



# SEED

annualreport

December 2012

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# 1. Foreword by Chris Whaley, Chairman, SEED Board

I was delighted to take over the chairmanship of the SEED Board from Jonathan Tillson in May - just before Rio+20, the centrepiece of the international sustainable development agenda in 2012.

Rio+20 provided a platform for SEED to showcase its achievements since its foundation 10 years ago by UNEP, UNDP and IUCN at the World Summit on Sustainable Development. A joint SEED-UN session at the Partnership Forum highlighted the innovative and locally-grounded approaches of sustainable development entrepreneurs and the considerable potential of the green economy to create jobs, including for youth. This was also an opportunity to note the difficulties such enterprises face: lack of adequate financing, reporting channels, skills development, access to markets, access to research and technology, and enabling policy frameworks. These are reflected in 'The Future We Want' which acknowledges the importance of cooperatives and small micro and medium-sized enterprises in improving livelihoods, contributing to social inclusion and poverty reduction, and supports national efforts to provide new job opportunities to the poor in rural and urban areas. It gives further impetus therefore to SEED's mission to support grassroots sustainable development enterprises. The meeting was opened by the Minister of the Environment of Sweden, and closed by the Vice-Minister of the Environment of Colombia.

The 2011-2012 SEED Cycle rewarded 35 start-up enterprises – more than ever before. It included, for the first time, a Gender Equality Award sponsored by UN Women which was won by a women's cooperative in Nepal. We have had encouraging progress reports from many previous SEED winners, about the contributions they are making to the new development agenda, demonstrating that assistance can help to provide the means for combating poverty and managing the environment sustainably.

In July 2011, the World Conservation Monitoring Centre (WCMC), a part of UNEP, in Cambridge, took on the role of hosting SEED from UNEP (Nairobi). This has allowed closer liaison between SEED and its host, while preserving strong links with UNEP. The Board greatly appreciates the support from UNEP WCMC.

We begin 2013 with a multi-year programme, building on the lessons learned and partnering with like-minded organisations to give a further stimulus to grassroots social and environmental entrepreneurship. SEED is developing its partnership with UN Women to promote women's economic empowerment in sustainable development.

The SEED Partners – the EU, Germany, India, the Netherlands, Spain, South Africa, the UK and the USA, Conservation International and SEED's corporate partner Hisense – continue to seek opportunities to bring on board new partners, to support the SEED Winners, to expand the SEED programme, and to help those searching for new models of innovation, growth and development.

A handwritten signature in white ink that reads "Christopher Whaley". The signature is written in a cursive, flowing style.

## 2. Note from Helen Marquard, SEED Executive Director

SEED turned 10 years in 2012, and we celebrated with an exceptional year: 35 Winners in 16 countries received one-on-one business support, including an in-country workshop tailored to their particular needs, and were profiled nationally and internationally. We partnered with the German Development Bank KfW in workshops in Ghana and South Africa which brought together investors and SEED Winners. And we participated in conferences in the run-up to Rio+20 and hosted and co-hosted several major events – the second SEED Symposium on the Green Economy in Africa, at Rio+20 with UN DESA, and as a partner with GIZ in the 15th International Business Forum in South Africa. SEED Winners and Alumni have been profiled at these and other events.

One of the highlights of each SEED cycle is bringing together that year's Winners for a workshop, when the Winners have the opportunity to introduce their enterprises to each other. The 2011 cohort quickly started building their own networks, based on geographic and on sectoral interests, to help them to learn from each other. We are already starting to see how the SEED Award is enabling some of the 2011 Winners to scale up, as a result of both the capacity building and the networking they receive. We hear similar stories from SEED Alumni. To gain further insights, we commissioned a series of case studies of previous winners. There is no doubt that these enterprises are generating income in their local communities, and providing a range of social and environmental benefits, including better access to health and education, food security, building community cohesion and institutions, improving the status of marginalised groups, and developing technical competencies locally. And winners are not only working towards specific environmental improvements, but several are also seeking to improve national environmental policy and governance.

The case studies form part of the 3 year survey of over 1300 applicants and winners. This research is a major plank of the SEED Programme, providing important evidence for policy makers; this includes the

importance of access to finance and skills development, and less obviously the role of research institutions in developing and testing products and services, the ability of start-up enterprises to set clear social, environmental and business targets and to monitor them, and gender-related difficulties in accessing external expertise. We plan to build on this study, looking in more depth at the impact that SEED Winners can have.

SEED will continue to seek and support outstanding models of grassroots social and environmental entrepreneurship, and take the experience to policy makers. The green economy needs to be built from the bottom up as well as the top down. After 10 years, SEED is well placed to help those striving at the bottom to have their efforts recognised and to have a stronger voice about what they and others like them need to enhance entrepreneurship for sustainability.







2011 SEED  
Winner  
KICK Kenya

The SEED Initiative is a global partnership for action on sustainable development and the green economy. Founded by UNEP, UNDP and IUCN at the 2002 World Summit on Sustainable Development in Johannesburg, SEED supports social and environmental entrepreneurs to achieve sustainable development, through direct assistance and informing policy.

Since its inception SEED has awarded some 100 entrepreneurs in 41 countries and reached over 1300 social and environmental entrepreneurs world-wide. Throughout, the approach has always been to provide support that goes beyond the provision of financial resources only. Our experience has shown that start-ups not only require financial support, although this is important, but also access to networks, technical expertise, business and management advice, and visibility platforms. SEED takes these needs into account, providing a flexible, one-to-one, and tailored capacity package that covers financial, management, business and profiling aspects.

But SEED does not only work with entrepreneurs directly but also aims to inform policy processes in order that national frameworks are sensitised to the needs and requirements of small social and environmental enterprises. Through evidence-based research and analysis SEED has been able to highlight some of the difficulties facing small, micro- and medium-sized enterprises (SMMEs) and to point to what is needed for social and environmental enterprises to contribute more fully to advancing a greener economy.

The SEED programme therefore stands on two main pillars:

SEED Awards and capacity building: Through an annual, global awards scheme SEED finds and reveals a wealth of novel ways of doing business. An international independent jury of experts selects and recognises the most promising and innovative start-up social and environmental enterprises. Based on their needs, Award Winners receive an individually-tailored support package which includes:

- networking to interested organisations and with SEED Winners
- profiling their enterprises nationally and internationally
- providing management, financial and technical expertise
- business planning
- a financial contribution.

Research and policy: SEED studies the progress and impact of the SEED Awardees to increase the understanding of how innovative start-ups grow, the obstacles they face and their economic, social and environmental impacts. These insights form part of a wider analysis, intended for policy makers, on the elements for a more enabling framework for social and environmental entrepreneurs. SEED presents these messages to international forums and policy platforms as well as through its website and publications.

Within all of the two pillars SEED collaborates closely with its Partners, and with its Supporters and Associates (see Chapter 10 of this report).

