



SEED ANNUAL REPORT 2010



SEED Award Winners and Gold Winners 2009

Content:

| | |
|--|----|
| Foreword from Jonathan Tillson, Chair of the Board | 3 |
| Note from Helen Marquard, Executive Director | 4 |
| What SEED does and what SEED offers | 5 |
| Introducing the 2009 SEED Winners and Gold Winners | 5 |
| 2009 SEED Winners in Africa | 7 |
| 2009 SEED Winners in Asia and Pacific | 8 |
| 2009 SEED Winners in South America and Caribbean | 9 |
| How SEED helps its entrepreneurs to scale up | 11 |
| What we have learnt, and the tools we have developed for social and environmental entrepreneurs | 13 |
| SEED's Partners, Associates and Supporters | 19 |
| Financial statement | 22 |
| SEED Secretariat | 23 |



Foreword from Jonathan Tillson, Chairman of the board

It has been a rich experience chairing the SEED Board over the past year, a year in which SEED has celebrated 20 promising social and environmental entrepreneurs throughout the world. Each of these winners received assistance with their business planning, and from them, our international jury selected 5 outstanding initiatives as Gold Winners who received tailored capacity building. As in previous cycles, they are active in diverse sectors, and offer an insight into the unusual enterprises that are being conceived at the grassroots to tackle local problems and provide community and environmental benefits.

In the wake of the financial crisis, it is to these and similar enterprises that we can look in shaping a more resilient economy. Increasingly governments and major corporations are seeing the potential for a 'green economy': investment in, for example, low carbon technologies that can help to combat climate change. But the power of the green economy can be enormously enhanced if small, micro- and medium-sized enterprises – the engines for the global economy – can be engaged in driving it. As a particular type of SMME, SEED Winners demonstrate the potential for combining the economic bottom line with social and green bottom lines.

With its focus on helping start-up locally-driven social and environmental entrepreneurs to achieve financial sustainability, SEED is integrated into the new development agenda that is directed towards helping to provide the means for development rather than aid.

Looking ahead, the SEED Board and Secretariat welcomes the opportunity to provide an input into the UN Conference on Sustainable Development in 2012. We will be gathering evidence about the impacts of enterprises that are delivering sustainable development, and presenting ideas about how to adjust the policy framework to help more of them to take off, and to maximise their contributions.

SEED is only able to succeed because of its Partners: UNEP, UNDP, IUCN – the Founding Partners – and the governments of Germany, India, the Netherlands, Norway, Spain, South Africa, the UK and the USA, as well as its Supporter Belgium, and Associates. I have much appreciated all their contributions this year. I know I speak for the Board in saying we hope to welcome new Partners next year so as to scale up SEED's impacts even further.

A handwritten signature in black ink, appearing to read 'Jonathan Tillson', written in a cursive style.

Jonathan Tillson
Head of Sustainable Development
Department for Environment, Food and Rural Affairs
Nobel House
17 Smith Square
London SW1P 3JR
United Kingdom



Note from Helen Marquard, Executive Director

This second Annual Report is an opportunity to look back at the successes of 2009 and the 2009 awardees, and to reflect on the lessons learned, with an eye to the future.

As ever, most significant were the social and environmental entrepreneurs revealed through the SEED Awards competition. Twenty winners were announced at a ceremony attended by Ministers and high-level delegates from the UN, governments, civil society and the business community and held in conjunction with the United Nations Commission on Sustainable Development. Presentations by the 2008 SEED Winners meant that the development and conservation community was able to see first-hand some of the contributions

local entrepreneurs are making towards the attainment of international sustainable development objectives and towards a greener economy.

The 5 Gold Winners are highly distinctive: converting traditional hurricane lanterns to solar power (Bangladesh); mining gold and platinum without the use of highly toxic chemicals (Colombia); on-site manufacture of products from solid waste in lower income urban communities (Niger); legal protocols to help minority and indigenous communities to secure their rights (South Africa); and organic production of herbs and essential oils (Zimbabwe). The international jury, who deserve special thanks for their tremendous inputs and dedication, faced a difficult task in selecting these from over 1100 applicants.

