



IIED Publications

Business models



Market-based activities are recognised by governments, business and development agencies around the world as potential solutions to major sustainable development challenges — reducing poverty, enhancing livelihoods, protecting ecosystems, tackling climate change, and meeting the Millennium Development Goals. Increasingly, the private sector is recognising an emerging business opportunity in designing or modifying business models specifically to address such issues. Likewise, civil society organisations and governments are seeing private sector models of product and service provision as an appropriate model for development in certain contexts.

Business models for sustainable development aim to deliver economic, social and environmental benefits — the three pillars of sustainable development — through core business activities. Value sharing across the whole chain, including suppliers, distributors and consumers, is a key feature.

IIED's work in business models aims to identify innovative examples of business models that have succeeded in delivering shared economic, environmental and social value so that policy makers and practitioners can identify the design features for replicating and scaling these models.

All publications are available from www.iied.org/pubs

Linking worlds

The 'Linking Worlds' paper series looks at innovations in linkages between small scale/ low income producers and service providers and modern formalised markets. The case studies highlight the importance of networks, intermediaries and/or facilitators in supporting market linkages that work for broader livelihood benefits and sustainable use of natural resources in textiles, energy and payment for environmental services. Case studies continue to be collected and will include a study looking at the small scale mining sector. Each paper highlights key characteristics or design features of these innovative linkages and advises on how the models might be replicated.

Download at: www.iied.org/pubs



Powering change: linking poor communities to modern energy services

Rachel Godfrey Wood, Ben Garside, Emma Wilson

This paper explores energy delivery models that provide sustainable and clean energy services to the poor. Four key building blocks are: the implementation process, including finance, resource sourcing, conversion and end use; support services (additional services such as training or micro-finance facilities); the enabling environment of policies, regulations and incentives; and the socio-cultural context including local norms and preferences, decision-making structures and levels of social cohesion. We cover a range of products and services targeted at communities located in diverse socio-cultural and geographical contexts. We identify useful experience that can help to replicate or scale up successful models that link the poor to modern energy markets.

2012, forthcoming, ISBN ISBN: 978-1-84369-865-4
Download free at: <http://pubs.iied.org/160381IED>



Markets, environmental services, and strategies for intermediation

Ina Porras, Isilda Nhamumbo

Smallholders constitute an important player in the supply of tangible and intangible ecological services. However, direct access to market that would provide them with better negotiation of prices is still farfetched due to skewed access to information, tenure to assets, institutional arrangements and a myriad of other constraints. As a result there is an undeniable need for intermediation. But what kind of intermediation models are there to ensure that land users participate and derive fair benefits from the markets of ecological services. The examines the web of products and services, the complex value chains and the actors in view of suggesting pro-poor models of intermediation.

2012, forthcoming, ISBN 978-1-84369-867-8
Download free at: <http://pubs.iied.org/160401IED>

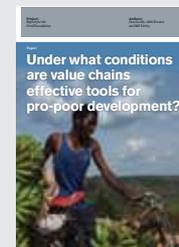


Upgrading suppliers through networks: A case study of textiles from Kenya

Anoushka Boodhna, Abbi Buxton

To be effective in the long term, strategies to reduce emissions from deforestation and forest degradation and enhance carbon stocks (REDD+) must not undermine biodiversity. But how is 'high-biodiversity REDD+' achieved in practice? This briefing presents a range of national and international policy options that can be pursued to promote high-biodiversity REDD+ and reinforce the Cancun safeguards.

2012, forthcoming, ISBN 978-1-84369-866-1
Download free at: <http://pubs.iied.org/160391IED>



Under what conditions are value chains effective tools for pro-poor development?

Don Seville, Abbi Buxton, Bill Vorley

The purpose of this paper is to draw together preliminary conclusions and open questions of the impact on the livelihoods of poorer producers through participation in formal value chains. This is a critical topic for donors and NGOs as they consider the effectiveness of investment strategies, and for companies seeking to contribute to the Millennium Development Goals through their sourcing practices.

