

TRANSLINKS

Linking Natural Resources, Economic Growth and Good Governance

Value Chain Cases in the Context of Conservation Marketing and Certification

WORKSHOP IN ARUSHA, TANZANIA – JUNE 25 - 27, 2009

Hosted by EnterpriseWorks/VITA

WORKSHOP PROCEEDINGS



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WORKSHOP PROCEEDINGS

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Executive Summary

Communities living in some of the world's most beautiful and diverse ecosystems are struggling to meet their basic human needs for livelihoods, food, fuel, and water. As populations increase, greater pressure is put on remaining high biodiversity areas, while local community members watch dwindling natural resources impact their daily lives. Eroded soils produce less food, erratic water supplies make household water sources, farming and livestock production more unreliable, disappearing forests take away opportunities for livelihoods and subsistence goods (medicines, building materials).



Referred to as “ecosystem services” the protection of these basic functions requires that conservation and poverty alleviation must be approached in an integrated fashion to conserve a wide variety of ecosystem services needed by people and wildlife alike. Enterprise options that seek to access markets that reward conservation of essential ecosystem services are referred to as payment for ecosystem services (PES).

For too long, traditional business development has paid little attention to incorporating conservation and social goals into business strategies. This is now changing with a host of conservation marketing and certification programs around the world designed to incorporate sound environmental and poverty alleviation practices into product value chains.



The “*Value Chain Cases in the Context of Conservation Marketing and Certification*” Workshop and Training, held in Arusha, Tanzania June 25 – 27, 2009 brought together key stakeholders to share successful strategies from horticulture, livestock, forest products, energy, carbon and water sectors. These efforts are linking products to conservation markets and a wide variety of certification programs and payment for ecosystem services mechanisms.

This event, sponsored by EnterpriseWorks/VITA, was supported by USAID under the Translinks Program – Linking Natural Resources, Economic Growth and Good Governance¹. Twenty-six participants, from eight countries representing field practitioners, community groups, the private sector, government and donors shared their product and enterprise development experiences and learned about tools, methodologies, and market trends that are generating documented benefits for the poor and conservation of key biodiversity areas.

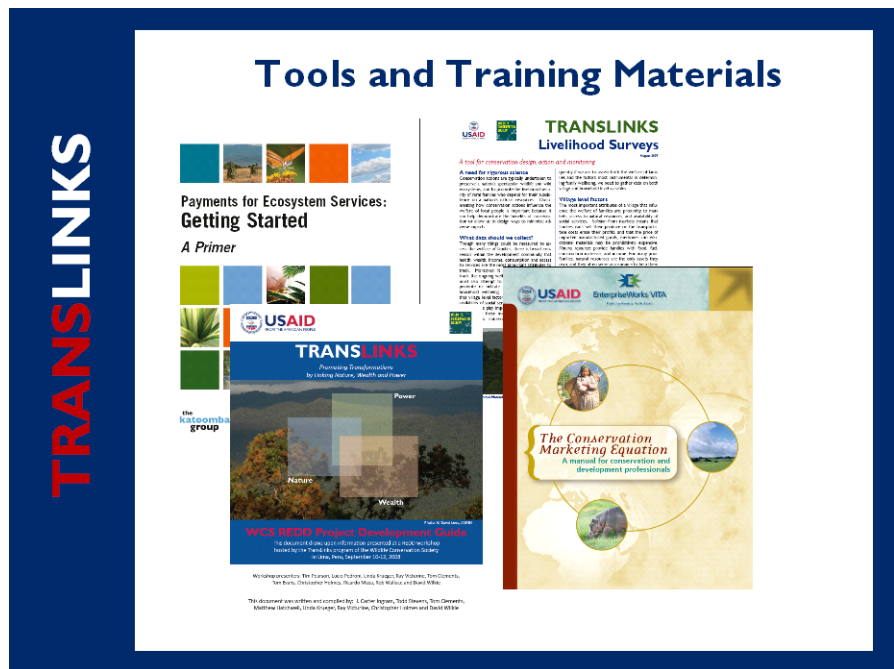
¹ TRANSLINKS is a USAID-sponsored Leader with Associates Cooperative Agreement (No.EPP-A-00-06-00014-00) led by the Wildlife Conservation Society with partners EnterpriseWorks/VITA, Forest Trends, the University of Wisconsin's Land Tenure Center, and Columbia University's Earth Institute.

The Translinks partners in attendance (Wildlife Conservation Society, Forest Trends, EnterpriseWorks/VITA, and the Earth Institute) gave an overview of Translinks and examples of the program elements available to the larger development and conservation community including:

- Overview of TransLinks: Promoting Transformation by Linking Nature, Wealth and Power by Carter Ingram, Wildlife Conservation Society
- Ecological Regulation of Ecosystem Services and Ecosystem Primer by Jason Sircely, Earth Institute
- Markets and Payments for Ecosystem Services (Carbon, Water and Biodiversity Markets in Southern and East Africa) with an Introduction to the Katoomba Group by Alice Ruhweza, Forest Trends; and
- The Conservation Marketing Equation by Ann Koontz, EnterpriseWorks/VITA.

During the workshop *The Conservation Marketing Equation* tool² along with a subsector matrix were used with the case studies to give the participants practice in using the tools with a wide variety of products and their value chains. Three other tools – 1) Trends in Green Marketing and How to Position Products; 2) Strategies to Access Green Markets – Specialty Markets and Certification; and 3) Ecosystem

Primer were presented for discussion and to solicit comments from the participants. PowerPoint presentations summarizing these three tools (see presentations by Julie Stein and Jason Sircely) are available on the workshop proceedings flash drive and at www.enterpriseworks.org. The final publications are expected later in 2009 and will join the suite of Translinks cases, tools and training materials available at www.translinks.org. The following table gives an overview of the cases presented and how they relate to conservation targets, markets and certification programs. The livestock case was covered during a field trip on day three of the workshop to Manraya Ranch.



² *The Conservation Marketing Equation* was published by EnterpriseWorks/VITA in 2008 under the Translinks Program and can be downloaded from www.translinks.org or www.enterpriseworks.org. The tool has interactive worksheets that require only Excel and Word to complete and is designed to help practitioners prioritize and ask conservation, social, and economic questions that better guide their enterprise development.

Overview of Cases and their Links to Conservation, Markets, and Certification

Subsector Value Chain	Case and Products	Conservation Target/Threats/People	Markets and Certifications
Non-timber Forest Products: Essential Oils	Case: Himalayan Biotrade (HBTL), Nepal Products: Essential oils, handmade paper and nettle cloth from non-timber forest products	Conservation Target: Himalayan Forests and Pastures in Biodiversity Hotspots Threats: Overharvesting, grazing, clearing of forests for farm land People: Community Forest User Groups (CFUGs)	Markets: Personal Care Companies seeking certified “green” products: S&D Group, Aveda Certifications: Forest Stewardship Council (FCS); Cradle to Cradle; Organic; Wildlife Friendly
	Case: Aroma Forest, Madagascar Products: Essential oils	Conservation Target: High Biodiversity Forests in Madagascar Threats: Clearing of land for farming People: 300 families living near the forest and dependent on farming	Markets: Cosmetic companies in Europe Certifications: Organic, Union for Ethical Bio Trade (UEBT); FSC, Organic and Wildlife Friendly
Horticulture: Hass Avocados	Case: Woodlots and Fruit Trees, Certified Avocados, Tanzania Product: Hass Avocados	Conservation Target: Eastern Arc Montaine Forest Ecosystem, Tanzania Threats: timber harvesting, fuel wood collection, farm expansion, hunting People: Farming communities bordering the forests	Markets: Premium Supermarkets in the U.K. Certifications: GlobalGap, Marks and Spencer Field to Fork, Tesco Nature’s Choice, LEAF (Linking Environment and Farming), Ethical Trading Initiative
Livestock: Beef	Case: Manyara Ranch Livestock Operations, Tanzania Products: Beef and cattle by-products	Conservation Target: Tarangire – Lake Manyara wildlife corridor Threats: habitat fragmentation from fencing and farming; hunting People: Maasai herders	Markets: Local livestock markets, improving price by adding feed lot component to value chain Certifications: none, but managing area as a Tanzania Land Conservation Trust
Cotton	Case: Conservation Cotton - Madagascar, Zambia, Uganda Products: Cotton for clothing	Conservation Target: Priority landscapes in Madagascar, Zambia, and Uganda Threats: Farm expansion, soil depletion, pesticide poisoning People: Poor cotton growers	Markets: EDUN Clothing Company Certifications: Organic, Conservation Cotton
Energy and Water	Case: Environmental Products for Local Consumers Products: Fuel Efficient Cook Stoves and Domestic Rain Water Harvesting Products for East Africa	Conservation Target: Non landscape specific, but helps reduce clearing of forests for fuel wood and manage unpredictable water supplies Threats: Fuel wood collection and charcoal making; climate change People: Poor consumers in East Africa who need efficient cooking and household water products to meet environmental challenges	Markets: African consumer products that address environmental challenges “Certifications”: Voluntary Carbon Standard (VCS) carbon deals for fuel efficient stoves

The case study presentations and training segments generated rich exchanges and learning among the participants. Several themes emerged across the case studies and notable learning included:

PES Enterprises Require External Expertise and Support to Launch: Most, if not all, payment for ecosystem services (PES) enterprises/deals are dependent on external assistance for both expertise and funding to get deals going. This does not mean that there has to be 100% donor funding or “give away” programs, but rather that the private sector alone cannot take on the risk of getting these new market opportunities up and running. The private sector, both locally and internationally have an important role to play in partnership with NGOs and donors to bring down barriers to entry that include lack of local capacity and poor understanding of the PES mechanisms given the newness of these markets.

Business Basics are Still Essential: An understanding of the value chain’s basic cost structure is essential to determine if there is a good match for incorporating conservation and social objectives into a product and assessing the amount of effort to transform the value chain. Value chains that have already made distinctions between commodities and specialty products within their industry hold the most promise. For example – cotton as a commodity; but organic, conservation cotton as a specialty product; farmed essential oils as a commodity; but forest stewardship council (FSC) certified wild harvested essential oils as a specialty product.

Timing and Phasing are Important: Be aware of timing issues related to getting involved with different functions of the value chain. It is important to have an overall picture of the value chain and how it relates to your conservation and social goals at the start of your work, but each of the cases took years to phase in a variety of interventions. Invest in understanding the value chain and establishing a structure for incremental interventions. This allows target beneficiaries to build capacity and allows for trust building among the participants (government, NGOs, community, and private sector).

Certification is Controversial, but has Growing Demand – Green Markets are Now Mainstreamed: Recognize that certification programs are and will remain controversial, but for some products certification is now required by buyers. This is illustrated in the Hass Avocado and essential oils cases. The green marketing trends presentation summarized that there are challenges and opportunities related to green labels. Currently there are over 400 labels available in the marketplace and there are efforts underway to harmonize across labels to reduce consumer confusion. Yet even with the confusion in a 2007 survey, 75% of Lifestyles of Health and Sustainability (LOHAS) consumers agreed that a seal or certification mark indicating a product is environmentally friendly raises the likelihood that they will purchase it. Studies completed in 2009 reconfirmed that consumers around the world are increasingly seeking out and purchasing green products even in the economic downturn. So despite the controversy over labels, consumers are demanding them and industry is responding by seeking them out in their purchasing practices.

Certification Makes Sense for Quality Products with Clearly Identified Buyer Demand: Don’t rush into certification. Understand the different stages of product development and timing of certification. Certification should only be pursued when your product can compete based on quality, price, and quantities needed by the target specialty buyer. No certification can overcome a poor quality product that is priced well above industry price structures. Ideally, you should first have had initial negotiations with target buyers and determine that they do require certification, clarify which certifications they demand, and if more than one certification is required, are there options to combine the certification tracking, reporting and auditing functions.

Learn to Tell your Story to Access Green and PES Markets: To access green and socially responsible markets, storytelling is a very important component to the industry buyer and the end consumer. Buyers who purchase green products want to know the story behind the product, so start documenting your conservation and social messages in a compelling manner.

Develop a Portfolio of Products to Sustain Conservation and Socio-Economic Gains: Finally the cases emphasized the need to develop a robust product mix as it is unlikely that one product can provide sufficient incentives and support to communities to maintain conservation efforts and improve their economic and social conditions. The cases and participants stressed the importance of how early capacity building can be leveraged in later enterprises. This is especially the case with the evolving carbon, water and biodiversity markets which stress the need for an Access and Benefit Sharing (ABS) framework so that $ABS = conservation + local\ development > economic\ drivers\ of\ deforestation$. How to ensure that the advantages and benefits reach the local level and enhance participation of the traditional population continues to be a challenge.

One of the reported advantages for groups that have gone through the rigor of certification programs is the increased transparency and work on equitable benefits sharing arrangements. The cases reported that the certification programs required them to build capacity and increase the professionalism of their enterprises, which allowed them to access higher quality buyers and be better positioned to build a portfolio of PES enterprises.

The workshop concluded with a summary of the **Branding and Marketing Strategies for Conservation Products - Eco Labels, Certification Schemes and Online Retailers**. Resource materials for a sampling of some of the programs used by in the case studies and two examples of online retailers – World of Good by Ebay and Worldstock.com on Overstock.com were featured in the panel discussion.

Program	Website
Forest Stewardship Council	www.fsc.org
GlobalGap	www.globalgap.org
International Federation of Organic Agricultural Movements (IFOAM)	www.ifoam.org
Fair Trade Labeling Organizations International (FLO)	www.fairtrade.net
Max Havelaar Foundation	www.maxhavelaar.nl/english
Fair Trade Federation	www.fairtradefederation.org
Wildlife Friendly Enterprise Network (WFEN)	www.wildlifefriendly.org
ECOCERT	www.ecocert.com
World of Good by eBay	www.worldofgood.ebay.com
Worldstock.com on Overstock.com	www.Overstock.com/Worldstock

The cases and tools helped the participants to learn about actual enterprises that are working to balance nature, wealth and power issues; gave strategies for evaluating the most promising products and values chains in any conservation context, and just as important, gave guidelines on when to conclude a product is not feasible to meet the triple bottom line of people, planet, and profits. Day three of the workshop concluded with a field trip to Manyara Ranch and Tarangire National Park to see how the African Wildlife Foundation (AWF) and the Maasai People were integrating conservation within the livestock value chain.

Day 1 - June 25, 2009

Workshop Overview - Ann Koontz, EnterpriseWorks/VITA PowerPoint file: “EWV NWP Tanzania presentation”

Welcome and thank you for joining us in Tanzania for this workshop. We have representation from 26 participants representing NGOs, the private sector, government and donor from 8 countries. Our expertise includes environmental scientists, business professionals, certification experts, social scientists, project implementers, and community leaders. We have a diverse expertise in the room, which I encourage you to take advantage during the workshop proper, over breaks, but hopefully after the workshop in long-term learning relationships.

One of the themes we'll be exploring together over the next three days is integration. Integration of 1) conservation, 2) development and 3) business are essential to achieve what we are calling “conservation marketing”. No longer can these three areas be pursued as stand alone efforts. Within USAID these themes are described in a paradigm referred to as Nature, Wealth and Power (NWP). In the private sector the phrase Triple Bottom Line that includes People, Planet and Profit may be used. As we move through the cases and value chain training exercises, let us not get hung up on terminology. You will come to learn that many commonly used terms such as sustainability or green markets have no agreed upon definitions. Instead, let us agree that while we may use different terms, when we strip away the different terminology the basic understanding of a value chain – its actors, functions, and skills and technology and the threats to a given landscape or seascape the economic intervention seeks to address should be familiar. The basic concepts that are relevant for this workshop are also shared - conservation of biodiversity, equitable social and economic development, and the production and sale of high quality, competitively positioned products. While each of us may be stronger in one of the Nature, Wealth and Power pillars, over the next three days we each have the opportunity to learn how a deeper understanding of all three pillars can benefit our respective projects and programs.

Workshop Objectives:

- Provide guidance on using value chain tools in a conservation setting considering the nature, wealth, and power (NWP) paradigm
- Learn from cases that have used value chain analysis and commercial approaches, certification programs, and ecosystem services analysis to achieve better development and conservation
- Learn about trends in “Green” and “Fair Trade” markets and the role of certification to access markets and support conservation and poverty alleviation

Ann facilitates the introduction of each participant.

I would like to thank USAID for their support in funding the Translinks Program and this workshop. Translinks is currently in year 3 of the 5 year program. Carter Ingram will now give us an overview of the Translinks Program and the Nature, Wealth and Power paradigm.

Overview of Translinks Program and Introduction to Nature, Wealth and Power Paradigm
Carter Ingram, Wildlife Conservation Society
PowerPoint file: “FY08_EWV_workshop_June2009 Translinks Overview”

I work full time on the Translinks Program at the Wildlife Conservation Society (WCS). Funded by USAID, Translinks is a 5 year program and is a partnership between WCS (the lead institution), the Earth Institute, Enterprise Works/VITA, Forest Trends, and the Land Tenure Center. Each organization has a different perspective on the Nature, Wealth and Power paradigm and there are many different ways of thinking about NWP. One lens is payments for ecosystem services (PES) and governance issues. Translinks is not an implementing project. Our field partners are the implementers and they document best practices and share them through workshops and training events like this one. There are four main activities under Translinks that include:

1. Analyzing and documenting best practices
2. Tool development
3. Training events and workshops around the world
4. Global dissemination

The core focus of Translinks is payments for ecosystem services (PES). Payments for ecosystem services combine conservation and livelihood benefits by paying people to change their behavior in a way that secures or enhances an ecosystem service. There are a wide range of services we receive from functioning ecosystems including disease regulation, spiritual and cultural services, forest carbon for climate regulation, water for drinking, agriculture and/or electricity, biodiversity for food and/or tourism. However the people living in these areas and who are stewards of the natural resources are rarely fully compensated. It is also important to note that ecosystem services span different governmental boundaries and vary in space and time. We've been working through Translinks to make sure these services are valued.

Although this is a promising approach to conserving wildlife and wild places while supporting the people that live in the same or proximate landscapes and are directly dependent on natural resources for livelihoods, we still don't have many examples of functioning PES programs around the world to understand how and when they are most efficient for both objectives. Many of the examples of functioning PES programs are available, are in countries where taxes or governments have paid individual land holders for a certain ecosystem service of interest. Yet, considerably fewer PES programs have been implemented for common pool resources in developing countries.

Nevertheless five key criteria have been identified as necessary important ingredients for a functional PES program: a) the mechanism must involve a voluntary transaction where; b) a well-defined environmental service (or a land use likely to secure that service); c) is being 'bought' by a (minimum of one) service buyer; d) from a (minimum of one) service provider and; e) if and only if the service provider secures service provision (conditionality) (Wunder 2005).

