



SEED Initiative

supporting entrepreneurs for sustainable development

Founding Partners



SEED South Africa Symposium 2014 Summary Report

**Advancing the Green Economy: creating jobs
and opportunities for innovative green enterprises**

Topline messages

Small-scale social and environmental entrepreneurs are offering a promising solution to support the transition towards the Green Economy in South Africa: they promote the creation of green jobs and decent work while at the same time offering business solutions to environmental challenges. However a number of barriers are still limiting their growth in South Africa. The Symposium offered several ways of countering these:

- **Building bridges for partnerships to strengthen the Green Economy:** Environmental and social enterprises need to be connected to each other for shared learning, to funders for successful partnerships, to academia for research, development and innovation, and to government for a more enabling business environment. Information-sharing platforms and enterprise and technology marketplaces are central.
- **Giving SMMEs a voice:** As small, medium, and micro enterprises (SMMEs) are major players in innovation and job creation, they should have more of a voice in policy development.
- **Creating the enabling environment:** The policy, financing, and tax landscape should be adapted to better support the development of SMMEs, including social and environmental SMMEs that want to operate hybrid for-profit/not-for-profit models. In turn, SMMEs need to report on their triple bottom line of social, environmental and economic benefits.
- **Setting standards to build credibility and stimulate market demand:** Green and social standards would promote sustainable business practices along the value chain and foster investment, whilst providing a mark of confidence for consumers.
- **Focused training for green business:** Business schools should be offering targeted training in green economic development that recognises the differences between the Green Economy and the economy of South Africa in its entirety.
- **The Green Economy will lead changes in form and function:** new forms of business are developing, novel partnerships are coming into being, and the traditional roles of stakeholders within the economy are being challenged. These will define the Green Economy in the future.



Participants following panel discussions during the SEED South Africa Symposium 2014



Bonase Nomarussia from 2013 SEED South Africa Award Winner Khulumani Gogos Going Green following the plenary panel discussions



Janine Reddi, Senior Associate – Hogan Lovells, hosting a table at the World Café session

Introduction

On the 19th and 20th March 2014 the annual SEED South Africa Symposium took place at the CSIR International Convention Centre in Pretoria. Over 150 representatives from business, academia, civil society, and international organisations attended. The theme of the Symposium was 'Advancing the Green Economy: Creating jobs and opportunities for innovative green enterprise', in the South African context.

The SEED Symposia are part of the SEED Initiative's efforts to foster the Green Economy and to encourage the growth of socio-environmental entrepreneurship in Africa. This year the Symposium was organised in close cooperation with the Government of Flanders, the International Labour Organization (ILO), the Industrial Development Corporation (IDC), and with the generous support of SEED's Corporate Partner, Hisense.

SEED has worked with over 130 enterprises worldwide to distil their experience and main insights into factors affecting their success. The 2014 SEED South Africa Symposium was focused on the role of green and social small, medium and micro enterprises (SMMEs) in job creation and their contribution to sustainable development in South Africa.

Through the SEED Winners' marketplace which showcased examples of social and environmental entrepreneurship in South Africa, compelling evidence was provided of the innovative realisations of the Green Economy that are underway in the country.

This report provides a summary of the key messages to have emerged from the Symposium.

1 SEED South Africa

The SEED Awards enterprises for start-up social and environmental entrepreneurship in developing countries have been in operation since 2005. The first dedicated national programme in South Africa was launched in 2010. The aim is to promote sustainable resource use, income generation, and social equity through supporting small, medium and micro enterprises in line with the South African Government's Green Economy Accord, the New Growth Path, the National Development Plan, and the National Strategy for Sustainable Development and Action Plan.



Willem Malherbe from 2013 SEED South Africa Award Winner 5 Star Stoves showcasing their stoves at the SEED Winners' marketplace



Hilkka Ndjaula from 2013 SEED Africa Award Winner The Dried Fish / Food Company showcasing their products at the SEED Winners' marketplace



Symposium participants informing themselves about SEED Award Winners at the SEED Winners' marketplace

1. Understanding the South African context

There is evidence that South Africa is on the right track towards transitioning to a greener economy. The strong political commitment from government is reflected in the National Strategy for Sustainable Development and Action Plan (2014), the New Growth Path, the Green Economy Accord, and the National Development Plan, aiming to encourage inclusive and green growth in South Africa. Opportunities in the green industry sector are increasing and a shift in the economy towards cleaner industries as a whole is visible. In this context, grassroots entrepreneurs could make an important contribution to social and green development.



