



SEED Initiative

Supporting entrepreneurs for sustainable development

SEED ANNUAL REPORT 2009



SEED award winners 2005-2008

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Stephan Contius

Foreword by Stephan Contius, Chairman of the Board

Since its launch in 2004 at the World Economic Forum in Davos and the World Social Forum in Mumbai, the SEED Initiative has supported local partnership projects in their start-up phase, thus scaling-up innovative approaches to sustainable development challenges.

After three cycles of SEED Awards we can now celebrate fifteen outstanding examples of excellence around the world which are already starting to make a difference, as described in this report.

By honouring their entrepreneurial spirit and commitment, SEED encourages the awardees to successfully implement their plans for local environmental protection and development.

Social entrepreneurs, communities, companies and others, working together in multi-stakeholder partnerships at the local level, can have a tremendously positive impact, delivering outcomes that no single actor could achieve alone.

In 2008, the Secretariat did an excellent job in consolidating and developing the SEED initiative while preparing it for new challenges. Looking ahead, the SEED Board plans to expand the Programme. To maximise its impact, we hope to welcome additional partners in 2009 to join UNEP, UNDP, IUCN, and SEED's supporting Partners, Germany, India, the Netherlands, Norway, Spain, South Africa, the United Kingdom and the United States.

At the early stages of SEED governmental support came from the United States and Germany. I am very glad that the list of supporters is getting longer every year. With all these important partners SEED will be able to accelerate the pace and strive to support even more innovative sustainable development entrepreneurs.

A handwritten signature in black ink, appearing to read 'Stephan Contius'.

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Helen Marquard

Note from Helen Marquard, the Executive Director

This is the SEED Initiative's first Annual Report. It is an opportunity for us not only to highlight our activities of last year, but also to describe the path that led to those successes and to have a glimpse at 2009 onwards.

A look at the SEED Winners already tells much of the story. These entrepreneurial partnerships are inspiring in many different ways, be it in the innovative ways of marketing a new product or developing a new approach to tackle a problem. Common to all is an enormous energy and commitment by the project leaders and their partners to bring positive returns to the local community and manage natural resources carefully. That was my overwhelming impression when I met the 2005 and 2007 winners at the SEED Forum in Pretoria in October 2007, just after I joined the SEED Secretariat.

SEED's role is to help these start-up entrepreneurial partnerships to establish and to scale-up. After a year of providing the individual support that each winner identifies as a priority, we aim for them to have a good business plan and clear idea about their next steps, and to be networked with organisations able to provide assistance of various kinds.

We are now well on the road to scaling up our own activities: the numbers of awards will increase, we shall introduce sector-specific awards and pilot the SEED model at a country level, and we shall develop more learning tools from studying our winners. Already, the priority areas of support needed by our most recent winners are informed by applying our Critical Success Factors and Key Performance Indicators.

We are constantly experiencing working in partnership at two levels: the first is the SEED partnership itself, in which the Founding and supporting Partners all play an active role in developing and implementing the programme – including hosting national events and awards ceremonies - and the Associates' Network, launched in 2008, that has a big role to play in helping our winners. The second level is that of the winning partnerships, where we observe what makes partnerships work and where problems often arise. When the winners ask for assistance, SEED can guide the formalisation of the partnership and its governance.

After 3 years, SEED is gathering clear evidence that social and environmental entrepreneurs who are pursuing locally-driven solutions to problems and who work with a variety of stakeholders have a good chance of establishing viable triple-bottom line ventures, in large part because of the involvement of the community. While multistakeholder partnerships are far from easy to constitute, to maintain, and to adjust to changing circumstances, they are a significant tool in making development sustainable. The importance of their role, discussed at length in Johannesburg, is being confirmed.

In the next years, we in the SEED Secretariat look forward to continuing to build on the successes of SEED and to observing the impacts of sustainable development entrepreneurs.

A handwritten signature in black ink that reads "Helen K. Marquard".

Dr Helen Marquard,
Executive Director,
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Hosted by:
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How the SEED Initiative came into being

SEED was initiated in 2001 by the German Ministry for the Environment (BMU). It was presented as an "Example of Excellence" partnership inter alia by UNEP and BMU at the Johannesburg World Summit on Sustainable Development in 2002. The SEED Initiative was then registered at the Summit by UNEP, UNDP and IUCN as a partnership.

SEED's aims are to:

- support outstanding and innovative start-up entrepreneurs working in partnership in developing countries to improve livelihoods and manage natural resources sustainably
- develop practical tools to help social and environmental entrepreneurs to scale up
- influence policy-makers to create enabling environments for sustainable development businesses
- inspire new entrepreneurial ventures to deliver social and environmental benefits.

Since the very beginning the SEED Initiative's aim has been to nurture local-level multi-stakeholder partnerships in developing countries because of the important role they could play in delivering sustainable development, especially if taking an entrepreneurial approach. Small, micro- and medium-sized enterprises often face considerable difficulties in the start-up phase and they are rarely the main focus of development and investment institutions. SEED was designed to help to fill that gap: A global competition, the "SEED Awards", would identify the most promising partnerships, each of which would receive a support package, and a parallel research and learning programme would distil and disseminate the lessons learned.

After two years of extensive consultation and research, the SEED Initiative was launched in 2004 at the World Economic Forum in Davos and at the World Social Forum in Mumbai.

What SEED does

Highlights from 2007 / 2008

- **annual SEED awards, rather than biennial**, so doubling the number of winners
- **national events and capacity building workshops** for each of the winning partnerships
- **targeted networking and profiling for the 10 finalists**
- **most previous SEED award winners scale up and demonstrate increased impacts**
- **a new network of Associates**, organisations willing to help individual winners and SEED
- **a new series of research and learning briefs**, the SEED Insights
- **initiating the development of a new global online resource** for sustainable development entrepreneurs, with IISD and CEC
- **a greater number of SEED Partners**: India, Spain, the Netherlands Ministry of Agriculture and Norway joined

SEED focuses on outstanding start-up enterprises, providing inputs other than money to help social and environmental entrepreneurs to get a foothold and to scale up: developing relevant skills, providing technical, regulatory and legal assistance, growing networks, and profiling the winning ventures and their partners at the local, national, and sometimes international, level. Each SEED Award, delivered over a year, is a package of support tailored to the specific needs of a winning partnership. The value of the award has grown from \$15k in 2005, to about \$40k in 2008, of which \$25k goes directly to the winner for their specific needs. The remainder is used to help with partnership building, growing in-country and international networks of contacts and support organisations, attending a SEED Forum and Practitioners Workshop at which the winners can learn from each other, and profiling the ventures at in-country and international events.