So one of the ways we analyze and document best practices is through the development of case studies. I'll describe a few examples of WCS case studies that document lessons learned.

1. **Tanzania** - WCS in collaboration with other partners, worked to develop a conservation easement, whereby local communities would be paid not to turn important grazing areas into agricultural land and to help reduce illegal poaching on their community lands.

Wildlife in the Tarangire National Park migrate outside of the park onto community managed areas during the wet season, because these grasslands are nutrient rich and important grazing areas for wildebeest and zebras during this period. During the dry season (July-October), the Terrat community uses this area for livestock grazing. The biggest threats to wildlife in this area are agricultural expansion and poaching. The community of Terrat had a history of excluding outsiders from cultivating agriculture on their traditional lands which they typically used for livestock grazing. So an idea was conceived to work with and support the Terrat community's preference for maintaining a portion of their community owned and managed grasslands for livestock grazing during the dry season and wildlife migrations during the wet season, rather than converting it for agriculture. It was thought that this additional financial incentive could help prevent future agricultural expansion onto the plains and would provide incentives for communities to not only tolerate, but to help protect wildlife from bush meat hunting.

The negotiations with village leaders were led by a private tour company, Dorobo tours and moderated by Ujamaa-Community Resource Trust, a trusted local organization. An agreement was signed between tour operators and village leaders in 2005 which stipulated that an annual fee of \$4500/year would be paid to the village in exchange for a pledge that no agricultural cultivation, charcoal production or illegal hunting be allowed in the agreed upon area of the Simanjiro Plains. The agreement also allowed livestock practices to continue and required that additional payments be made to four game scouts to patrol for poaching. The latter expense is paid for by WCS.

Although the government provides more than \$4500/year in services to the communities each year this is the only discretionary source of funds available to the community (for schools, etc.).

2. **Cambodia** – The Northern Plains is one of the three poorest provinces in Cambodia yet one of the most biodiverse parts of the countries. Notably, a high abundance of birds of conservation interest such as the Giant and White Shouldered Ibises, two of the rarest birds in the world and highly sought after by bird watchers, are located in the area. In an effort to conserve the unique species of the area while supporting local livelihoods, the Tmatbouey Community Ecotourism project in the Kulen Promptep Wildlife Sanctuary of the Northern Plains in Cambodia was established in 2004 which targeted the international bird watching community. By directly linking tourism revenue to the presence and persistence of these bird species, the village in Tmatbouey is encouraged to protect birds and their nests to insure regular income. Through tourist fees that go to a community fund in addition to revenue generated from food purchases, bird guiding, and lodging, there are multiple opportunities for community members to benefit from bird tourism. The agreement stipulated that every tourist is required to donate \$30 to a community fund if they see the Giant or White Shouldered Ibis and \$15 if they do not. There has been a consistent increase in revenues from 2003 – 2008 as well as an increase in number of tourists, high quality services, monies into the Community Fund, and in the numbers of these key bird species. All revenues and logistics (i.e. maintaining the guesthouse, providing cooks, guards and local guides) are managed by a locally elected Community Protected Area Committee. They ensure that payments from the village fund are used for local development projects, such as road construction, schools, water pumps and ceremonies, which are chosen by the community. A signboard in the village posts income and expenditure from the fund to ensure transparency.
3. **Guatemala** – A trophy turkey hunting initiative, Project Pavo, was initiated by WCS and partners with the community of Uaxactun in 1999 and the neighboring community of Carmelita in 2004, both of which are located within the multiple use zones of the Maya Biosphere Reserve in Northern Guatemala. Project Pavo permits controlled hunting at a cost of \$5000 per hunter of the

Ocellated Turkey by hunters from North America, for whom the Ocellated Turkey represents the final of the five turkey species in the world needed to achieve the ‘World Slam’ turkey hunting title. The initiative has resulted in consistent revenue flow to local communities from turkey hunters during the dry season as well as increased incentives to protect the turkey and its habitat, which was threatened by over-hunting and habitat destruction due to fire and deforestation before the venture started. Turkey numbers have increased due to better economic incentives to protect turkeys and their habitat.

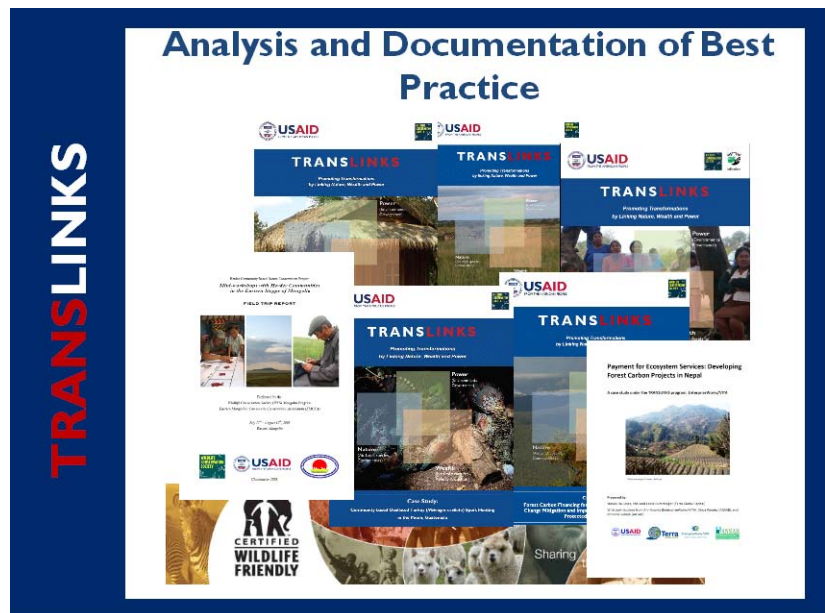
4. **Madagascar** - Around 2001, WCS, Conservation International, and the Malagasy government agreed to assess the feasibility of a forest carbon payment program in northeast Madagascar. This is an extremely poor and isolated part of Madagascar. Before WCS started this project there were very few, if any, other organizations working in the Makira Landscape. The main threats to forest in the area were from slash and burn agriculture (tavy), which is an important source of additional income for most families, but not their main source of income.

Approximately 150,000 people live in the area in 120 villages. Households in the area make about \$250/year from cash crops (coffee, vanilla, and clove) and \$150/year from other activities. In many communities surrounding Makira, tavy is an important supplemental form of income/food store (with a history of tavy prevalence dropping during times of booming cash crop markets).

Initial studies conducted by Winrock International indicated that with a project aimed at sustainable livelihoods and forest conservation, 9,486 ha of forest could be protected from deforestation over a thirty year time period. This translates into 9,496,294 t CO₂. At about 6.00/ton = approximately \$54 million in potential revenue.

This is a small sample of case studies analyzing and documenting the conservation issues we’ve been addressing and the range of payments for ecosystem (PES) mechanisms. We are also developing case studies for Wildlife Friendly to deliver revenue and provide ecosystem services.

Next Jason Sircely will be focusing more on the “Nature” part of the equation, and from a Science based perspective.



Ecological Aspects of Ecosystem Services - Jason Sircely, Earth Institute
PowerPoint file: "Sircely_Arusha_pres_June09"

As Carter and Ann mentioned I'll be speaking about the ecological/agricultural perspective of ecosystem services (ES) from ecosystem processes (EP) to ecosystem services. There are three ecosystem services categories outlined in the Millennium Ecosystem Assessment (MA 2003):

Provisioning:

- Marketed and subsistence goods
- Food, wood, fiber, fresh water
- Genetic resources

Supporting:

- Ecosystem processes (EP) underlying provisioning ecosystem services (ES)
- Productivity, soil formation, nutrient cycling
- Some ecologists prefer simply 'ecosystem processes'

Regulating:

- Play a regulatory role in ecological systems
- Pollination; water purification; regulation of climate, natural disasters, diseases and pests

Cultural:

- Aesthetic, spiritual, educational, and recreational benefits

You could also include Biodiversity Conservation under the Cultural heading as there is a cultural value to preserving beyond what it does for us in a material way. This is why people pay to visit Tarangire National Park. Ecosystem Processes include anything an ecosystem does. An Ecosystem Process (EP) is any transfer or transformation of energy or matter between pools (= stocks) in an ecosystem. Key terrestrial ecosystem processes include: productivity (NPP); decomposition; movement and cycling of carbon, water, nutrients, and energy; trophic interactions (predation, herbivory, etc.). We place value on the benefits provided to people and if we place value on it - it becomes an ecosystem service.

Key Concepts:

Ecosystem Services (ES) Synergy The supply of a given ES increases along with the supply of one or more ES (i.e., complementary production function)

Ecosystem Services (ES) Trade-off The supply of a given ES decreases along with the supply of one or more ES (i.e., a competitive production function)

Some Common Trade Off's:

Spatially-mediated trade-offs

- Wood production / Livestock production
- Wood production / Food production
- Food production / Livestock production
- Food production / Water supply regulation, Water purification, Soil retention
- Food production / Regulation of pests, disease, & weeds

- Food production / Pollination
- Food production / Climate regulation (microclimate)
- Livestock production / Water supply regulation, Water purification, Soil retention
- Livestock production / Regulation of pests, disease, & weeds

Temporally-mediated trade-offs

- Food production / Soil sustainability (soil degradation)
- Food production / Climate regulation (global climate)

Some Common Synergies between Ecosystem Services in Agro-Ecosystems

Spatially-mediated synergies:

- Wood production / Water supply regulation, Water purification, Soil retention
- Wood production / Regulation of pests, disease, & weeds
- Wood production / Climate regulation (microclimate)
- Wood production / Pollination

Temporally-mediated synergies:

- Wood production / Soil sustainability (fallowing/land restoration)
- Wood production / Climate regulation (global climate)

How should we handle trade-offs and synergies between ES? What are the most critical trade-offs and synergies for a particular product? How can research and knowledge dissemination keep pace with practice?

Ecosystem Services Conservation and Markets

In conservation circles, ES-centered approaches are relatively new, and are somewhat controversial (most conservation remains centered on species and wilderness).

Ecosystem service projects:

- Wildlife Friendly and 'Frontier Market' (WWF, EWV, TNC) programs:
- Often use payments for ecosystem services (PES), or certification (Tallis et al. 2009).
- Goals remain largely species-centered.
- ES often used as a means to achieve these goals.
- Conservation certifications:
- Leverage niche markets to value 'biological value chains', or 'biological production functions', which are often heavily discounted.
- Goals include reducing rates of deforestation, over-harvest, and land degradation.

The first stage of creating a Value Chain Development Tool is the Ecosystem Services Primer. The Ecosystem Services Primer will provide an ES knowledge base, facilitating the global visual concept detection (VCDT) application in a variety of conservation and development contexts. The ES Primer is meant to provide a practical guide to the essentials of ES delivery; positive and negative linkages between ES; prioritizing among ES; and commonly effective management strategies for various ES. Its target audience is lower- to mid-level practitioners and managers, in the fields of conservation, rural development, and PES in agricultural landscapes.

Note: Jason would like comments on the development and content of this Tool for Translinks and would especially like this Tool to be accessible to farmers as well.

**Using Value Chain/Subsector Tool in Conservation Settings; Introduction to the
Conservation Marketing Equation Manual - Ann Koontz, EnterpriseWorks/VITA
PowerPoint file: “conservation marketing equation pp”**

Next, we will start the training portion of the workshop. Please take out the “Conservation Marketing Equation Manual” found in their packets so you can follow along as I give a brief overview of the manual’s components. In your workshop packets are hard copy of an executive summary of the Nature, Wealth and Power action recommendations along with the “Conservation Marketing Equation Tool” which includes a CD with the full tool, as well as a PowerPoint presentation. This Tool been used by EWV with groups around the world including community groups, government officials, practitioners, and private sector partners. It is based on 15 years of experience and work. The worksheets found in the tool are in Word and Excel so that you can adapt them to your own projects. This was designed as a decision support tool since with scarce resources, we all need to be strategic about planning and investing in payment for ecosystem services mechanisms at national, regional and micro levels.

Over the course of the workshop the case studies will explore 6 subsectors and their value chains:

- Non-timber forest products – essential oils and hand made paper from Nepal and Madagascar
- Horticulture – the case of nursery development and high value Hass Avocados from Tanzania
- Carbon, Water, and biodiversity Ecosystem Services in Southern in East Africa
- Environmental Products for local consumers – Fuel Efficient Cook Stove and Domestic Rain Water Harvesting, Experiences from India and East Africa
- Conservation Cotton from Madagascar
- Livestock production (beef) in Tanzania



As we learn about each of these subsectors, note how each of the cases chose and prioritized the enterprise interventions over time, how they are addressing conservation threats with the enterprise activities, and the corresponding conservation markets and certification programs they have accessed and why.

What is conservation marketing? Conservation marketing seeks to find win-win-win scenarios to preserve biodiversity, provide benefits and income to local environmental stewards, and deliver a high quality competitively priced product demanded by the market. But win-win-win is not always possible so the manual also helps you to evaluate tradeoffs and most importantly learn when to say no to an enterprise early on before wasting scarce resources on its development. There are four main steps in the “Conservation Marketing Equation”. Each step allows you to eliminate enterprise and product options that do not look promising, in other words there is not need to complete all four steps to determine if a product is in the promising or not promising category.

1. Step 1: Select and define your product in relation to the market (make explicit the criteria used to pick the products)
2. Step 2: Determine product quantity, quality and price
3. Step 3: Define regulations/certifications
4. Step 4: Define institution/enterprise and value chain intermediaries

I want to stress that you should periodically revisit step one, to make sure the product criteria is still applicable to any changing conditions. This should be an iterative process and ‘products’ here are defined broadly (e.g. could include carbon credits, essential oils, ecotourism, payments for wildlife corridors, agricultural products, etc.).

For Step 1, the manual also gives you six quick steps and a worksheet to list product assumptions/criteria against six attributes that will help you to define your product better. These six attributes are explained in detail in the manual and include:

1. Level of processing in the Value Chain
2. Do you have a Commodity or Specialty Product? *If you have a conservation message that is carried to the market then it is a Specialty Product!*
3. Product development in the Local Context
4. Who produces it now? Are they already familiar with it? If not you may change some social dynamic and will require adjustment
5. How are threats assessed and addressed – with conservation products you should be able to articulate this
6. Other objectives for the product (could include Governance issues – do you have the right to extract the resource?, women’s employment, etc.)

For step 2 the manual provides guidance and a worksheet to define Product *Quantity* (here the biological takes highest priority as the natural production system must be sustainable for the long-term health of the ecosystem and the product), *Quality*, and *Price* (market will set the upper limit). Don’t confuse certification with product quality. A product can earn multiple certifications and still be poor quality.

Step 3 goes over the difference between regulations (required and enforced by governments both in production and importing countries) and certification, which is voluntary and governed by a wide variety of groups and industries. As we move through the case studies you will learn about specific certification programs that cases have accessed.

Step 4 uses a matrix tool from subsector analysis to help you identify and summarize quickly the major actors, functions and skills, resources and technologies for your product. For three of the cases you have examples of these matrixes completed in your packet and as part of the training we will work on a matrix together for a product the group chooses on day two.

You can complete the four steps within one day if you have the some of the information on hand and assemble your project team to contribute varied knowledge. But, you will have gaps and unanswered questions and this is expected. The manual and working through the four steps will allow you to be more focused in your ongoing research to finalize the products for full development. Your next step is to create a full business plan.

As you listen to the cases keep the four steps in mind. After each case and as part of the plenary discussion we will refer back to these steps so you all can get practice in applying the steps using actual cases and with the benefit of asking questions of the practitioners who have been working on the cases.

Panel 1: Trends in Payment for Ecosystem Services, Green and Fair Trade Markets and the Role of Certification in Markets

Overview of Standards and Certification Schemes - Julien Chupin, Man and the Environment, Madagascar

PowerPoint file: “Arusha_Overview of standards & certification schemes_Julien Chupin_25 6 09”

There are a wide range of standards and certification schemes which can generally be divided into four types: 1) Corporate Responsibility; 2) Sustainable Investment; 3) Fair Trade, Organic, Biodiversity; 4) Carbon Markets & soon PES. These used in the north and south, by small cooperatives through to large businesses and across sectors. Some definitions:

Corporate Responsibility - Business processes to produce a positive impact on society

Sustainable or Socially Responsible Investment - This is a mixture of 'screening out' companies whose activities are regarded as unsustainable, and actively seeking out firms that are breaking new ground in social and environmental performance.

Fair Trade - Fair Trade is a trading partnership, based on dialogue, transparency and respect that seeks greater equity in international trade. It offers better trading conditions to, and securing the rights of, marginalized producers and workers – especially in the South.

Carbon Markets - Regulatory and Voluntary markets including permits or emissions credits that allow an entity to emit or buy a specified amount of greenhouse gases.

Reducing emissions from deforestation and forest degradation (REDD) - Voluntary carbon market which is a mechanism for reducing global greenhouse gas emissions by compensating countries for avoiding deforestation and forest degradation.

So how do you decide which certification/s are right for your products? And what do standards do for us?

There is a strong relationship between the various certification schemes and the Convention on Biological Diversity (CBD) aligning with the CBD themes of Conservation, Sustainable Use, and Access and Benefit Sharing. Standards can put pressure on companies to source responsibly and provide an opportunity to engage big players.

Pros of Standards:

- Level the playing field
- Support Governance – providing a definition of roles, responsibilities and advantages
- Provide transparency (e.g. access to funding)
- Can facilitate contract negotiation
- Facilitate sharing information and capacity building and provide a framework for the South to share lessons with the North.

Cons of Standards:

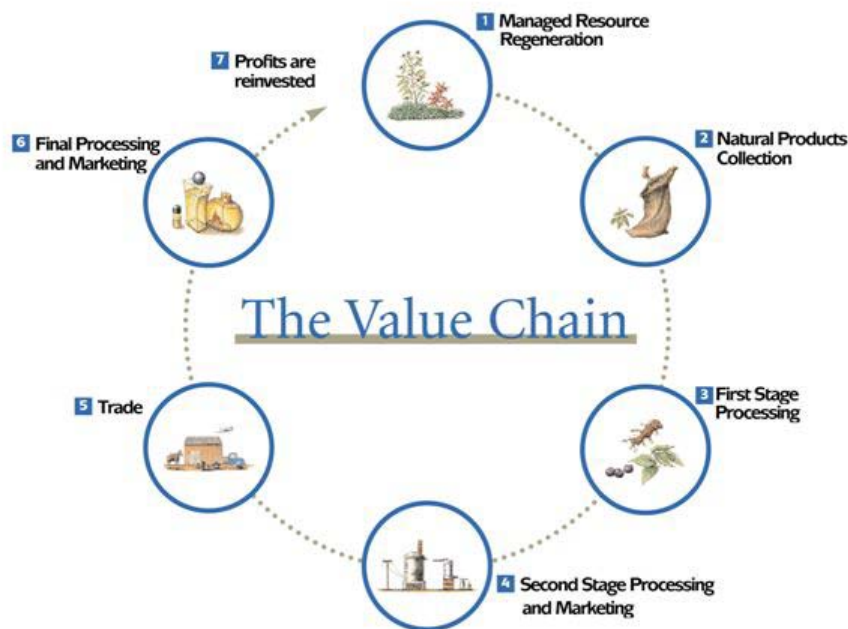
- There are too many standards which creates consumer confusion
- Certification cost for small producers is often too high
- Issues in the quality and consistency of verification
- Not enough certified products to meet the market demand
- Limited capacity in the South to implement the sophisticated standards

Other questions: Are consumers ready to pay higher price? Do standards improve efficiency? What about local management capacity?