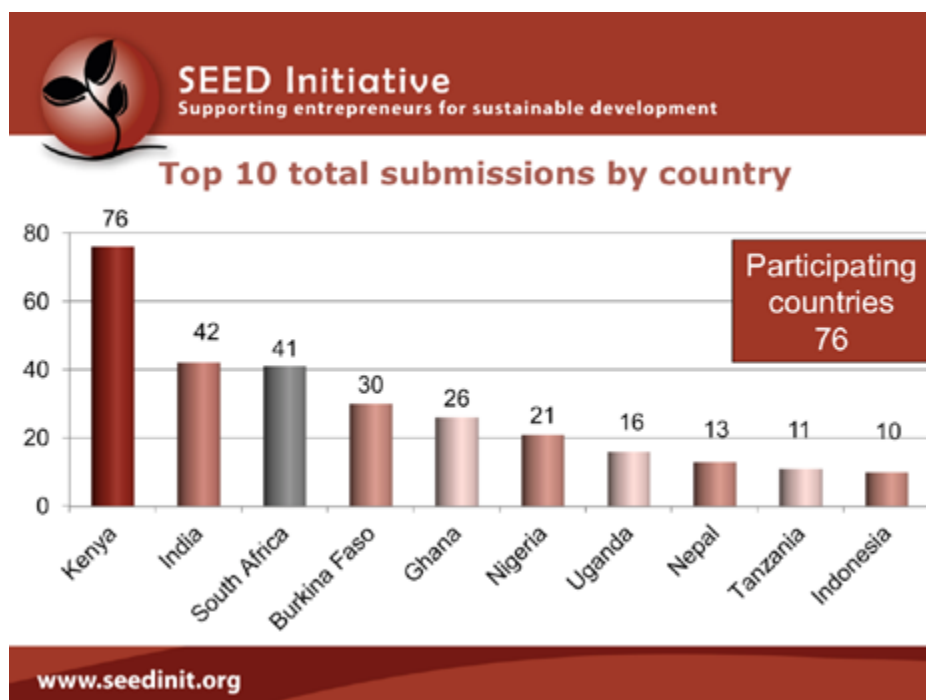
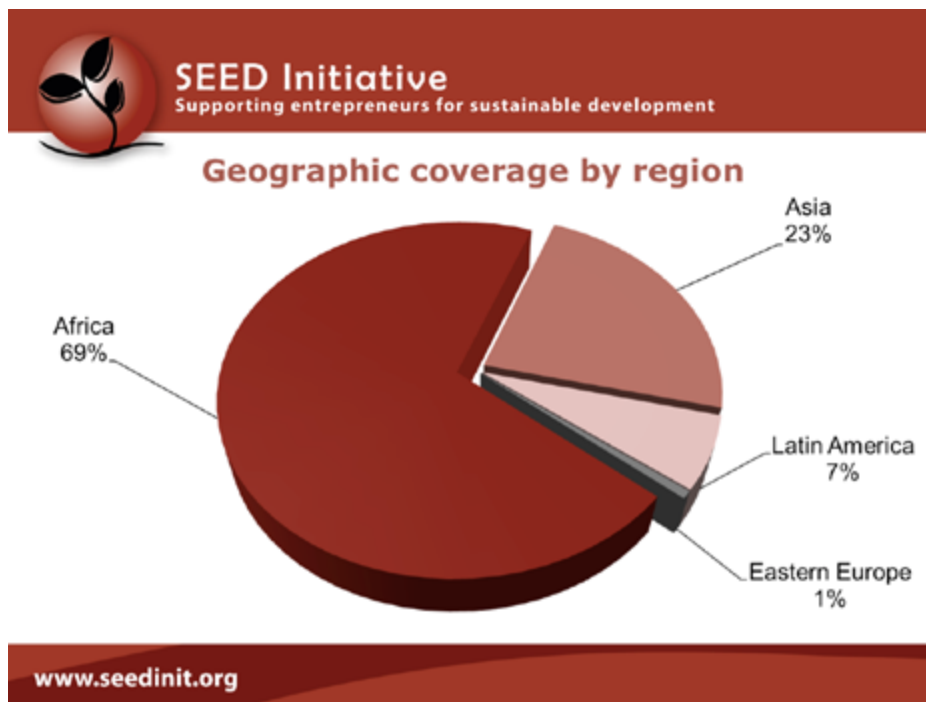
## 4. Introducing the 2011 SEED Awards and Winners

As last year, in addition to seeking innovative start-ups throughout the developing world, the 2011 SEED Awards had a special focus on Africa. This focus is part of a larger project, funded largely by the European Union, linked with UNEP's Green Economy Initiative.

In addition to the general SEED Awards, a special Gender Equity Award was inaugurated as part of SEED's partnership with UN Women. To qualify for this award, enterprises had to fulfil SEED's general eligibility crite-

ria and in addition had to be women-led, or owned, and prioritise gender equality or women's empowerment as a core objective.

Up to 39 awards were available in the 2011 cycle. The independent SEED International Jury kindly dedicated their time to selecting the SEED Winners from more than 450 applications from entrepreneurs in 76 different countries.



## Sectoral distribution per region

	Africa	Asia	Latin America	Eastern Europe
Arts	40	11	3	0
Agriculture	129	32	11	1
Biodiversity	27	9	4	0
Climate Change	89	27	6	1
Ecosystems	53	11	4	0
Education	98	39	10	1
Energy	49	11	4	0
Aquaculture	11	1	3	0
Forestry	19	8	3	0
'Green' products	36	15	5	0
Health	46	20	3	1
ITC	13	2	0	0
Microenterprise	78	36	10	0
Research	14	7	2	0
Tourism	21	9	3	0
Waste	44	12	2	0
Water	18	11	3	1
Other	22	13	3	0

## SEED International Jury 2010

Dr. François Bonnici	Director	Bertha Centre for Social Innovation & Entrepreneurship, University of Cape Town Graduate School of Business
Nancy Chege	National Coordinator	UNDP Global Environment Facility (GEF)'s Small Grants Programme
Sasha Gabizon	Executive Director	Women in Europe for a Common Future
Neville Gabriel	Executive Director	Southern Africa Trust
Leticia Greyling	Senior Lecturer	Rhodes Business School
Ellen Houston	Instructor of International Studies and Economics	Marymount College
Laure Bitetera Kananura	National Coordinator	UNDP GEF Small Grants Programme
Paul Laird	Corporate Partnerships Manager	Earthwatch
Richard Lewis	Partner	Hogan Lovells International LLP
Andrea Margit	Head of Environment Unit	Roberto Marinho Foundation
Godwell Nhamo	Programme Manager	Exxaro Chair in Business and Climate Change, Institute for Corporate Citizenship, University of South Africa
Bert van Nieuwenhuizen	Renewable Energy Advisor for East and Southern Africa	SNV Netherlands Development Organisation
Tamzin Ractliffe	Chief Executive Officer	Nexii
Luisa Emilia Reyes Zuniga	Coordinator	Equidad de Género
Ana V Rojas	Consultant	ENERGIA/ETC Foundation
Sarah Timpson	Senior Adviser on Community-based Initiatives	UNDP
George C. Varughese	President	Development Alternatives Group
James Wakaba	Regional Manager East Africa Office	GVEP International



The 35 SEED Winners in 2011 were spread over 16 different countries in Africa and Asia.

### Burkina Faso

#### Recycling Centre for Used Plastic Bags

– The women-led recycling centre utilises used plastic bags to produce eco-friendly fashion goods and decorative handcrafted accessories that are marketed both domestically and internationally. The enterprise is thus providing an innovative solution to pollution caused by plastic waste in Burkina Faso and it advances the economic independence of local women by providing full-time work and income to a growing number of female employees.