Derek Hanekom, Minister of Science and Technology – South Africa

2 The emergence of a hybrid business model

Claire Reid: Reel Gardening (2010 SEED Winner)

From a school project, Reel Gardening turned into a commercial business venture. The product, a pre-fertilised and seeded strip for food gardens, offered market potential and social and environmental benefits. The founder and manager of Reel Gardening, Claire Reid, tried to develop a hybrid model that would maintain the commercial and for-profit nature of Reel Gardening but also formally incorporate social and environmental objectives.

The commercial activities of the original Reel Gardening would thus support various social and environmental goals, with all of the advantages of a not-for-profit.

But this proved impossible because there was no recognised legal status of hybrid models by the South African Revenue Service. In the face of this challenge, Reel Gardening expanded the business into the UK, where the hybrid model has been accepted. Claire Reid sees this as a serious problem as not-for-profits in South Africa are increasingly needing to consider how they can be sustainable in the long run. The hybrid model would be the answer, but it will require acceptance of their status.

For **Derek Hanekom, Minister of Science and Technology**, there is no shortage of good ideas that can help South Africa along its path of green growth, from both high tech research institutions and grassroots entrepreneurs. The challenge lies in developing those into marketable and sustainable goods and services. Entrepreneurs such as the SEED Winners have a major role to play. The more supporting institutions join together and reach out to them, the greater will be these enterprises' social, environmental and economic impact.

Minister Hanekom also emphasised that part of South Africa's road to development must be social inclusivity and economic equality and that the Green Economy was an important contributor to both. In the Green Economy the spark of local innovation often ignites the three-way relationship between environmental sustainability, poverty reduction and entrepreneurship. Government and industry can support social innovations by providing funding and by helping entrepreneurs to learn from one another.

2. Job Creation and the Impact of the Green Economy



François Bonnici, Director of the Bertha Centre for Social Innovation and Entrepreneurship

François Bonnici, Director of the Bertha Centre for Social Innovation and Entrepreneurship underscored the importance of bottom-up approaches as a substantial contribution to the Green Economy. To achieve the two interlinked outcomes of the Green Economy, that is the moving and growth of the economy as a whole towards cleaner industries while addressing social and environmental issues, attention must be given to the grassroots. South Africa has the political will to achieve these outcomes, as illustrated by many agencies of the South African government, international agencies, and through policies that have led to the decentralisation of the development of the Green Economy. Key for supporting bottom-up approaches are the innovations occurring in form, finance and function. A spectrum of enterprise types is developing which fall between the traditional for-profit and not-for-profit enterprise models that have existed thus far. There are now new types of funding for enterprise development. In the past there was a clear division between traditional philanthropy, such as donations and grants, and traditional market-related capital. Now different funding sources are available that cannot be defined as either.

The panellists had positive messages about the future of the Green Economy in South Africa. According to **Vic van Vuuren, Director of the International Labour Organisation (ILO) office for Southern Africa**, the country has taken the lead by far in Green Economy policy development in Southern African Development Community (SADC). **Jenitha Badul, Coordinator of the South Africa Green Fund** agreed and mentioned that sustainability reporting of the Johannesburg Stock Exchange was more advanced than that in Europe.



Sagay Moodliar, Stuart Bartlett, Helen Marquard and Anaïs Mangin (from left to right)



Sameer Hajee from 2013 SEED Africa Award Winner Nuru Energy showcasing their POWERCycle at the SEED Winners' marketplace

A goal of the symposium was to explore the link between the Green Economy and job creation. A first significant conclusion was that the Green Economy offers promising perspectives for job creation; the reasons for this are many and varied. For **François Bonnici**, job creation goes hand-in-hand with the Green Economy because it is one of the three pillars on which the Green Economy stands, along with inclusion and sustainability. The ability of green and social enterprises to scale up and replicate is a valuable avenue for job creation. One model of replication which is just being explored and that offers potential for job creation on a large scale is social franchising, whereby entrepreneurs are given the opportunity to open new branches of an already established enterprise. Sidai Tunza Mifugo Yako, a livestock services initiative in Kenya that was founded in 2011, was a good example. They aim to have established 150 franchised and branded Livestock Service Centres across Kenya by 2015. Ambassador **Roeland van de Geer, Head of the Delegation of the European Union (EU) to South Africa**, informed delegates that one of the reasons that the EU considers the Green Economy a priority is for its ability to create jobs. This required ideas, capital and skills, inter alia, and was not a task for governments; their role was to create the conditions and the enabling environment. **Jenitha Badul** highlighted the need for good policy frameworks, which promote the creation of green jobs; she gave the New Growth Plan and the National Development Plan as positive examples in South Africa.