But still there are opportunities. Certification can be used at different project stages and phases of maturity. For example, in the early stages you might seek organic or fair trade certifications to increase your product quality and build partnerships. Sustainable Investment can be helpful in measuring performance. Carbon or PES standards can help diversify your revenue streams.

The big issue right now is Benefit Sharing. Current climate change negotiations acknowledge the importance of forests to addressing climate change. So the challenge is how can forest conservation (new products) compete financially with the economic drivers of deforestation? And how do we ensure that benefits reach the local level and enhance local participation in the design and implementation of projects?

Standards and certification can support the design of access and benefit sharing systems by leveling the playing field, building capacity, clarifying the process and the roles, and channeling the benefits in the value chain.



Trends in Green and Fair Trade - Julie Stein, Wildlife Friendly Enterprise Network
PowerPoint file: “Green_MarketingPP_FINAL”

I'll be presenting a Green Marketing Tool that has been supported by Translinks, under Ann Koontz's direction through EWV. The four main topics I'll be covering in my presentation are:

- Defining Green Markets and Trends in US
- Market Segmentation – LOHAS consumers
- The importance of Story Telling in Green Marketing
- Branding Strategies such as Labels and Certification Schemes

Defining Green Markets and Trends

For the purposes of research we narrowed our focus to the US but many of the US trends we'll be looking at are also applicable to the European Union and elsewhere.

- 'Green' is part of Sustainability Movement, but green means different things to different people
- 'Green' means attention to the Triple Bottom Line of People, Planet & Profit
- Wide range of 'green' product attributes
- Biodiversity conservation/Fair Trade is only one subset of 'Green'

A conservationist focusing on conservation of key biodiversity might think of 'green' as sustainably harvesting non-timber forest products by indigenous people who protect the wildlife while improving their economic conditions. While consumers in the US might think of the type of packaging used by companies or recycling programs as Going Green. The good news is Green Marketing takes some skill and creativity but is within your budget.

Experts agree that 2007 was the year that Green moved from a niche market to the mainstream consumer market. Companies are getting on board with sustainability concepts and consumers are enthusiastic albeit a little confused – there is still a Green Literacy Gap. But consumers are also becoming more sophisticated and are alert to 'greenwashing' (when companies make deceptive or mis-leading environmental claims). Still a substantial proportion of consumers (39%) believe their purchasing decisions have a greater impact on society than voting or volunteer work.

There is tremendous demand for competitively priced, quality products & consumers are seeking stories and narratives, credibility and relationships – which you can provide. In the US green products which used to only be available at upscale grocery retailers like Whole Foods are now available at discount stores like Target and Costco. Green is no longer a luxury item. However consumers are still mostly interested in 'what's in it for me?' perspective which relates green products and services to the well being and health of themselves and their families. And for companies like Target and Costco the first step towards sustainability is usually bringing in organic options and not necessarily greening their entire supply chain.

According to the Natural Marketing Institute the Green Marketplace will reach US\$420 Billion by 2010. But what does ‘Green’ mean?

Examples of Green:

- Organically grown
- No Genetically modified organisms (GMOs) AND GMOs*
- Biodegradable
- Carbon footprints
- Locally grown food
- Sustainable seafood and forest products
- Cruelty free
- Less packaging
- Recycled materials or can be recycled
- Non-toxic
- Humanely raised farm animals
- Reducing volatile organic compounds
- Reducing water use and waste water

*We have included Non GMO and GMO under the Green heading because Monsanto is developing seeds that use 1/3 less water – this is green positioning within a traditionally non green category.

Green means many things to people and varies by demographic/country. In this globally connected and socially networked world consumers demand transparency and access to information but because the green umbrella covers so many different activities, products and services, consumers can be overwhelmed sifting through competing and confusing environmental product claims. Buzzwords like green and sustainable have already lost meaning through overuse or misuse.

Still, there are huge opportunities as the Green marketplace grows. The \$420 billion figure includes a wide range of green products that may have one or many “green attributes”. Cars, clothing, food, personal care products, office products, tourism, investing, almost all categories of products seek to offer some “green” option and green has become the cost of entry in many consumer categories. Eco and fair trade labels (Wildlife Friendly, Transfair, Forest Stewardship Council, etc.) are still a small, albeit growing niche, within this \$420 billion marketplace.

Corporations Go Green: Trends, Terms & Opportunities

Corporate Social Responsibility

- Workers conditions and rights
- Giving back to community causes (education, health, environmental issues); philanthropy
- Sustainable supply chains

Chief Sustainability Officers

- Life of product production efficiencies (water, energy, wastes)
- Sustainable raw material sourcing
- Less “unsustainable supply chains”

The Fortune 500 companies as well as smaller firms are going Green. Many companies now issue Corporate Social Responsibility or CSR reports annually and this has become an important part of

shareholder meetings. Improved Corporate Social Responsibility also helps companies attract and retain the best employees. “Front End Green” – this is good PR for companies and is highly visible.

Corporations are also starting to talk about Sustainable Supply Chains together with sustainable raw material sourcing which remains the biggest challenges for companies. This is an opportunity for projects like those in this room.

Many companies are doing more but choose not to make it part of their public PR/marketing campaign since they don't want to expose themselves to criticism. Instead their green activities are quietly done on the “back end”. In other words a company may be engaging in green activities, but choose not to make it visible to the consumer. This is “Back End Green” which companies are realizing is good for their bottom line. Whether companies use front end and/or back end green strategies, they all *need* authentic and compelling stories and sustainably produced products/raw materials! This is an opportunity for the workshop participants, all of which have compelling conservation and human interest stories that go with their products.

Market Segmentation: Who is your target consumer?

- LOHAS (Lifestyles of Health and Sustainability) Consumers, www.lohas.com
- Green shoppers (LOHAS) defy common stereotypes
- LOHAS lead in charitable contributions to wildlife and humanitarian causes
- LOHAS want the brands they buy to reflect their own values & identity
- Seek to build relationships with people and companies they buy from

Lifestyles of Health and Sustainability or the LOHAS consumer market was defined in 2000 by the Natural Marketing Institute and Gaiam, a lifestyle company in the US. These consumers are alternately called Influentials and Cultural Creatives. Who is this consumer?

Researchers are no longer just looking at simple demographics of age, gender, and income. Market research is digging deeper into Psychographics. But you can make some generalizations. Women do play a key role – what some jokingly call Yoga Moms in the US – who make or influence many of household purchasing decisions. These consumers are influential early adopters on the cutting edge of social change. These are socially conscious consumers who believe their purchases can make the world a better place. And contrary to the image of an idealist that rejects materialism, it turns out that green shoppers are great shoppers. They buy more during each trip, shop more frequently and are less price sensitive and more loyal to green products than a typical shopper.

How and where do you reach this LOHAS consumer?

- Consumers want word of mouth recommendations and real time conversations
- Consumers are synthesizing information from multiple trusted sources [print, online, word of mouth]
- Buzz about products is no longer top down one way transmission but bottom up from consumers themselves

This is a new paradigm for marketing and advertising which traditionally was a top down one way flow of information from Ad Executives and Companies to consumers on a narrow range of Channels when there

were just a few TV& radio stations or newspapers available. Now it's a bottom up global conversation beginning with consumers. LOHAS consumers are influential in their communities and actively share their opinions within their networks. Companies with green products to sell need to find ways to build interactive relationships with consumers and to create what Seth Godin calls 'ideaviruses.'

Social Networking and Trusted Information Hubs

You can think of these trusted information hubs like watering holes where people go to gather valuable information to help them make purchasing and other decisions. Social Networking sites and Blogs are certainly not a magic marketing bullet but they are free, can be very effective, can increase your chances of being covered by a major media outlet, have a global reach and its worth repeating – are free!

Examples include:

- Twitter
- YouTube
- Facebook
- Influential Bloggers
- Trusted Product Reviews
- Word of Mouth
- Friends & Family

My slide shows the Cheetah Conservation Fund's (Namibia) Facebook page with 650 friends and interactive updates on activities, progress, partners.... but to effectively leverage these opportunities & create word of mouth buzz it turns out – you need to be a great storyteller!

The Importance of Storytelling

Story Telling is very important to Green Marketing. A few tips from Seth Godin on how to tell your story well:

- **Whose Worldview are you addressing?** Worldview refers to the **rules, values, beliefs, and biases** of a consumer. A worldview is the lens used to look at every decision a person is asked to make.
- **How will you live your story?** You must be **authentic** and keep your **brand's promises**.
- **How can you *frame* your story so that your story is easy for your fans to retell to their friends?** The way you frame a story determines who will hear it & whether they retell it.*

*Adapted from Seth Godin, All Marketers are Liars, see <http://www.sethgodin.com/sg/> for more on Seth Godin

It is very important that you tell your story in a way that others (your fans) can easily re-tell it to their own networks. We already looked at Social Networking and the Internet as good places to start. You also need to enable those who are selling your products to tell your story for you. There has been an evolution in what a brand represents. Consumers used to be loyal to a Brand because *They liked it*, now they are loyal to a Brand because *They Are like it*. This is a more aspirational and emotional responses to shopping and products. Everyone in this room has a great story to tell

Two great online Storytelling examples from within the Wildlife Friendly Enterprise Network:

1. Himalayan Biotrade , Nepal (from Aveda’s website), <http://www.aveda.com/whatsnew/nepal.tmpl>
2. COMACO, Zambia, <http://www.itswild.org/birth-of-snarewear>

Again according to Seth Godin, all great stories:

- Are true
- Make a promise
- Are trusted
- Are subtle
- Capture your attention quickly
- Don’t appeal to logic but do appeal to the senses
- Match the worldview of a tiny but important audience (who then spreads your story for you)
- Are philosophically consistent

Recent research says the 3 best places to tell your story are: 1) on the product label or ‘on-pack;’ 2) on the internet; 3) through in store point of sale outlets including signage and salespeople.

Other tips for field projects:

- Use compelling human photos which stress ethnic/cultural diversity not poverty
- Incorporate statistics on education & women’s and children’s issues
- Include great wildlife photos – remember if you don’t have a camera or stock photos already you can ask for donations of photographs from visitors to your project sites who have high quality cameras
- Write your product and projects resume - by listing all project attributes and activities you will have a template to cut and paste for different stories for different audiences
- Keep a Storytelling Journal with examples of product stories that are particularly moving and effective

Branding Strategies: Eco-Labels and Certification Schemes

One response to growing consumer skepticism and claims of corporate greenwashing is the Eco-Label or Trust Label to build credibility for product claims. There are challenges and opportunities related to these labels. Currently there are over 400 labels available in the marketplace and there are efforts underway to harmonize across labels to reduce consumer confusion. But in a 2007 survey 75% of LOHAS consumers agreed that a seal or certification mark indicating a product is environmentally friendly raises the likelihood that they will purchase it.

Opportunities

- Gain consumer trust & increase credibility
- Easier for producers to align with a trusted label than reinvent the wheel
- Comprehensive labels cover both wildlife/human issues for consumers

Challenges

- Label proliferation creates consumer confusion – the best labels will survive
- Funding, monitoring, staffing is costly

One example of a new certification program is Wildlife Friendly:

- Founded in 2007, the Wildlife Friendly Enterprise Network is a consortium of conservationists, businesses, & agricultural producers bringing quality products to market in order to tell the story of human-wildlife coexistence.
- Wildlife Friendly is the only certification label that conserves threatened wildlife while contributing to the economic vitality of rural communities.
- Wildlife Friendly consolidates lessons on best enterprise development, wildlife protection and monitoring practices from around the world that are needed to successfully combine conservation and fair trade.
- The Certified Wildlife Friendly™ label on food, apparel, cosmetics & other products means best practices for wildlife conservation, & fair wages & improved livelihoods.



Founding Partners of Wildlife Friendly Enterprise Network (WFEN):

- Cheetah Conservation Fund
- COEX: Sharing the Land with Wildlife
- The DuPuis Group
- Enterpriseworks/VITA
- Keystone Conservation
- Scentmark
- Snow Leopard Trust
- Wildlife Conservation Society
- Wildlife Works

Clothing, handicrafts and foodstuffs from Kenya, Zambia, Ecuador, Nepal and Cambodia come from our first five certified enterprises. Consumers purchasing these products help to share the planet with wildlife. WFEN expect to have additional certified product lines from the U.S., Africa and Asia and Latin America by late 2009. Currently certified products (please see www.wildlifefriendly.org for more information):

- All Things Alpaca – Ecuador, alpaca yarn and clothes
- COMACO – Zambia, jewelry, honey, peanut butter, rice, soy
- Wildlife Works – Kenya, organic cotton
- Ibis Rice, Cambodia
- HBTL, Nepal - essential oils, herbs, handmade lokta bark paper products, Himalayan nettle cloth bags, and fuel-efficient briquettes.

About the Katoomba Group

The Katoomba group is an informal network aimed at sharing intelligence about new developments related to PES; identifying gaps in PES theory and practice and tackling key obstacles not being addressed by other players; and addressing significant challenges related to payments for ecosystem services. Our strength is our partnerships (ICRAF, CAPE, etc)!

Key areas of work include:

- Promoting dialogue and capacity building for PES through Katoomba Group Meetings/Learning Events: (West Africa)
- Linking projects to markets through the Katoomba Incubator
- Support to REDD Readiness Strategies and Planning
- Engaging the Private sector in Markets and Payments for Ecosystem Services (ES)
- Sharing information, best practice: Newsletters, Ecosystem marketplace etc.

What is Payment for Ecosystem Services (PES)?

Payments for Ecosystem Services (PES) provide a mechanism by which those who benefit from services provided by ecosystems - such as water supply and filtration, flood control, erosion protection, biodiversity conservation and carbon sequestration - can pay for them and those who provide the services can realize financial benefits of their efforts.

Types of Markets for Ecosystem Services

Regulation Compliance Markets

Producers buy and sell ecosystem services to comply with regulations (e.g. carbon markets, environmental offset markets).

Public Procurement of Ecosystem Services

Governments take the lead in procuring part of society's demand for ecosystem services (e.g. protected areas).

Value Adding Markets

Consumers' demand for goods and services that have ES component embedded in them and pay a premium for it (e.g. ecotourism, green or organic food, certified forest products, etc).

Cost Saving Markets

Producers and consumers buy ES because it saves them money (cleaner energy) through:

Watershed Protection:

- Industrial, agricultural water users (to secure stable supply, flow)
- Municipal water utilities, consumers (to reduce costs, ensure water quality)
- Agencies managing the environmental risks (e.g. floods)

Carbon Emissions Offsets or Avoided Deforestation:

- Industries seeking to comply with carbon rules (offsets for emissions)
- Companies, groups strengthening reputation for new environmental Stewardship

Biodiversity Conservation:

- Conservation agencies and organizations working on private lands
- Tourist Industry, for landscape beautification or protection of key species
- Land developers (offset for damage, or for amenity values)
- Farmers (to protect pollinators, sources of wild products)

2005-2008 PES Assessment Findings for Southern and East Africa:

- Growth from 45 to 68 PES and PES-like initiatives between 2005 and 2008/ More money exchanging hands/considerable diversity of projects and different types of payments being made.
- Long gestation period and lack of assurance on projects moving from design to implementation - preliminary work does not promise full, successful implementation.
- No 'one size fits all' approach throughout the region, as the focus and definition of PES projects and approaches varies from country to country.
- Few legal and policy changes have been made to accommodate PES, however, this has *not* been a major constraint to the development of pilot level projects- legal and policy support, while important, should not be the focus on significant resources prior to addressing other obstacles.

Project Examples

Payments for Carbon Sequestration

Trees for Global Benefits program: supports smallholder farmers in western Uganda to plant trees for carbon sequestration. Cash payments made on the basis of tons of carbon sequestered per hectare / per mature tree

- A minimum of 400 trees per seller; 100% "African indigenous" species & select fruit trees
- Minimum of 20 years before harvest
- Staggered payments: Year 0: 30% of total payment, 50% of the intended number of trees has been planted; Year 1: 20% of the total payment, 100% of the intended number of trees has been planted and a 100% survival rate; Year 3: 20% of the total payment, minimum 85% survival rate; Year 5: Up to 20% of the total payment, pro-rated according to growth performance; and Year 10: Up to 10% of the total payment, pro-rated according to growth performance
- Third Party Verification at Year 5 (completed by Rainforest Alliance)
- As of Dec 2007, over US \$300,000 worth of credits sold; 200 farmers connected to buyers, 200 applications being processed.



- New buyers coming in and model being replicated in other areas in Uganda
- Reforestation of degraded forest reserves
- Sequestering CO₂ through the use of efficient stoves, which reduces pressure on forests; less exposure to pollutants; employment, livelihoods. 1st Gold standard project in Uganda with credits sold on open market
- Many other projects: methane reduction/cogeneration

Growing Opportunities in the Private Sector:

- Airlines: Safari link offsetting travel by paying for reforestation around Mount Kenya (Born Free Foundation), industry wide approach needed
- Hotels: Ecotourism Kenya Rating scheme to include points for carbon offsets- carbon emissions calculators installed in some hotels
- Tea Sector: Emissions from Fuel Switching: UNEP Greening the Tea Industry Project
- Coffee Sector: Exploring CO₂ from shade trees
- Businesses aiming for carbon neutral

Payments for Watershed Services

- Downstream corporate users compensating upstream
- Working for Water, South Africa - 450 million SA Rand paid by Government annually to clear land of invasive alien species
- Many projects in the pipeline
- Potential for water quality trading similar to Chesapeake Fund

Payments for Biodiversity Conservation

- Trust Funds to Channel Payments for Biodiversity Conservation
- Compensation for Biodiversity Conserving Management
- Agreements with communities to manage sections of protected areas in return for access, Uganda, Tanzania, Kenya
- Payment for Access to Species Habitat: tourism gate fees, user levies, research permits
- Purchase of high value habitat for biodiversity conservation
- Payments for Biodiversity Conserving Business: Premiums from certification
- Payments for Offsetting Biodiversity Losses

Key Issues and Challenges

- Limited awareness: What is PES? How does it work? How should it be designed?
- Lack of homegrown capacity/institutions: high dependence on external experts, very costly
- Who should be paid? Property rights not always clear
- Lack of start up capital to cover the transaction costs
- Benefits capture /Trade offs not well analyzed
- Equity Issues/Negative spin offs for non participants
- Very few Government led efforts –though that is changing with REDD

Emerging Opportunities

- Growing awareness and interest in PES—particularly carbon – but demand for clean water, and water supply likely to catalyze Payment for Watershed Services.
- Increasing demand for carbon credits from Africa or “charismatic carbon” but challenge is getting credits that meet buyer requirements
- The rapidly developing REDD agenda
- CSR and the growth in understanding by businesses that restoration and maintenance of ES is vital for their operations



What needs to happen next?