2011, ISBN 978-1-84369-814-2, 48pp
Download free at: <http://pubs.iied.org/160291IED>

For more information on our business models publications, please contact bill.vorley@iied.org or abbi.buxton@iied.org

New business models for sustainable trading relationships

Millions of farmers in Africa depend on export markets for their livelihoods. But recent market trends have led to declining small farmer participation. Yet, these farmers have the skill and soil to provide the high-quality products the food industry seeks. This collaborative initiative engaged with research, civil society and private sector partners to develop new business models across a variety of sectors that enable smallholders to participate in sustainable trading relationships with international businesses and thereby improve their livelihoods.

For full project information see: www.iied.org/new-business-models-for-sustainable-trade



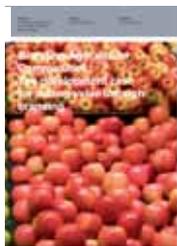
Information and communication technologies for development

Shaun Ferris

This paper provides a snapshot of the types of ICT solutions that are emerging in agriculture for development and how these solutions are beginning to be used to fight hunger, reduce poverty, raise education, protect our environment and improve our health, all things we need to do in order to build a smarter global community.

2012, ISBN 978-1-84369-847-0, 36pp
Download free at: <http://pubs.iied.org/16510IIED>

A shorter briefing paper is also available to download at the above link.



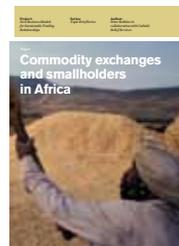
Branding agricultural commodities: The development case for adding value through branding

Chris Docherty

This paper examines the potential for branding agricultural commodities in developing countries. We look at how producers in these countries can exploit the same commercial marketing principles and supply chain innovations commonly used in the mature markets of the developed world.

2012, ISBN 978-1-84369-846-3, 42pp
Download free at: <http://pubs.iied.org/16509IIED>

A shorter briefing paper is also available to download at the above link.



Commodity exchanges and smallholders in Africa

Peter Robbins

The overall objective of this short study is to determine the effectiveness of newly developed commodity exchanges in Africa as a means of improving smallholder farmer linkages to markets, particularly formal markets, and the advantages in terms of new opportunities, more reliable trading relationships and improved incomes, compared with traditional commodity trading routes. Where possible to compare typical means of market linkage, whether this is through individual or farmer organisations, to wholesale markets and other trading relationships such as fair trade and contracting. The basis of the study being to determine whether commodity exchanges have provided a positive impact on farmer marketing channels, and have assisted in upgrading marketing institutions that support the smallholder community. The target commodities for the study are coffee, maize and beans.

2011, ISBN 978-1-84369-797-8, 45pp
Download free at:

<http://pubs.iied.org/16028IIED>

A shorter briefing paper is also available to download at the above link.



Sourcing gender: Gender productivity and sustainable sourcing strategies

Anoushka Boodhna

As part of a series of topic briefs on the New Business Models for Sustainable Trading Relationships (NBMSTR) project, this paper will describe the business opportunities that are available when working with women in agriculture. In so doing, this paper adds a new dimension to understanding trading relationships with smallholders by segmenting the producer base and understanding the implications of vulnerability and power relations on application of the NBMSTR principles. To analyse the problem and develop an action-orientated set of recommendations, a gendered approach to value chain analysis will be carried out.

2011, ISBN 978-1-84369-813-5, 21pp
Download free at: <http://pubs.iied.org/16027IIED>

A shorter briefing paper is also available to download at the above link.



Smallholder flowers from Kenya: The role of ethical agents

Abbi Buxton, Bill Vorley

Presented here is a case study of ethical agents which, although supported by development project funds, can offer a commercial model for aligning the business models of smallholders, SME suppliers, and demanding modern retailers. In this project to bring Kenyan smallholder flowers into the supermarkets of the UK and US, ethical agents intervened at multiple levels of the chain to create new market opportunities, build capacity of the Kenyan SME aggregator/supplier, negotiate the terms of supply, and enable flexibility at the retailer end.

