shillings (KShs) 8.8 billion, net assets of KShs 4.2 billion, generate pre-tax profits of KShs 950 million and employ over 5,200 people. The Fund's shareholders include European and African development finance institutions as well as Kenyan institutional investors.

Inputs

Private Sector	Large ⁶⁰	SLB	Producer/Community	Development Sector	Lenders/Investors
Financial Capital		◆	Financial Capital	Financial Capital ◆	Financial Capital ◆
Human Capital		◆	Human Capital	Human Capital	Human Capital ◆
Social Capital		◆	Social Capital	Social Capital	Social Capital ◆

Private Sector- Companies with High Growth Potential Located in Kenya or East Africa

- ◆ Investee companies bring their existing financial capital to the table and must demonstrate that their businesses are established and operating profitably; in some cases the fund will invest in start-ups or expansions; in both cases business must demonstrate long-term income potential
- ◆ Brings a competent and professional management team, with a proven track record of its ability
- ◆ Bring the existing networks and partnerships associated with their business

Producer/ Community- Same as Private sector

(In this case the producer/ community and private sector are the same)

Development Sector- European & African Development Finance Institutions, Kenyan institutional investors

- ◆ Provide the financial resources with which ACACIA invests

Lenders/Investors- ACACIA Fund

- ◆ Invests between US\$ 200,000 and US\$ 2 million in any one company; seeks a minority equity position of between 10% to 35%

60 N/A in this case study

- ◆ Provides assistance and advice on the preparation and capitalisation of investment proposals; requires the right to participate as a non-executive director of the beneficiary company.
- ◆ Supplies an international and local network of contacts that can provide valuable information and support for growing companies

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- ◆ Investments into companies which demonstrate the capacity for growth and development increase the prospects of long-term financial growth and income generation
- ◆ Strategically chosen investments improve the chance of long-term capital appreciation and current income in the form of interest or dividends

Human Capital

- ◆ Improves management capability and clarification of the business process by way of technical assistance and comprehensive business plan requirements

Social Capital

- ◆ Increases company access to an international and local network of contacts which provide valuable information and support
- ◆ Local ownership of businesses generates self reliance and empowerment
- ◆ Local job creation

Ecological Capital

- ◆ Sustainable business practices are encouraged through investor preference towards companies implementing best environmental and ethical practices

Tiviski Dairy

Mauritania

Description

Opened in 1989, Tiviski is a small dairy that processes camel, goat and cow's milk into high-quality products. It was the first camel dairy in Africa, and second in the world, to pasteurize camel milk. The dairy purchases various forms of milk from semi-nomadic livestock owners and process the fresh milk into various marketable products including pasteurised milk, sour milk, cream, yoghurt and cottage cheese. Since inception, Tiviski has reversed Mauritania dependence on imported milk, and created a new, thriving market for domestic milk and milk products. Tiviski now employs approximately 100 workers, buys milk from over 450 nomadic suppliers, and sells a comprehensive range of dairy products through 1,800 retail outlets. Although Tiviski has not exported its products yet, it has undertaken research to develop cheese from camel's milk for export to European markets, this effort led to the award of the 1993 Rolex Award for Enterprise. Tiviski has enabled nomadic people to earn a living from previously non-productive livestock. Also the availability of camel milk, a staple food for desert people, has improved nutrition among the population of Mauritania. Through improving incomes and nutrition among the population, Tiviski has helped improved the quality of life in Mauritania.

Inputs

Private Sector	Large ⁶¹	SLB	Producer/Community	Development Sector	Lenders/Investors
Financial Capital		◆	Financial Capital ◆	Financial Capital	Financial Capital
Human Capital		◆	Human Capital ◆	Human Capital ◆	Human Capital
Social Capital		◆	Social Capital ◆	Social Capital ◆	Social Capital

Private Sector- Tiviski Dairy

- ◆ Invest in pasteurization and manufacturing facilities
- ◆ Offers knowledge and technical training to local herders; Entrepreneurship; Business skills
- ◆ Partnerships and networks to suppliers, distributors and end-consumers

Producer/ Community- Semi-nomadic Livestock Owners

- ◆ Invest in livestock and initial milk production
- ◆ Contribute knowledge about camels, their respective behavioural patterns and commercial uses
- ◆ Networks with other camel herders