According to **Anne Van Autreve, the Acting Administrator General of the Flanders International Cooperation Agency (FICA)**, green enterprises were offering sustainable employment opportunities, sustainable because they were concurrently tackling the diverse challenges facing the world today, such as climate change and inequality.

For **Vic van Vuuren**, switching to the Green Economy may mean some reductions in jobs in traditional industries such as the coal sector, but the openings that it created would outweigh these losses. There were significant



Jenitha Badul, Coordinator of the South Africa Green Fund – Department of Environmental Affairs, South Africa



Roeland van de Geer, Ambassador, Head of the Delegation of the European Union to South Africa

opportunities in the sectors of agriculture, recycling, waste, energy, and building and construction. The introduction of incentives would encourage the development of social and environmental enterprises and give them the competitive advantage. **Alan de Haas, Gauteng Regional Manager of Mpact Recycling**, offered recycling as an example of social and environmental enterprises having a competitive advantage, and claimed that the recycling industry in South Africa had already led to 100,000 jobs.

3. Barriers and Enablers to Social and Environmental Enterprises

Social and environmental enterprises face significant barriers. Based on its work with and research on social and green enterprises, SEED identified six of the barriers for discussion at the Symposium: access to finance, capacity building, legal issues, market information, the regulatory environment, and technology and innovation. An important goal for the Symposium was to propose solutions to the problems that green enterprises face, and which, if implemented, could help to build a more enabling environment for sustainable entrepreneurship. These barriers and the associated enablers were discussed during the World Café session on the second day of the symposium.

3 The challenge of finding investors for a company which values social benefits

Alushe Nditya: The Dried Fish/Food Company (2013 SEED Winner)

Alushe Nditya is a founding director of The Dried Fish/Food Company, a 2013 SEED Winner. Her company has revived a traditional Namibian practice that had all but died out, namely, the drying of salt-water fish for use inland. Fish is sourced from local factories and dried in the sun before being shipped in bulk to outlets run by the Women's Enterprise Development Initiative. The enterprise contributes to local food security, adds value to a local resource, and creates jobs for women, so narrowing the economic gap between men and women in the region.

The Dried Fish/Food Company offers a robust model for job creation because it relies on renewable natural resources, empowers women and employs skilled and unskilled labour. However, the directors struggled to acquire financing from conventional sources because of their attention to social benefits. Traditional funding institutions that they approached were found not to value those social benefits and were unwilling to support enterprises that did not fit a traditional business model.



Access to Finance

Table host: **Julie Clarke, Development Bank of South Africa (DBSA)**

Access to finance is the biggest barrier faced by many entrepreneurs. There is a lack of potential capital at the lower investment range, particularly for social and environmental enterprises. As mentioned by some SEED Winners in the panel discussions, accessing finance is particularly problematic at the early development stage. However, delegates from various funding sources such as the Green Fund and the Social Enterprise Fund, newly launched by the Industrial Development Corporation, suggested that funding is available but that funders find it difficult to connect with entrepreneurs who are adequately prepared for investment. Participants from the World Café session also suggested that when finance does become available it is often not sufficient, and that enterprises fail due to an inadequate injection of funds.

To enable better access to finance, symposium participants suggested a feedback loop between funders and entrepreneurs to understand what makes initiatives succeed or fail. They also emphasised the need for integrated finance packages that cover all aspects of enterprise development. Banks focused only on assets that they can claim as collateral; they should also recognise intellectual capital and social good as a viable outcome for an enterprise. Financial and governmental systems similarly needed to recognise the importance of society and the environment, while the impact of social enterprises needed to be measured so that it could be reported alongside their financial profile.