Each SEED award is presented by one of the SEED Partners. Usually this is in-country at a high-level event, combined with a capacity-building workshop for all of the partners. Bilateral meetings are arranged with relevant organisations to start developing a support network. In 2008, the SEED secretariat and its service provider, the Collective Leadership Institute, used each capacity-building workshop to finalise the tailored support plan with the partners.

Running alongside the awards scheme is an ambitious research and learning programme based on longitudinal studies of the SEED winners and relevant literature. The aim is to determine the critical elements for a successful sustainable development enterprise; develop a series of on-line learning tools and resources; and make recommendations to policy- and decision-makers about what constitutes a supportive environment for this type of enterprise.

Introducing the SEED award winners 2005 - 2008

The first SEED competition in 2005 attracted over 260 partnership proposals from 66 countries, representing 1,200 organizations. By 2008, interest in SEED and recognition of the prize led to more than 400 applications from 93 countries.

In each of the competitions, an international jury of experts selected the finalists and winners from a shortlist drawn up by an internal team.

SEED 2008 International Jury

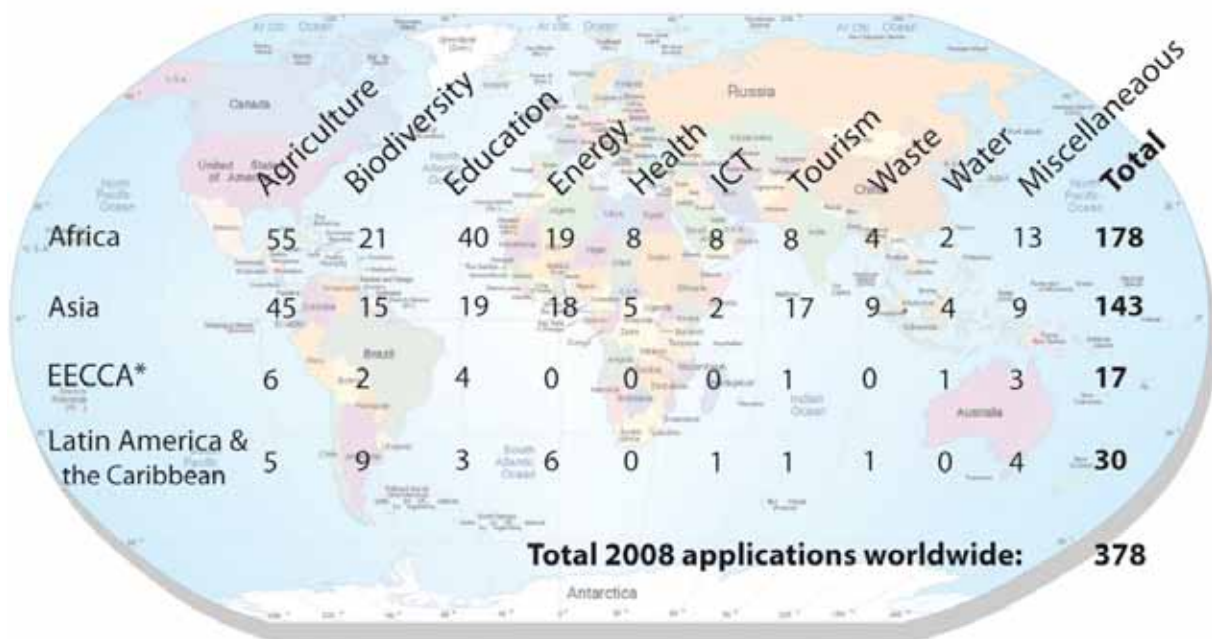
An international panel of experts generously dedicated considerable time and effort to the selection process. The jury members were:

- Eugenio da Motta Singer (Founder of the Instituto Pharos and President of EZ Carbon Solutions, Brazil)
- Kofi Nketsia-Tabiri (Regional Manager, E + Co Africa)
- Yves Renard (Consultant on sustainable development, Caribbean)
- Jennifer Seif (Executive Director of Fair Trade in Tourism South Africa)
- Hanumappa Sudershan (Founder of Vivekananda Girijana Kalyana Kendra and Karuna Trust, India)
- Nino Tevzadze (Caucasus Environmental NGO Network)
- Sarah Timpson (Senior Advisor, UNDP)
- George Varughese (President, Development Alternatives Group, India).

SEED Winners in Africa

Sierra Leone (2007), *Tiwai Island Traditional Health Centre*: a partnership between a traditional healers' association, a research institute and local communities will help to protect biodiversity and provide sustainable livelihoods for local communities through the establishment of a health centre and ecotourism.

Applications for the 208 SEED Awards: Sectoral breakdown



Cameroon (2008): the *Guiding Hope* partnership plans to expand their production of organic, fair-trade honey from the remote Adamoua savannah to international markets, to become Cameroon's largest exporter of high quality beeswax, and to build an international market chain for the community-owned soap- and candle-making businesses.

Nigeria (2005): *Cows to Kilowatts*, a project being piloted in Nigeria, is turning effluents and waste products from abattoirs into biogas and fertiliser that can be used by poor urban communities, and reducing the emission of gases linked with climate change.

Madagascar (2005): The partnership for *Madagascar's first experimental community-run marine protected area* is working with the Andavadoaka community to balance the needs of local fishermen with protection of the area's important coral reefs. Eco-tourism is being promoted to generate income for conservation work and diversify the local economy, and to reduce the pressure on fish stocks. The aim is to use this as a blueprint for similar projects in other regions.



SEED Winners in Asia

Vietnam (2007): the *Bridging the Gap* partnership is developing a business chain to market internationally the high value plant products derived from local, sustainable cultivation of traditional medicinal plants, so improving the livelihoods of ethnic minority communities.



"Himalayan Oregano" partnership receiving their 2008 Award from Sigmar Gabriel, Germany's Federal Minister for the Environment, Nature Conservation and Nuclear Safety

Hilary Benn, UK Secretary of State for Environment, Food and Rural Affairs, presenting the Andaman Discoveries team from Thailand with their 2008 SEED Award

India (2008): *Oregano against MRSA* brings together local businesses and an NGO, and an Indian government and a UK university. The partnership has identified an essential oil from high altitude Himalayan oregano that has antimicrobial properties. It could be used in handsoaps and surface disinfectants in hospitals as a preventative against the bacterium Methicillin-resistant *Staphylococcus aureus* (MRSA).

Thailand (2008): *From relief to self-reliance* is a project led by tsunami-affected communities on the Andaman coast which aim to expand employment opportunities through community-based tourism. The proceeds will support local projects such as handicraft marketing, a community centre, recycling, and youth-led conservation programmes.