Development Sector- Food and Agriculture Organization Co-operation Program

- ◆ Provides technical assistance and research
- ◆ Connection to expertise such as that of Dr. Ramet of the FAO who carried out research regarding the production of camel milk cheeses for export to Europe

Lenders/Investors⁶²

61 N/A in this case

62 In this case it is not clear or directly stated if there are investors which are separate from the private sector or producers

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- ◆ Brings much-needed long-term income to local herders and local residents
- ◆ Has made a significant economic contribution to a debt-distressed economy
- ◆ Reduced dependence on imported milk creates a thriving domestic market for milk and milk products
- ◆ Employs about 100 workers and buys raw material from 450 suppliers (all local)

Human Capital

- ◆ Develops technical knowledge of pasteurization and processing of a local food staple
- ◆ Provides camel milk to a wide range of consumers, thereby giving local people access to vitamins and a large share of needed protein

Social Capital

- ◆ Partnerships are built with nomadic people, manufacturers, the development sector, and retailers
- ◆ Local ownership of production and products generates self reliance and empowerment
- ◆ Community development

Ecological Capital

- ◆ Camels converting feed into milk locally, reduces environmental impact of transporting imported dairy products.

Treetap (Couro Vegetal da Amazônia Project)

Brazil

Description

Couro Vegetal da Amazônia Project was established in 1991 to improve the international product competitiveness of traditional handicrafts made by Amazon rubber trappers. The Project is the result of an alliance formed by the private sector (Couro Vegetal da Amazônia S.A), the development sector (Nawa Institute for the Development of Sustainable Extraction in the Amazon) and three producer associations. Through innovative technologies, the Project developed vegetal leather- called Treetap - giving natural rubber high quality standards for use in the manufacturing of bags, backpacks, briefcases, garments, footwear, bookbinding and coatings. In its first year of production Treetap products were so successful that inventory could not meet demand by year end. Now the production of Treetap provides an economic alternative for rubber trapper populations, while valorizing their traditional cultures and encouraging the preservation and sustainable use of the biodiversity on their Indian Lands and Extraction Reserves.

Inputs

Private Sector	Large	SLB	Producer/Community	Development Sector	Lenders/Investors ⁶³
Financial Capital		◆	Financial Capital ◆	Financial Capital ◆	Financial Capital
Human Capital		◆	Human Capital ◆	Human Capital ◆	Human Capital
Social Capital		◆	Social Capital ◆	Social Capital ◆	Social Capital

Private Sector- Couro Vegetal da Amazônia S.A.

- ◆ Contributed to part of the \$2 Million USD start up capital
- ◆ Skills and technological know-how for Treetap production; Entrepreneurship; Business skills
- ◆ Partnerships and networks associated with rubber trapping and manufacturing of various consumer items i.e. growers, processors, transporters, manufacturers, distributors, sellers

Producer/ Community- 3 Associations Representing Rubber Trappers⁶⁴

- ◆ Contributed to part of the \$2 Million USD start up capital
- ◆ Rubber trappers and their skills
- ◆ Bring networks and partnerships with producers, interest groups, or consumers

Development Sector- Brazilian Development Bank; NAWA Institute for Sustainable Extraction in the Amazon

- ◆ The Brazilian Development Bank lent part of the \$2 Million USD start up capital
- ◆ Nawa developed commercialization strategies for TreeTap; Improved technology for production
- ◆ Nawa established partnerships with the Government, companies, domestic and international NGOs

Lenders/Investors- Same as Development Sector

⁶³ In this case the lenders are the same as the development sector- the Brazilian Development Bank

⁶⁴ The producer associations are: Associação dos Seringueiros e Agricultores da Reserva Extrativista do Alto Juruá (ASAREAJ), Associação dos Produtores de Artesanato e Seringa (APAS) and Associação dos Seringueiros Kaxinawá do Rio Jordão (ASKARJ).