The Gold winners are already benefitting from the publicity SEED was able to give them through the award ceremonies and the business targeted workshops held for each. Synergies between them are starting to yield fruit.

What our experience of working with and studying these initiatives tells us is this: Social and environmental start-ups, however promising, face huge challenges and barriers. Financing is by no means the only problem. Nor is skills development – business, administrative and technical. It is also a question of identifying, and gaining access to, suitable associates and partners who can help them to consolidate and scale up; of being able to find all the information they need in order to comply with local, national and international regulations and certification requirements; of having the capacity and knowledge to identify and research the most potentially rewarding markets; and of having the stamina and dedication to stick with their vision of helping people and the environment through sustainable entrepreneurship.

SEED is able to help – albeit to a limited extent – with nearly all of these. And through our research and learning programme, we have developed tools that can help SEED winners, and other budding entrepreneurs. We are constantly enhancing the package of capacity building for the winners.

Looking ahead, we intend to continue to scale up the programme, and to draw on the evidence from this type of start-up to uncover information about the barriers. In the two years ahead, SEED will particularly focus on Africa by making available more awards to social and environmental entrepreneurs in that region while also launching the first country-level SEED in South Africa. One of our main aims is to have well-grounded policy recommendations to feed into the discussions on the Green Economy at the 2012 Rio + 20 conference.

A handwritten signature in black ink that reads "Helen K. Marquard". The signature is written in a cursive, flowing style.

Dr. Helen Marquard
Executive Director
SEED Initiative
Hosted by: United Nations Environment Programme
PO Box 30552
00100 Nairobi
Kenya

What SEED does and what SEED offers

The SEED Initiative is a global partnership for action on sustainable development and the green economy. SEED supports small-scale social and environmental entrepreneurs in scaling up or replicating their enterprises so as to make a contribution to their local economies and communities while promoting the sustainable management of natural resources and ecosystems, and reducing poverty, marginalisation and exclusion.

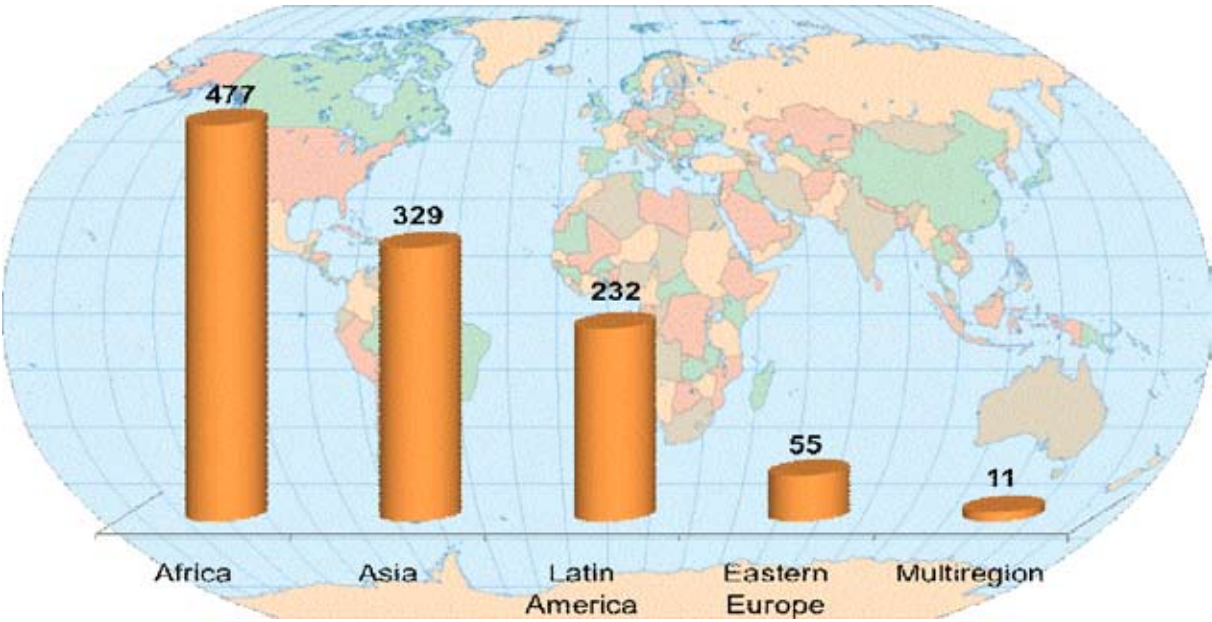
Through an annual, global awards scheme SEED finds and reveals a wealth of novel ways of doing business. An international jury of experts selects and recognises the most promising and innovative start-ups. Based on their needs, Award Winners are offered an individually-tailored support package which includes business planning, skills development such as partnership management, finance and technical expertise and high-level national and international profiling and networking.