Nepal (2005): *Harvesting seabuckthorn at the top of the world* is led by the international HimalAsia Foundation together with local Tibetan cooperatives and a family of traditional medical practitioners. They are cultivating and marketing seabuckthorn and other medicinal plants for the local and international market, so developing sustainable livelihoods for local people and also helping to conserving biodiversity in a Himalayan mountain area.

Cambodia, Sri Lanka and Madagascar (2005): The *System of Rice Intensification* is a partnership between several non-governmental organizations (NGOs), local communities and farmers, and Cornell University. The aim is to boost rural incomes through the marketing of indigenous and environmentally-friendly grown rice varieties.



SEED Winners in Latin America and the Caribbean

Peru (2007), *T'ikapapa*: links small-operation potato farmers in the Andes with high-value niche markets in urban centres. T'ikapapa promotes biodiversity conservation and environmentally friendly potato production techniques while giving farmers open access to technological assistance and innovation, encouraging local farmers' associations and spreading market information.



Ecuador (2007): *New Life*, a partnership led by an Association of Indigenous Women, has reintroduced in the Andes native cereal and tuber crops to diversify food production, improve local food security and reduce soil degradation. The partnership sells surplus yield through the women's organization in three communities, resulting in new economic, financial and marketing engines for the area.

Brazil (2007): *Projeto Bagagem*, an NGO in partnership with other NGOs and businesses, actively involves local communities to create unique travel packages that give visitors a first-hand insight into local development initiatives and nature reserves.

Brazil (2008): *Pintadas Solar*, a partnership triggering community approaches in the semi-arid northwest of Brazil to water-efficient crop irrigation and biofuel production to address climate change adaptation and mitigation, and food security and poverty.

Nicaragua (2008): *Lighting up hope and communities* is a partnership between a university research centre, a women's cooperative, an NGO and experts on solar technology. Together they are launching a cooperative business that will produce and market solar products made from recycled solar cells and solar cookers adapted for local needs.

Bolivia (2005): *Agua para Todos* is a consortium of local communities, an NGO and a pipe manufacturer. With the municipal water company in Cochabamba they build water distribution systems; the costs are met by the communities through a micro credit scheme.



SEED Award Finalists 2005-8

In 2008, each of the 10 finalists also received an award. This took the form of a small package of support, to the value of \$1500, which involved working with each partnership to assess its priority needs, and helping to build a network with the SEED Partners and Associates and other interested organisations. A list of all the SEED Finalists is at Annex 1.

Making an impact – scaling up

Case study: how SEED supports Award Winners

Guiding Hope • Cameroon

Upscaling the marketing and production of fair-trade honey and wax

Guiding Hope won one of five 2008 SEED Awards for its work to establish an environmentally and socially responsible, fair-yet-profitable trade in apiculture products.

They have plans to expand small-scale production of organic, fair-trade honey from the remote Adamoua savannah and NorthWest highlands to reach international markets and to become Cameroon's largest exporter of high quality beeswax, as well as building an international market chain for community-run soap- and candle-making businesses.

Activities that SEED will undertake under the Support Plan to help to deliver the partnership's main needs are to:

- identify and fund an expert to advise and train the partnership in financial management and accounting
- fund the appointment of a local consultant to develop a funding strategy and assist in the preparation of funding applications
- fund further market research
- facilitate contacts to help with access to the UK and German markets, and to other national and international partners
- support the further development of work with communities and the beekeeping sector in Cameroon through the SEED Partners.



Award Ceremony at the US Embassy, Yaounde

"Already we have promising contacts for finance from UNDP GEF, the British High Commission, and the German Embassy and for trade links via the South African Embassy. We were also able to finalise our fair trade 'preferred supplier agreements' with Oku Honey Coop and advance progress on agreements with Honco, Berudep and Forestry and Agroforestry Promoters in the north west. David Wainwright of Tropical Forest Products is now in Ngoundal with the beekeeping groups. The presence of partners such as SNV, a Netherlands development organisation also inspired confidence with the beekeepers from Ngaoundal."

Michael Tchana, Director, Guiding Hope.

The 2005 winners are scaling up:

- ❖ The Global Marketing Partnership's **System for Rice Intensification** (SRI) is extending considerably with the help of SEED support. For example, in the Chinese provinces of Sichuan and Zhejiang there are now over 1 million acres under SRI methods where three years ago there was less than 10,000 acres. The Indian Government is now fully committed to SRI, with 5 million hectares to be covered in the next five years under the National Food Security Mission initiative. In Tripura state, which had only 880 farmers using SRI methods in 2005, there were over 70,000 in 2008, and in Rajnagar, from 24.5 ha in 2005 the area devoted to SRI methods extended to 2,300 ha in 2006 (one-sixth of the total rice area in the state). Yields have more than doubled. The story does not end there. The SRI is now being used in 35 countries in Africa, Asia and Latin America with an estimated 1.3 million rice farmers applying SRI methodologies on more than 1.5 million hectares. This is a low estimate. As SRI has been largely grassroots driven, there is no global system for reporting uptake. India leads in SRI adoption, extension and reporting with over 800,000 hectares accounted for through NGO and government sources.

2008 was a very productive year in the scale-up of SRI Indigenous Rice. At the Natural Expo West, the US's most important natural foods show held annually in California, the partnership successfully introduced three SRI-grown rices. Feedback from buyers and consumers alike was overwhelmingly positive, with both the taste of the rice and the social-environmental mission behind the brand receiving praise. In terms of future scale-up, the event also allowed the Global Marketing Partnerships for SRI Indigenous Rice to identify partners who will not only purchase their product, but also help to educate consumers as to why SRI rice is better for people and the planet. The event proved to be a valuable first step in creating a market for SRI-grown rice in the U.S.

"Productivity is increased, and at the same time the environment is saved.... I want to urge everybody, starting with the Minister of Agriculture and everyone else, let us support this SRI method with our maximum capacity".