2012, forthcoming, ISBN 978-1-84369-864-7
Download free at: <http://pubs.iied.org/16037IIED>



Certified cocoa: Scaling up farmer participation in West Africa

Melissa Paschall, Don Seville

This case study describes efforts by Rainforest Alliance to meet growing industry demand for certified cocoa by rapidly scaling up its network of certified farmers in the cocoa-producing countries of Ghana and Côte d'Ivoire. A key focus of the paper is on reaching unorganised farmers, as the vast majority of West African cocoa farmers do not belong to co-operatives. By working through supply chain companies and trader networks, Rainforest Alliance was able to certify over 15,000 farmers in just three years. At the same time, the team explored new ways to reduce costs to farmers and to increase farmer benefits.

2012, forthcoming, ISBN 978-1-84369-861-6
Download free at: <http://pubs.iied.org/16034IIED>



Dried beans in Ethiopia: Increasing food security through trade

Shaun Ferris, Melissa Paschall, Don Seville

This paper focuses on collaborative efforts to link white pea bean farmers in Ethiopia to canning factories and retailers in the UK. It explores the benefits and risks of working closely with a key intermediary and of tailoring a supply chain to meet the needs of a lead retailer. Key lessons include the use of reliable data and a flexible product to appeal to a frequently-changing buyer landscape. At the same time, this paper demonstrates the benefits that trade can bring to food-insecure smallholders.

2012, forthcoming, ISBN 978-1-84369-862-3
Download free at: <http://pubs.iied.org/16035IIED>



Fine flavor cocoa in Ghana: Reaching high value markets

Stephanie Daniels, Peter Laderach, Melissa Paschall

Accessing high-end markets can be lucrative, and therefore has the potential to raise smallholder incomes substantially – but this strategy requires specialised skills and technology, and relies on direct market linkages. This case describes a multi-sector collaboration that aims to equip Ghanaian cocoa farmers to produce fine flavour beans that would carry a substantial premium in the market. We draw lessons from both the technological and organisational aspects of the project.

2012, forthcoming, ISBN 978-1-84369-863-0
Download free at: <http://pubs.iied.org/16036IIED>



IIED Reflect & act

IIED's Reflect & act series showcases innovation and lessons learnt in selected projects from across the institute.

Linking smallholders to modern markets

Abbi Buxton

This paper summarises an IIED project on new business models for sustainable trading relationships. It presents results and lessons learnt from work linking small-scale farmers to modern retail markets.

2012, 2pp
Download free at <http://pubs.iied.org/G03232IIED>

Business models in different market sectors

IIED explores business models across different market sectors. Our energy team employs the language and lessons of business models in discussing pro-poor 'energy delivery models' that deliver energy services to poor groups and consider opportunities for local people to take part in supply chains. Our land rights team considers inclusive business models as alternatives to large scale land acquisitions. And our forestry team aims to raise the profile of small and medium forest enterprises, identify opportunities and constraints, and provides practical guidance on how to support them.



Joint ventures in agriculture: Lessons from land reform projects in South Africa

Edward Lahiff, Nerhene Davis, Tshililo Manenzhe

'Inclusive business models' have attracted renewed interest in recent years, as part of wider debates about growing agricultural investment in developing countries. This report discusses joint ventures in South Africa's agricultural sector. The South African experience features major specificities linked to the country's history and recent land reform programme. Land reform beneficiaries entered into a range of joint ventures with commercial partners. The report provides a cautionary tale for international debates about inclusive business models, while also identifying more promising models that are now starting to emerge.

2012, ISBN 978-1-84369-840-1, 74pp
Download free at <http://pubs.iied.org/12569IIED>
Email newbooks@iied.org for a free hard copy.