- Targeted support to projects to get them to market. Need to understand hierarchy of challenges faced by rural communities –there are no quick fixes
- Facilitating the process of developing a set of understanding and skills about the opportunities and limitations of payments for ecosystem services
- Institutional capacity building and sharing of best practices from within the region and outside
- Strategic partnerships with existing NGOs, networks in order to achieve policy leverage and impact
- More private sector buyers-including local buyers

Panel 2: HBTL and Aroma Forest: reaching certified international markets for essential oils

Value Chain Cases in the Context of Conservation, Marketing and Certification - Parbat Gurang, Himalayan Biotrade (HBTL), Nepal

PowerPoint file: “HBTL_presentation_Tanzania_edit”

Himalayan Biotrade (HBTL) is a natural products processing and marketing company owned by community-based forest enterprises of Nepal. HBTL promotes local value addition and marketing of forest based products to raise incomes of its shareholders and supplier communities. In 2003 HBTL founded the Sustainable Bio Trade Group (SBTG) to build on their Forest Stewardship Council (FSC) certification, the first to be awarded to community forests and companies for Non Timber Forest Products in Asia.

HBTL's objectives are to assure sustainable production of high quality essential oils and other products. Design a framework where clear roles and responsibilities between the stakeholders ensure that: a) quality standards are met, and b) the sustainable management of the resources and conservation of their overall ecosystem is achieved. This includes promoting local private enterprise and private sector partnerships and capacity building for the management of local resources, designing an Access and Benefit Sharing system (ABS), and building long term marketing relationships with quality buyers who have as their core value the sourcing of sustainable products (Chupin, 2009).

HBTL offers a range of high quality natural products including:

- Essential oils
- Handmade papers
- Medicinal and aromatic herbs
- Himalayan Nettle fiber and cloth, and food supplements
- Vegetable oils and fiber products

Background on the Himalayan Ecosystem of Nepal and Threats

Nepal is a hotspot for global biodiversity. It comprises only about 0.09 per cent of the terrestrial area of the earth, but it harbors a high share of species richness, for example, 9.3 percent (844 species) of bird species; 5.1 percent (853 species) of Bryophytes; 5.1 percent (28 species including cultivated) of Gymnosperms; 4.5 percent (181 species) of Mammals; 3.4 percent (380 species) of Pteridophytes; 2.7 percent (5,856 species) of Angiosperms; 2.6 percent (2,893 species) of Butterflies and Moths, 2.6 percent (687 species) of Algae of the world. Prior to the start of the project, the major threats to the biodiversity were over-harvesting of forest products, unsustainable farm expansion, and destructive grazing practices. These were all driven by extreme poverty (defined in the target district and US\$59 annual income) and a lack of alternative income generating options in the remote areas.

Nepal's Poor Mountain Communities are also Responsible Biodiversity Stewards

- Conserving biodiversity in the context of economic survival

- About 42 thousand tons of over 100 Non Timber Forest Products (NTFPs) traded generating over US \$30 million annually
- 90% are wild crafted by the poorest of the poor in remotest mountains, where 57% live below poverty line (\$59)

There was a need to change the existing business model due to the following factors:

- Traditional NTFP trade only source of cash for poor high mountain communities
- The products moved through several hands to India and ultimately to US and Europe providing very little income to local communities and uncertain quality supply to industry
- This led to low incentives (to collectors, traders and industries) for conservation and continuing threats to biodiversity, livelihoods and sustainable supply
- Lack of clear land tenure to restrict outside use and institute community controls contributed to “free for all behavior”

Change came by providing communities in Nepal with significant control and influence:

- There are now over 14,000 Community Forest User Groups (CFUGs), representing more than 1/3 of Nepal’s population which have rights over the forest and develop operational plans to better manage the resources
- The nationwide network and federation known as FECOFUN is a consolidation point for the CFUGs and a mechanism to disseminate best practices
- >18% of forest area under community management through the CFUGs
- Communities have forest management plans that include biodiversity conservation and livelihood development
- This institutional base, coming from sound government land tenure policies allowed HBTL and its partner NGOs (ANSAB, EWV and others) to work with communities on specific enterprise options that supported conservation and community economic development
- HBTL, located in Kathmandu, and owned by the community level enterprises run by the CFUGs was certified as part of the FSC certification process which certified community forests in Nepal and the companies that processed and marketed the non-timber forest products.

Further development of HBTL:

- Educate enterprises on responsible business practices and access to niche market
- Organize and build trust among responsible enterprises to form enterprise for manufacturing and marketing of community products
- Business planning and management of startup capital along with participation of community enterprises
- Market promotion (product design and development, market research, meeting and communication with buyers, participate exhibitions and develop market promotional materials)
- Improve relationship with community enterprises
- Build institutional capacity for communication and collaboration with enterprises
- Enterprise management, marketing and new product development activities

The benefits of FSC and Chain of Custody certification for HBTL:

- Long term and sustainable supply of forest products
- Market share and access to markets
- Market Positioning
- Recognition as leader
- Demonstrated commitment to sustainable forestry

- Healthy, productive & durable forests
- Independent verification of sources

HBTL Lessons Learned:

- Supporting better partnership between harvesters, community stewards, and industry when a product primarily comes from the wild can be a win-win
- To be competitive and reduce risks to the forests and communities new products and risk diversification strategies need to be pursued. But new product development is costly (new NTFP products, PES, bio-prospecting) and requires careful attention to developing responsible bioethics and benefits sharing protocols.
- Intensive support is required for enterprise based biodiversity conservation from government, donors and civil society
- Partnership with industries in the west for long term business practices that conserve biodiversity is feasible
- Private public alliance to promote sustainable harvesting, FSC certification, product development and market linkages is crucial
- This overall development happened over a decade, starting with an analysis of the value chains for essential oils and handmade paper. Interventions were incremental as funding was not available to tackle all desired interventions and capacity of the groups had to be built up. But, having an overall picture of the value chain and subsector helped to better strategize and add the most strategic interventions over time.



**A Sustainable Production System for Medicinal and Aromatic Plants - Julien Chupin,
Man and the Environment, Madagascar**

**PowerPoint file: “Arushas_Conservation marketing & certification Case study_MAP
Value Chain_Julien Chupin”**

This project has a vision based on the Convention on Biological Diversity (CBD) that includes generating sustainable value from natural resources in order to support local development and safeguard biodiversity, using local private enterprise to manage the natural resources (partnerships), and an holistic approach.

Working from three sites in Madagascar it has been a long conversion process from traditional slash and burn agriculture to an entrepreneurial model for producing essential oils.

We had four conservation marketing objectives:

- Produce - Assuring sustainable production of high quality extracts
- Benefit sharing - designing an Access and Benefit Sharing (ABS) system
- Research and Development - developing bio-prospecting and R&D
- Advocacy - promote biodiversity, business and an holistic approach

Project Achievements:

- Creation 3 local community enterprises
 - Production 2000 Kg essential oil
 - 300 families involved
 - Generation of 56 million MGA (23 467 €) of financial income at the local community level
- High quality products with Organic & Union for Ethical Bio Trade (UEBT) certification
- Two essentials oils used by the cosmetic companies
- FSC certification on track
- Generation new development opportunities - Carbon credits
- Conservation of forest of high conservation value

The Key Issues for Successful Conservation Marketing and Certification for us were:

- Creating a new business model
- Partnership as a tool for sustainability
- The role of certification
- Scaling up and duplicating the model

In developing the essential oil value chain we needed to ask how do we harness conservation and profit? We needed to achieve both conservation and competitiveness. To do this we had to develop the essential oil value chain so that high quality products were produced by the local enterprises that would be competitive on world and local markets while conserving local forests and benefiting the community. We needed a holistic strategy based on research and action:

- Bio-prospecting, R&D, Transfer of technology
- Quick start of the production
- Concrete action
- Pre-financing
- Quality management and external certification
- An holistic approach: education, health agriculture
- Clear governance structure

In addition partnerships are critical and are a tool for sustainability. Partnering with the private sector, and major personal care companies allows access markets and can improve value chain dynamics. Other benefits of partnering include foreign clients pay for marketing efforts, normalization, and sanitary red tape (€100 000). Partnering also opens up the market for other uses for same ingredient (diversification) and provides increased credibility.

Challenges related to stakeholders include the fact that companies do not know how to implement sustainable sourcing. At the same time local communities are unable to realize the economic value from their biological resource and traditional knowledge. Other challenges included how to involve stakeholders into a new system of responsibility as well as the absence of a clear Access and Benefit Sharing (ABS) regulatory framework. Capacity building is needed at the local level to create partnerships, to understand the technical issues and the value chain and to master quality requirements and production.

On the other hand capacity building is also needed for foreign clients. It is a challenge to explain why the objectives of a biodiversity based business is an investment opportunity that will generate positive and scalable returns. You must frame the issues in a business friendly manner where:

- ABS = risk management system
- Fair trade = marketing
- Biodiversity = research playground
- On site visit to become realistic and pragmatic

Does certification matter and what are the costs and benefits? In the end we chose:

- Organic
- FSC
- UEBT
- Wildlife friendly

Cost benefit analysis of certification

Benefits:

- Level playing field
- Support the definition of the Roles, Responsibilities and Advantages
- Transparency (e.g. access to funding)
- Facilitates contract negotiation
- Allows sharing information and capacity building
- Social and environmental benefits

Costs:

- Too many standards lead to consumers' confusion

- Certification cost for small producers is often too high
- Issues in the quality of verification and its consistency
- Limited capacity in the south to implement the sophisticated standards
- Not enough certified products to meet the market demand

Economic Analysis:

Category	Costs	Benefits
Implementation	25 000 €(mostly financed by donors & clients)	
Audit(s)	10 000 €(financed by donors & clients)	
FOB Price		+ 20% / kg
Turnover		58 000€+ 20% / year
	35 000 €	11600 €

A cost/benefit analysis over five years showed that total cost was 100 000€, while the benefits totaled 104 419€

Some questions to ask concerning certification include:

- Do you have enough production?
- What will be the added value at retail level?
- Do you have the internal capacity to maintain the standard?
- Which certification is your priority?

It is also important to have a strategy for diversifying revenues. How do we scale up and duplicate the model? And how do we prioritize between R&D and an Access and Benefit Sharing system?

Strict conservation proved to have limited effectiveness. There are many opportunities for diversification including:

- Eco tourism, Craftmaking, Agriculture
- Payment environmental services
- Reforestation and carbon credits
- NTFP, sustainable forestry, fisheries

There is a need for an Access and Benefit Sharing framework so that $ABS = conservation + local\ development > economic\ drivers\ of\ deforestation$. How do you ensure that the advantages and benefits reach the local level and enhance participation of the traditional population in the design and implementation of production project that ensure their rights?

Panel 3: Nurseries (Wood and Fruit Species) - the Case of Certified Avocados from Tanzania

**Biological Base: Our Forests, Biodiversity, Ecosystem Services, and Agriculture -
Asukile Kajuni, USAID, Tanzania**

PowerPoint file: “USAID TanzaniaBiodiversity”

Overview: Facts and Figures

Tanzania is rich in natural resources including soils, water, minerals, fisheries, wildlife and forests, hydropower, tin, phosphates, iron ore, coal, diamonds, gemstones, gold, natural gas, nickel. Natural resources contribute over 70% to national GDP of Tanzania. In addition 85% of Tanzanians depend entirely on the management of natural resources for their livelihood. Natural resources are important for sustainable development and poverty reduction initiatives.

Tanzania statistics:

- Total area: 942,784 sq km
- Land area: 881,289 sq km
- Water area: 61,495 sq km
- Protected areas: over 38%; National Parks and biodiversity over 15%
- Forest and woodlands cover about 34,000 sq km

History of USAID’s Natural Resource Management Program

USAID support to Tanzania evolved from a small project aimed at establishing the foundation for environmentally sound natural resources to improved conservation of coastal resources and wildlife in target areas in some of the critical ecosystems in the country. Lately the support moved into the more specific biodiversity conserved using livelihood driven approaches in targeted landscape. The approach continued to focus on the key and critical ecosystems in order to make sure that biodiversity conservation benefits rural communities.

The evolution of USAID programs in Tanzania:

- 1997 - SO2: Foundation established for environmentally sound natural resources management in Tanzania
- 2000 – SO8: Improved conservation of Coastal Resources and Wildlife in target areas
- 2005 – S013: Biodiversity Conserved using a livelihood driven approach in targeted landscapes
- USAID NRM program supports both site specific biodiversity conservation and cross cutting policy projects in support of Mission Objective of Improving the Quality of Life in Tanzania.
- The Program contributes results to MKUKUTA – National Strategy for Growth and Poverty Reduction
- Supports government initiative in Biodiversity hotspot conservation and management

The overall program targets biodiversity conservation that is site specific and takes a broad look at the cross cutting national level policy and legal framework. The underlying premise is to ensure the building

of a good foundation in which to base the application of whatever policy is being pursued. A good foundation for policy and legal framework will allow a smoother application at the site specific level.

New models for natural resources/biodiversity conservation management have a greater potential to generate sufficient revenue, significantly improves livelihoods and convince stakeholders and managers to continue maintaining their ecological integrity and economic productivity in a sustainable manner. At the local level capacity to manage these resources will be built as a way to ensure that local communities take charge of managing their natural resources and accrue economic benefits from their use. The model shown here is based on a Nature, Wealth and Power study carried out by the Africa bureau in 2000 where Nature is defined by biodiversity and natural resources, Wealth includes economic benefits and poverty alleviation, and Power is governance and community empowerment.

It is important to be mindful of the underlying guiding principles that are in place in order for the program to be successful:

- Natural resources are vulnerable to overexploitation
- Natural resources cannot manage themselves
- Power and conflict are associated with NR control
- Accountable institutions can prevent overexploitation
- Increased income from NRM enterprises enhances sustainable use

This approach enables the following:

- Socio- economic benefits as entry point to build consensus, acceptance and support for improved natural resource management
- Socio-economic benefits from natural resources foster inclusion of all players as equal partners
- Tangible benefits as incentives for sustainable utilization and continued monitoring of natural resources.
- Ability to make better NRM choices

SO13 includes biodiversity conserved in targeted landscapes using livelihood driven approaches. SO13 is being achieved through 3-top level intermediate results that include 1) Policies and laws that balance conservation and development and Implementation of the policy framework; 2) Landscape scale participatory conservation practices; and 3) Conservation enterprises to generate tangible and equitable benefits and improve livelihoods from sustainable use of natural resources.

Results and Achievements

Program implementation is targeted to four distinct landscapes anchored on some of Tanzania's key Biodiversity hotspots: 1) The Western & Central Tanzania Landscape anchored on the Ugalla Game reserve and Gombe National Parks, 2) The Northern Highlands Landscape anchored on Tarangire/ Lake Manyara National Parks; 3) the Coastal and Eastern Tanzania Landscapes anchored on Tanzania's Coastline as well as the watershed resources of the Wami and the Pangani river basins; and 4) The Southern Highlands landscape anchored on the Ruaha National Park. The program also supports application of a cross-cutting policy and legal framework including: the Environmental Management Act (EMA) Regulations And Guidelines, Wildlife Management Area (WMA) Regulations, Integrated Coastal Management (ICM) Strategy, Other Natural Resource Management (NRM) Policies (Land, Forestry, Fisheries).

Under the program 6.3 million hectares have been conserved since 1998. This represents an average annual increase in the area conserved of about 400,000 hectares. Almost equal to the total area of annual deforestation. Under SO 13, efforts will be scaled-up to increase the average annual area conserved as

joint forest management areas and additional collaborative fisheries management areas are brought under community management. Tanzania's current Annual rate of deforestation is estimated at 400,000 ha (National Forests Policy 2002). Without USAID's targeted investments in critical areas this rate would be higher.

Other achievements:

- By 2008, 12 WMAs out of the 16 under pilot were gazetted
- 6 WMAs have entered into business agreements worth over US\$ 3 million while other 8 are receiving over US\$ 250,000 annually from hunting fees;
- Conservation areas and knowledge have increased with species diversity improving;
- Living conditions in some rural areas with WMAs have improved (social services provided).
- Policies and Laws that integrate conservation and development applied
 - Facilitated and supported the development of a principal framework law on environment (EMA # 20 Cap 191 of 2004) of the laws of the country;
 - Formulation of key regulations
 - ICM action planning
 - Supported the formulation and operationalization of the wildlife management area (WMA) regulations under the Wildlife Conservation Act
 - Supported and guided the WMA process and now 12 WMAs given Authorized Association (AA) status and 8 WMA have been issued with user rights
 - Resulted in secure land tenure and property rights for local communities through land use planning resulting in areas being demarcated and with a legal managing authority and titled;
 - Formulation of National integrated coastal management (ICM) strategy
 - Supported the establishment of the first and only Coelacanth Protected Area in East Africa
 - Formulated Guidelines for (ICM)
- Conservation enterprises generate increased and equitable benefits from sustainable use of natural resources:
 - Creation of new conservation enterprises that generate increased economic wealth
 - Expansion of micro business enterprises into tour guiding, beeswax, sunflower oil/palm oil
 - Increased income generation from non traditional income generation activities

Conditions for success include transparency, accountability, and group problem solving skills, financial management as entry point for improving governance, using ongoing government reform processes, using existing local institutions for decision-making at village level, enabling village to draw up village action plans that have official recognition, use NRM to build a constituency for policy change.