S. B. Yudhoyono, President of Indonesia

- ❖ **Nigeria:** The Cows to Kilowatts project centres on the construction of a biogas plant and waste-water treatment facility to run on abattoir waste so creating a cheap source of domestic energy, abating pollution and mitigating greenhouse gas emissions from one of Nigeria's largest slaughterhouses. UNDP and the Nigerian Government are considering making significant funding available.
Biogas is much cleaner than kerosene and wood which are used currently for cooking and heating. The plant will also produce fertilizer. The biogas from the plant will be sold to urban poor women at about 25% of the prevailing market price of natural gas; the fertilizer will be sold to urban low-income farmers at 10% of the usual market price of chemical fertilizer. These two products are expected to benefit about 5000 households and about 15,000 low-income farmers monthly for 15 years (the productive lifetime of the biogas plant). Once the first plant has come on line, further biogas plants in large cities in Nigeria are likely to be constructed. Egypt, Zimbabwe, South Africa and Kenya have expressed interest in replicating the technology.
- ❖ **Madagascar:** Following on from the success of the Velondriake community-run Marine Protected Area network recognised by SEED, the partners are now working with 23 villages to develop a network of community-run marine and coastal protected areas that will span more than 800 square kilometres and protect coral reefs, mangroves, seagrass beds and other threatened habitats along Madagascar's south-west coast. The partnership is also working with funding from the African Development Bank in order to promote further the sustainable development of fisheries to benefit the MPA along another 300 kilometres of coastline through replication and expansion of the Velondriake model. As a result of the expansion, the size of the local population involved in community outreach work and protecting areas has increased from 1200 in 2005 to about 10,000 in 2007-8. The partnership now provides a marine conservation scholarship programme, and funds about 100 scholarships in local primary and secondary schools. Additionally, the partnership has recently established programs to develop

established alternative livelihoods, including a programme for sea cucumber mariculture, and has also instituted a carbon emissions reduction programme, and a family planning service.

The lessons learned have led to the introduction of new fisheries legislation by the Malagasy government and the SEED Winner is now working with the Malagasy Fisheries Ministry to continue to expand its approach to other communities. The Malagasy Government has an Accord de Siege with Blue Ventures, one of the lead partners in the project, and the National Parks Service of Madagascar has asked Blue Ventures to replicate its approach at other sites which have been identified as national marine conservation priorities.

2008 ended with further recognition of the success and importance of the work being carried out by the partnership with the presentation of the 2008 J. Paul Getty Award for Conservation Leadership to M. Roger Samba, president of the Velondriake Committee. The Velondriake model is also gaining international recognition with the recent establishment of programmes in Fiji and Malaysia where Blue Venture, one of the main partners, will adopt a similar technique of working with the local communities. This franchised approach to replication allows the partnership to work with businesses that want to take advantage of the success in Madagascar.

- ❖ **Bolivia:** Access to clean water is an emotive issue in developing countries and sometimes leads to civil unrest and major social problems. The SEED-winning project 'Water for All' was inspired following the well-documented 'water wars' in Cochabamba. The municipal water company, a private consortium, the local community and a non-profit, micro-credit foundation are working together to create community-owned secondary water distributions in poor peri-urban areas of Cochabamba. The aim was to provide access to low cost water services to 85,000 people within five years.

2008 brought further scale-up of Water for All. The partnership, which started as a programme under Plastiforte, a private company, has been consolidated as an independent not-for-profit organisation. This new-found autonomy has allowed Water for All to establish itself as a trustworthy participant in Bolivia's politically sensitive water sector. The municipality also contributed more funds than expected and during the past year provided as much as 60% of the project's total investment. Nearly 20,000 people now have access to freshwater. The unanticipated funding has given Water for All the opportunity to expand into other areas, responding to the growing demand for sanitation with the construction of water-efficient domestic facilities and decentralised waste-water treatment plants on the basis of artificial wetlands.

The project has been replicated in many communities throughout Cochabamba. Bolivia's Departmental Chamber for Industries recognised Water for All's work with a prize for Social Enterprise Responsibility, presented by the Mayor of Cochabamba.

- ❖ **Nepal:** Despite the challenging situation in-country, the partnership "Harvesting Seabuckthorn at the top of the world" is establishing various seabuckthorn nurseries which are generating income for the education of local children from poor families, and providing support for three local women's cooperatives which are harvesting wild seabuckthorn on a sustainable basis and then selling the extracts. The planting of seabuckthorn will also help to prevent erosion and landslides in areas which are particularly susceptible to the impacts of climate change.

Although 2008 was a somewhat difficult year for the partnership due to political turmoil in Nepal, enthusiasm and hope remains high. Contact has been established with a cosmetic company which is interested in the advantages of seabuckthorn and in the Himalayas harvesting initiative and has extended an invitation to visit the company. It is a potential partner for the project.

- ❖ **Ecuador:** The New Life Association of Indigenous Women (Nueva Vida) worked with the Ministry of Agriculture in the early stages of development. 30 native species are now being used for local consumption and for sale through the women's association which was established by 3 communities. 2008 saw several promising developments for the partnership. First, the partnership established its organisational structure, setting up an office and hiring full-time staff. Second, Nueva Vida focused on consolidating the partnership and signed working agreements with several organisations, including USAID and Kraft Foods. The co-financing funds from USAID allowed Nueva Vida to purchase new equipment and work on capacity building, so extending its SEED Award. Nueva Vida's collaboration with Kraft Foods resulted in a number of ideas as to how the partnership could improve its product

quality and expand its range. Additional support from the UN Small Grants Programme provided Nueva Vida with opportunities for networking and knowledge exchange with other communities undertaking similar initiatives, as well as the chance to increase its capacity to promote and sell its products. Nueva Vida is currently in the process of developing a business plan that it expects to complete in April 2009. The plan will include extensive market research in the effort to identify new sales channels, partners, and further funding options. The plan will also lay out the partnership's focus on product diversification and scaling up production to meet demand. Commercialization skills will be a particular focus for the initiative over the course of this next year, as well as strengthening networks, and promoting the growth of native organic Andean agricultural products. For this reason, the Ecuadorian government's new national campaign to consume local and healthy food will provide a great marketing opportunity for Nueva Vida in the coming year.

- ❖ **Vietnam:** the partnership is developing an equitable and participatory value chain which links rural communities with domestic and international markets. The intellectual property rights of the ethnic groups have been secured, and Sa Pa People's Committee – i.e. local government - is supporting and facilitating activities at the local level.

2008 was overall a successful year despite a prolonged two-month cold spell in spring which resulted in an approximately 25% reduction in essential oil production for the year. SEED support helped with the development of two business plans – one for Sa Pa Essentials (SPE) and one for the farmers' group, Sa Pa Indigenous Medicinal Plants Association (SIMPA). The plans present a clear path for the future growth and direction of the initiative. As a result of finalizing the business plan, Bridging the Gap's commercial partner, SPE strived to increase the number of outlets with several new locations, including shops, hotels, and spas which have agreed to stock and sell the products. Participation in charity fairs throughout Vietnam helped to raise the profile of the initiative. SPE was invited by the UNDP Special Unit for South-South Cooperation to participate in the 2008 Global South South Development Expo in New York. While not a winner, SPE was a finalist and was featured at the expo in December 2008. Furthermore, recent scientific testing in New Zealand and Australia has shown that *Stephania brachyandra* has novel anti-cancer properties; this new activity was the subject of a patent granted in 2008. The Australian law firm Allens Arthur Robinson (AAR) and Forest Herbs Research Ltd. of New Zealand, one of the partners in 'Bridging the Gap,' continue to provide pro bono support. For 2009, the initiative looks to secure further working capital and expand its natural product range to soaps and other spa products.