**Solar bread oven** – The “Hybrid Solar Oven” uses solar and gas-fired power instead of drawing on scarce wood resources for baking and roasting. The large capacity hybrid technology significantly reduces emissions of greenhouse gases, counteracts deforestation and allows for economically viable production at all times. The enterprise will provide income for the rural population through a women-led franchising network and actively promotes the ben-



efits of switching from wood to solar power for food production

#### Voite Nubienne – Building Earth Roofs in the Sahel

– The Nubian Voite Association has developed an innovative solution to housing problems in the Sahel zone by drawing on a traditional building technique that does not use wood, sheet metal or cement. By training and employing skilled masons to construct this comfortable, robust and environmentally friendly type of housing, the enterprise contributes to income generation and low-cost housing for the local population. A widespread network of local extension agents allows for large-scale dissemination and expansion into new markets.



### Cameroon

**Tayab Eco-Orchards (TEO)** – TEO produces a range of premium organic fruit (plantain, citrus fruit, cocoa) destined for local and international markets. Thanks to an innovative combination of sustainable agriculture and eco-tourism, TEO keeps its prices competitive while adhering to standards for fair trade production and organic farming. The enterprise is contributing to the fight against deforestation and land degradation whilst creating long-term employment and income for the local community.



### Egypt

**Karama** – Karama markets high-quality Egyptian handicrafts, linking marginalised artisans to the global market and highlighting the tradition and artistry that lies behind every piece. By training artisans in the production of environmentally-friendly handicrafts made from natural materials, the enterprise provides skills and incomes to the local community, promotes a sustainable lifestyle and strengthens local value chains in disappearing trades.



### The Gambia

**GreenTech Company Ltd** – GreenTech Company Ltd produces and markets fuel briquettes from groundnut shells as an innovative and low-cost alternative to firewood or charcoal for use in compatible fuel-efficient stoves. The technology reduces greenhouse gas emissions as well as smoke, entailing significant health benefits for women and children. The enterprise creates employment opportunities for the local population and significantly reduces families' fuel expenses.





## Ghana

**Waste Enterprisers Ltd.** – Waste Enterprisers is profitably transforming waste into renewable fuel for industrial kilns and boilers. It leverages industrial manufacturers' demand for cheap energy to create an incentive for waste collection and processing. By reinvesting profits in the sanitation sector and replacing fossil fuels with renewable alternatives, the enterprise contributes to adequate sanitation, reduces greenhouse gas emissions and provides jobs for local engineers, labourers and security personnel.



**Recycle Not A Waste Initiative (REC-NOWA)** – RECNOWA trains and employs young people from disadvantaged communities to “up-cycle” waste materials into well-designed products for daily use and fashion items such as bags, jewellery and furniture. The eco-friendly, handmade products are subsequently sold on national and international markets. The enterprise is succeeding in creating stable sources of income for Accra's suburban youth and reduces environmental hazards of plastic waste.



**Man and Man Enterprise** – Man and Man Enterprise produces and markets innovative and efficient biomass cooking stoves that save 40% on charcoal compared to conventional stoves. The product enables substantial savings to be made on fuel costs while reducing deforestation and GHG emissions. The enterprise generates income for a growing number of employees who will also facilitate expansion into neighbouring countries.



**Bamboo substitute for timber: new livelihoods for rural communities in Ghana** – The enterprise produces and markets bamboo and other innovative non-timber forest products as a viable alternative to scarce and valuable timber. It also promotes alternative income-generating activities by training rural community members in hand-craft production and alternative livelihood options such as bee-keeping and bamboo charcoal production. Using this approach, the enterprise relieves pressure on dwindling forests and encourages sustainable ways of income generation.



**Rural Transportation and Renewable Products Conversion Centres for Agro-residues** – The enterprise innovatively combines the value chains of rural transportation, food crops marketing and management of agro-residues. It operates an eco-friendly on-demand transport system with pushcarts and bicycles that it also uses

to collect both food crops and agro-residues from smallholder farmers. The enterprise then sells the crops in urban centres and converts the residues into biogas and fertiliser. The innovative process improves resource efficiency, living standards and the rural infrastructure.



## Kenya

**Enhancing Grassroots Women's Economic and Social Empowerment in Kitui County, Kenya, through Sustainable Aloe Farming** – The enterprise economically empowers women in rural Kenya by training them to farm aloe and manufacture value-added aloe products such as medicine and cosmetics which are subsequently sold on local and national markets. While contributing to women's economic independence, the enterprise is also stimulating the rehabilitation of large areas of wasteland.



**Kisumu Innovation Center (KICK)** – Using recycled materials and invasive species such as water hyacinths and papyrus from

the wetlands around Lake Victoria, KICK trains and employs local artisans to create handmade products such as greeting cards, jewellery and gift boxes. The produce is exported as well as sold locally and regionally. The enterprise provides regular employment for up to 150 young people and contributes to environmental protection.



#### Organic Farm Inputs and Farm Produce

– The enterprise promotes organic farming and combats food insecurity and poverty among small-scale farmers in Kenya by providing certified organic farm inputs such as seeds and fertiliser and training people in the local community in organic farming techniques and marketing. The enterprise also offers distribution services in order to increase farmers' profit margins and access to local and regional markets. The enterprise ensures stable revenues for farmers and reduces groundwater contamination.



**Promoting bamboo as a craft and technology application with a view to conserving Taita Hills Forests** – The enterprise aims to preserve the Taita Hills Forests by training the local population to use bamboo as an alternative resource for producing hand-crafts, furniture and construction materials.

This supports the sustainable management of Taita Hills Forests' natural resources, preserves biodiversity and contributes to local skills development and employment.



**Use solar, save lives** – The enterprise embraces the innovative design, production and distribution of solar-powered lanterns known as “MwangaBora”. The lanterns are distributed to women's groups in poor rural communities without electricity that are subsequently supported to set up environmentally sound economic ventures with the money that would otherwise be spent on kerosene. The enterprise thereby creates employment opportunities, provides entrepreneurship training to local women and reduces greenhouse gas emissions as well as air pollution.



#### Upscaling the silviculture-based enterprises of coastal communities in Kenya

– The enterprise promotes the conservation of the coastal environmental resources by incubating innovative nature-based enterprises that are producing value-added fishery, nature and tourism products which are subsequently sold on local and national markets. It provides training in aquaculture, mariculture, mangrove cultivation and

bee-keeping in order to diversify household incomes as well as organising beach clean-ups, and establishing “Community Forest Associations” to protect the coastal environment and local biodiversity.



#### Watamu Community Solid Waste Management and Recycling Enterprises

– The enterprise processes plastic waste harvested in and around Watamu Marine Park and Reserve and achieves financial sustainability by selling it to recycling businesses throughout Kenya. Watamu also trains the local population to produce art and other objects from the recycled materials which are sold at tourist outlets. By combining environmental welfare and conservation tasks with community empowerment, employment and alternative income generation, Watamu is an example of innovative community-based waste management.



## Madagascar

**SEPALI – Community-based Silk Producers Association** – SEPALI trains and employs the local community to process wild silk from moths raised on indigenous trees and to produce unique, non-spun textiles. The produce is then sold in the EU and US



markets to generate foreign exchange. This creates employment opportunities along the value chain and at the same time preserves and rehabilitates damaged areas in the border forests of the Makira Protected Area.



to produce high-quality, low-cost fuel briquettes using the large quantities of waste sawdust from local lumber mills that in the past were incinerated. The clean-burning briquettes are an innovative and healthier alternative to existing fuels, contribute to climate protection and provide employment opportunities for the local community.



ways. It educates rural women to cultivate and transform plants into raw materials for cosmetic and health products, and trains them in handicrafts such as sewing and embroidery. The produce is then sold in pharmacies and specialised shops. Apart from improving rural women's skill set, the enterprise contributes to environmental awareness raising and protection of natural resources.