SEED supports social and environmental entrepreneurs directly but also continuously studies the progress of the SEED Awardees to increase the understanding of how innovative start-ups grow, the obstacles they face and their economic, social and environmental impacts. The insights obtained in this process help in shaping and developing tools and resources useful for all entrepreneurs. They also serve to stimulate a more enabling policy framework for social and environmental entrepreneurs. The on-the-ground experiences that SEED and its award-winners gain are presented at international policy forums and platforms.

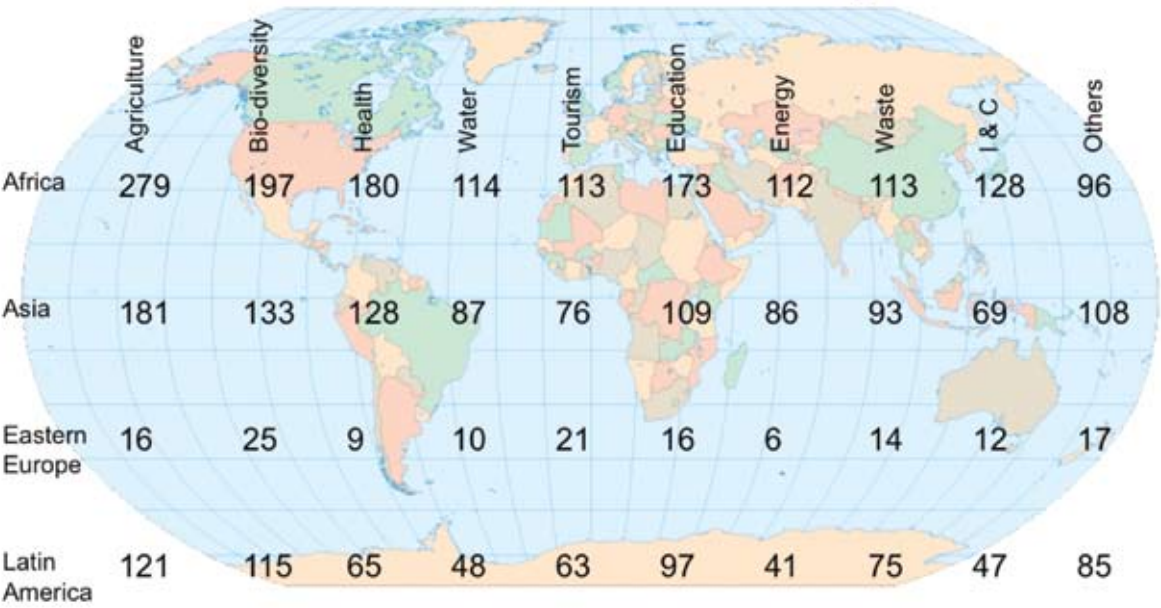
Introducing the 2009 SEED Winners and Gold Winners

In 2009, SEED received a record number of applications. More than 1000 applications were submitted, originating from 97 countries. In 2008, for comparison, SEED received about 400 applications. This suggests a growing awareness of the SEED Awards and understanding of the benefits that come with being a winning initiative.