- ❖ **Brazil:** Winning the SEED Award helped to expand Projeto Bagagem's business. Through Ashoka, one of the SEED Associates, the partnership is getting external assistance from McKinsey in developing its business plan for the next 4 years. They are currently engaged in the last phase of this strategic planning process, and will soon have a presentation document for current and future investors. Projeto Bagagem has also joined with 7 new partner NGOs and created 6 new Community Based Tourism (CBT) packages. 2008 was also a year of careful planning and scale-up preparation to devise a common strategy with the TURISOL network. Projeto Bagagem hopes to open a national tour operation by the end of 2009. Projeto Bagagem has won recognition from the Brazilian Ministry of Tourism as one of the best 25 community tourism projects (from 520) and contributed to launching the first call for CBT proposals from the Ministry of Tourism in Brazil. Finally, Projeto Bagagem welcomed two new team members in 2008 in order to scale up sales and marketing this coming year.

With Projeto Bagagem's help, some communities are already benefitting from the new tourism income. In time this should help to counter migration to the cities, and heighten awareness of the value of sustainable management of natural resources.

- ❖ **Sierra Leone:** from being little more than a promising concept at the time of the SEED award, the plan was to develop the Tiwai Island traditional healing centre in close collaboration with the National Health Ministry and the Association of Traditional Healers.

However, political instability hindered progress in the partnership development and scale-up in 2008 though partners and consultants produced an outline for the project. The partnership completed visits to the various communities around Tiwai to gain an indication of the available local skills and human capital. Only very limited progress has been made on the development of a business plan. A further

stock-take in early 2009 is intended to point to the way forward.

Although it is too early for the 2008 winners to have any results, the in-country events are producing promising leads for scale-up.

SEED is clearly identifying innovative projects that catch the eye of others: A good number of SEED finalists and winners have gone on to receive awards from other organisations such as the Shell/BBC World/Newsweek World Challenge, the Equator Initiative, the St Andrews Prize for the Environment, the Enterprising Solutions Award and the First Choice Responsible Tourism Awards.

Projeto Bagagem

Projeto Bagagem, a Brazilian NGO, is improving the livelihoods of low-income Brazilian communities by setting up and developing local community-based tourism. Projeto Bagagem actively involves the local communities to develop unique travel itineraries that feature successful local development initiatives. Meeting and interacting with host communities is the principal travelling experience. To reinforce local participation capacities, Projeto Bagagem offers a 2-year capacity building programme to local youth, enabling them to own and manage tourism activities in their area. Networking between tourism destinations, partner travel agencies and travellers is also enhanced through the project. Supplying travellers with environmentally relevant information, material and guidance raises their awareness and limits the environmental impact of the tours.

Projeto Bagagem is starting to help to provide a source of income for local communities as well as an inspiring experience for the visitors.



What have we learnt?

Since relatively few organisations focus on support for start-up enterprises in the sustainable development field, there are few reports about the sorts of difficulties they face, how they overcome them, and how they consolidate. SEED's direct interactions with its winners allows it to build up a body of empirical evidence and to distil out the lessons learned. The SEED Secretariat, Partners and Associates bring these lessons to the attention of a much broader community of entrepreneurs to reinforce or to encourage them to adopt business models that build in social and environmental benefits. In this way, SEED can provide increasing in-depth assistance to its winners, and at the same time reach a significantly larger audience.

The first study of SEED projects was compiled by the Global Public Policy Institute and published in 2006. In 2007-8, the International Institute for Sustainable Development (IISD), SEED's Research and Learning service provider, carried out in-depth studies of all the SEED winners and examined whether it was possible and productive to create a typology of partnerships and from there to develop critical success factors for different types of partnerships. The studies showed that creating a comprehensive typology was problematic because of the extreme variety of forms and shapes that SEED partnerships take. IISD concluded that it would be better to study specific enterprises relevant to SEED winners' activities – in particular enterprises in the field of social and environmental entrepreneurship. Based on these studies, IISD went on to develop 8 critical success factors and 14 key performance indicators for start-up social and environmental enterprises working in partnership with other stakeholders. These form the basis for a robust rapid assessment process which can be self-directed by enterprise leaders to determine in the early stages of their development whether they have the critical elements in place for successful growth. In addition, IISD examined how the international development community approaches scale-up and replication and, in particular, its role in supporting start-up social and environmental enterprises to expand both their business and their social and environmental impact. The fourth area of study consisted of a comparison of reward and recognition programmes in the field of sustainable development, with a view to establishing SEED's niche and deriving recommendations for best practice.

While the full reports have been published on the SEED website (www.seedinit.org), the main findings have been condensed into a series of learning tools, the 'SEED Insights', under the headings 'Starting and growing a venture', 'Monitoring and assessing progress' and 'Information and recommendations for policy-and decision-makers'.

In response to a demand from sustainable development entrepreneurs, SEED has joined forces with IISD and the North American Commission on Environmental Cooperation (CEC) to develop a major online resource of information, guidance and tools. The proposal was announced at the end of 2008 and the resource will be launched at the UN Commission on Sustainable Development in 2009. It will ultimately cover all countries, both developed and developing, so as to help businesses in the North to develop markets in the South, and to assist those in the South with opening up market chains elsewhere in the South and gaining access to Northern markets. The resource will include information on business planning, certification, financing, and management support for social and environmental entrepreneurs. It will take the form of a wiki, enabling practitioners to add to and amend entries, in all languages. By the time of the launch, information applicable to Canada, the USA, Mexico, Brazil, South Africa and India will be available. Through promotion by the SEED Partners, the wiki should come to be a comprehensive and widely used resource within the next 3 years, not only by SEED winners, but by many small, micro and medium sized enterprises that aspire to deliver social and environmental benefits.

SEED Insights, published July 2008

Theme 1: Starting and growing a venture

- the 4 phases of partnerships
- roles and strengths of different partners
- tips for success
- stakeholder analysis
- financing and value chain development

Theme 2: Monitoring and assessing progress

- critical success factors
- key performance indicators

Theme 3: Information for policy-makers

- the potential of partnerships
- scale-up and replication
- creating an enabling environment

Replication

A special word should be said about replication – the transfer of one project to another country or region. While much development has been built on the concept of replication, achieving sustainable replication is difficult. Factors important to its success, such as relevant experience and commitment in the new environment, buy-in from the local community, or favourable business conditions, may not necessarily be present on the ground. What is more, a small-scale entrepreneur who has a good idea may not want that idea to be taken up by others: issues of intellectual property and trademarks arise, especially if replication removes business opportunities from the original entrepreneur. The path to replication is littered with complications.