## Nepal – SEED Gender Equality Award Winner

**Solid Waste Management and Community Mobilization Programme** – Operated exclusively by women, the enterprise collects household waste and generates income by recycling it. Organic waste is turned into compost and biogas, whereas paper is remoulded into craft products. The enterprise also organises public events on waste management and supports “eco-clubs” in schools. It contributes to employment and income creation for women, environmental awareness raising, and a reduction in greenhouse gas emissions.



## Rwanda

**Producing edible mushroom spores** – The enterprise produces mushroom spores and trains rural populations in Rwanda, particularly vulnerable people living in zones with a high risk of soil erosion, in mushroom cultivation. Mushrooms, as a short-cycle, high-yield crop, offer an alternative to traditional crops that is both more profitable and has a higher nutritional value. They are used for subsistence and sold on local as well as export markets and the enterprise thus contributes to income generation, healthy nutrition and climate change adaptation.



**Reusing waste charcoal as biochar** – The enterprise produces and sells high-quality biochar briquettes made from clay and charcoal waste using an innovative rotor press. Biochar is smokeless, odourless and significantly cheaper than charcoal. In this way the negative health and environmental impact, and deforestation are reduced and fuel savings are achieved. The biochar is distributed via a network of women-led sales outlets, and generates significant income for the local population.



## Nigeria

**Sawdust Entrepreneurial Initiative Among Oko-baba Communities In Lagos** – The enterprise trains and employs sawmillers

## Senegal

**Feed yourself, care for yourself and beautify yourself with the same plants** – The women-led enterprise identifies new uses for traditional medicinal plants as well as growing and processing them in innovative

## South Africa

**Everpix-ACT-SA communities: natural tree products and community resource management** – Everpix and its partners have developed a scalable, easily replicable and adaptable technology for extracting high-quality oil from marula nuts and other raw materials. The enterprise provides the local population with the expertise, guidance and technology to manage their natural resources sustainably and to create income from the value-added sale of natural products. This reduces land degradation, conserves local biodiversity and supports the development of green businesses.



**The Development of a Khomani San Cultural and Nature Guiding Enterprise and Association** – Khomani San Kalahari Guiding Experiences is a novel community-based ecotourism enterprise on Khomani San-owned land within and next to the Kgalagadi Transfrontier Park. The enterprise provides the community with sustainable employment opportunities as guides for tours that showcase the unique natural and cultural attractions of the Kalahari, while promoting a respectful and sustainable use of the local ecosystem.



**Why Honey** – Why Honey trains local community members as beekeepers, supplies them with the necessary equipment and uses the local flora in the Southern Cape area for the production of honey. The enterprise is responsible for marketing and sales on the fair trade honey market, while cooperative members produce independently, so contributing to capacity building and income generation as well as conservation of biodiversity and the survival of local bee swarms.



**Imai Farming Cooperative** – The Imai Farming Cooperative has developed an innovative sustainable business that processes the surplus from vegetable crops into the value-added food product achar or pickle. This avoids waste and strengthens local farmers' self-reliance. The enterprise further promotes organic farming and rain-water harvesting, thereby reducing the use of toxic chemicals and preventing ground-water depletion.



**Thrive** – Thrive combines business principles with community engagement, unlocking synergies between symbiotic enterprises in Hout Bay to address problems in water, energy, biodiversity, local food and waste using proven, replicable, triple bottom line solutions. By providing business support as well as mentoring for social enterprises and networks of entrepreneurs, the enterprise creates jobs and income for local residents and generates social and environmental benefits for the broader community.



## Sri Lanka

**Community-based, sustainable and commercially viable aloe vera products as alternative income generation for fishermen in Bar Reef Special Management Area in Kalpitiya** – The enterprise trains poor fishing communities in household-level aloe vera cultivation and processing, thus helping to conserve coastal resources and reduce poverty among fishing communities in Kalpitiya. Aloe vera leaves are purchased by the cosmetics industry and value-added aloe products such as an aloe vera drink are produced and sold locally.





## Tanzania

**Butterfly farming for pro-poor tourism and environment conservation** – The Zanzibar Butterfly Centre (ZBC) and the proposed Manyara Butterfly Centre are innovative tourist attractions where paying visitors can closely observe exotic butterflies in botanical gardens. ZBC trains local farmers to raise butterflies whose pupae are later sold to ZBC for display or export, so diversifying the local community's income base. Butterflies require an intact ecosystem, creating incentives for the community to manage the local natural environment sustainably.



creates opportunities for local farmers to start small-scale businesses and access new markets.

**Plastic Waste Recycling as an Alternative to Burning and Landfilling** – The enterprise spearheads sustainable plastic waste management by collecting and sorting plastic waste and processing it in the local recycling plant. Community members are trained and employed to handle and process the plastic waste which is later sold to the manufacturers of plastic products. As well as providing job opportunities and improving the local environment, the enterprise is helping to raise environmental awareness in the community.



## Zimbabwe

**Sustainable development through processing natural products** – The women-led enterprise Marula Zimbabwe trains local women to produce, process, quality control and market innovative marula tree products. The fruit, bark, juice, skin and leaves of this native plant are used to produce a large variety of products, such as jam, wine, dried kernels, oil, nuts, herbal powder and soap, that are sold locally and nationally. The enterprise therefore builds women's long-term business and production skills, generates additional income and promotes sustainable resource management.

**Enhancing women farmers' access to profitable markets by developing a toolkit for value-added post-harvest solar fruit drying, handling and utilisation of horticultural crops for local and regional market procurement in East Africa** – The enterprise innovatively tackles the problem of post-harvest losses by training farmers in the solar drying of fruit and vegetables which are subsequently stored or sold. Drying agricultural products helps to ensure food security during the rainy seasons and



## Uganda

**Solar Sister** – Solar Sister empowers African women by providing them with clean energy and economic opportunities. The enterprise spreads portable solar applications, such as lamps or mobile phone chargers, across Africa with the help of a direct sales network, the so-called "businesses in a bag" for which women are specifically trained. By providing access to electricity in rural areas and conducting entrepreneurship training especially for women, it helps to close the gender technology gap, contributes to the shift towards clean energy and supports women's economic independence.



## 6. SEED Winners connecting with each other

The 2011 cycle provided opportunities for SEED Winners to meet, connect to one another, discuss common issues and build support networks. One such opportunity was the Green Economy Symposium in South Africa which was followed by the SEED Winners' workshop.

### The SEED Symposium, International Award Ceremony and workshop

On 29th March 2012, nearly 200 people gathered in Pretoria, South Africa, including 35 of the 2011 SEED Winners, to attend the second SEED Symposium and International Award Ceremony. The Symposium, entitled 'The Green Economy in Africa: Climate Change and Energy, Agriculture and Food Security, and the Role of Grassroots Entrepreneurs', explored the role of social and environmental enterprises in shaping the Green Economy and brought together local start-up entrepreneurs, representatives from a range of government departments and institutions, national and international business and civil society organisations, research institutions, and the private sector.

Throughout the Symposium, the SEED winners showcased their products and services in an open marketplace and contributed to the discussions. This created the first real platform for SEED winners to share their ideas and experience, and to network with each other.

The participants reconvened in the evening for the International SEED Award ceremony at which the 2011 SEED Winners were recognised for their innovation in sustainable entrepreneurship. Attended by representatives from the United Nations, government, business, civil society and academia, the SEED Winners received their certificates from Mounkaila Goumandakoye, Regional Director, UNEP Regional Office for Africa and Hastings Chikoko, the Head of IUCN in South Africa; they were congratulated by Lucy Morassutti, National Sales Director for Hisense, South Africa, SEED's corporate sponsor of the awards ceremony.