Capacity building

Table host: **Karl Pfeffer, International Labour Organisation (ILO)**

A second significant barrier for entrepreneurs is **capacity building**. Social and environmental enterprises need to be competitive in the market, including by mastering tools and skills, improving their distribution and management, and having financially sustainable operations. Related capacity building requires focused and readily available support that will strengthen the skills, knowledge, experience, and networks needed for the development of social and environmental enterprises. During the World Café, the capacity building table highlighted the lack of understanding by support institutions of how such enterprises work. Social and environmental enterprises operate on the basis of a different business model to conventional enterprises, and policy makers and bankers do not understand how the two models diverge. Participants emphasised the importance of integrating capacity building measures within financial institutions.

To enable capacity building participants suggested that more business schools offer targeted training in green economic development. This would also depend on the Green Economy becoming more established in the value chain. EU cooperation with the Department for Higher Education and Training and the Department for Science and Technology could help, as suggested by **Karsten Feuerrigel, Senior Advisor at the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) office in South Africa**. The informal waste-recycling sector was identified as a sector which would greatly benefit from capacity building so as to bring it more into the sphere of the formal Green Economy. The setting of SMART targets was an important tool in enabling the reporting of progress.



Legal issues

Table host: **Janine Reddi, Hogan Lovells**

Legal issues can cause difficulties for social and environmental enterprises, and start-ups often fail because they lack the legal expertise required to establish a company. Participants explored the main issues to which green entrepreneurs needed to pay more attention: clarifying the type of entity, the need for up-front corporate agreements within the enterprise, the drafting of terms and conditions, clarifying employment issues, establishing commercial agreements with other businesses, and record keeping. Assistance from an attorney early on can be crucial.

Participants felt it was fundamentally important that co-founders of an enterprise had clear legal agreements drawn up from the outset so as to give guidance on how to proceed if things start to go wrong. Sometimes the creative and business aspects of the enterprise should be handled by different people; the legal side should be handled by an appropriately qualified person. A very important and relatively simple practice was sound record keeping; this could save costly legal problems in the long run. Protecting the intellectual property of the enterprise was central. The conclusion was that legal advice should be sought in the early stages of enterprise development to avoid a myriad of legal issues later on.



Market Information

Table host: **Sagay Moodliar, TechnoServe South Africa**

Social and green enterprises face barriers in terms of accessing reliable information markets. Market data and sector statistics are the basis for the development of sound business models. Although information is readily available, the cost and quality of the information is not always adequate.

To improve market information entrepreneurs needed to build strategic alliances for information sharing and to seek opportunities to network. Entrepreneurs needed to be discerning buyers and users of information. The most valuable and cost effective means for grassroots green entrepreneurs to access information was in many cases through various informal channels.



The regulatory environment

Table host: **Zakhele Mdlalose, Department of Trade and Industry South Africa (DTI)**

Regulations can make it difficult to establish an enterprise. Participants identified three main challenges currently experienced by South African entrepreneurs: the lack of alignment and integration of relevant regulations, procurement requirements that do not allow SMMEs to be providers, and difficulties in using the regulatory environment to increase market access.

Improving the regulatory environment was a common thread of discussion throughout the course of the Symposium. Some potential solutions from the World Café were to foster green SMME procurement and for this to allow a beginning of benchmarking good practices in the procurement regime. A review of granting mechanisms would also help to improve the regulatory environment, providing green and social considerations that need to be taken into account. Recalling the proposal of introducing more incentives to encourage the development of social and environmental enterprises and give them a competitive advantage, **Jenitha Badul** suggested that the South African Bureau of Standards should set 'green' standards that encompassed the three pillars of the Green Economy. **Bart Van Uythem** considered that the transition to the Green Economy could be achieved by creating incentives at all levels and by regulating economic adjustment processes.

Technology and innovation

Table host: **Shanna Nienaber, Department of Science and Technology South Africa (DST)**

Technology and innovation can play a major role in refining and testing a product or service conceived at the grassroots. Access to Research & Development (R&D) is not easy, particularly for grassroots entrepreneurs, and its absence can therefore form a significant barrier. The main challenges for green enterprises as regards technology and innovation were: gaining access to and establishing partnerships with technical experts and research institutions, aligning entrepreneurial innovations with community needs, testing ideas and models, bringing an idea to the next stage, and demonstrating proof of concept.