Ecosystem Services

- Biodiversity Conservation
 - WMA
 - Ecotourism
- Watershed services
 - DAWASCO in Eastern Arc
- Carbon Sequestration
 - Efficient stoves
 - Reforestation

- Water quality & quantity
 - Increased base flow in rivers
 - Reduced storm flow off the land
 - Reduced sediment yields in runoff
 - Clean water
- Pristine and natural Conditions

Key Challenges and Problems

- Encroachment
- Definition: What is an Ecosystem Service (ES) and what is not an ES?
- Benefits capture /Trade offs not well analyzed
- Equity Issues/Negative spin offs for non participants
- Attribution: particularly biodiversity
- Lack of science: hydrology studies to support Water Services (WS)
- Lack of Capacity/Institutions /High transaction costs
- Few legal and policy changes have been made to accommodate ES as tradable commodity

I now hand it over to the EnterpriseWorks/VITA Tanzania project team who is implementing the USAID supported “Eastern Arc Tree Crops (EATC) Projects which seeks to optimize agricultural production and conservation in the Eastern Arc Montaine Forest Ecosystem in Southern Tanzania. In this area the forests are coming under pressure from farm expansion of low value maize and primarily other subsistence annual crops. Fuel wood collection and charcoal making for domestic cooking needs is also a major threat to the forests. The EWV project has been working with the communities to establish community enterprises that develop nurseries for both wood species and high value fruit trees. The communities have planted over 10 million wood and fruits that are helping to decrease and stop the need to clear intact forests for fuel wood and increase per hectare farm productivity by planting fruit trees that stabilize the soils and generate increased income and access to new markets domestically and internationally. EWV is now working with select fruit varieties (e.g. Hass Avocados) to improve the value chain dynamics in cultivation practices, harvesting, post-harvest handling, and marketing to increase the value of the fruit tree investment made by the farmers.



The Role of Nurseries: Woodlots and Fruit Trees “Eastern Arc Tree Crops (EATC) Project: Optimizing agricultural production and conservation in the Eastern Arc Montaine Forest Ecosystem, Southern Tanzania” - Michael Fredericksen, EWV Tanzania

PowerPoint file: “EWV avo case – Translinks”

The Key objectives of the Eastern Arc Tree Crops (EATC) Project are:

- The further expansion of high value horticulture
- Increased small farmer integration
- Enhanced sustainable management of natural resources and the conservation of biodiversity

Key activities include:

- Focus on high value horticultural crops for import substitution and export
- Continue support to participating farmer associations
- Assist in the development of village land-use plans and establishment community woodlots

The Hass Avocado Value Chain includes rural and urban consumers, the service industry and the export market among other actors. EWV began promoting avocado production with the USAID funded PRIME Project in 2003. Over 80,000 avocado trees have been planted, with estimated production of 2,440 tons per annum. 80 Producer organizations have been established with over 3,000 members. Projected total value of sales over the next five years is \$7 million US Dollars. Certification was identified as a key constraint to export participation. With USAID and MACK Multiples support, certification was obtained in April 2008 and a Quality Management System was developed and completed.

Rungwe Avocado Company (RAC) consists of a 30 hectare farm and so will depend on out-growers to produce require volumes over time. These smallholders will have 20% shareholding in RAC.

Background on MACK Multiples

MACK is the largest independent supplier of fresh produce in the United Kingdom (\$500M per annum), and has now made seven site visits to EWV smallholders, as well as making in-kind contributions of \$70,000 to certify Eastern Arc Tree Crops (EATC) farmers. EATC has completed GlobalGap, Tesco’s Nature’s Choice, Mark’s and Spencer’s Field to Fork (F2F), and Linking Environment and Farming (LEAF) certifications. Trial export of 5.8 tons of avocados was made in April 2009 and the product received excellent quality reviews from all supermarkets.

Market Size

Total expenditures on salad products by grocery retailers in the UK are £1.42 billion versus £49.9 million in total avocado expenditures (which is approximately \$78 million). Fortunately April-May is the peak season for Tanzanian Hass production which comes at the end of the Spanish avocado season - this is the

most lucrative period for avocado sales in the UK! The future prospects of the Hass Avocado market look bright as currently estimated consumers are only 5-10% of the UK population and the growth of the industry increasing on average 7% per annum so the opportunities for growth of the sector are excellent.

Production Techniques

High quality Hass variety scions were obtained from South Africa and grafted onto Tanzanian native avocado varieties root stocks. School children collected native avocado seeds, were paid for them, and then these were cultivated in the nurseries to generate the trees that the high quality scions could be grafted on to. Another method, called ‘top-working’ allowed older less productive native trees to be cut at the top and then be grafted with Hass variety scions. This method helped increase volumes of the high quality Hass variety quickly with two years to harvest instead of four from starting with new root stocks.

In your packets is a subsector matrix for the Hass Avocado case study that details the functions, actors, and technologies, skills and resources needed for each function. The interventions done by the project and Mack Multiples are highlighted in yellow.

One of the key interventions that EWV and Mack Multiples worked on together was obtaining certification needed to entry the high value avocado export markets in the U.K. Edwin will be explaining more about this certification process. Without the certifications, the avocados could not be sold in the target markets. Certification became a required cost of market entry by the buyers, though not required in any regulation of Tanzania or the U.K. The term ‘voluntary private standard’ is used because it is not required by a government and enforceable by any local or international laws, but it often is not ‘voluntary’ when it comes to the private sector buyer.



Linking the Private Sector and Farmers: The Case of Certified Avocados from Tanzania to Access High Value Export Markets - Edwin Munene Gitaari, QMS Specialist

PowerPoint file: “GLOBALGAP ETC PRESENTATION EWV ARUSHA 1 REV”

GlobalGap and Related Horticulture, Environmental and Workers Equity Certifications: Putting Certification into Perspective

Examples of voluntary private standards in horticulture required by the buyers:

- GlobalGap
- Marks and Spencer-Field to Fork
- Tesco Natures Choice
- Linking Environment and Farming
- Ethical Trading Initiative Base Code

More on GlobalGap (EUREPGAP) as a Quality Assurance and Certification Scheme

EurepGAP is the abbreviation for European Retailers Produce Working Group – Good Agricultural Practices and was founded in 1997. GlobalGap (EUREPGAP) is a private sector body that sets out voluntary standards for the certification of agricultural (including Aquaculture) products around the globe which requires annual independent audits. It was formed to respond to Consumer Concerns regarding food safety, animal welfare, environmental protection worker health, safety and welfare. The GlobalGap Normative documents explain the structure of certification under GlobalGap (EUREPGAP) Integrated Farm Assurance, the procedures that should be followed in order to obtain and maintain certification, the control points and compliance mechanism together with the audit checklists. These include 1) The GlobalGap general regulations; 2) The control points and compliance criteria (CPCC); and 3) The GlobalGap checklists.

The scope of GlobalGap applicable to fruits and vegetables:

- Record keeping and internal self-assessment/internal inspection
- Site history and site management
- Workers health, safety and welfare
- Waste and pollution management, recycling and re-use
- Environment and conservation
- Handling of complaints
- Traceability
- Propagation material
- Soil management
- Fertilizer use

GlobalGap Certification options:

- Individual farmer applying for GlobalGap Integrated Farm Assurance (IFA) Certification(Option 1).
- Farmer Group applying for GlobalGap IFA Certification (Option 2).
- Farmer and/or Farmer Group working under the scheme that has successfully benchmarked to GlobalGap IFA (Option 3 and or 4)

Quality Management or Internal Control System (QMS/ICS)

It is a key element in group certification under Option 2 of the GLOBALGAP Standard. The QMS manual defines an outline structure of the quality system and serves as a reference in the implementation and maintenance of the quality system. It contains policies, procedures and recording forms.

Tesco Nature's Choice Protocol and Code of Practice

Established in 1993 by the Tesco chain of supermarkets in the UK, and in Spain in 1999, "Tesco Nature's Choice" has been a requirement for all Tesco suppliers since 2007. It was introduced to ensure produce is grown and handled in a manner that meets regulatory requirements and Tesco customers' high expectations. It is also meant to ensure businesses and growers supplying produce to Tesco are accountable and diligent and are being run responsibly in terms of environmental protection and enhancement, protection of health and rational use of natural and other resources and agrochemicals. The code scope covers the following sections:

1. Rational use of plant protection products
2. Rational use of fertilizers and manures
3. Pollution prevention
4. Protection of human health
5. Efficient use of energy, water and other natural resources
6. Recycling and reuse of materials
7. Wildlife and landscape conservation and enhancement

CMi certification of Oxford, UK, is appointed as the scheme service provider for the administration of the scheme and certifier of all PMOs/farms assessment undertaken.

The Leaf Organization: Linking Environment and Farming Schemes

LEAF (Linking Environment and Farming) was set up in 1991 and consists of group of farmers, environmentalists, food and agricultural organizations, consumers, government and academics who are motivated by a common concern for the future of farming and development of a system of farming which is realistic and achievable for the majority of farmers. LEAF was established to develop and promote Integrated Farm Management and is based on work in Germany that had been carried out since 1986.

The LEAF Marque Standard Scope:

1. Organization and planning
2. Soil management and crop nutrition
3. Crop protection
4. Pollution control and waste management
5. Energy and water efficiency
6. Wildlife and landscape
7. Animal husbandry and the environment (where applicable)

Marks and Spencer Field to Fork

- Field to Fork standard communicates and checks compliance to Marks & Spencer standards.
- It focuses on reducing the level of pesticides used by its suppliers.
- Fresh produce supplied to M&S must follow Field to Fork protocols.
- Field to Fork scheme also incorporates customer concern about pay and treatment of workers.
- Field to Fork contains the M&S Farm Environment standard, written in partnership with LEAF, which is used as a mechanism to collect data and record improvements in performance on carbon footprints, water footprints and wildlife habitat.

Marks and Spencer (M&S) Field to Fork standard has the following sections:

- Risk assessment and management
- General food safety
- Crop harvesting equipments
- General requirements packing standards for produce sites
- Minimizing pesticide inputs
- Labour standards or regulations
- Environment and sustainability plan
- Organic production where practiced
- Non Genetically Modified products
- Quality management and traceability

Ethical Trading Initiative Basecode (ETI)

The Ethical Trading Initiative (ETI) was set up in 1998 and is an alliance of companies, non-governmental organizations (NGOs) and trade union organizations. The ETI seeks to promote and improve the implementation of corporate codes of practice which cover supply chain working conditions. The ultimate goal is to ensure that the working conditions of workers producing for the UK market meet or exceed international labor standards.

- Founded on International Labour Organisation principles, the ETI Code of Conduct ensures:
- Employment is freely chosen
- Freedom of association and the right to collective bargaining are respected
- Working conditions are safe and hygienic
- Child labor shall not be used
- Living wages are paid
- Working hours are not excessive
- No discrimination is practiced
- Regular employment is provided
- No harsh or inhumane treatment is allowed

Rungwe Avocado Company Quality Manual and Code of Practice complies with all of the above requirements. It is important to note that one integrated QMS manual and external certification annual audit encompassed all the requirements of each certification in one field visit.

There was no need for multiple audits for each certification program. This practice is sometimes called “piggy-baking” and is increasingly being offered by auditing firms to reduce the costs and burden of audits.



Day 2: June 26, 2009

Value Chain/Subsector Analysis: A Socio-Economic Tool for Conservation moderated by Ann Koontz

PowerPoint file: “value chain – subsector analysis 101 for Arusha”

Subsector Analysis (SSA), also has similarities to Value Chain (VC), Value Stream, Nature Wealth and Power and other methodologies. The development community started using these business concepts in the 1990's in a broader way, but they have been in use within the commercial sector for decades. Basically SSA and VC analysis look at the network of ‘firms’ which are all actors (not just business entities) and the functions needed to take resources collected or cultivated from the earth and move and transform them into a final product for consumers. The analysis considers the context (policy, environmental considerations, workers rights, etc.) in which the product is produced and marketed. There are common functions in all Value Chains, notable research and policy, production, processing, transport, storage, financing, marketing.

SSA offers a framework for rapidly evaluating firm dynamics and the functions. Once you have a basic understanding of your target subsector (e.g. Avocados) it is important to revisit your analysis on a regular basis as market conditions, policies, etc. can and do change and can have both positive and negative impacts on your enterprise.

Subsector Analysis has several key concepts:

1. Vertical Supply Chains (yellow on examples in your packets)
2. Competition (can be vertical or horizontal)
3. Coordination (horizontal or vertical)
4. Leverage – when the product starts to funnel through a narrow range of actors – can offer opportunities to change things/interventions
5. Growing market – make sure it is not a stagnant or declining market before you enter

These concepts are covered in detail in the SSA manual; a copy is on your flash drives. Applying subsector and value chain analysis in conservation settings means that you need to put additional attention on the conservation aspects of your context analysis. The conservation community frequently uses threats analysis to indicate the greatest impact on a given landscape or site. This analysis is also helpful to help you define better how your enterprise interventions can work to abate conservation threats.

Conservation Concepts

Threats Based Approach and Subsector Analysis

Examples of threats

Illegal Logging
Charcoal making
Over exploitation of NTFP
Overgrazing and livestock expansion
Bush meat hunting

Subsector Examples

Timber and wood sector
Charcoal & Stoves
Rattan, medicinal and aromatic plants
Dairy and Meat Sectors
Bush meat Sector

If these are threats in your landscape or site then one strategy is to pick industries that tie in and integrate with these threats.

We next are going to do some group work to learn how to use the subsector matrix. We will work from the Avocado case. Ann first quickly extracted from the group what information they had heard from the Avocado cases that could be used to complete steps 1 – 3 from the “Conservation Marketing Equation” manual and then concentrated on working with the group on step 4 from the manual.

For Hass Avocados there is market demand, product supply, and sustainable harvest/use potential. Avocados were chosen to diversify income, stop forest encroachment and stabilize hillsides. There is regulatory compatibility and the required market infrastructure.

For Avocados what other criteria were you trying to meet? USAID, the donor, imposed two criteria and this is common with donors. One of the goals was to get products into the market to earn export revenues. The second goal was poverty alleviation – so a certain segment of farmers were targeted. From a strict business perspective these might not have been the criteria. So different donors may impose different criteria and you just need to be explicit about what these were.

Think about what other types of criteria might have to deal with in your subsectors:

Food Security – with a goal of food security would avocados meet your goal? If they are for an export market how would you justify to the donor that avocados will meet local food security concerns? The local people could still eat the avocados, as they are high in healthy oils and micronutrients even if the foreign demand disappeared. In contrast with cotton or coffee if something happens in the world market or a political situation in country is destabilized the local population cannot use these commodities.

Comment from Helen: But also there are often accompanying crops with export products – fruit trees etc. For example with cotton the rotational crops are also important for the local market.

Realize that markets are always changing so you need to keep revisiting and use these basic structural pieces to help strategize and adjust as needed. Ann then worked with the group to extract information from the Hass case:

Hass Avocado Case (observations from group):

- Export product
- Poverty Alleviation
- Market Demand: when the harvest of the avocados was at the peak it was a low point for other exported avocados around the world
- Product Price and Profitability - yes
- Product Supply & Quality – growing conditions in TZ could support Hass Avocados
- Sustainable harvesting and potential use
- One of major threats was expansion of farmland
- Regulatory Compatibility – no land tenure issues here
- Access to the appropriate technologies: they were able to get the Scions
- Required market infrastructure – farmers were located in extremely rural areas and harvest coincides with rainy season, these were challenges
- Product specific context

The group went over the completed Hass Avocado Subsector matrix and Ann illustrated the key concepts of vertical supply chains, coordination, competition, and leverage.

Panel 4: Taking an integrated value chain commercial approach to “environmental” products for local consumers - the case of domestic rain water harvesting and fuel efficient stoves in East Africa

Introduction: Fuel efficient cook stoves are a threat abatement strategy to fuel wood collection that contributes to forest destruction. So even though not an export product this product addresses a conservation threat. It is a viable conservation enterprise. While cook stoves represent a purchase for a rural consumer, if designed properly to meet a consumers needs, a fuel efficient cook stove can save consumers money in decreased fuel purchases. For example in EWV’s work in Ghana, a consumer recoups the stove purchase price in about three months from fuel cost savings.

It is a similar situation with domestic rainwater harvesting. Water will continue to be an issue with climate change. So while these are not products that conservation stewards might produce and sell, they are very much needed to help consumers better manage their natural resources.

Still there is a direct tie in with PES, in that fuel efficient cook stoves are already being incorporated into carbon deals throughout Africa. Potential PES water deals are also being explored that incorporate improved use of water by rural households for both irrigation and household uses.

What does taking an integrated value chain commercial approach mean for local environmental marketing? Lessons from fuel-efficient stoves and domestic rainwater harvesting - Ann Koontz, EWV

Note: No PowerPoint file

In managing natural resources in high biodiversity areas, much attention is being paid to PES mechanisms that seek to attract outside funding and revenue for local stewards of natural resources. But, we also know that threats to the biodiversity also come from basic subsistence activities – the need to cook meals, the need for household and irrigation water. Yet, innovative, consumer demanded, commercial led products that could help rural consumers meet their subsistence needs and reduce their environmental impact are lacking. There have been many government and NGO led programs that too often rely on subsidies. These programs often fade away or end abruptly, with little sustainability. More detrimental is that poor rural consumers have limited input and feedback mechanisms to influence product design, choice, purchase points, and financing options.

EWV is working with the cook stoves and domestic rain water harvesting in Asia and Africa, introducing commercial approaches to these sectors and integrating consumer market research into product development, design, marketing, and financing options.

EWV also using an integrated value chain assessment (see example of domestic rain water harvesting subsector matrix in your packets) to identify the actors, functions and technologies and skills needs to introduce and market environmental products to end consumers. The value chain analysis helps to identify private sector players that are active or can be recruited for new products and better coordinate with NGO and government efforts, so that they support product adoption and access rather than compete with and undermine private sector mechanisms that should be producing and selling the product to the consumers.

While NGOs often do market studies, their systematic use of private sector marketing resources is often lacking. On the private sector side, marketing firms in developing countries that had the expertise to assess and work with poor consumers was also lacking. This is now changing as marketing firms in Asia, Latin America and Africa are paying greater attention to this overlooked market segment.

One such firm is Steadman, whom EWV has worked with on cook stove and domestic rain water harvesting market research in East Africa. Evangeline's presentation presents the basics of what market research can contribute to your project strategy and implementation. The cases of cook stoves and domestic rain water harvesting are used, but the principals can be applied to any product you are considering.