Following the Symposium, SEED convened a workshop for the SEED Winners. Over a day and half, Winners worked together to share experience across their respective sectors and countries, noting common challenges, and learning from each other about what works in building a successful enterprise. Points of discussion and agreement included:

1. how to protect innovation
2. the need for access to skilled people in their communities, which cannot be overestimated
3. the need for partnerships to form an integral part of the business model
4. the passion about the intended social and environmental outcomes cannot replace rigour in financial controls and statements.



SEED Winners were brought together for an in-country national award ceremony.







“

**SEED provided us with on-going support and with the necessary tools to enhance our skills to get our business off the ground.”**

**Dirk Pienaar - The Development of a Khomani San Cultural and Nature Guiding Enterprise and Association.**

2011 SEED  
Winner Man &  
Man Ghana



**SEED is offering invaluable international networking. It is supporting us and opens doors accessing international markets for organic products. This is very crucial because once we have the market we can work on a better price for our suppliers."**

**Francecah Munyi  
Organic Farm Inputs  
and Farm Produce**

2011 SEED  
Winner Marula  
Zimbabwe

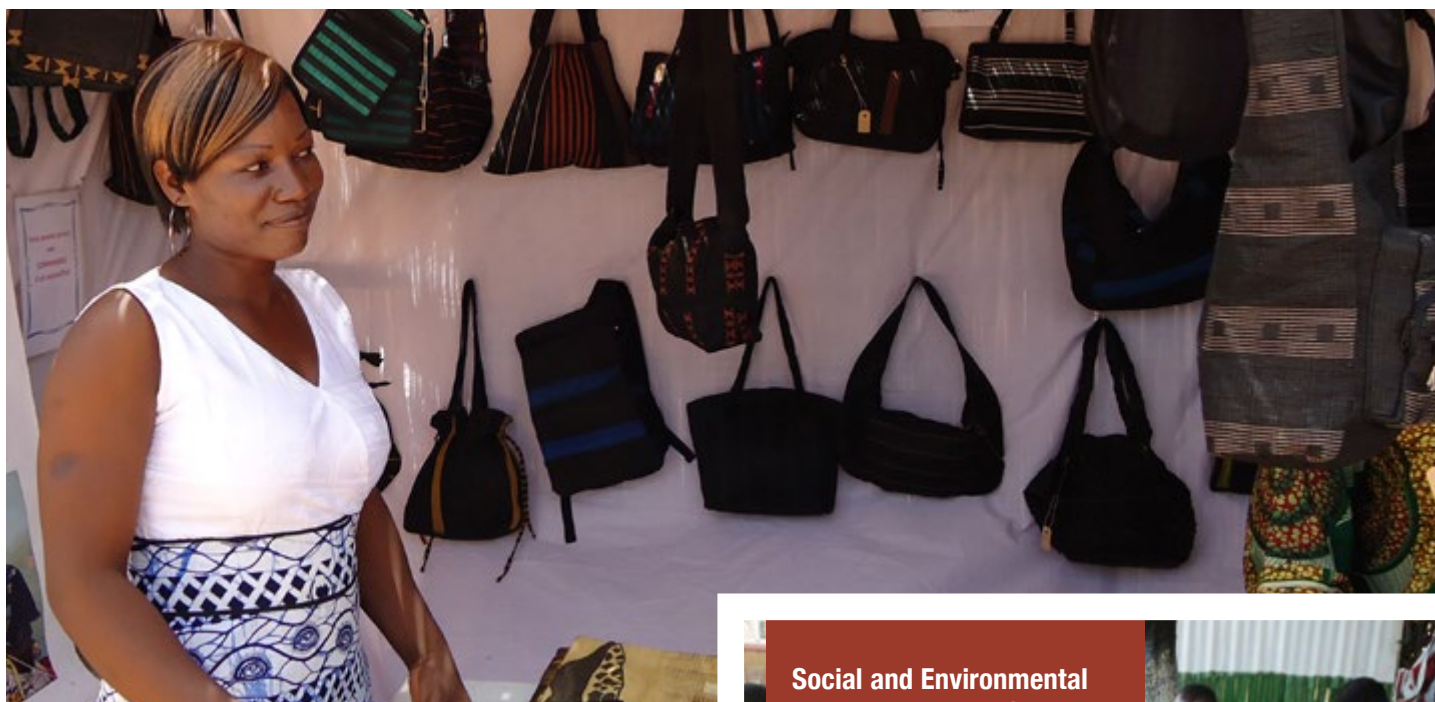


**Feedback from 2011 SEED Winner in anonymous SEED evaluation survey:**

**'Great opportunity to share ideas and gain more insights from different winners, which we can replicate in our area.'**

**'We exchanged ideas about marketing activities and practices. Since some other winners are some steps ahead they shared their experiences and we gave them some advice about how to use for example social medial especially Facebook.'**





**Above:** 2011 SEED Winner Burkina Faso Plastic Bag Recycling  
**Right:** Cover of the Analysis for Policy Makers

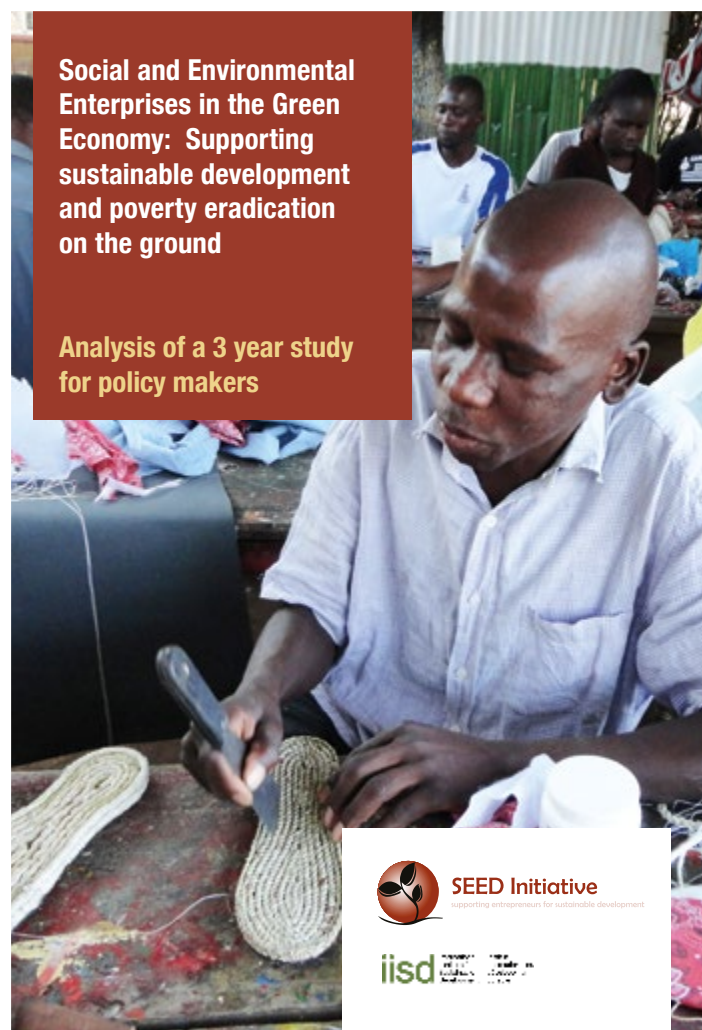
While SEED might be best known for its awards scheme and its SEED Winners, SEED also places emphasis on research and analysis to inform policy.