Community-investor business models: Lessons from the oil palm sector in East Malaysia

Fadzilah Majid Cooke, Sumei Toh, Justine Vaz

Concerns about food and energy security, coupled with increasing returns from agriculture, have increased interest in agricultural investments in developing countries. Public debates about 'land grabbing' have questioned the socio-economic impacts of large-scale land acquisitions. There is new interest in business models involving collaboration between companies and communities. In Eastern Malaysia, community-investor business models have been implemented for several years to expand oil palm cultivation in customarily held lands. This report documents lessons learned through case studies of different business models.

2011, ISBN 978-1-84369-841-8, 78pp
Download free at <http://pubs.iied.org/12570IIED>
Email newbooks@iied.org for a free hard copy.



Alternatives to land acquisitions: Agricultural investment and collaborative business models

Editors: Lorenzo Cotula, Rebecca Leonard

This publication captures the highlights of the international workshop "Agricultural investment and more inclusive business models", which took place in Maputo in March 2010. At the workshop, farmers' organisations, agribusiness, government and civil society came together to share lessons from practical experience. The publication makes the insights gained from this exchange available to a wider audience.

2010, ISBN 978-1-84369-786-2, 133pp
Download free at <http://pubs.iied.org/12567IIED>
Email newbooks@iied.org for a free hard copy.



Making the most of agricultural investment: A survey of business models that provide opportunities for smallholders

Lorenzo Cotula, Sonja Vermeulen

Recent years have witnessed a renewed interest in agricultural investment. In many cases, this has translated into large-scale acquisitions of farmland in lower- and middle-income countries. These acquisitions have triggered lively if polarised debates about 'land grabbing'. But less attention has been paid to alternative ways of structuring agricultural investments. These include a wide range of more collaborative arrangements between investors and local smallholders and communities, such as diverse types of contract farming schemes, joint ventures, management contracts and new supply-chain relationships. This report explores the range of business models that can be used to structure agricultural investments in lower- and middle-income countries, providing an alternative to large-scale land acquisitions.

2010, ISBN 978-1-84369-774-9, 110 pp
Download free at <http://pubs.iied.org/12566IIED>
Email newbooks@iied.org for a free hard copy.



Investing in locally controlled forestry: Natural protection for people and planet

Duncan Macqueen, Peter de Marsh, Ghan Shyam Pandey, Estebancio Castro Diaz, Lucile Robinson, Sian Lewis

The fate of forests matters to us all. Yet we continue to destroy them to satisfy our ever-growing demands for food, fuel and fibre. For those who live in or near forests, including family forest owners, forest communities and indigenous peoples, safeguarding the future of the forests is the only sure way of improving their livelihoods. But they face an uphill battle in their task: their rights to own or use forested land are largely insecure, they have little say in the decisions that affect them, their business skills are often weak and funds are almost always scarce. Breaking down these barriers requires investment. As this pocketbook shows, investing in locally controlled forestry not only helps the long-term stewards of our forests stay on the right side of poverty, it also makes social, economic and environmental sense.

2012, ISBN 978-1-84369-871-5
Download free at <http://pubs.iied.org/17130IIED>

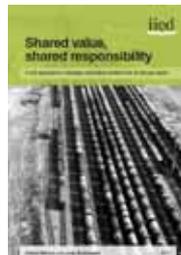


Supporting small forest enterprises: A facilitator's toolkit. Pocket guidance not rocket science!

Editor: Duncan Macqueen. Sony Baral, Leena Chakrabarti, Shambhu Dangal, Pierre du Plessis, Alison Griffith, Sophie Grouwels, Sushil Gyawali, Jennifer Heney, Daphne Hewitt, Yarri Kamara, Prakash Katwal, Rohit Magotra, Shiva Shankar Pandey, Nabaraj Panta, Bhishma Sube

The goal of this toolkit is to help supporters of small and medium forest enterprises (SMFEs) work more effectively. It is aimed at 'facilitators', for example donors at the international level and, most importantly, government extension services and non-governmental organisations at the national level. Each of the sixteen modules (or tools) provides step-by-step guidance, followed by practical tips based on our personal experiences. We have also included a section pointing the reader to other useful manuals and tools already in existence. At the end of this toolkit is a reference list and a glossary of terms.