**Using Market Research to More Effectively Support Nature Wealth and Power
Goals - Evangeline Wanyama, Steadman Group, Kenya
PowerPoint file: "Using Market Research to Enhance NWP 6-26"**

To start with, I would like to tell you what Steadman group is and what it does. Steadman group is an integrated market and social information company with full fledged offices in Kenya, Uganda, Tanzania, Zambia, Nigeria and Ghana. The group was recently acquired by Synovate (a member of the aegis group) bringing the total number of full fledged offices to 10 with South Africa, Egypt, Morocco, and Tunisia on board. The group comprises of three divisions namely:

- **Research Division** – The Division is a full-service, professional research agency composed of four specialized units offering **market research, social research, media research** and **opinion polling**. The Division has specialized expertise in both qualitative (mainly through Focus groups and In-depth interviews) and quantitative methodologies (mostly through randomized experiments), in many countries in Africa.
The Market research unit: The Group conducts a wide range of market surveys using approaches and techniques which are compatible with, and that meet the needs of, the diverse requirements of different markets in Africa. Studies are normally tailored – large-scale quantitative surveys and smaller scale qualitative projects - to address the specific research needs of individual clients. These surveys include consumer usage and attitude surveys, concept testing, mystery shopping, customer satisfaction surveys, brand image and segmentation, employee studies, new product development research and market evaluation and feasibility studies.
Media Research Unit: As the prime source of audience-related data in sub-Saharan Africa, the group provides detailed media consumption data on target audiences, media usage patterns, audience profiles, favorite programs, stations watched/listened to and viewing/listening times. This information is useful as:
 - A means of providing essential information to aid the creative process of program making
 - A means of maximizing the efficient and cost-effective use of advertising planning and buying: Media buyers need to invest in media that guarantee them maximum audience levels within their target markets
 - A tool for gauging if the objectives of media campaigns have been achieved
 - A currency for advertisers, advertising agents and media owners for the buying and selling of media space
 - A basis for objectively setting rate cards and evaluating campaign performance

- A tool for profiling target markets through detailed data on readership, listening and viewing by media and by time of day.

Social Research Unit: The Steadman Group is acknowledged as the leading research agency for social research in sub-Saharan Africa. We continue to develop innovative approaches and methodologies for researching some of the most challenging issues that affect the social and political lives of citizens across the region.

Our studies, which are customized to the needs of individual interventions include: program monitoring and evaluation, tracking behavior and attitude change/s, hypothesis formulation, feasibility and impact assessments. We have experience in multiple sectors - education, public health, HIV - Aids, agriculture, labor laws, land reform, human rights, legislative reform, gender issues, governance and social order. Governments, donor agencies and NGOs are the main beneficiaries of this research.

- **Media Monitoring Division**—The Monitoring Division offers a 24-hour check of all media placements on electronic media and print, providing details of date, time and quality with which adverts have been aired. The Division is a watch-dog on the media and thus offers a monitoring service that prevents fraud and ensures optimum quality at all times of advertising.
- **Training & Strategy Division** - The core business focus of this division is training initiatives based on research-led training programs. This largely entails turning research data into insights for evidence-based decision and policy making. As an organization, we are committed to enhancing the practice and application of consumer research, and working with those who commission research to maximize its value and effectiveness.

As experts in the practice and application of research and professional development, we have identified a number of factors, which inhibit good practice and the widespread use and application of primary and secondary research information in business and government in Africa today.

We have observed that many business and policy decisions tend to be driven more by intuition and ‘gut feeling’ than by evidence based, empirical research. It is our view that, in today’s social and economic climate, knowledge has now become the key to success. Knowledge, through research, provides the capability to understand the market, assess customer and citizen needs and translate them into successful products and services. Knowledge guides business and public policy decision-making and it is our focus in this Division to translate research into knowledge for decision-makers in the public and private sectors.

WHY MARKET RESEARCH?

Market research is a surest way of establishing the market scenario as it is before entry - what may duly be referred to as market assessment. Market assessment provides you with an opportunity to:

- Obtain learning from products that already exist so that you do not repeat the same mistakes, but come up with an improved product.
- Establish value chains that already exist and their possible involvement in the program.
- Establish any gaps/weaknesses of the current products and supply chain, and establish strategies of improving them.
- Identify best marketing messages to begin with for your product.

Market research provides valid, reliable and current information upon which strategic and tactical decisions are made.

What are the specific advantages of conducting market research in the life of your program?

- 1.) Market research helps you engage and interact with the anticipated consumers of the program/product early in the program/product cycle. By so doing, you will be able to establish:
 - a.) Whether there is a felt need at all for the program/product. If there is no demand in the first place, the adoption rate of the program/product will be very low. A lot of resources will be used in trying to create demand
 - b.) Product features that might have been left out of the product and must be incorporated if the would be consumers have to buy into it.
 - c.) The program beneficiaries or product consumers' reactions toward the program. Are they generally positive or negative about it? What is it that is driving the positive reaction and how can it be enhanced to increase appeal? If the reaction is negative, what can be done to make the product more appealing?
 - d.) If it is a product, what are the perceived risks associated with it and what do the anticipated consumers think is the solution to the risks? According to Socha (2004), the value that the consumer perceives that a service or product has is hypothesized to be a function of many variables, including perceived risk of purchase and use by the consumer, among others. It is therefore imperative that one understands on a conceptual level, the perceived adoption risks associated with the program. By establishing the possible solutions to such risks from the would be consumers, they become part and parcel of the product hence increased adoption.
 - e.) Perceived benefits of the product/program – It is imperative that the program implementers understand this as it will be of great value in designing marketing, messages.
 - f.) The key decision maker when it comes to the choice and purchase of a product. This will help you shape your marketing messages to be more appealing and relevant to the decision maker. For instance in the Feasibility study for a Domestic Rain Water Harvesting Container that was conducted on behalf of Enterprise Works/VITA, findings showed that women play a vital role in decisions on purchasing rainwater collection products and would have more say to be able to make a purchase that was on some small portable tank. But when land purchases are involved men make the decision so understanding, which might necessitate their involvement if a large community tank structure that needed land was the option chosen. They would however, influence their husbands to purchase. In this regard, marketing messages should be appealing and relevant to water issues that women face.
 - g.) Potential market share for your product: This helps you determine the number of people that are likely to be impacted by the program/product there by shedding light on the viability of the program.

Key learning is that to make a product successful:

- Perceived effectiveness of the technology by the would be consumers
- Priorities of consumers and technology developers have to align
- User participation is crucial to success

Case Study 1 – Ceramic Cook Stoves (*How user participation was employed*)

A ceramic cooking stove was developed as a response to the urban energy demand with Triple Bottom Line objectives of Health, Environment and Economics. The benefits of the stove were:

- Saving on fuel hence less deforestation
- Less indoor pollution hence less respiratory illness
- Reduced burden of fuel collection for women and children, which allows them more time for other activities or income generation
- Easy to use
- Keep kitchen and pots clean
- Modern design

Whereas the stove was created with the Triple Bottom Line benefits, users ranked other benefits, namely; ease of use, keeping the kitchen/pots clean and the modern design higher. By retaining the elements of familiarity established through research in the marketing communication the technology became more receptive to users.

2.) Market research helps you establish key players/structures and how they might affect your idea, product or program. Some of the key actors to look out for are:

i.) Structure of the supply chain: It is important that you understand who is currently participating in providing such services or products, their values, their mode of operation and whether you could recruit them into your program or set up your own business model.

ii.) Cost of production: By undertaking a market research, you will be able to establish the availability of raw materials and labor needed for your product/program in that country. This will provide you with background information on whether to produce locally or import a finished product based on the cost benefits of each.

iii.) Government laws/policies: Government laws in your implementing country may impact on you negatively or positively. For instance, in the feasibility study on Domestic Rain Water Harvesting undertaken on behalf of Enterprise Works/VITA, we established that although there is no express policy on Rain Water Harvesting in Kenya, the 2002 Water Act and the twenty-six additional Acts of parliament have a bearing on issues concerning water. In accordance with the Millennium Development Goals, there are concerted efforts, which aim to support water related projects. The Athi Water Service Board has been at the forefront in lobbying for a policy that makes it mandatory for all new buildings to install Rain Water Harvesting facilities.

iv.) Government Agencies, Non-Governmental Organizations, and Faith Based Organizations as players in the supply chain: It is important that you are aware of roles played by these three actors in the supply chain that your product is likely to assume. Past studies show that these three organizations play a major role in development related programs but since they do not necessarily adopt a profit model, programs run down and adoption rates are normally very low. It is vital that you know whether you want to take this risk by recruiting them in your program or not. Commercial models are important for adoption.

Based on this point factors that enhance adoption rates include:

- Profit motivation: The product or program should allow the market to develop on its own merit, completely free of subsidies.
- Motivating users to adopt the technology by providing simple to use, in expensive and easily transferable technologies.

- Policies and laws might favor or disfavor your product or program. For instance, the Domestic Rain Water Harvesting study revealed that water and environmental policies in Kenya coupled with attempts to meet the Millennium development goals favor Rain Water Harvesting in Kenya.

Case Study 2 – Why a commercial model is important (Adopted from the Domestic Rainwater Harvesting Study)



The above photo shows a government water supply program that has stalled. This case was noted during a domestic rainwater harvesting study in Manyoni District, Tanzania. As is evident with most public projects, this water project collapsed due to poor maintenance made possible by lack of ownership among the consumers since they did not invest in it. Government and NGO subsidy programs hamper sustainable dissemination when a ‘give away’ option is the main strategy.

Case Study3 – Why a commercial model is important (Adopted from the Domestic Rainwater Harvesting Study)



The above photo shows a huge tank donated by a Faith based Organization (FBO). The case was noted in Kitui District in Kenya. As noted, there is a mismatch between the tank and the size of the roof; as such the roof catchment may never be able to fill up the tank. In this location, it was observed that,

whereas NGOs and FBOs play a major role in development related activities, this has created dependency, with most projects are run on full donation basis. These indicate attempts to leap frog technologies which are not easily transferable, with subsequent low adoption rates. This was the only tank in the village as neighbors wait to get a free one from FBO.

A key learning is that subsidies and donor funded projects are often not cost effective or sustainable. When you give out products for free there is no motivation to maintain products. They don't create a sense of ownership and cultivate dependency. Subsidies are not efficient in the market information feedback loop on the product for improvement, whereas when consumers have to pay for a product, the market feedback loop has the potential to be more efficient.

3.) Market research helps you determine the most suitable entry point into the market and to determine how to strategically position your idea, product, or program. The task of market research is to provide-current, reliable and valid information to make strategic and tactical decisions. Marketing decisions revolve around what is commonly known as the Marketing Mix or the four P's:

- Product
- Price
- Place (distribution)
- Promotion

Definitions

- Product:* This is the physical product or service offered to the consumer as well as services and conveniences that are part of the offering in case of a physical product.
- Price:* Refers to the cost of products. Decisions on price should take cognizance of profit margins and the probable pricing response of competing products. This should not only include the price list, but should also take into account discounts, financing and other options such as leasing.
- Place:* Place/Distribution makes reference to logistical issues, including transportation and distribution of products. The focus is on addressing inconveniences related to distance and cost to points of sale. Distribution decisions include market coverage, channel member selection, logistics and levels of service.
- Promotion:* Decisions made here revolve around communicating and selling to potential customers.

These 4 P's if optimally blended create a positive response from the target market and would lead to customer satisfaction if well controlled.

Each of the 4 P's is likely to face limitations that may vary with the program, idea, or product. It is therefore necessary that you determine the various plausible interventions. Brainstorming is important in determining possible interventions to these limitations. Out of the numerous possible solutions that you will generate, select the best option. An Evaluation Matrix can be used in determining the best option. An Evaluation Matrix is a decision making tool for evaluating and prioritizing choices.

How to use an evaluation matrix

The table below depicts some of the anticipated challenges that a domestic rain water harvesting facility might face under the 4 P's as was established through research, and possible solutions to each of the challenges.

Market mix	Foreseen Challenges?	Possible solutions?
Promotion	Limited or lack of awareness about the product, which may lead to low adoption rates.	1) Mass media 2) Road shows 3) Public meetings
Place	Inconveniences related to cost and long distances to point of sale.	4) Commercial retail outlets 5) Market days
Price	Lack of finance to purchase product	6) Micro-finance loaning programs 7) 'Merry go round' schemes
Product	Adoption risks, e.g. secondary contamination of water	8) Provide usage instructions through road show and PA system 9) Package inserts that contain written instructions and photo / diagrams

Using an evaluation Matrix, the various solution options were evaluated. It is important that more than one evaluator carries out the exercise as the process is subjective. The scores were then summed up under each marketing mix. The highest ranking option was the most suitable solution as is depicted in the table below. For instance, based on the ratings, mass media is the best way of solving the problem of lack of awareness about the product while using Market days to sell the product is the best way of solving the problem of inconveniences related to cost and long distances to points of sale etc.

Marketing issue	Solution options	Framework of beneficiaries	Management support	Cost of implementation	Expediency (Fast results)	Impact on final unit cost	Total scores
Promotion	1	3	4	4	4	4	19
	2	4	4	3	4	3	18
	3	2	1	1	4	2	10
Place	4	2	1	5	1	1	10
	5	4	5	3	4	3	19
Price	6	2	5	2	2	1	12
	7	4	4	4	4	4	20
Product	8	3	4	3	4	3	17
	9	4	5	3	4	3	19

- 4.) Market Research is also important in product trials. Through product trials:
- You can measure the product acceptance
 - You can establish the viability of the product
 - You will identify possible problem areas for improvement (out of experience)
 - You will come up with strategies that will ensure survival of your product. The feedback get from would be consumers will provide you with an opportunity to pick the pluses and drop the minuses of the product.
 - Assess customer reaction (from experience)

Additionally, through product trials, you can demonstrate and educate on how to use the product.

Finally what would happen if you didn't undertake a market research?

- You risk coming up with poor marketing strategies as you will be operating from uninformed point of view.
- Poor distribution channels – lack of information hence poor strategies.
- Product performance below expectations since demand was not established prior to gauge the impact of the product or program, neither was the product tested to gauge its practicality. This might lead to the rejection of the technology, program, or idea.
- You risk coming up with inappropriate product communication strategies when you do not have knowledge about the target market and/or beneficiaries.

Market research firms are valuable. NGOs don't have to do everything themselves especially when it's outside their skill set.

Panel 5: Conservation Cotton, Madagascar

**Conservation Cotton: A New Brand and its Value Chain Challenges - Helen Crowley,
Wildlife Conservation Society**
PowerPoint file: “CCI_Supply Chain_ARUSHA”

Organic Plus Cotton is cotton grown while conserving biodiversity in priority landscapes through an integrated approach which delivers sustainable livelihoods and social benefits by the production of new economically viable products.

Opportunities:

- Market ‘confirmed’ & strong partnership
- Story seed to shelf
- Cotton as Commodity or ‘Gourmet’
- Existing production in important sites

WCS was working in these areas and was looking into Alternative Livelihoods. EDUN makes high end clothes and T Shirts and they wanted to make all their products in Africa. Trade not Aid is the logo and Ali Hewson who is Bono’s (of the band U2) wife is the founder. They told us if you grow it, EDUN will buy it, and they wanted to tell the story Seed to Shelf. So those parts of the Value Chain were in place. There were supply chain challenges in all three countries where the project is: Madagascar, Zambia and Uganda. Yield is challenging with organic. Scale – weren’t producing a lot of cotton so how do we make sure the supply chain is willing to buy the cotton? We do have a loyal partner in EDUN but they don’t want to have to deal with the vertical integration and the supply chain challenges so we had to look for new partners that don’t compete with EDUN and complete them. We also had to keep the conservation link strong? And how do we monitor that it is achieving conservation goals.

Challenges:

- Quality, Yield & Scale
- Value Chain
- Vertical Integration and ‘loyal’
- New Partners?
- Conservation link
- Marketing message and certification

Branding and Certification Issues

Do we want to brand it and sell it as its own brand? Do we want to certify it Wildlife Friendly, Organic or Fair Trade? Other possible branding mechanisms include: “Made By,” “Cotton Made in Africa” (CmIA), and Better Cotton Initiative (BCI). EDUN is always thinking about how is this going to benefit the brand and get the message out.

Next steps in our Value Chain:

- Vertical integration
- From public to private
- New partners
- Gradual scaling

Conservation Cotton Case from Madagascar: Creating a Triple Bottom Line Product that Ensures Sustainable Livelihoods, Economic Returns, and Biodiversity Conservation
Nafis Hanitriniana Razafintsalama, Wildlife Conservation Society

PowerPoint file: “NAFIS TZ”

Conservation Cotton is a partnership between WCS and EDUN and EDUN LIVE. EDUN is a *socially conscious clothing* company launched by Ali Hewson and Bono with New York clothing designer Rogan Gregory. The mission is to create beautiful clothing while fostering sustainable employment in developing areas of the world. EDUN is at the forefront of *ethical fashion* and *organic clothing*.

In 2007, Edun & WCS established a partnership to create and launch the Conservation Cotton Initiative in Africa. The goal is to improve both the livelihoods of local people and environmental management through the development of a product that brings greater revenues to local farmers and adds value to both the local and global communities. The Conservation Cotton Initiative (CCI) promotes development of eco-friendly cotton farming around high biodiversity areas in Uganda, Zambia, and Madagascar to create sustainable livelihoods, enhance economic development, and ensure the conservation of wildlife.

Many poor rural people in Africa depend on cash crops such as cotton for their survival. By helping local farmers maximize their economic returns on cotton and at the same time developing social and environmental programs – there will change which will lead to much healthier people and healthier environment. A note about conventional cotton production; cotton is the world’s most important non-food agricultural commodity, but:

- It accounts for the release of \$2 billion of pesticides, a 1/3 of which are “hazardous” (WHO) which is 10% of all pesticides and 22% of all insecticides
- Global cotton demand has doubled in the last 30 years
- 99% of cotton farmer live in the developing world
- Worldwide 22-77 million workers suffer from acute pesticide poisoning
- Cotton production leads to the destruction of natural habitat

Conventional cotton production is environmentally unsustainable. It relies heavily on chemicals and inorganic fertilizers. Its production has adverse effects on human health and livelihoods, contributes to declining soil fertility and pollutes land and water.

The conservation cotton initiative will:

- support local farmers by linking them to a new global market
- provide the key to transforming destructive land use practices into a sustainable alternative
- go the extra mile to ensure sustainability; linking social programs and environmental programs such as wildlife conservation to conservation cotton production

Through training support and outreach, farmers will engage in new organic farming practices and will commit to conservation by stopping activities such as poaching, hunting and forest destruction.

Conservation Cotton initiatives will have clear **economic** benefits:

- Organic farms require no expense for chemical inputs and using other plants & plant products such as sunflowers for pest control.

- Organic cotton production involves the use of “rotational” crops such as peanuts and sunflowers. These crops as well as the honey produced from bees give farmers new and diversified sources of income.
- Global markets are growing for eco-friendly cotton and cotton products.
- *These factors contribute to farmers changing from conventional cotton production to more sustainable organic production.*

Conservation Cotton Initiatives (CCI) will have clear **social** benefits:

- Local farmers & their families will, for the first time in decades, receive incomes that are sustainable in the long term
- Farmers will be trained in new organic farming techniques
- Support education programs through local schools, teacher training, education materials and nature clubs
- Partner with health associations to deliver outreach programs in HIV, TB, STDs prevention, reproductive health and nutrition
- Support the development of community associations which will help local people towards management of their own resources and empowerment in cotton production
- Farmers and families’ health will be improved by the non-use of chemical products.