Supporting technology and innovation could be through web-based tools, providing, for example, information for entrepreneurs about funding opportunities and guidance on entry points and partnerships between scientists and entrepreneurs. More information-sharing platforms and technology marketplaces were required, including in remote areas. Open innovation platforms were a useful way to boost innovation and technology exchange in the context of green and social entrepreneurship. Customers at the base of the pyramid (BoP) needed to be involved in the innovation process.

4 Hisense Manufacturing South Africa: SEEDs Corporate Partner

Ebrahim Khan, the Deputy General Manager of Hisense Manufacturing South Africa presented his insights on growing an enterprise. From the point of view of a large commercial electronics company the existence of SMMEs is vitally important. Not only do they drive change, they are also part of the system that is needed to sustain big corporates.

Large corporates needed to act in a more socially and environmentally responsible way. In addition to the support to green initiatives like SEED, Hisense also focuses on social projects. They had launched successful initiatives to reduce drug use and unemployment in the communities surrounding their factory in South Africa.

Through social and environmental initiatives, Hisense also believed in raising awareness among industry members to foster a collective effort towards the transition to a Green Economy.



Conclusions

For widespread take-up of the Green Economy, social and environmental good needs to be recognised by government and finance institutions as a viable outcome for an enterprise.

Government has a major role to play in creating the enabling frameworks and incentives that will allow triple bottom line enterprises to develop and so make their contribution to employment and the environment.

Entrepreneurs will have greater chances of success and scale-up if:

- they can better access finance through understanding exactly what is required at an early stage
- finance institutions build recognition of green and social benefits into their products
- they enlist legal support.

The factors that would increase the chances of success for entrepreneurs would be supported by strengthening and extending relevant networks. Green entrepreneurship should be encouraged from a young age, and business schools in particular should offer targeted green entrepreneurship courses.

The Symposium paved the way for a year of further action and collaboration, and illustrated the importance of, and enthusiasm for, knowledge and information-sharing platforms such as that provided by SEED. An opportunity for taking stock of progress would be the next SEED South Africa Symposium, to be held on 9–10 March 2015 in Pretoria.

	Barriers identified	Enablers identified
Access to Finance	<ul style="list-style-type: none"> Lack of financing for early development stage Perceived as risky investment Insufficient levels of financial support 	<ul style="list-style-type: none"> Feedback between entrepreneurs and funders Integrated finance packages Recognition of social and environmental good Impact measurement by entrepreneurs
Capacity Building	<ul style="list-style-type: none"> Improving market competitiveness Mastering tools and skills Improving distribution and management Financial sustainability 	<ul style="list-style-type: none"> Business schools to offer courses in green economic development Entrepreneurs to set SMART targets and report Target waste recycling to bring it into formal economy
Legal Issues	<ul style="list-style-type: none"> Type of entity Up-front corporate agreements Terms and conditions Employment issues Commercial agreements Record keeping 	<ul style="list-style-type: none"> Legal agreements as basis for enterprises at outset Separate creative, business, and legal aspects in enterprise Sound record keeping Protect intellectual property Legal advice at early stage
Market Information	<ul style="list-style-type: none"> Lack of market data and sector statistics Unestablished position in the market or value chain Poor quality of available information 	<ul style="list-style-type: none"> Enterprises need to build strategic alliances and network Draw on informal channels to access information Be discerning in purchase and use of information
Regulatory Environment	<ul style="list-style-type: none"> Inappropriate categories Stringent requirements Lack of alignment and integration across different regulations Different interpretation 	<ul style="list-style-type: none"> Enable green SMME procurement Benchmark good green practices Review granting mechanisms, with green aspects included Set 'green' standards Create incentives
Technology and Innovation	<ul style="list-style-type: none"> Lack of access to research and technology Lack of partnerships and information sharing Difficulty testing ideas and models 	<ul style="list-style-type: none"> Web-based tools about available funding and partnerships Information-sharing platforms Technology marketplaces Involve BoP customers in innovation

4. Annex: SEED South Africa Symposium 2014 Programme

Advancing the Green Economy: creating jobs and opportunities for innovative green enterprises