Since SEED projects always start at the local level, parachuting in new ideas to another region is in any case not an option. However, some innovative products lend themselves more readily to replication than others. Cows to Kilowatts is a good example, where there has been considerable interest in franchising the model. Yet it is important to remember that novel ideas can inspire others, and that the intrinsic elements of a project might be shared, or transferred, without necessarily encroaching on the interests of the primary entrepreneur. For this reason, SEED aims to communicate the projects it supports as widely as possible.

Sharing the lessons

Apart from making material available on the web, SEED's experience with partnerships and entrepreneurship for sustainable development and many of the SEED learning tools have been introduced at a number of international events:

- At the 16th session of the UN Commission on Sustainable Development in New York, in addition to participating in a plenary discussion on multistakeholder dialogues, SEED hosted a workshop at the Partnerships Fair which focused on the Critical Success Factors and Key Performance Indicators. The event provided a platform for the audience, from NGOs, business and official delegations, to share their experiences and views.
- In July 2008, the U.S. National Academies' Roundtable on Science and Technology for Sustainability convened a symposium focusing on the cross-cutting challenges that partnerships face, such as the involvement of several sectors; action at varying scales, from local to global; dealing with a combination of public and private financing. One of the case studies chosen for the symposium was the SEED Bolivia project.
- For the IUCN World Conservation Congress in Barcelona in October 2008, SEED again presented its new on-line tools and also played a major role in a workshop on Environmental Recognition and Reward Programmes designed to exchange information about measuring impacts, due diligence processes, international juries, and monitoring and evaluation. IUCN is planning to take this forward with the establishment of a network of such reward schemes.
- *Lighting up hope and communities* had a special place at a conference in November 2008 in Freiburg, Germany: Climate Change as a Security Threat – Strategies for Policy-Makers, Science, and Business. State Minister Gernot Erler, German Foreign Office, presented SEED with a cheque from the proceeds of a benefit concert for the Nicaragua project.
- Chain Reaction, an event held in November 2008 in London brought together social leaders, community activists, policy makers, business leaders, and young people from around the globe to share learning and to generate new ideas for social change, locally, nationally and globally. SEED took part in a workshop there with other similar organizations, offering advice and support to social and environmental entrepreneurs.

SEED International Partnership Forum and Winners' Workshop Pretoria, South Africa, October 2007



In October 2007, the SEED Secretariat and representatives from each of the 2007 and most of the 2005 winners were generously hosted by Derek Hanekom, Deputy Minister for Science and Technology, South Africa at a SEED Partnership Forum. This brought together over 80 senior decision-makers and partnerships practitioners from international and local business, civil society and the public sector to discuss success factors and scale up and replication of partnership enterprises. The Forum also showcased the 2007 winners. A 2 day Practitioners' Workshop followed, led by the Collective Leadership Institute. This covered successful partnership building, mapping and analysing relevant stakeholders, developing value chains for innovative products, and business planning and funding. It was the start of the building of an alumni network through which SEED winners can learn from each other.

Building SEED's foundations

When the programme of the SEED Initiative was first launched in 2004, its major Partners were the governments of Germany, the Netherlands (Ministry of Foreign Affairs), and the USA. They were joined later by the UK and South Africa, and by Swiss Re. During 2007-8, Swiss Re decided they would not continue their support as they had developed new priorities. Spain joined at the beginning of 2008. The Board was joined later in the year by the Netherlands Ministry of Agriculture, and at the end of the year by Norway and India.

In May 2007, SEED announced a new network of Associates of SEED – organisations that share SEED's goals and are willing to assist individual winners and to engage with the SEED programme. Although the network is still bedding down, already there are some promising interactions between some Associates and individual winners.

SEED's Board

The SEED Board consists of senior representatives from each of the Founding Partners, IUCN, UNDP and UNEP, and from each of the major Partners. The chairmanship rotates between the latter each year. In 2007, the Chairman was Dan Reifsnnyder, Assistant Secretary at the US Department of State. He was succeeded in 2008 by Ambassador Ton Boon von Ochssee of the Netherlands until August; Stephan Contius, Head of Division in the German Federal Ministry of the Environment, was Acting Chairman for the remainder of 2008. Jonathan Tillson, Deputy Director in the UK's Department for Environment, Food and Rural Affairs, assumed the chairmanship in January 2009.

The Board is serviced by the Executive Committee, consisting of representatives from each of the Board member organisations. It deals with technical and operational issues.

SEED Associates in 2008

- Ashden Awards for Sustainable Energy
- Ashoka
- Conservation International
- Cornell International Institute for Food, Agriculture and Development
- Environmental Resources Management
- Fair Trade in Tourism South Africa
- GVEP International
- International Institute for Environment and Development
- LEAD International
- South African Breweries
- University of California at Berkeley
- UN Global Compact
- Whitley Fund for Nature
- World Business Council on Sustainable Development

SEED Secretariat

The SEED Secretariat is accountable to the Board and is responsible for the management and implementation of its programme. From March 2007, Ross Andrews has been Head of Programme. He was then joined in July 2007 by Helen Marquard as Executive Director. The Secretariat members both work out of the UK.

SEED's Service Providers

SEED currently draws on three service providers for assistance: Adelphi Consult, Berlin, delivers the Awards Programme; the Collective Leadership Institute, Potsdam, provides the Support Programme; and the International Institute for Sustainable Development, Toronto, is responsible for the Research and Learning Programme.

Adelphi Consult specialises in developing and implementing sustainability strategies for companies, public sector institutions and international organisations and works in Africa, Asia and Europe for a wide range of clients ranging from governmental institutions in Germany, Austria and Switzerland to international organisations such as the OECD, UNFCCC and UNIDO and private sector companies in Europe and Asia.

The **Collective Leadership Institute** is a non-profit organization based in Potsdam, Germany with partners in Latin America, Africa and Asia. The CLI works with a network of partners and associates who share the goal of building a sustainable future through innovative dialogue, cross-sector partnerships and collective leadership.

The **International Institute for Sustainable Development** is a Canadian-based independent policy research and communications organization with a diverse team of more than 150 people located in more than 30 countries. The Knowledge Communications programme of the Institute has provided advice to the World Bank, International Finance Corporation and UN agencies (FAO, IFAD, UNEP), the governments of Canada and Switzerland, and major international networks, partnerships and NGOs.