Conservation Cotton Initiatives will have clear **environmental** benefits:

- Conservation cotton production will give local communities a viable livelihood which will replace destructive and unsustainable resource use (e.g. poaching, forest destruction)
- Help protect important forest and other natural habitats which are home to endangered wildlife and which provide ecological services (e.g. Water) to local people
- Support the protection of national parks in partnership with national park services
- Organic cotton will stop the release of dangerous pesticides and insecticides which destroy ecosystems

Goals of Conservation Cotton Initiative (CCI)

- Build a successful farmer-based enterprise incorporating organic production
- Ensure that local farmers get the maximum benefits from organic farming through direct purchase and a higher premium price for organic cotton
- Promote a grow-to-sew production in several African countries, whereby not only the raw material of cotton but also the finished products such as T shirts and other apparel too, are produced in Africa
- Ensure that support to local cotton growing communities through improved farming and additional social programs leads to improved livelihoods
- Integrate conservation and sustainable land use practices into the cotton production process so that “conservation cotton” goes beyond just organic!
- Tell the story of conservation cotton so that it can be a model for showing how everyone can contribute to a better world!
- Promote a seed to shelf production in African countries, whereby not only raw materials but end products, too, are produced in Africa

CCI in Madagascar

This is the third year of implementation in Madagascar and we are the first to launch such a project in the country. In the SW of Madagascar, EDUN wanted something eco-friendly with direct environmental conservation. In the south of Madagascar there was conventional cotton farming and this gave them their

livelihoods but it also used pesticides. Cotton requires the most pesticide of any crop in the world and farmers were exposed to it and had health issues. People in this part of the country are very poor and cannot afford pesticides. So Conservation Cotton is also good for the farmers. We use organic pesticides and the raw materials for the pesticide are available in Madagascar. We have a Pilot Project with 45 farmers and they are very happy with the new techniques and new farmers are inquiring about becoming part of the projects. Farmers' Associations existed already because cotton was already a crop. We are working with these same associations. But we needed to create a new Conservation Contract with them. And because of the political crisis in Madagascar the major cotton buyer pulled out.

Challenges: cotton farming is expensive and the cotton farmers need investment up front – most buyers wouldn't accept this. There is a need up front investment.

Right now 15% of the sale of the final T Shirt goes back to the social and environmental needs. But the company wants a \$2 Conservation Cotton wholesale T Shirt which is very hard to produce.

Concluding Remarks: Understand industry cost structures. There are many externalities. And we need to prioritize – you will need to make some trade off's. Slowly work with your buyers to increase the price but also be realistic – there is an upper limit to what consumers will pay.

Panel 6: FSC, Organic, Fair Trade, Global Gap, EcoCert, Wildlife Friendly Certifications, and New and Evolving Web-based Marketing for Conservation Products: What are they and can they be helpful for small-scale producers?

Open Panel, Parbat Gurung, Julien Chupin, Edwin Munene Gitaari, Julie Stein, Nestor Raveloson) and Plenary discussion facilitated by Ann Koontz
PowerPoint Presentation: “EcoLabelPP-FINAL”

Resource Materials on all the certifications programs discussed during the workshop and presented in the cases are found in Annex A, which was a handout and used for the plenary discussion during the workshop. Julie Stain reviewed the certification programs and introduced two web-based marketing companies – World of Good by Ebay and Worldstock at Overstock.com, both of which have an emphasis on conservation and social issues in buyer purchasing practices. Nestor Raveloson, from Ecocert concluded this panel by presenting more in depth information on organic and fair trade certifications and the operations of Ecocert, an organization that handles multiple certification programs.

Ecocert Certification, Organic Certification and Fair Trade Certification, Nestor Raveloson, Ecocert, Madagascar and East Africa
No PowerPoint

A pioneering company founded in 1991 in the organic farming sector, Ecocert is an inspection and certification body operating in 80 countries. Since its creation, Ecocert has acquired experience and know how that have enabled it to develop its scope of activities including control of inputs, cosmetics, natural cleaning products, home perfume, textile sectors, fair trade, food quality and safety, and corporate management systems. The organic and fair trade certification are identified as key functions that might support the development of business in the private sector and are presented below.

Organic Certification

Organic agriculture is defined as a system that involves restriction of the use of artificial inputs like chemo-synthetic fertilizers and pesticides. Instead it allows the laws of nature to increase both agricultural yields and disease resistance. The system promotes the use or recycling of natural resources in a manner that the practices should not have negative impact on the environment and the health of the consumer. A product can be marketed as organic only after inspection and certification that guarantees the conformity of the product to a recognized standard. Ecocert is accredited by a European organization (COFRAC) to do such certification.

The process of certification will cover the entire chain of operation starting from the field to the sale of the finished product. In the process of the certification, an inspector is assigned to verify compliance with the requirements of the standard. Particularly, the verification will focus on the practices, procedures and documentation of the applicant. The following principles apply:

- An organic certified product must be protected and isolated from any risk of contamination through all the process. Only allowed inputs as per the standard can be applied in the field or

during processing. During storage and transport, the product must be handled in a manner that any risk of contamination is avoided by using clean space, clean materials, closed packaging, etc.

- Mixing of organic and non organic product is not allowed. Organic product must be separated from non organic product. For example during storage or transport, the organic product must be clearly identified as such to differentiate it from conventional product.
- In order to ensure the verification of the practices, each stage of the operation must also be documented. The implementation of a traceability system is a MUST for a certified organic product. The recording system (including field diary, harvesting records, stock store records, processing records, invoices, etc) and the identification lot system are used as key functions for traceability of the operation.
- In the case of wild collection, the operator seeking organic certification has to assure the sustainability of his operation. The harvest should not affect the stability of the species and ecosystem involved.
- For the case of groups of small scale farmers, the operator has to set up an Internal Control system (ICS) that will ensure internally that each member complies with the organic standard. The ICS must sensitize, contract and inspect each farmer before an external audit is conducted. The ICS activities must be documented and carried out according to predefined procedures (quality manual) established by the operator. An ICS coordinator who can be assisted by field officers will be assigned to conduct the activities of the ICS. The external audit will do an inspection on a sample of farmers if the project has a well structured internal control system (organization, documentation). This will reduce the cost of certification.
- For the processing unit, the inspection consists of the verification of the conformity of the inputs (including cleaning agents, additives and processing aids).

The operator may apply for different types of certification according to the market targeted. Ecocert is accredited with most of the international standards: EU (834/2007) and NOP (US market), JAS (Japanese market), GOTS (textile).

Fair Trade Certification

The operational implementation of Ecocert Fair Trade (EFT) Standards control and certification scheme shows four main features:

- vision of the entire commodity chain
- modular commitment : an operator can bear the responsibility for one or more other upstream (and sometimes downstream) operators, and becomes then an operator in charge;
- retailer's commitment is optional (voluntary): each retailer may either sign a commitment contract or not.

1. Modular chain approach

EFT certification scheme is modular since each operator can apply individually, no matter its position along the chain (producer, processor, exporter, importer, and retailer). This commitment is contractual. The number of buying/selling cycles for food commodity chains is limited to four (final sale to the consumer not included), in order to promote short chains. In the case of a specific processing operation, the maximum number of purchase and resale cycles is limited to five. An EFT certificate of conformity is

given to each operator under contract with Ecocert; provided the inspection report leads to a positive certification decision.

The commodity chain vision derives from two principles:

The EFT commodity certificate cannot be issued before each operator owns its own certificate (or is covered by a certificate owned by its operator in charge). The commodity certificate will be given to the operator who bears the responsibility of the labeling (or marketing manager).

Any transaction between operators requires that both seller and buyer own a certificate.

2. Support operator

The support operator is a purchaser committed to Ecocert. He is responsible for the technical and commercial support provided to the production organization, and acts as guarantor in this respect. The support will either be provided by the support operator himself, or will be delegated to another person.

3. Marketing manager

The EFT standards define “marketing manager” as an operator who is responsible for communicating information on the product or service provided to the end consumer. For a product, the marketing manager is the person responsible for the product’s labeling. He is responsible for the transparency of the information given to the consumer, raising public awareness, and participation in the debate. He is the sole holder of the “Commodity Certificate of Conformity”.

4. Operator in charge

An operator can require to contractually bear the responsibility on behalf of other operators upstream in the chain (or even downstream). It becomes then an operator in charge of a set of operators, with respect to Ecocert. The operator in charge is the sole owner of the EFT certificate covering the length of the chain made of the set of operators for which it declares itself in charge.

EFT Points of Control

There are 43 criteria to comply with in the standards and these are grouped in four categories: **social, economic, environmental, transparency.**

1. Control points conveying social responsibility

Organizational Design: Producers and workers are grouped together in specific types of organizations: organizations adapted to the cultural context (cooperative), plantations (subject to eligibility), or, more broadly, associations with a project executing agency.

Participatory and democratic functioning - there is a participatory authority in place, which has collective management control of the organization:

- Respect for the eight conventions of the International Labour Organization (no child labor, no forced labor, freedom of association and collective bargaining, appropriate conditions of work and remuneration, freedom to form a trade union, no discrimination, integration of handicapped workers).
- Weekly Hours of Work - These do not exceed 48 hours, or they conform to local legislation if this is more restrictive. Overtime does not exceed 12 hours per week, or the limit dictated by local legislation if this is more restrictive. The Employment Relationship is clearly established (oral and written contracts).

- Remuneration - The wage or salary is paid, and these payments can be proven. Employees receive a salary equal to or greater than the regional average and the official minimum wage, if it exists, in the sector concerned.
- Safety and Hygiene - Unprotected workers do not handle dangerous products. Workers have access to potable water and washroom facilities. The risks of accident and illness likely to arise in the production or processing organizations are covered by a minimal system of prevention and insurance, put in place by the production organization itself. Training is ensured. Persons handling dangerous products are equipped with protective clothing.

2. Control points conveying economic solidarity

Buyer obligations

- Partnership Funds - There is a partnership fund supplied by the buyer to finance activities of general interest. The objective of the partnership fund is to finance activities decided democratically.
- Calculation of Minimum Prices and Wages - The price/wage paid to the producer/worker is defined for each commodity. It is justified by the buyer and validated by Ecocert. This implies a calculation of the equivalent hourly remuneration. The payment is made immediately or at the time of the submission of documentation. Remuneration ensures profitability of the activity, as well as economic, social, and cultural development. In the case of fluctuations greater than 10% on the rate of exchange of the local currency, a revision of the guaranteed minimum price/wage is made.
- Long term commitment - A significant moral and material commitment in the long term (usually a contract lasting a minimum of three years) is expected on the part of the operator. He is in contact with the producer organization right from the first year of production.
- Contract Obligations and Content - The contract established between the cooperative (or producer organization) and the buyer comprises at least the 13 clauses defined in the AFNOR AC X 50-340 agreement¹. (These clauses are listed in the appendix to the EFT standards.).
- Minimum volumes - Contractual commitments are dependent upon minimum volumes, agreed to contractually two years before production (except in special cases).
- Pre-financing - Partial or total pre-financing of product is permitted, in the form of a prepayment, after negotiation with the producer organization, if it has requested it. The standards do not define a minimum or maximum in this regard.

Support operator obligations

- Support - The operator establishes a technical backstopping (staff training, advisory services) and a commercial support (market studies, recommendations for adaptation of supply to demand, quality improvements to the product, etc.) in a business strategy document.
- Impact study - An independent impact study will evaluate the effect of the project on the producer organization and/or processing organization, as well as on the core population. ¹ AFNOR is the French ISO counterpart.
- Control and Certification Costs - Costs related to monitoring conformity to these standards are borne by the support operator.

- Added value in the producer country - Maximization of on-site processing is desirable (subject to the level of quality required).
- Proximity supply - Local and regional markets are canvassed in order to reduce the dependence of the commodity on export markets. Exports may not weaken the supply to populations living in the area of production and/or increase the local cost of basic foodstuffs.
- Commercial cooperation -The practice of awarding “backhanders” is prohibited (committed retailers).
- Profit Margin Limits: In the consumer country, the profit margins of operators, including committed retailers, are less than or equal to those generally held to be average in the profession for similar conventional products.

3. Control points conveying environmental responsibility and consumer protection

- Good agricultural practices - Agricultural techniques which have a destructive or seriously negative effect on the environment are prohibited (ban on toxic substances, chemical destruction of forests). Certain pesticides are prohibited right from the first year of production. Organic agriculture is required for cotton, bananas, and flowers.
- Mixed Products - Irradiation of foodstuffs is prohibited. In addition to local legislation, the following additives are prohibited: E124, E127, E128, and E129 (as per EU classification).
- Non Food Products - Cosmetics: the standards define two different labels, “*Fair Trade Cosmetic products*”, and “*Cosmetic products containing Fair Trade ingredients*”. In both cases, an *ecological or organic cosmetic* certification (acknowledged by the EFT Technical Committee) is required.
- Textiles: the standards define two different labels, “*Fair Trade Textiles*” and “*Textiles based on Fair Trade fibers.*” The final product must be certified “*organic textile or textile based on organic fibers.*” Handicrafts: only integrated chains are eligible.
- Energy Matters - Greenhouse crops must be heated using renewable energy. It is prohibited to cultivate plants that are badly adapted to local natural conditions, or off-season crops in greenhouses.
- Protection of biodiversity - The CITES convention on animal and plant species protected internationally is respected. The method of harvesting does not affect the natural habitat or the survival of the species in the area. Deforestation, wood coming from primary forests, and GMOs are prohibited.
- GMO - Any use of GMOs at any stage of production or processing whatsoever is prohibited.
- Transport - Where merchandise is transported by air, the operator must provide a valid justification for this (such as perishable product, or absence of alternative forms of transport).
- Packaging - Packaging is minimized. PVC, polystyrene, and bio-fragmented plastics are prohibited.

4. Control points conveying information transparency

- Mixed Products - Mixed products have to be evaluated according to minimum eligibility criteria for each of the ingredients. A product may not contain the same ingredient or raw product derived in part from a source certified as fair trade (such as EFT) and another source which is not certified as fair trade.
- Labeling - Labeling includes a compulsory mention of an Internet website, and other compulsory information (country of origin, value added by the producer).
- Mixed Operators - Strict measures to enforce separation are undertaken in order to ensure supply flows conforming to EFT standards are not mixed up with non-certified supplies.
- Communication - The description of the commodity chain, with social context, project features, minimum price, pre-financing level, etc. is communicated to the consumer (through an Internet website mainly). This information will be detailed: use of the social funds, pictures, project history, profit margin along the commodity chain, minimum price, etc.
- Communication about the product -Labeling that includes the name, reference to the standard certification, and the logo on the product is compulsory.
- Public debate and advocacy - The marketing manager commits to participate in Fair Trade meetings, debates, workshops and/or campaigns.

Conclusion and Wrap Up

Ann Koontz facilitated the conclusion of the workshop proper, by first reviewing the day three field trip to Tarangire National Park and the African Wildlife Foundation assisted Manyara Ranch Project.

Tarangire and Manyara Ranch – Livestock Value Chain

The field trip included a visit to the national park to see the landscape and biodiversity and learn about the threats (fragmentation of wildlife corridors for migration, expansion of farm land, conflicts with livestock and wild animals, and poaching). The group then visited the Manyara Ranch which using an innovative Land Conservation Trust mechanism and improvements in the beef value chain, got fencing stopped to keep the wildlife corridor open. The Manyara ranch was in danger of being sold to private investors who planned to fence the area and run a livestock operation. AWF helped the local Maasai get the land put into the Land Conservation Trust, with the condition of no fencing. But leaving the wildlife corridor open has direct economic costs to livestock operations (disease transmission between wildlife and cattle, predators killing cattle, and competition for grazing areas and water). Despite the Manyara Ranch area looking more degraded than the national park, a large abundance of wildlife was found in the ranch area. The workshop participants got to visit the slaughter house and planned feed lot area that is under construction. AWF is helping the Maasai to improve their livestock productivity and income earned per head of cattle by investing in breed improvement, veterinary care, fattening operations (feedlot), and the local slaughter house. These combined value chain and conservation interventions are expected to at least double the income per head of cattle, while keeping the wildlife corridor open.

The wrap up included an evaluation of the workshop, with participants completing evaluation cards. A review of key workshop learning across the cases is summarized below and concluded the day.

- Most, if not all payment for ecosystem services (PES) enterprises/deals are dependent on external assistance for both expertise and funding to get deals going. This does not mean that there has to be 100% donor funding or “give away” programs, but rather that the private sector alone cannot take on the risk of getting these new market opportunities up and running. The private sector, both locally and internationally have an important role to play in partnership with NGOs and donors.
- An understanding of the value chain’s basic cost structure is essential to determine if there is a good match for incorporating conservation and social objectives into a product and assessing the amount of effort to transform the value chain. Value chains that have already made distinctions between commodities and specialty products within their industry hold the most promise. For example – cotton as a commodity; but organic, conservation cotton as a specialty product; farmed essential oils as a commodity; but forest stewardship council (FSC) certified wild harvested essential oils as a specialty product.
- Be aware of timing issues related to getting involved with different functions of the value chain. It is important to have an overall picture of the value chain and how it relates to your conservation and social goals at the start of your work, but each of the cases took years to phase in a variety of interventions. Invest in understanding the value chain and establishing a structure for incremental interventions. This allows target beneficiaries to build capacity and for trust building among the participants (government, NGOs, community, and private sector).
- Recognize that certification programs are and will remain controversial, but for many products they are becoming the price of entry to even be considered by buyers. This was shown in the Avocado and essential oils cases. As Julie Stein presented in her green marketing trends presentation “There are challenges and opportunities related to these labels. Currently there are over 400 labels available in the marketplace and there are efforts underway to harmonize across

labels to reduce consumer confusion. But in a 2007 survey, 75% of Lifestyles of Health and Sustainability (LOHAS) consumers agreed that a seal or certification mark indicating a product is environmentally friendly raises the likelihood that they will purchase it.” So despite confusion over labels, consumers are demanding them and industry is responding by seeking them out in their purchasing practices.