Graphic 1. 2009 Applications per region



Graphic 2: Sectoral distributions in regions



An independent and international jury, who most generously offered their time and expertise, selected 20 initiatives as SEED Winners. From these, five were chosen as Gold Winners, initiatives which look particularly promising as regards being able to scale up and grow their enterprises.

- Members of the jury for the SEED Awards 2009**
- Ms. Leila Akahloun: Integrator for Africa Programs, Ashoka
 - Ms. Nicole Haeusler: Managing Director of 'mas contour' – Tourism Consulting & Regional Planning
 - Mr. Paul Laird: Corporate Partnerships Manager, Earthwatch, UK
 - Mr. Juan Mayr Maldonado: former Minister of the Environment, Colombia
 - Mr. Brian Milder: Director of Strategy and Innovation, Root Capital
 - Ms. Jennifer Morris: Vice President, Verde Ventures at Conservation International
 - Mr. Kofi Nketsia-Tabiri: Regional Manager, E + Co Africa
 - Ms. Sarah Timpson: Senior Adviser on Community-based Initiatives, UNDP
 - Mr. George Varughese: President, Development Alternatives Group, India

- SEED Eligibility criteria**
- a) demonstrating entrepreneurship and innovation
 - b) delivering economic, social and environmental benefits
 - c) intention and potential to become financially sustainable
 - d) a partnership between different stakeholder groups
 - e) locally driven or locally led
 - f) potential for scale up or significant replication
 - g) in the early stages of implementation
 - h) in a country with a developing or emerging economy

2009 SEED Winners in Africa



Nafore & Afrisolar energy kiosks (Burkina Faso)

A small local business and international NGOs are cooperating to provide sustainable energy to poor communities by expanding the use of "Nafore", a PV-based telephone charger, powered 100% by solar energy.



Integrated Plastic Recovery (Kenya)

A project carried out by a large and a small local business in partnership with a national NGO aims to offer the most viable method of recycling of dirty polythenes into plastic poles. It works to improve and strengthen livelihood assets for poor and marginalised youth and women.



MakaaZingira (Kenya)

A national NGO, a community-based organisation and a small business network aim to establish a sustainable eco-charcoal production, helping small scale farmers to replace unsustainable practices while also bringing social benefits. The final product is FSC certified.



Sunny Money (Kenya, Malawi, Tanzania, Zambia)

International NGOs and community-based organisations in Kenya, Malawi, Tanzania and Zambia have created a micro-franchise named Sunny Money which recruits, trains and supports a growing network of solar entrepreneurs in East Africa, especially deaf and disabled people, helping them build and sell solar kits to power lights, radios and mobile phones.



The Clean Energy Initiative (Mozambique)

This project aims to provide rural electrification using sustainable energy, generating local employment and promoting entrepreneurial skills by offering capacity building in the manufacture, installation and maintenance of micro wind turbines. The partners of this project are local small businesses and an academic institution.



ALMODO (Niger) GOLD WINNER

A partnership between a small business and a research institution is developing a sustainable self-financing solid waste management system that contributes to improving living conditions of the poorest population, in collaboration with a women's group that collects solid waste in poor urban areas of Niger's three biggest cities.



Biocultural protocols (South Africa, Africa and South Asia) GOLD WINNER

Civil society organisations have mobilized efforts to develop biocultural protocols with different local indigenous communities. The protocols allow for local communities to share the benefits when local resources and expertise are developed for market purposes, and are increasingly seen as a model for other similar circumstances.



KOLCAFE (Tanzania)

This initiative, involving national NGOs and a local research institution, aims to empower coffee farmers and increase coffee production by improving agronomic practices and adding value through building product processing infrastructure and selling products directly to export markets.