By looking at SEED Winners' growth over time, by analysing which barriers and enabling conditions they face, SEED has been able to highlight some of the limitations of current frameworks for small, micro- and medium-sized enterprises (SMMEs) and what is needed for social and environmental enterprises to contribute more fully to advancing a greener economy.

SEED therefore approaches the promotion of social and environmental entrepreneurship from two angles: by working with entrepreneurs directly, and by informing national and international frameworks with a view to their becoming sensitised to the needs of social and environmental enterprises, including start-ups.

Over the last three years SEED has studied the challenges and opportunities faced by social and environmental entrepreneurs. This study concluded in 2012 and its results have been summarised in the report 'Social and Environmental Enterprises in the Green Economy: Supporting sustainable development and poverty reduction on the ground. Analysis of a 3 year study for policy makers'.

The report is based on the input of over 1300 enterprises in developing countries. By drawing also on SEED's international Symposium on Entrepreneurship and the Green Economy in 2011 and 2012, and incorporating views from national and international experts and decision makers on the role of entrepreneurs in driving economic, social and environmental change, the report provides an evidence-based analysis for both national and international policy makers with a view to strengthening support for social and environmental micro and small enterprises.



**Social and Environmental Enterprises in the Green Economy: Supporting sustainable development and poverty eradication on the ground**

**Analysis of a 3 year study for policy makers**

**SEED Initiative**  
 supporting entrepreneurs for sustainable development

**iisd**



Key insights include:

- There is a need to bridge macro strategies with implementation at the local level.
- The Green Economy must be people centered and have poverty alleviation as a prime goal.
- The contributions of social/environmental enterprises to poverty alleviation and economic development may be undervalued.
- The social issues addressed by these enterprises are wide ranging and complex.
- These enterprises are front line environmental service providers.
- Public environmental education is not just values driven – it is a business issue for SMMEs.
- Innovation and investment are essential components for moving to the Green Economy.
- The green economy requires a wide variety of skills.
- New hybrid entities and business models are emerging, and reliance on traditional development assistance is shifting to a mix of revenue streams.
- The financial viability and sustainability of these enterprises is uncertain.
- Monitoring, reporting and adaptive learning are essential mechanisms for building the Green Economy.
- Policy makers seeking to promote the scale up and replication of success must understand the necessary preconditions and critical factors for success.
- Partnerships across institutions, sectors and states are essential to achieve the necessary policy coherence and implementation on the ground.
- Potential gender based barriers in the Green Economy should be recognised.

2011 SEED Winner Waste Enterprise Ghana

The report was prepared in collaboration with the Institute for International Sustainable Development, based in Canada. The report is available in print or can be downloaded from the SEED website.



**The SEED support was really valuable from the perspective that it introduced us to new tools and frameworks to refine company documents and our business plan. Facilitating access to potentially supporting organisations is fantastic. Being a SEED Winner enhances especially the overall credibility of a start-up in Africa.”**

**Richard Ahedor Seshie  
Rural Transportation and  
Renewable Products  
Conversion Centres for Agro-  
residues**



## 8. Collaborating with the European Union

SEED's work in Africa continued apace. The joint project with UNEP's Green Economy Initiative, funded largely by the EU and started in 2010, targeted start-up enterprises in Burkina Faso, Egypt, Ghana, Kenya, Rwanda, Senegal, and South Africa. It aimed to support these countries to refocus policies and investment in green economic sectors such as renewable energies and energy efficiency, sustainable agriculture, forests, water and waste management, and to enhance social and environmental entrepreneurship, strengthen local capacities, create green jobs and help to alleviate poverty.

Overall, how did we fare in 2011?

First, as in 2010, applications covered the full range of sectors though water management was largely integrated into sustainable agriculture enterprises (see page 6).

Second, even though SEED focuses on start-ups, these appear already to be impacting at local level through strengthening community structures and decision making. Based on the SEED survey of applicants, the top social benefits these enterprises provide to their communities are the establishment of community groups, growing a sense of self-worth, and providing alternative livelihoods in general, and for women in particular. This suggests that there continues to be a significant investment by local enterprises in strengthening the social structure and resilience of their communities. Most are still at the micro level, employing few people, but through their training activities in the community (about two thirds are training people, with over 15% training 200 or more people), they are contributing to skills development and enhancing the potential for employment.

Third, there is a clear indication of the major environmental benefits that these enterprises are seeking to deliver: protection of ecosystems, reduction of CO<sub>2</sub>, biodiversity preservation, and reduction of land degradation. They are concerned about the enforcement of environmental legislation, and are engaged in raising public awareness in their communities – again activities that contribute to strengthening local capacity.

Fourth, as regards the geographic distribution of such start-up social and environmental enterprises, a disproportionately high number of applications (about 20%) came from Kenya (see page 6) as in previous years. Given that similar channels are used to put out the call for proposals in all countries and no special effort was made in Kenya, this suggests that there is already a strong entrepreneurial base. At the other extreme and again as in 2010, there were fewer applications from Egypt than from other target countries, although the jury did select one as a winner in 2011 (Karama).

The International Jury was, as ever, focussed on compliance of shortlisted candidates with the eligibility criteria and looked to maintain a high standard for the SEED Winners. Since there was not a full complement of high quality applications in the 7 target countries, the EU agreed that some awards should go to high quality applicants from other countries in Africa. Hence, the final distribution of 2011 SEED Awards in Africa was:

- 5 winners in South Africa
- 19 Winners in the 6 other target countries
- 9 Winners in other countries in Africa (1 each in Cameroon, Uganda, The Gambia, Madagascar, Nigeria, Zimbabwe and 3 in Tanzania).



Above: 2011 SEED Winner Khomani San South Africa

### SEED in South Africa

The EU project aimed also to give an extra fillip to social and environmental entrepreneurship in South Africa (SA) through establishing a SEED SA chapter, the first national programme. A Memorandum of Understanding was signed in December 2011 between SEED's Partner in SA, the Independent Development Trust, and SEED's host, the UNEP WCMC. This covers the implementation of a dedicated SA awards and support scheme, and associated research. A special component is the establishment of the SEED SA Steering Committee, with draws its membership from interested government departments – Economic Development, Environmental Affairs, and Science and Technology – and from the SA representations of the SEED Founding Partners, UNEP, UNDP and IUCN. The Steering Committee has met several times and as well as working towards a 2013 cycle is already looking beyond the immediate SEED activities to seek complementarities with related programmes.

## 9. SEED at Rio+20 and other high-level events

### Rio +20

When Ministers from across the world came together in June for the Rio+20 United Nations Conference on Sustainable Development in Brazil, SEED had an opportunity to showcase its 10 years of experience with grassroots social and environmental entrepreneurs and their contribution to the Green Economy, and to reinforce the importance of partnerships.

It was at the 2002 World Summit on Sustainable Development in Johannesburg, South Africa, that the SEED Initiative was founded by UNEP, UNDP and IUCN as a Type II partnership that would, in its work with entrepreneurs for sustainable development, also promote partnerships. The topic of 'partnership' therefore also provided the framework for SEED's participation in the Rio+20 summit.