Outputs Contributing to Sustainable Livelihoods for the Poor

Financial Capital

- ◆ Brings much-needed long-term income to local people through means which protect natural areas
- ◆ Creates a sustainable economic activity
- ◆ Investments in sustainable extraction fosters future economic prosperity

Human Capital

- ◆ Technical skills for sustainable rubber tapping and production of Treetap are taught to local producers
- ◆ Institutional and commercial partnering gives the Project access to professional ideas, opinions, and studies

Social Capital

- ◆ Partnerships with numerous companies and institutions has brought out the multiple commercial potentialities of the product
- ◆ Preserves local cultures and ensures the right to territories for the traditional populations of the Amazon forest
- ◆ Local ownership of sustainable businesses generates self reliance and empowerment
- ◆ Community development; Improved quality of life for producers via increased income sources

Ecological Capital

- ◆ Ensures long-term ecological integrity by engaging in environmentally sustainable practices

Appendix A

Examples, Case Study Collections and Resources on Sustainable Business in Developing Countries

The 30 case studies presented in this collection were developed after a preliminary review of approximately 100 examples and case studies from the following sources of information:

Equator Initiative Award Winners at the World Summit on Sustainable Development in Johannesburg

<http://www.undp.org/equatorinitiative/>

WBCSD Sustainable Livelihoods Case Studies

<http://www.wbcd.org/templates/TemplateWBCSD2/layout.asp?type=p&MenuId=MTY3&doOpen=1&ClickMenu=LeftMenu>

New Ventures – An initiative of the World Resources Institute's Sustainable Enterprise Program

www.new-ventures.org (click on Successes). See also the Environmental Enterprise Corps Completed Projects

<http://www.new-ventures.org/eec.projects2001.html>

World Summit Business Awards for Sustainable Development Partnerships

http://www.iccwbo.org/sdcharter/corp_init/icc-unep/index.asp

International Finance Corporation: Environment Case Studies

<http://www.ifc.org/enviro/Publications/CaseStudies/casestudies.htm>

Digital Dividend Case Studies – Information and Communication Technologies

<http://www.digitaldividend.org/case/case.htm>

Biodiversity Economics Case Studies

<http://biodiversityeconomics.org/business/handbook/hand-00-04.htm>

Business as Partners in Development publication and case studies by The Prince of Wales International Business Leaders

Forum <http://www.pwblf.org/csr/csrwebassist.nsf/content/f1d2a3a4h5.html>

Case Studies in “The Business of Enterprise” by the Prince of Wales International Business Leaders Forum

<http://www.pwblf.org/csr/csrwebassist.nsf/content/f1c2a3g4.html>

Business Partners for Development case studies

<http://www.bpdweb.org/>

Canadian Business Awards for International Cooperation

<http://www.cme-mec.ca/national/excellence/caic/en/index.asp>

Centre for Innovation in Corporate Responsibility's on-line CSR Exhibit of Best Business Practices

<http://www.cicr.net/csrballi/index.html>

World Business Council for Sustainable Development and the United Nations Industrial Development Organization:

Developing Countries and Technology Cooperation Volume 1 Volume 1 (summary and analysis of 10 case studies)

<http://www.wbcds.ch/DocRoot/rxvkr1hNARm1Hg8rvSmC/technology-cooperation.pdf>

Developing Countries and Technology Cooperation Volume 2 (full versions of 10 case studies)

<http://www.wbcds.ch/DocRoot/KEtCE6A2cOfaJJc98Ccw/technology-cooperation2.pdf>

Digital Partners Social Enterprise Laboratory Award Winners

http://www.digitalpartners.org/sel_award2002.html

Horizon Solutions Case Studies

<http://www.solutions-site.org/>

Stockholm Challenge Awards

<http://www.challenge.stockholm.se/>

Developing Value Case Studies by SustainAbility, the Ethos Institute and the International Finance Corporation

<http://www.sustainability.com/developing-value/search.asp>

Sustainable Livelihoods and Business Case Studies by Livelihoods Connect (DFID and IDS)

<http://www.livelihoods.org/post/rbus4-postit.html>

World Aware Business Awards

<http://www.worldaware.org.uk/awards/index.html>

WSSD Project Showcase

<http://www.virtualexhibit.net/new/globalShowcase.php>

International Institute for Environment and Development

<http://www.iied.org/index.html>

Business and Sustainable Development Global Guide by the International Institute for Sustainable Development

<http://www.bsddglobal.com/>

Development Space (now Global Giving)

<http://www.globalgiving.com/>

Canadian International Development Agency

<http://www.acdi-cida.gc.ca/>

Note that the Schulich/York web site www.SustainableLivelihoods.ca also contains links to these sources of information and will continue to be updated as any new sources of case studies and other examples of sustainable business are identified.