Bridge to the World (Zimbabwe) GOLD WINNER

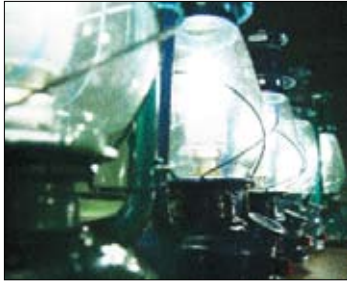
A small business, a research institution and an association of small-scale women farmers together are facing the challenge of improving rural livelihoods and reversing severe land degradation through innovative organic farming of essential oils, made from the indigenous *Tarhonianthus camphoratus* bush.

2009 SEED Winners in Asia and Pacific



Generating local economy through regenerating local resources (Bangladesh)

A cooperation between a national NGO, a research institution and a small-sized business aims to avoid biodiversity losses and degradation of the agricultural lands by recycling waste from rice-growing for the production of cement that will be used in the production of low cost housing materials.



Solar conversion of traditional kerosene hurricane lamps (Bangladesh) **GOLD WINNER**

A national NGO in partnership with a local NGO and a cooperative have developed an innovative device called "SuryaHurricane", a low-cost solar lantern made from recycled parts of the conventional and much-used kerosene lantern.



Innovative inland oyster aquafarming (Cook Islands)

A local business in partnership with a national NGO is farming oysters under controlled conditions in an environmentally friendly and wholly sustainable manner. Farming fish provides relief from subsistence fishing of the over-harvested lagoons in the region as well as new food security and income generation for the local communities.



Solar energy, education & fishing (Sri Lanka)

National and international NGOs, with the cooperation of public authorities, are working to expand the use of an alternative lighting system in rural villages through the replacement of kerosene lamps with solar panels.



Carbon bank and village development (Thailand)

This innovative initiative of national NGOs and an academic institution aims to encourage, support and enhance community-based indigenous forestry through carbon credit trading to enable successful climate change adaptation and socioeconomic development for local communities and biodiversity conservation.

2009 SEED Winners in South America and Caribbean



One Million Cistern Program (P1MC) (Brazil)

Local NGOs and local community associations have joined forces with the national government and international agencies to develop and build one million home cisterns to collect and store rain water in the semi-arid region, enabling access to potable water for poor rural families.



Eco-Amazon Piabas of Rio Negro (Brazil)

A national NGO, a cooperative of small producers and public authorities are working together to build a niche market of specialty ornamental fishes and to introduce a fair trade system built on socio-environmentally responsible fishing.



The sustainable use of Amazonian seeds (Brazil)

Regional development in the Brazilian Amazon is the aim of the partners, achieved by encouraging the organisation of the local communities as a co-operative, and by transferring technologies and training the community in the production of oils made from Amazonian seeds, resulting in increased incomes for these communities.



Oro Verde® - Facilitating market access for artisan miners (Colombia) **GOLD WINNER**

A national NGO and local community associations are engaged in an initiative to reverse environmental degradation and social exclusion produced by illegal and uncontrolled mechanized mining. A mining certification process and capacity building program have been created. More than 700 certified artisan miners are now following social and environmental criteria.



Camarones Sostenibles del Golfo de Morrosquillo (Colombia)

The partners in this project are a community-based organisation, a local NGO and a small business which are aiming to establish an cooperative enterprise that includes families of traditional fishermen in the Morrosquillo Gulf, farming shrimp in a way which produces no pollution.



Planting Empowerment (Panama)

An initiative involving a small business in partnership with a community-based organization and an international agency is leveraging private capital to increase conservation and provide sustainable livelihood opportunities to the local population at the same time as improving natural resource conservation in fragile environmental areas.

How SEED helps its entrepreneurs to scale up

At the heart of SEED stands the belief that if SEED really is to help start-up social and environmental enterprises to grow, the support SEED offers has to address several needs.