2012, ISBN 978-1-84369-849-4, 224pp
Download free at <http://pubs.iied.org/13558IIED>



Shared value, shared responsibility: Managing risks and opportunities in oil and gas industry contracting chains

Emma Wilson, Judy Kuszewski

High prices and concerns about energy security are driving expansion of the oil and gas industry into ever more sensitive environments with greater technological, political and social risks. BP, Shell and ExxonMobil are well known, yet 70 per cent of oil and gas industry activities are contracted out to service providers. The fallout from the April 2010 Gulf of Mexico disaster shone a spotlight on issues within contracting relationships. This report highlights critical challenges and proposes urgent and longer-term actions.

2011, ISBN 978-1-84369-810-4, 40pp, \$25
Order no: 16026IIED
Download free at: <http://pubs.iied.org/16026IIED>



Remote access: Expanding energy provision in rural Argentina through public-private partnerships and renewable energy. A case study of the PERMER programme

Sarah Best

The Argentine government's PERMER (Project for Renewable Energy in Rural Markets) programme provides electricity for basic lighting, services and communication in remote, rural areas beyond the reach of the grid. This report analyses the delivery model adopted by PERMER for reaching isolated or dispersed rural customers; the state of implementation of the programme to date; and the social impacts on users.

2011, ISBN 978-1-84369-789-3, 50pp
Download free at: <http://pubs.iied.org/16025IIED>



IIED briefings and opinions

IIED briefing papers are focused overviews of today's environment and development issues. Our opinion papers are a platform for IIED researchers, partners and affiliates to air their views on today's key issues in sustainable development.

Powering change in low-income energy markets

Emma Wilson, Ben Garside

2011, 2pp
Download free at: <http://pubs.iied.org/17093IIED>

Power to the poor: sustainable energy at the base of the pyramid

Emma Wilson, Lyuba Zarsky

2009, 4pp
Download free at: <http://pubs.iied.org/17058IIED>

Also free to download:

8-page executive briefing: <http://pubs.iied.org/G03059>

Russian report: <http://pubs.iied.org/G02723>

Kazakhstan report: <http://pubs.iied.org/G02751>

Kazakhstan report (in Russian): <http://pubs.iied.org/G02750>

**Order through
Earthprint**

P.O. Box 119
Stevenage
Hertfordshire SG1 4TP
United Kingdom
Tel: 44 (0)1438 748 111
Fax: 44 (0)1438 748 844
Email: iied@earthprint.com
www.earthprint.com

Download for free

All our titles are free to download and using our online database is easy. To download any title shown in this catalogue, simply search by the order number listed.
Visit www.iied.org/pubs

Free publication scheme

IIED strives to achieve greater access to our print publications for readers in developing countries. We offer our print publications free primarily to libraries, resource centres and NGOs. It's easy to apply, just choose up to two publication topics and contact us at newbooks@iied.org or write to IIED, Free Publication Scheme, 80–86 Gray's Inn Road, London WC1X 8NH, United Kingdom.

About IIED

The International Institute for Environment and Development is one of the world's top policy research organisations working in the field of sustainable development. With its broadbased network of partners, IIED is helping to tackle the biggest issues of our times — from climate change and cities to the pressures on natural resources and the forces shaping global markets.

IIED publishes the results of this work in a variety of platforms: from policy briefings and working papers, to reports and books.

www.iied.org

**International Institute
for Environment and
Development**

80–86 Gray's Inn Road
London WC1X 8NH
United Kingdom
Tel: 44 (0)20 3463 7399
Fax: 44 (0)20 3514 9055
Email: newbooks@iied.org
www.iied.org