At Rio+20 SEED partnered with UN DESA to co-host the opening session at the Partnership Forum. The event examined the potential role and elements of a new mechanism for building entrepreneurship and grassroots partnerships. In this context a platform for social and environmental entrepreneurial partnerships to report on progress towards their goals and for showcasing outstanding contributions was explored. An interactive session with nearly 100 participants from the development, business, policy and civil society sector was chaired by Nitin Desai, Deputy Secretary-General of the Rio Conference (1992) and Secretary General of the Johannesburg Summit on Sustainable Development (2002), with the Swedish Environment Minister, Lena Ek, giving the keynote speech, and the Vice-Minister of the Environment of Colombia, Adriana Soto, the special address.

Rio+20 also presented a very good opportunity to highlight SEED's new partnership with UN Women. In 2012 UN Women sponsored the first SEED Gender Equality Award. Its winner, the 'Solid Waste Management and Community Mobilization Program' an enterprise based in Nepal that generates income through organic waste, was officially recognised at a special event organised by UN Women.

2011 SEED  
Winner SEPALI  
Madagascar

### BBC World Challenge and BMZ IMPACT Business Awards

Awards schemes have an important role to play in shining a light on successful enterprises that might otherwise not reach the attention of potential partners and decision-makers, and in helping them to make a greater impact. SEED now has experience of 6 cycles of its own awards, and was able to draw on that in assisting on the 2011 juries of two other awards:

In October 2011, SEED joined Shell, Clearlyso and Coutts to evaluate pitches from 4 previous BBC World Challenge finalists: addressing the 'missing middle' of financing for micro and small enterprises in Africa; developing an innovative model of entrepreneurship as part of the educational programme at a school in Paraguay; designing a new product that produces almost instant boiling water, particularly for use in areas in Africa with poor water quality; and using discarded rice husks to bring energy to the rural communities in one of the poorest regions of India, deploying a franchise model.

At the end of 2011, SEED joined representatives from the Confederation of Indian Industries, the KfW Bankengruppe, Germany, Patient Capital Limited, Ghana, and the UN Global Compact as a member of the jury for the IMPACT (Innovative Models Promoting Adaptation and Climate Technologies) Business Awards of the German Federal Ministry for Economic Cooperation and Development (BMZ). The competition was designed to reward enterprises that apply innovative business solutions in combating climate change in developing and emerging countries. Five winners from 130 applications across 33 countries were selected: they were non-profit organisations, small and medium sized enterprises and multinational players from Egypt, Ghana, Uganda, Cambodia and India, two of which - Bamboo Bikes from Ghana, and Solar Sister from Uganda – were past SEED Winners. The Awards were presented at the 15th International Business Forum which was organised by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) in Pretoria, South Africa, in October 2012.





Many of the 100 entrepreneurs who have received a SEED Award keep in touch, and report progress: From the 2005 Winners, the System of Rice Intensification is enabling 4-5 million small farmers in over 50 countries significantly to increase their production and reduce inputs, and Blue Ventures in Madagascar has catalysed several different social and environmental outcomes, including employment, training, marine protected areas, educational scholarships, and community health clinics; Los Mujeres Solares (2008 Winner) have not only extended the solar centre to a solar restaurant on the Pan American Highway in northern Nicaragua but have themselves built a school, are about to embark on an early learning centre, and recently opened a solar mountain well; Shidulai (2009 Winner in Bangladesh) was one of 5 winners of the UNEP World Environment Day (WED) Challenge 2012 that have helped to raise environmental awareness across the globe; Bosque Humédo Biodiversa (2010 Winner in Colombia) have recently succeeded in getting container boats that will allow them to begin the commercial collection and production of açai pulp and hearts of palm; and Bamboo Bikes (2010 Winner in Ghana) won the World Business and Development Award 2012 which was presented at Rio+20 and like several other SEED Winners secured additional funding from the GEF UNDP Small Grants Programme which will help them to go into commercial production next year.

SEED commissioned 9 case studies<sup>1</sup> of 2005-2010 winners from different regions to look in more detail at the enablers and barriers they have faced and the stakeholders that have acted as supporters and beneficiaries, and to compile the key lessons learned. In addition to find-

ing, as expected, that financing and skills building present major hurdles, the enterprises that have scaled up significantly find themselves dealing with policy makers in order to be able to grow and fulfil their triple bottom line objectives. For example, Blue Ventures is currently collaborating in shaping national fisheries policies in Madagascar; Adapta Sertão is advocating for Brazilian government policies to be more in line with supporting climate resilience; Oro Verde in Colombia focuses on production and consumption policies, listing its greatest task as “to massively transform mentalities, with the aim of positioning the consumption of goods coming from biodiversity friendly mining”. For REN, national policy on standards and certification in the organic farming sector is one of its top challenges. Sri Lanka has not regulated the organic product industry and has no organic standards; in general, lack of certification is leading to consumer confusion in many Asian countries. Among South Africa’s Biocultural Protocol’s greatest challenges is the need to ensure that international commitments on biodiversity access and benefits sharing are met in practice at the national and local levels.

These studies underline the significance of engaging with policy makers, on the basis of experience and evidence, which SEED and its Winners are well placed to do.



Lotus Foods markets (System of Rice Intensification) SRI rice; Safeway, one of the largest grocery store chains in the US, will carry all three of the SRI rices in some 500 stores. Olivia Vent of Cornell International Institute for Food, Agriculture and Development (CIIFAD, a partner in SRI): “It was thanks to SEED support that we were able to make the connection with Lotus Foods.”

Courtesy of Lotus Foods

<sup>1</sup> The case studies can be downloaded from the SEED website.

# 11. SEED Affiliates and partnerships

## SEED Donors

Partners	SEED Supporters	Corporate Partner
United Nations Development Programme (UNDP) (Founding Partner)	Belgium: Public Planning Service on Sustainable Development	Hisense
United Nations Environment Programme (UNEP) (Founding Partner)	South Africa: Economic Development Department	
International Union for the Conservation of Nature (IUCN) Conservation International (Founding Partner)		
The European Union		
Germany: Federal Ministry for Environment, Nature Protection and Nuclear Safety		
India: Ministry of Environment and Forest		
Netherlands: Ministry for Agriculture, Nature and Food Quality		
South Africa: Independent Development Trust		
Spain: Ministerio de Asuntos Exteriores y de Cooperación		
United Kingdom: Department for Environment, Food and Rural Affairs		
United States of America: Department of State		

## SEED Associates

### Associates

Ashden Awards	Ashoka	Cornell International Institute for Food, Agriculture and Development (CIIFAD)
E+Co	Environmental Resources Management (ERM)	Fair Trade in Tourism South Africa (FTTSA)
GVEP International	Hogan Lovells	International Institute for Environment and Development (IIED)
Lead International	Nexii	The South African Breweries Ltd.
UN Global Compact	University of California at Berkeley	Whitley Fund for Nature
World Business Council on Sustainable Development		



In 2012 SEED has continued to expand its programme, not only reaching social and environmental enterprises in 16 countries, but also exploring and forging new partnerships.

These include:



UN Women, the UN organisation dedicated to gender equality and the empowerment of women partnered with SEED in the 2011 cycle and sponsored one special SEED Gender Equality Award to enterprises that were women-led or owned, and prioritised gender equality or women's empowerment as a core objective.

UN Women also invited 3 SEED winners to participate in the Leaders' Forum on the Future Women Want at Rio+20, which they organised in collaboration with the Government of Brazil. The Forum brought together leaders and experts from governments, the UN System, civil society organisations, academia and the private sector to discuss and reaffirm the centrality and the interlinkages of gender equality and women's empowerment with the social, economic and environmental dimensions of sustainable development.