19–20 March 2014 – CSIR Convention Centre, Pretoria

19 March Session	
	Chair: <ul style="list-style-type: none"> Helen Marquard, Executive Director, SEED Initiative
16.00–16.30	Registration and coffee
16.30–16.40	Welcome and introduction Speaker: <ul style="list-style-type: none"> Anne Van Autreve, Acting Administrator General – Flanders International Cooperation Agency (FICA)
16.40–17.00	Keynote address Speaker: <ul style="list-style-type: none"> François Bonnici, Director – Bertha Centre for Social Innovation & Entrepreneurship at the University of Cape Town, Graduate School of Business, South Africa
17.00–18.20	Plenary panel discussion Creating Green Jobs The impact of social and environmental start-ups Chair: <ul style="list-style-type: none"> Cecilia Kinuthia-Njenga, Head of UNEP South Africa Liaison Office Speakers: <ul style="list-style-type: none"> Jenitha Badul, Coordinator of the South Africa Green Fund – Department of Environmental Affairs South Africa Karsten Feuerriegel, Senior Advisor, Skills Development for Green Jobs – Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) Alan de Haas, Gauteng Regional Manager – Mpact Recycling South Africa Alushe Nditya, Founding Director – Dried Fish Company (SEED Winner 2013) and Coordinator of the Partnership for African Fisheries Programme – NEPAD Agency Vic van Vuuren, Director – International Labour Organisation (ILO) office for Botswana, Lesotho, Namibia, South Africa and Swaziland
18.20–18.30	Growing an enterprise: insights from Hisense, SEED's Corporate Partner Speaker: <ul style="list-style-type: none"> Ebrahim Khan, Deputy General Manager – Hisense Manufacturing South Africa
18.30–19.00	Marketplace with the SEED Winners
19.00–20.30	Evening Reception Launch of the Social Enterprises Fund A cooperation between the Industrial Development Corporation (IDC) and the Government of Flanders Speakers: <ul style="list-style-type: none"> Stuart Bartlett, Head of Agency Development and Support Department – Industrial Development Corporation (IDC) South Africa David Maenaut – Representative of the Flemish Government Followed by a cocktail reception

20 March Session	
	Chair: <ul style="list-style-type: none">Helen Marquard, Executive Director, SEED Initiative
8.00–8.30	Registration and coffee
8.30–8.45	Opening Speaker: <ul style="list-style-type: none">Ambassador Roeland van de Geer, Head of the Delegation of the European Union to South Africa
8.45–9.05	Keynote address Speaker: <ul style="list-style-type: none">Derek Hanekom, Minister of Science and Technology – South Africa
9.05–10.30	Plenary panel discussion The Green Economy in South Africa: Barriers and success factors to the growth of social and environmental entrepreneurship Chair: <ul style="list-style-type: none">Adam Gross, Senior Advisor Investment & Capital Markets Desk – NEPAD Business Foundation Speakers: <ul style="list-style-type: none">Quentin Eister, CEO – iGREENs South AfricaClaire Reid, CEO – Claire Reid Reel Gardening (SEED Winner2010)Mapula Tshangela, Senior Policy Advisor, National Sustainable Development – Department of Environmental Affairs, South AfricaBart Van Uythem, Head of Economic and Infrastructure Sector – EU Delegation in South Africa
10.30–11.00	Coffee Break & Marketplace with SEED Winners



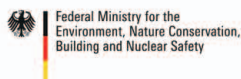
20 March Session	
	World Café session Enablers to support the growth of social and environmental enterprises in South Africa The World Café session will offer a dialogue about how government, donors and further intermediaries can support the growth of social and environmental enterprises in South Africa. The discussions will be led by different experts on the following topics: access to finance, capacity building, legal issues, market information and access, regulatory environment, technology and innovation. Participants will be able to move from one discussion to another. Table hosts: 1. Access to finance Julie Clarke, Programme Manager – Development Bank of Southern Africa 2. Capacity building Karl Pfeffer, Technical officer Green Jobs – International Labour Organisation (ILO) South Africa 3. Legal issues Janine Reddi, Senior Associate – Hogan Lovells 4. Market information Sagay Moodliar, Country Director – TechnoServe South Africa 5. Regulatory environment Zakhele Mdlalose, Director Environment & Energy Efficiency – Department of Trade and Industry South Africa 6. Technology and innovation Shanna Nienaber, Deputy Director: Technology Services – Department of Science and Technology South Africa
11.00–12.30	
12.30–13.00	Summary of the World Café and closing comments
13.00–14.30	Networking lunch & Marketplace with SEED winners



For more information please write to info@seedinit.org or visit www.seedinit.org.



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