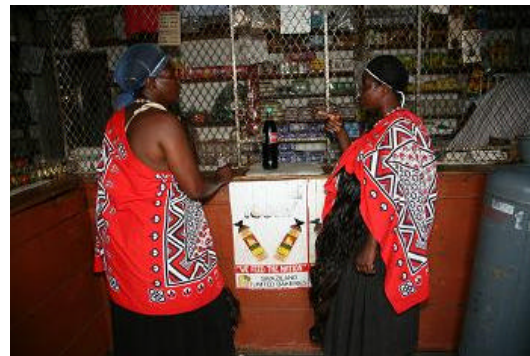


Enterprise Development in LLS: Navigating the Resources



Presentation Overview

- LLS Enterprise Development Products
- Types of Enterprise Development Tools
- Some Examples
- Key Steps
- Factors for Consideration
- Best bets



LLS Enterprise Development Products*



* *These tools are best used in concert – see iucnforest.pbwiki.com Markets and Incentives*

- Developed for the use of LLS teams
- Provide introduction to and direction on the use of Enterprise Development resources

Three key products

- Resource Database
 - Background materials, tools, guidelines and space for user input on use of Enterprise Development resources
 - Websites, organisations and consultancies working in Enterprise Development
- Introductory presentation on concept and tools
- Presentation to guide selection and use of tools (here!)

Types of Tools – Stakeholder Focus

- Most tools follow similar process of assessment, analysis and action
- For our purposes these can be described as belonging to three different (but overlapping) ‘beneficiary’ foci – stakeholder, enterprise and market

Stakeholder Focus

- Those focusing on the returns to and engagement with stakeholder groups – often communities and pro-poor
- In database under livelihoods, natural resource and tourism themes
- Generally target new and underdeveloped markets
- These make up the majority of tools in database

Examples from database

- E.g. Market Analysis and Development (MA&D), Participatory Appraisal and Competitiveness Advantage (PACA), Community Options Analysis and Investment Tool (COAIT)

Types of Tools – Stakeholder Focus

Advantages

- Can be broken down into parts according to needs
- More likely to address social and environmental bottom lines (e.g. gender)
- Often involves high level of stakeholder engagement and buy-in
- Most appropriate for LLS

Disadvantages

- Stakeholder involvement may require extensive resources and time
- May fail to properly consider full suite of market challenges (e.g. when products but no market exists, capacity etc.)
- May need to manage stakeholder expectations

Types of Tools – Enterprise or Market Focus



Enterprise or Market Focus

- Those focusing on an existing or nascent enterprise and how it might improve its ability to do business
- Can include supply chain and market considerations
- For all business types or aspects of business needing analysis, including very specific (e.g. marketing)
- In database as general, but also include assessment, analysis and intervention planning steps

Examples from Database

- Enterprise support services manual (SNV), Markets for poor value chain analysis, Market development resources (SEEP and AFE)
- Also: Enterprise surveys, Sub-sector and value chain analyses, Focus Groups/Network Needs Assessments, Consumer surveys, Supplier diagnostics

Types of Tools – Enterprise Focus



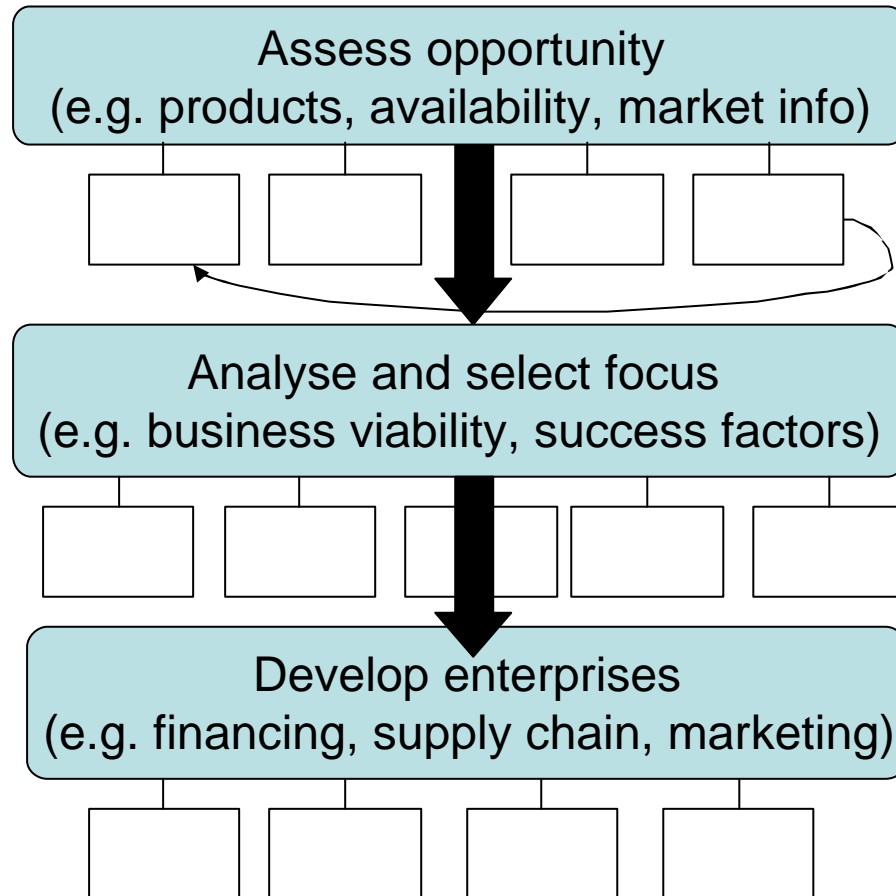
Advantages

- Speaks directly to enterprise and supply chain
- Good at identifying value addition opportunities
- Market orientation and breadth of experience across many sectors is valuable
- May address sustainability in business (e.g. environmental operations in tourism)

Disadvantages

- Frameworks may not be easily adaptable for non-conventional enterprises (e.g. non-timber forest products vs. dairy industry)
- May require external expertise and additional resources
- Is not as stakeholder inclusive

Enterprise Development Key Steps



THREE STEPS

1. ASSESS
2. ANALYSE
3. ACTION

Each step to be followed by more focused areas of investigation and intervention depending on interests, focus, resources and choice of tool

Enterprise Development Considerations



Factors for consideration when choosing tools and designing implementation strategies

- Expertise required
- Availability of information/resources
- Aim of intervention
- Sustainability of intervention
- Level of market development and role in sustainability
- Niche markets
- Group vs. individual enterprise
- Market access just one aspect
 - Also supply, technology, training, infrastructure, policy
- *Adaptability/ways to identify needs/opportunities before undertaking expensive, time consuming process*

Enterprise Development Tool Best Bets



- Start with concepts:

SEEP Resources (and Action for Enterprise)

- Good general, well tested methodologies and concepts for individual understanding and adaptation

- Review available tools:

Food and Agriculture Organisation's Market Analysis and Development

- Map of process gives great overview and introduction for immediate understanding and consideration,
- Will this process address your needs? What items can be added/taken away?
- What other tools are available?

Making Markets Work for the Poor

- Participatory Livelihoods assessment or Value Chain Analysis

Enterprise Development Tool Best Bets



- Ensure key priorities addressed:
Sector Specific – Community Based Ecotourism RECOFTC TMI, ASNAB or FAO MA&D for non-timber forest products
- Determine what detailed assessment, analysis and planning will be required to address early opportunities (“Considerations” slide)
- Identify opportunities with LLS M&I team and from known resources
- Plan and carry out intervention