- Still, don't rush into certification. Understand the different stages of product development and timing of certification. Certification should only be pursued when your product can compete based on quality, price, and quantities needed by the target specialty buyer. No certification can overcome a poor quality product that is priced well above industry price structures. Ideally, you should first have had initial negotiations with target buyers and determine that they do require the certification.
- To access green and socially responsible markets, storytelling is a very important component to the industry buyer and the end consumer. Buyers who purchase green products want to know the story behind the product, so start documenting your conservation and social messages in a compelling manner.
- Finally the cases emphasized the need to develop a robust product mix as it is unlikely that one product can provide sufficient incentives and support to communities to maintain conservation efforts and improve their economic and social conditions. The cases and participants stressed the importance of how early capacity building can be leveraged in later enterprises. This is especially the case with the evolving carbon, water and biodiversity markets which stress the need for an Access and Benefit Sharing (ABS) framework so that $ABS = conservation + local development > economic drivers of deforestation$. How to ensure that the advantages and benefits reach the local level and enhance participation of the traditional population continues to be a challenge. One of the reported advantages for groups that have gone through the rigor of the higher quality certification programs is the increased transparency and work on equitable benefits sharing arrangements they have had to implement. The cases also reported that the certification programs required them to build capacity and increase the professionalism of their enterprises, which allowed them to access higher quality buyers and be better positioned to build a portfolio of PES enterprises.



ANNEX A - Eco Labels, Certification Schemes and Online Retailers



TRANSLINKS

Linking Natural Resources, Economic Growth and Good Governance

Value Chain Cases in the Context of Conservation Marketing and Certification

WORKSHOP IN ARUSHA, TANZANIA – JUNE 25 - 27, 2009

Hosted by EnterpriseWorks/VITA

Branding and Marketing Strategies for Conservation Products: Eco Labels, Certification Schemes and Online Retailers



Forest Stewardship Council

www.fsc.org

The Forest Stewardship Council (FSC) was created to change the dialogue about and the practice of sustainable forestry worldwide. In forests around the world, logging still contributes to habitat destruction, water pollution, displacement of indigenous peoples, and violence against people who work in the forest and the wildlife that dwells there. Many consumers of wood and paper, and many forest products companies believe that the link between logging and these negative impacts can be broken, and that forests can be managed and protected at the same time.

FSC has developed a set of 10 Principles and 56 Criteria for forest management that address legal issues, indigenous rights, labor rights, and environmental impacts surrounding forest management and are applicable to all FSC-certified forests throughout the world. The FSC standards represent the world's strongest system for guiding forest management toward sustainable outcomes and includes stakeholders with diverse perspectives on what represents a well-managed, sustainable forest. The FSC standards have been applied in over 57 countries around the world.

FSC accredited, independent, "3rd party" certification bodies or "certifiers" certify forests. This allows FSC to remain outside of the assessment process, and supports the integrity of the standard. Certifiers evaluate both forest management activities (forest certification) and tracking of forest products (chain-of-custody certification). Certifiers engage in a contractual relationship with the landowner/manager to assess forest management against the FSC standard approved for the region where the forest is located. The assessment summary report is made public, while at the same time keeping the company's proprietary information confidential. If the forest management operations qualify for certification, the landowner can sign a certification contract resulting in their being "certified." The contract's duration is 5 years and is supplemented by annual audits to verify that the terms of the contract are being followed.

For companies who manufacture or trade certified products, a different form of certification applies which tracks materials as they leave the forest and become products downstream. This "chain of custody" (COC) certification process is like any inventory control system. COC allows products to be segregated and identified as having come from a particular source—in this case, an FSC-certified forest. FSC's model of certification allows products that flow from certified forests to enter the marketplace with a credential that is unique. Any FSC labeled product can be traced back to a certified source and is the link between consumer preference and responsible, on the ground forest management.

GlobalGap

www.globalgap.org

GlobalGap began as EUREPGAP in 1997 and was an initiative driven by British retailers in conjunction with supermarkets in continental Europe. They reacted to

growing concerns of consumers regarding product safety, environmental and labor standards and decided to harmonize across standards.

The development of common standards was also in the interest of producers who often had to undergo multiple audits against different criteria every year. EUREP worked on harmonizing standards for the development of Good Agricultural Practices (G.A.P.) in conventional agriculture including highlighting the importance of Integrated Crop Management and a responsible approach to worker welfare. Over the next 10 years a growing number of producers and retailers around the globe joined in which also coincided with the emergence of globalised trading. EUREPGAP began to gain in global significance and was rebranded as GLOBALGAP.

GLOBALGAP is a private sector body that sets voluntary standards for the certification of agricultural products (including Crops, Livestock and Aquaculture) around the globe. The aim is to establish one standard for Good Agricultural Practice (G.A.P.) with different product applications capable of being applied to the whole of global agriculture.

GLOBALGAP is a pre-farm-gate standard, which means that the certificate covers the process of the certified product from farm inputs like feed or seedlings and all the farming activities until the product leaves the farm. GLOBALGAP is a business-to-business label and is therefore not directly visible to consumers. GLOBALGAP certification is carried out by more than 100 independent and accredited certification bodies in more than 80 countries. It is open to producers worldwide and includes annual inspections of producers and additional unannounced inspections.

As many certification systems had been in place prior to the existence of GLOBALGAP, existing farm assurance schemes that have successfully completed their benchmarking process are recognized as an equivalent to GLOBALGAP. The standard serves as a global reference system for existing standards and can easily be applied by all parties of the primary food sector. GLOBALGAP operates like a satellite navigation system. It equips members with a reliable tool kit, which allows each partner in the supply chain to position themselves in a global market with respect to consumer requirements.

International Federation of Organic Agricultural Movements (IFOAM)

www.ifoam.org

IFOAM is the worldwide umbrella organization for the organic movement, uniting more than 750 member organizations in 108 countries. Organic trade is a rapidly growing reality all over the world. The growth rates of the organic sector demonstrate that organic products are moving from the “niche” and entering mainstream markets. The total land under certified organic production worldwide has reached over 26 Million hectares. IFOAM is at the center of this development.

International Relationships

IFOAM actively participates in international agricultural and environmental negotiations with the United Nations and multilateral institutions to further the interests of the organic agricultural movement worldwide. IFOAM is uniquely recognized for taking on this important role. The introduction of the Principles of Organic Agriculture and the recognition of IFOAM by international institutions are of enormous importance for the further development of organic agriculture.

The Organic Guarantee System

IFOAM provides a market guarantee for integrity of organic claims. The Organic Guarantee System (OGS) unites the organic world through a common system of standards, verification and market identity. It fosters equivalence among participating IFOAM accredited certifiers, paving the way for more orderly and reliable trade whilst acknowledging consumer trust in the organic ‘brand.’ IFOAM's Organic Guarantee System (OGS) is designed to a) facilitate the development of organic standards and third-party certification worldwide, and to b) provide an international guarantee of these standards and organic certification.

US Department of Agriculture (USDA) National Organic Program

www.ams.usda.gov/AMSV1.0/nop

U.S. producers are turning to certified organic farming systems as a potential way to lower input costs, decrease reliance on nonrenewable resources, capture high-value markets and premium prices, and boost farm income. Organic farming systems rely on ecologically based practices such as cultural and biological pest management, exclusion of all synthetic chemicals, antibiotics, and hormones in crop and livestock production. USDA's National Organic Program regulates the standards for any farm, wild crop harvesting, or handling operation that wants to sell an agricultural product as organically produced. The National Organic Program and the Organic Foods Production Act are intended to assure consumers that the organic foods they purchase are produced, processed, and certified to be consistent with national organic standards and the USDA has set requirements for the importing and exporting of organic products.

Fair Trade Labeling Organizations International (FLO) www.fairtrade.net

Fair trade is an alternative approach to conventional trade and is based on a partnership between producers and consumers that envisions a just and sustainable global economic system in which purchasing and production choices are made with concern for the well-being of people and the environment, creating a world where all people have viable economic options to meet their own needs. Fair trade offers consumers a powerful way to reduce poverty through their every day shopping and seeks to alleviate poverty by continually and significantly expanding the practice of trade that values the labor and

dignity of all people.

When a product carries the FAIRTRADE Mark it means the producers and traders have met Fair trade standards. The standards are designed to address the imbalance of power in trading relationships, unstable markets and the injustices of conventional trade.

FLO is a non-profit, multi stakeholder body that sets Fair trade standards and supports producers. FLO is made up of 24 members around the world, including 19 Labeling Initiatives, 3 Producer Networks and 2 Associate Members, who produce or promote products that carry the FAIRTRADE Certification Mark. These members developed the Fair trade labeling model, and are responsible for decision making within FLO. FLO coordinates Fair trade labeling at an international level including: 1) Setting international Fair trade standards; 2) Organizing support for producers around the world; 3) Developing global Fair trade strategy; and 4) Promoting trade justice internationally.

Max Havelaar Foundation

www.maxhavelaar.nl/english

The Max Havelaar Foundation is the independent campaigning and certification organization behind the Fair trade Mark. Max Havelaar licenses the use of the Fair trade Mark on products in the Netherlands in accordance with internationally agreed Fair trade standards. The Max Havelaar Foundation is committed to tackling poverty and injustice through trade, and is a member of Fair trade Labeling Organizations International (FLO).

Fair Trade Federation

www.fairtradefederation.org

The Fair Trade Federation is the trade association that strengthens and promotes North American organizations fully committed to fair trade. The Federation is part of the global fair trade movement, building equitable and sustainable trading partnerships and creating opportunities to alleviate poverty. The Fair Trade Federation values trading relationships that distribute power, risks and rewards more equitably and believes that trade should be used as a tool to help alleviate poverty, reduce inequality, and create opportunities for people to help themselves. Trade should promote fair compensation, safe and healthy conditions, direct and long-term relationships, transparent business practices, and workplaces free from discrimination and forced child labor. When trade encompasses these practices, the lives of all people and their communities improve.

ECOCERT

www.ecocert.com

ECOCERT is a pioneering company founded in 1991 on strong ethical values, inherited from the agro-organic associative movement of the 1970s. Since its creation, Ecocert has been actively involved in environment protection and social responsibility. Ecocert certifies a wide range of products and services including organic cosmetics, fair trade products, organic textiles, organic farming and inputs, ecological green spaces, organic home fragrance and cleaning products. As an international certification body, Ecocert has been accredited to ISO Guide 65 by internationally recognized governmental authorities, ensuring complete confidentiality, independence, impartiality, and competence in the delivery of its certification services. Ecocert's guiding principles are respect for cultures and local job creation.

By building the support of consumers, ECOCERT has become a leader in organic certification around the world and certifies over 70% of producers in France and is recognized by government authorities in more than 80 countries. ECOCERT is accredited for USDA NOP certification (National Organic Program) and for JAS certification (Japan Agriculture Standards). ECOCERT is approved in the European Union via its subsidiaries in France, Germany, Spain and Portugal and is approved for control or certification according to specific national regulations in China, Costa Rica, Madagascar, India, Tunisia, and Turkey.

Ecocert's main activities are:

1. Inspection and Certification – Guaranteeing the rigor of applied standards on products, systems or services
2. Setting of Standards – Setting standards based on objective and measurable criteria
3. Training – Sharing expertise in the fields of regulation, audit management, food safety, traceability, and management systems (environmental, quality and security)

Wildlife Friendly Enterprise Network (WFEN)

www.wildlifefriendly.org

Wildlife Friendly is an eco-label that links wildlife conservation to economic opportunity. By providing financial incentive for the use of conservation practices and joining urban consumers with rural producers on a global scale, Wildlife Friendly offers a new tool for conservation. It is the only certification label that conserves threatened wildlife while contributing to the economic vitality of rural communities. Wildlife Friendly also consolidates lessons on best enterprise development and wildlife protection and monitoring practices from around the world that are very much needed to successfully combine conservation and fair trade. Certified Wildlife Friendly™ products support the triple bottom line - sustainably produced quality products; wildlife protection; and fair wages. The Certified Wildlife Friendly™ label on food, apparel, cosmetics and other products means best practices for wildlife conservation, as well as fair wages and improved livelihoods.

Formally organized in 2007, the WFEN is a consortium of conservationists, businesses, and agricultural producers bringing quality products to market in order to tell the story of human-wildlife coexistence. Clothing, handicrafts and foodstuffs from Kenya, Ecuador, Cambodia and Nepal are our first certified products. By harnessing the power of the market, Certified Wildlife Friendly™ shatters the paradigm of people vs. nature and provides a critical mechanism for saving threatened species from extinction.

Wildlife Friendly Certification Criteria:

- The product contributes directly to *in situ* conservation of key species*
- Production has a positive impact on the local economy
- Communities living with wildlife participate in the production, harvest, processing or manufacture of the product.
- The product's conservation mission includes a clear enforcement mechanism
- Producers and/or NGO and other partners strive to monitor the impact of production activities on wildlife in order to ensure that practices benefit species of concern
- A product that contributes to or fosters consumptive use of wildlife in any way will face a highly critical review

*A key species is any terrestrial species defined by the IUCN Red List of Threatened Species as critically endangered, endangered or vulnerable. WFEN also defines key species to include other species that are important in the local context; therefore WFEN may certify products that confer protection on other species of concern on a case-by-case basis. Wildlife Friendly certification does not allow trophy hunting or commercial hunting by the applicant under any circumstances. On a case-by-case basis, producers that allow hunting of non-key species for subsistence, or cultural use may be certified. For producers in this category, a higher level of scrutiny and monitoring will be required by WFEN.

World of Good by eBay

www.worldofgood.ebay.com

World of Good by eBay is a new initiative launched in September 2008 and is a partnership between an organization called World of Good, Inc. and online auction giant eBay. The partnership was formed with the idea that there is a growing consumer need for trusted information, and for transparency into how and where products are made. The World of Good by eBay tagline is "Where your Shopping Shapes the World." Both World of Good and Worldstock.com (see following fact sheet) are based on the principles of the LOHAS, or Lifestyles of Health and Sustainability, consumer. An added benefit of listing your products on World of Good by eBay is that every product listed on World of Good also gets a complimentary listing on the regular eBay site that reaches millions of global consumers. Listing products on World of Good by eBay is a stepwise process and the first step is to affiliate with what World of Good by eBay calls a Trust Provider.

World of Good by eBay's mission is to provide a trusted platform where individuals can create positive change through commerce, as part of a global community with the belief that a growing number of individuals want to understand how the choices they make impact people and the planet. They meet this mission by using Trust Providers to screen products prior to being able to list products on World of Good by eBay. Established Trust Providers are considered the cornerstone of World of Good by eBay. Trust Providers encourage transparency within supply chains, promote ecological sustainability, economic empowerment, and ethical business practices. There are currently 36 Trust Providers and examples include the Wildlife Friendly Enterprise Network (WFEN), Fair Trade Certified, Forest Stewardship Council (FSC), and Rainforest Alliance. After affiliating with a Trust Provider you will also need to become an eBay seller and complete the World of Good by eBay Seller Application online.

The combined listing fees on World of Good by eBay including the site's listing fee and costs associated with setting up a PayPal account will add approximately 15% to the cost of your product. World of Good by eBay has also developed a program to help Sellers and Producer Groups who don't have the time, experience, Internet connection, or otherwise lack capacity to apply and sell online. This initiative is called the Marketplace Access Program (MAP) and puts Sellers in contact with 'MAP Agents.' Map Agents are experienced eBay sellers who help qualified producers manage their listings and sales on the site. MAP Agents can help with warehousing, shipping logistics, marketing expertise, language proficiency, payments, returns, etc. Some MAP Agents sell goods on consignment for a fee. Others buy goods outright in order to resell them on behalf of a producer or producer group. MAP Agents are independent business people who play the role of Distributors and beyond for Sellers.

Worldstock.com on Overstock.com

www.Overstock.com/Worldstock

Worldstock.com is a project of popular online reseller Overstock.com. Overstock.com was conceived as an Internet outlet store designed with one mission according to Founder and CEO Patrick Byrne: to create an e-retailer optimized for liquidation. That is, "to work within fractured supply channels of numerous, scattered vendors, scooping up products in lots too small to be moved efficiently through mass retail." In 2001 Byrne founded Worldstock.com as a store within Overstock.com and its mission is his personal passion. Since Overstock.com's main business is bringing small lots to consumers at affordable prices and Byrne recognized that this is the same structure needed to help small scale artisans around the world sell their products the concept was a natural fit for the online retailer. Company principles include cultural, environmental and economic sustainability and the company prides itself on their razor thin margins and fair negotiation practices. Worldstock.com also puts a particular emphasis on sustainability by choosing items that are environmentally sound, and that do not destroy the natural or human resources of their producers. And unlike their parent company Overstock.com, their goal is not to make money, but rather to create jobs in the poorest regions of the world, while bringing customers unique products of which they can be proud.

Worldstock.com often works directly with local producer groups and even assists with product development through partnerships with experts in this field such as Aid to Artisans. Beautiful pictures and great stories are crucial to help the consumer understand that these products are unique and to highlight cultural diversity. To submit a product for consideration by Worldstock.com the best initial approach is through email and you should include photos and pricing information. If Worldstock.com is interested in your product they will ask for samples to verify quality.

As for the logistics of shipping and warehousing Worldstock.com works in two ways. They have a drop ship program that uses distributors around the country who source hand made products for, and who sign a standard agreement with Worldstock.com. These distributors then own the inventory themselves and deal directly with the artisan groups. They drop ship products from their U.S. warehouses to Worldstock.com and the cost of shipping is built into the wholesale price of the products. In other cases Worldstock.com buys directly from the artisan group and has a freight forwarder who takes care of all the logistics transporting product in shipping containers to Salt Lake City, Utah where Worldstock.com is based.

ANNEX B – Participants List

Value Chain Cases in the Context of Conservation Marketing and Certification

WORKSHOP IN ARUSHA, TANZANIA – JUNE 25 - 27, 2009 Participant's List

1. Thadeua Biamungu, African Wildlife Foundation (AWF)
2. Julien Chupin, Man and the Environment
3. Helen Crowley, Wildlife Conservation Society (WCS)
4. Francis Damas, EnterpriseWorks/VITA (EWV) Tanzania
5. Alexander Fernando, ACDI/VOCA
6. Michael Fredericksen, EWV Tanzania
7. Parbat Gurang, Himalayan Biotrade Pvt. Ltd.
8. Carter Ingram, WCS
9. Asukile Kajuni, USAID Tanzania
10. Steven Kiruswa, AWF
11. Ann Koontz, EWV DC
12. Erasto Lameck, EWV Tanzania
13. Gerson Mollel, AWF
14. Edwin Munene Gitaari, EWV Tanzania
15. Leonard Nemushai, Kimana, Kenya
16. Rama Ngatoluwa, Tanzania Land Conservation Trust
17. John Oitaos, Kimana, Community-Based Organization
18. Nestor Raveloson, EcoCert
19. Nafis Hanitriniana Razafintsalama, WCS Madagascar
20. Alice Ruhweza, Forest Trends
21. Josephine Simon, AWF
22. Jason Sircely, Earth Institute
23. Kimberly Hickok Smith, Fintrac
24. Julie Stein, Wildlife Friendly Enterprise Network
25. Amani Temu (Operations Officer),TAHA
26. Evangeline Wanyam, Steadman