Aiming to encourage gender equality within the whole programme, SEED also looked at the integration of components that respect and advance gender equity and balance into the SEED application form.

SEED is a member of the Green Economy Coalition (GEC). The GEC is a powerful new paradigm for the 21st century that offers creative solutions to multiple global challenges by linking people, planet and prosperity. GEC involves a diverse set of global organisations and sectors from NGOs, research institutes, UN organisations to trade unions.

All members recognise that the current economic system is failing to provide either social equity or environmental sustainability and together the members have a collective mission to accelerate the global transition to a green economy by mobilising a global civil society movement on a green economy; building a shared understanding of a green economy in different economic and cultural contexts; and influencing decision-makers to bring about that vision.

In 2012 the German Development Bank, KfW, and SEED started to develop a partnership by organising workshops in Ghana and South Africa which brought together small-scale social and environmental entrepreneurs, investors, and financial institutions. Presentations and discussions homed in on their reciprocal needs, challenges and requirements.

KfW is one of the world's leading and most experienced development banks. They use their expertise and strength to improve the economic, social and ecological conditions of people's lives by financing economic and social progress in developing and transition countries.



## Other organisations

The ongoing expansion and increasing complexity of the SEED programme requires the support and expertise of other specialised organisations. In 2012 SEED therefore sought assistance in the implementation of the awards scheme, in providing capacity building support to the SEED winners, and in conducting research and analysis targeted at policy makers on how to promote the green economy.

The organisations are:



adelphi is a leading think-tank for policy analysis and strategy consulting, based in Germany. They offer creative solutions and services on global environment and development challenges for policy, business and civil society communities. Their projects contribute to sustaining natural life systems and fostering sustainable enterprises. adelphi's clients include international organisations, governments, public institutions, corporations and associations. adelphi supported SEED in running the 2011-12 SEED Awards and providing capacity building support to the Winners.



ACTS is an international intergovernmental policy research and outreach institution in Kenya and is noted for being the first African independent think-tank on the application of science and technology to development. ACTS provides capacity building, conducts research, and offers advisory services. In addition, it disseminates information on the policy aspects of the application of science and technology to sustainable development and on ways of implementing recommendations of the World Commission on Environment and Development (WCED) and Agenda 21, and existing international instruments on environmental governance with specific emphasis on the needs of the African and other developing countries. ACTS was involved in the 2011-2012 SEED cycle by providing business planning support to SEED Winners based in Kenya.



IISD is a Canadian-based not-for-profit organisation located in more than 30 countries. As a policy research institute dedicated to effective communication of its findings, IISD engages decision-makers in government, business, NGOs and other sectors in the development and implementation of policies that are simultaneously beneficial to the global economy, the global environment and to social well-being. In the pursuit of sustainable development, IISD promotes open and effective international negotiation processes. IISD supported SEED in conducting research and evidence based analysis aimed at policy makers.

# 12. Appendix

## Financial Overview: 2011 SEED Cycle

### 1. Donor obligations for the 2011 SEED Cycle and unrestricted

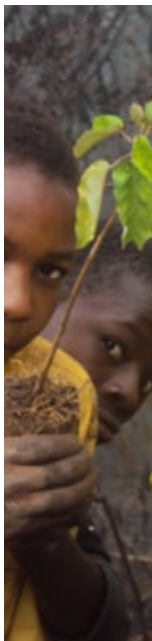
Donor	Local currency	Total obligated funds directly available to SEED (USD)
Belgium: Public Planning Service on Sustainable Development*	EUR 9,000	12,112
European Commission*	USD 348,932	348,932
Germany: Federal Ministry for Environment, Nature Conservation and Nuclear Safety	EUR 89,815	117,000
Germany: Federal Ministry for Environment, Nature Conservation and Nuclear Safety*	EUR 60,000	80,837
Hisense International Co.*	USD 200,000 <sup>1</sup>	145,520
Netherlands: Ministry of Economic Affairs, Agriculture and Innovation	EUR 75,000	99,041
South Africa: Independent Development Trust**	USD 10,000	10,000
Spain: Ministry of Foreign Affairs and Cooperation*	USD 75,000	75,000
UK: Department for Environment, Food and Rural Affairs	GBP 20,000	31,300
UK: Department for Environment, Food and Rural Affairs*	GBP 50,000	80,090
UN Women	USD 30,000	30,000
UNDP South Africa *	ZAR 463,500.00	56,000
US Department of State*	USD 100,000	100,000
Brought forward from the 2010 cycle		857,822
<b>Totals income received (USD)</b>		<b>2,043,654</b>
3% UNEP Project Support Costs		22,206
<b>Total available income for SEED Operations</b>		<b>2,021,449</b>
* contribution includes 3% Project Support Costs at UNEP		
** contribution not administered through UNEP or WCMC		

<sup>1</sup> USD54,480 for UNEP DCPI to assist with SEED Symposium



## 2. SEED Expenditure summary for the 2011 SEED Cycle (Jul'11- Nov'12)

Programme component	Activity	Implementer	Estimated budget (USD)
<b>Identifying social and environmental entrepreneurs through the SEED Awards</b>	Management, preparation of the 2011 SEED Awards i.a: development of website, application database, associated communication tools and coordination processes	Service provider(s)	184,372
		SEED staff salaries and T&S	56,711
<b>Subtotal A</b>			<b>241,083</b>
<b>Capacity building support to SEED winners</b>	Implementation of remote business plan support Implementation of in-country capacity building support (i.a. 2 day workshop, bilateral meetings) additional networking, development of support plan, design and print of 50 flyers and 1 roller banner	Service provider(s)	451,721
		SEED staff salaries and T&S	71,122
<b>Award ceremony</b>	Funds for winners to attend the International Awards Ceremony in South Africa	Travel fees	35,000
<b>Financial contribution to SEED winners</b>	Cash award direct to winners for implementation of their support plan	SEED Winners	175,000
	Funds direct to winners to attend in-country workshop(s)	SEED Winners	108,360
<b>Setting up SEED South Africa</b>	SEED Staff in SA + office equipment and services	SEED staff salaries and T&S	40,216
<b>Subtotal B</b>			<b>881,419</b>
<b>Research Programme</b>	Longitudinal study and case studies	Service provider(s)	166,659
		SEED staff salaries and T&S	50,944
	SEED Review	Service provider	50,587
<b>Subtotal C</b>			<b>268,190</b>
<b>Influencing Policy</b>	Travel and Subsistence (T&S) to attend international fora to disseminate and present SEED's research results and information for policy makers	T&S	21,777
	Organisation of SEED Symposium, International Awards Ceremony and International Workshop for SEED Winners	Event venue/organiser(s)	67,557
	Organisation SEED Symposium and participation in other international fora	SEED staff salaries	44,601
<b>Subtotal D</b>			<b>133,935</b>
<b>Fundraising, Outreach and Communication</b>	Communication material and travel for outreach	Service provider(s) and travel	10,297
		SEED staff salaries and T&S	55,972
<b>Subtotal E</b>			<b>66,269</b>
<b>Coordination</b>	Staff	SEED staff salaries and T&S	70,143
	Overheads	hosting costs, office costs, National Insurance	96,171
<b>Subtotal F</b>			<b>166,314</b>
<b>Operational total</b>			<b>1,757,210</b>



Contact SEED: [info@seedinit.org](mailto:info@seedinit.org)  
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 Supporting entrepreneurs for sustainable development

### Founding Partners



### SEED Hosting Partner



### SEED Partners



### Corporate Partner



### SEED Supporters