Experience from working with social and environmental entrepreneurs has shown that in many instances such enterprises require require access to knowledge, expertise and especially to networks as much as to financial support. High-level profiling of each winner by SEED, for instance, reaps significant benefits in forging important new contacts, often with government officials and Ministers. New openings and potential partnerships are frequently revealed in that way.

The support package that SEED offered to its 2009 Gold Winners therefore includes a range of elements:

- Assistance and advice on developing and improving each initiative's business plan
- A two-day in-country business-oriented workshop, involving all partners, and covering the key elements and factors needed successfully to build a social and environmental enterprise
- High-level profiling of the initiative nationally, regionally and internationally
- Access to relevant institutions, organisations, businesses, including former SEED winners, SEED Partners, SEED Supporters, and SEED Associates
- Developing a support plan, the services for which were in part provided by SEED.

The support SEED offers strongly orients itself on the needs expressed by the initiative itself. It is why SEED takes a flexible approach to the exact nature of the assistance it gives to enterprises around the globe.

SEED Award Ceremonies for the 2009 Gold Winners help to profile the initiatives and gain access to new networks



KAITE receives the SEED Award from Minister Gerda Verburg of the Dutch Ministry of Agriculture, Nature and Food Quality



The British High Commissioner H.E. Mr. Stephen Evans presents Shidhulai with the SEED Award at a high level reception at the British High Commission in Dhaka



UNDP Country Director for Colombia, Barbara Pesce-Monteiro, presents the SEED Award to winner Oro Verde



Derek Hanekom, Deputy Minister of Science and Technology in South Africa, presenting Natural Justice with the SEED Award at a ceremony in the South African Parliament in Cape Town



Nadine Gbosa, Deputy Resident Representative of UNDP Niger, presenting ALMODO with the SEED Award at the ceremony in Niamey, Niger

Case study: Shidhulai - Powering the Future with Surya Hurricane Lanterns Bangladesh

Shidhulai won one of five Gold Winner Awards for its effort to develop and market the SuryaHurricane lantern, a low-cost solar lantern made from recycled parts of the conventional and much used kerosene lantern.

The goal of Shidhulai is to introduce the solar powered SuryaHurricane lantern to many more families in rural villages who are cut off from electricity and to introduce a new generation of the Surya Hurricane lantern which people will be able to recharge themselves via an attached solar panel.

SEED will support Shidhulai in its expansion by:

- providing support in developing the next generation SuryaHurricane lantern
- providing support in distributing SuryaHurricane lanterns to 2,000 families living in 40 flood-prone villages,
- supporting training and public events in villages where staff of Shidhulai explain how SuryaHurricane lanterns work and which benefits they bring
- training women on how to use and maintain SuryaHurricane lanterns
- supporting the provision of post-sale support to users

SEED also supported Shidhulai in its efforts to gain access to potential donors and funders. The high-level award ceremony, hosted by the British High Commissioner in Dhaka, was an opportunity to meet several ambassadors and heads of development institutions and foundations. The ceremony was widely covered in national media and furthermore led to several follow-up meetings and visits to the project site by potential funding partners.



What we have learnt, and the tools we have developed for social and environmental entrepreneurs

SEED acknowledges that supporting social and environmental entrepreneurs around the globe needs to go beyond supporting just a selected handful. Rather, SEED aims to assist any start-up social and environmental enterprise around the globe by making available guidance and tools on how to establish and grow while at the same time helping to create frameworks which enable social and environmental enterprises to emerge more easily.

A major innovation of the SEED initiative has therefore been the advancement of a research and learning agenda. SEED has recognised from its beginnings that a wealth of understanding can be gained from the experience of the SEED community – applicants, finalists and winners. This community is a prime source of evidence of what is working and what the critical barriers are to sustainable development on the ground. Based on that evidence, SEED is already developing new learning and information sharing tools for social and environmental entrepreneurs around the world. And SEED is adapting its programme to focus on the critical needs the enterprises have themselves identified, for business planning, marketing, training and recognition. The new tools and support will not only help the SEED community to strengthen contributions to a greener local and global economy, but advance the social and environmental SMME sector as a whole.