A look ahead

Over the coming 2-3 years, SEED is planning to extend its activities in a number of ways:

- ❖ *Sectoral SEED awards:* While the SEED Awards will continue to be given to innovative enterprises in sustainable development generally, SEED intends to make some awards in specific sectors, such as water and sanitation, energy and climate change, and biodiversity.
- ❖ *SEED at a country or regional level:* Now that the value of the SEED model has been demonstrated at a global level, the aim is to roll-out the model at a country or regional level. In this situation, SEED should be able to build up ever-increasing networks to help the award winners, and to establish closer links with policy and decision-makers so as to facilitate the growth of triple bottom line businesses. It should also inspire and promote other examples of entrepreneurship for sustainable development. The first pilot is planned for 2009-10.
- ❖ *Working in partnership with other organisations:* SEED aims to go far beyond a limited number of awards each year and to make a measurable contribution to the MDGs. One way of so doing is through collaborating with other like-minded organisations, either in bilateral partnerships or as part of a consortium. With its experience, its growing body of empirical evidence, and its extensive research programme, SEED should be attractive as a partner for other organisations working in the field of sustainable development.
- ❖ *Attracting new partners:* SEED's strength grows in direct relationship to the number and type of partners which constitute its core and so SEED will aim to attract new partners, from the private, public and NGO sectors – as major Partners, Supporters or Associates.
- ❖ *Research agenda:* SEED's research programme will continue to explore issues that can be problematic for start-up social and environmental entrepreneurs, including how to integrate the social, environmental and economic aspects successfully in an enterprise, and to disseminate learning tools that can help other partnerships, entrepreneurs, investors and donors. SEED will continue to work with other partners to develop a major on-line resource - www.entrepreneurstoolkit.org - of global information, guidance and tools to serve all small, micro and medium sized enterprises that aim to deliver social and environmental benefits.

SEED's emergence from the 2002 World Summit on Sustainable Development and its support for sustainable development entrepreneurial partnerships means it is well placed to make a contribution to any planned Rio + 20 summit in 2012. In any case, by then, SEED will have supported many tens of early stage social and environmental entrepreneurs with innovative ideas about delivering solutions to problems. It will have stories to tell, and important lessons to impart to the international community.

Financial statement

This section sets out SEED's expenditure and income from June 2006 - December 2008. Actual spending and income for 2008 is recorded in CHF as this is the currency of IUCN, SEED's fiduciary agent for this period.

Key areas of growth in SEED's Programme which have had significant budgetary implications are:

- the doubling of the Awards and Support Programme from 5 Award Winners every two years in 2006-7 to 5 Award Winners in 2008.
- the additional support offered to finalists in 2008 (USD 1500 each).
- the introduction of Award ceremonies and Winner Workshops in each Winner's country from 2008 onwards, attended by the Secretariat and Support Service Provider or local associates where possible.

SEED, through IUCN US, is also maintaining oversight of USD 96k of continuation funding for the 2005 Award winner in Madagascar, which was provided by US State Dept in August 2007.

In-Kind Contributions

SEED has benefited from a range of in-kind contributions. Significant support is listed below, but SEED is grateful to all its Partners, Associates and Supporters for help in promulgating Calls for Award proposals, identifying jury members, performing due diligence on applications and raising the profile of Award Winners.

- For the whole period as fiduciary agent for SEED, IUCN waived its customary overhead (for financial management) of 7% on all SEED funding, in effect providing financial oversight gratis. This ensured an additional CHF 82,000 for operational activities. IUCN also hosted the SEED Secretariat from June 2006 to February 2007, providing office space and equipment.
- From June to October 2007, US Embassies in Peru, Brazil, Vietnam, and Ecuador organised and hosted small Awards Ceremonies for the 2007 Winners. Same with German Embassies and Consulates in India,
- In October 2007, the Department of Science and Technology (DST) in South Africa provided venues, refreshments, staff support and transport for the SEED Annual Partnerships Forum and Winners workshop in Pretoria.
- DST also provided Mmampei Mabusela, Director of International Affairs, as a secondee to the Secretariat in London for four months part-time (shared with Defra) from April – July 2008.
- In December 2008, the US Embassy in Cameroon hosted and helped organise an Awards Ceremony and Partnerships Forum for the 2008 SEED Award Winner in Cameroon, while in October 2008, the Goethe Institute in Salvador, Bahia State, Brazil did the same for the 2008 Award Winner in Brazil.

Table 1

SEED Income May 2006 – December 2008

SEED PARTNER	TOTAL CURRENCY	TOTAL CHF	PURPOSE	PERIOD
DEFRA	GBP 121,100	246,104	RESTRICTED: EXECUTIVE DIRECTOR	JULY 07 - MARCH 08
SWISS RE	USD 100'000	127,100	RESTRICTED: AWARDS, SUPPORT, COORDINATION	JUNE 2006 - MAY 2008
US DOS	USD 100'000	120,320	RESTRICTED: AWARDS, RESEARCH, COORDINATION, TRAVEL, LOCAL SUPPORT	TO 30 DECEMBER 08
DEFRA 2006/7	GBP 56,000	133,060	UNRESTRICTED	JUNE 2006 - MAY 2008
DEFRA 2007/8	GBP 56,000	134,064	UNRESTRICTED	JUNE 2006 - MAY 2008
IUCN 2007/8	EUR 94,000	140,832	UNRESTRICTED	JUNE 2006 - MAY 2008
GERMANY BMU	EUR 60,000	99,630	RESTRICTED: WORKSHOP	AUGUST 07 - NOVEMBER
GERMANY BMU	EUR 46,500	76,976	RESTRICTED: COMMUNICATION AND NETWORK	Dec-07
UNEP DTIE	30,000 USD	31,789	RESTRICTED: COORDINATION, NETWORKING, WEBSITE	NOV 07 - MAY 08
SPAIN MFA	USD 100,000	104,593	UNRESTRICTED	2008
NL Agriculture Ministry	EUR 75,000	120,797	UNRESTRICTED	2008
GERMANY BMU 08	EUR 60,000	92,010	RESTRICTED: WORKSHOP	2008
TOTAL IUCN		1,427,275		
GERMANY BMU TO IISD	EUR 35,000	55,000	RESTRICTED: RESEARCH	2008
TOTAL RECEIVED JUNE 2006 - DEC 2008		1,482,275		
OTHER FUNDING				
US DOS	USD 96'000		RESTRICTED: 2005 WINNER	JULY 07 - JUNE 09
GERMANY BMU TO CLI	EUR 30000		RESTRICTED: 2008 WINNERS SUPPORT	2008

Table 2:

SEED Expenditure June 2006 – Dec 2008

SEED INITIATIVE SPENDING: JUNE 2006 - DEC 2008	JUNE 2006 - MAY 2008 5 AWARD WINNERS		2008 5 AWARD WINNERS		
	Actual CHF	% BUDGET	Actual CHF	% BUDGET	
AWARDS PROGRAMME - SERVICE PROVIDER	59,222	7%	59036	10%	
GLOBAL SUPPORT - SERVICE PROVIDER	87,430	11%	55836	9%	
2007 WINNER WORKSHOP AND ANNUAL FORUM	88,889	11%	0	0%	
LOCAL SUPPORT: USD 25K PER AWARD WINNER	133,891	17%	31,940	5%	
NATIONAL CEREMONIES/WORKSHOPS	0	0%	81,126	13%	
RESEARCH AND LEARNING PROGRAMME	81,710	10%	55000	9%	
	Jun - Dec 06	2007	%	2008	
NETWORK AND COMMUNICATIONS	4,470	25,857	4%	27,421	4%
SECRETARIAT COORDINATION	96,715	222,286	40%	293,405	48%
OTHER	0	0	0%	9,168	1%
CONTINGENCY FOR CURRENCY FLUCTUATIONS	0	0		9,168	
TOTALS	800,470		100%	612,932	100%

IUCN INCOME (CHF):	JUNE 06 - DEC 08	1,427,275
OTHER INCOME (CHF):	DEC 08	55,000
PROGRAMME COSTS (CHF):	JUNE 06 - DEC 08	-1,413,402
DEFICIT FROM CYCLE 1 (CHF):		-31,897
CARRY FORWARD TO 2009 (CHF):		36,976
BALANCE		0

SEED Award Finalists

Annex 1

SEED Award Finalists 2008

South Africa, Simunye Rural Community Development Plan

A local youth development trust has partnered with local government and business to enable local communities to develop and construct the infrastructure, roads and houses in their own villages, while learning the trades and skills to set-up small construction-related businesses.

Tanzania, Oil from Trees

A partnership has formed to facilitate an effective market linkage for sustainable biofuel production thereby providing smallholder farming families with extra incomes as well as access to renewable and affordable energy.

Ecuador, Sumak Mikuy

A community-owned business which aims to establish a sustainable market chain turning neglected native crops into high-value products for the tourist and organic export market, thereby sustaining biodiversity and local culture.

Jordan/Israel, King Abdullah I/Rotenberg Peace Park

A regional NGO is working with business, municipal and other partners to create a cross-border Peace Park in the lower Jordan Valley. The Park is intended to help protect and restore some of the area's natural resources, foster cross-border cooperation, eco-tourism and biodiversity protection in both countries, and revive and highlight cultural heritage sites.

Philippines, Fibers from Durian Husk Generating Income for Women

Women farmers are working with government and NGOs to create unique fibre-sheets, paper and other products from the husks of durian fruit. These husks are currently a major source of waste in some areas – turning them into a marketable product can ease waste management difficulties, decrease methane emissions and form the basis for a viable social enterprise.

Philippines, Cambodia, Vietnam, Agri-waste in Local Briquette Industry

A regional NGO, working with local government and a carbon credit network, is creating locally-owned micro-businesses which make charcoal briquettes from local agri-waste, which would have been burned in the fields. In the process they are reducing local air pollution and greenhouse gas emissions.

Thailand, Litchi Fruit Processing for Smallholder Growers

The steady fall in price of fresh litchi and the fruits' high perishability prompted litchi growers cooperative, academics and post-harvest institutes to set-up a village-based fruit drying and processing unit. The more stable prices for organically-grown dried litchi encourage the continuation of the orchards, which help maintain soil stability, and provide a reliable income source for smallholders.

Albania, Promoting Sustainable Development in the Xara Region

A partnership is aiming to enable agricultural producers of watermelons and tangerines to access high-value EU markets, by helping their farms gain the necessary certification for controlled use of pesticides and fertilizers, cultivation techniques that minimize erosion risks, and the management of environmental waste.

Armenia, Farmer Association and Co-operative

A group of organisations have joined forces to create two farmers co-operatives, thereby providing a much-needed channel to market and distribute milk and other agricultural products, improve production methods and strengthen local incomes.

Armenia, Help Women Help Themselves

A partnership has been formed to build capacity and skills for high-yield gardening, which will empower rural women, generate additional household income and increase nutrition levels.

SEED Award Finalists 2007

Suriname, Protecting the Future by Preserving the Past

Improves livelihoods and provides health services by using traditional knowledge of plant extracts for therapeutic purposes.

Kenya, Empowering the restoration of goods and services of Mt. Kenya Forests

Promotes conservation enterprises and the sustainable development of forest and mountain resources and improves livelihoods through a series of reforestation and development projects.

Tanzania, Future Fuels

Provides an alternative fuel source from wood waste, reducing dependency on forest products and opening a new market.

India, Promotion of Natural Dyes in the Textile Industries

Produces yarn and fabric in an energy-efficient and less polluting manner through the use of traditional natural dyes.

Nepal, Cotton thread production from *Girardinia diversifolia* (Allo)

Produces cotton thread from a traditionally used local species for supply of national and international markets, involving local communities in the resource management.

SEED Award Finalists 2005

Nigeria, Allanblackia Seed

Improving livelihoods and fighting the loss of tropical forests by establishing a new plant oil industry using a novel non-timber forest product – the Allanblackia seed. Potential for expansion across the region, wherever the Allanblackia is indigenous.

Morocco, Joint Initiative for a Cleaner Mohammedia

Building an environmental technology centre to reduce pollution levels in the city of Mohammedia, home to the country's largest refinery, and assist local enterprises in the acquisition of upgraded technology. The aim is to franchise the model across the world.

Kenya, Vitango – Vitamin A from Mangoes

Reducing vitamin A deficiency and generate income by increasing production and solar drying of mangoes, improved marketing mechanisms and agroforestry education in schools and communities.

India, Environmental Certification Programme for Lead Battery Manufacturing

Establishing an environmental audit and certification programme for lead battery manufacturing facilities to reduce lead poisoning and encourage the adoption of voluntary emission standards.

Thailand, Integrated Mangrove Restoration and Sustainable Shrimp Aquaculture

Establishing sustainable shrimp aquaculture to benefit local communities while protecting and restoring mangrove swamps.

Nicaragua & Guatemala, The Maya Nut Programme

Increasing knowledge, production, sales, and consumption of the highly nutritious Maya Nut to improve nutrition, food security and family health. Potential to spread across Central America.

Jamaica, Rising in the East

A training programme for unemployed rural youth that teaches techniques of sustainable organic farming and promotes small enterprise development, that could be replicated throughout Jamaica and the wider Caribbean.

SEED's Current Partners:

The United Nations Environment Programme (UNEP); the United Nations Development Programme (UNDP); IUCN (the International Union for Conservation of Nature); and the governments of Germany, India, the Netherlands, Norway, South Africa, Spain, the United Kingdom and the United States of America.

SEED Founding Partners:



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Supporting entrepreneurs for sustainable development