Indeed, looking forward, SEED is in a position now to aggregate its growing suite of workshop activities and tools for self assessment, partnership management, business planning and performance monitoring into an online learning program for social and environmental entrepreneurs.

New in SEED's Toolbox for Entrepreneurs

How to use this tool

The presence of certain "success factors" can help an enterprise achieve its goals - and not only business goals, but social and environmental goals as well. This tool will help you determine whether these factors are present in your enterprise, and what actions you might take to improve the likelihood of your success.

1. Click on a success factor from the list on the right.
2. Answer the five questions.

For more information about this tool, click on the "i".

Critical Success Factors for an Enterprise

- LEADERSHIP
- PROOF & CLARITY OF INNOVATIVE CONCEPT
- TRIPLE BOTTOM LINE PLANNING
- COMMUNITY ENGAGEMENT
- PARTNERSHIPS MANAGEMENT
- BUSINESS PLANNING & FINANCING PART 1
- BUSINESS PLANNING & FINANCING PART 2
- SHORT & LONG TERM BENEFITS MANAGEMENT
- RISK MANAGEMENT

a. Critical Success Factors self-assessment

In 2009/10, SEED asked IISD to develop its findings on critical success factors for entrepreneurs into a self assessment tool. The presence of certain "success factors" can help an enterprise achieve its goals – and not only business goals, but social and environmental goals as well. This tool was designed to help entrepreneurs determine for themselves whether these factors are present in their enterprise, and what actions they might take to improve the likelihood of their success (www.seedinit.org/apps/selfassessment/).



b. The Entrepreneurs Toolkit

The entrepreneurs who use the Toolkit are, like all SEED Winners, ambitious, driven leaders who create innovative solutions to some of the world's intractable and key social and environmental challenges. They have passion, drive and the ability to do much with little. In many instances, one of the main things they are lacking is information. The Entrepreneur's Toolkit was co-developed with IISD and the Commission for Environmental Cooperation of North America (CEC).

It was launched in 2009 to help small social and environmental enterprises around the world share and input their knowledge about how to:

- strengthen business performance and financial success;
- strengthen economic, social and environmental impacts; and
- work effectively with partners, stakeholders and their communities.

(www.entrepreneurstoolkit.org)

Recent additions to the Toolkit are more "how-to" guidance, new content for Mexican SMEs, and a trilingual interface (English, French, Spanish). Further material will be added during 2010.



c. The Partnership Cycle

The Partnership Cycle tool serves as an online tool supporting the building and implementation of successful cross-sector partnerships. It is intended for people and organisations considering entering into a new partnership, but it can be helpful to those already working in active partnerships. The Partnership Cycle tool (<http://www.seedinit.org/support-tools/index.html>) shows the different stages of a partnership process and highlights what needs to be taken care of in each phase. The tool was developed in partnership with the Collective Leadership Institute.

d. Launch of longitudinal study into social/environmental SMME performance; the successes of SEED Winners

From 2005 to 2008, research by IISD and its predecessor, the Global Public Policy Institute, used case study and key informant interview approaches to collect data from the small community of SEED winners. And while this was useful in the early stages to describe these microenterprises and some of the factors that might be necessary to contribute to their success, it was also recognized that the evidence base was still small, and restricted to individual snapshots of widely varying enterprises. A more structured approach was required to expand the base of information and to monitor trends and changes over time.

Therefore, in 2009, IISD worked with SEED secretariat to develop a survey instrument that would:

- gather data from a broader base of social and environmental entrepreneurs, by reaching beyond the winners to applicants and finalists, and other relevant microenterprises
- establish some baselines of performance of the SEED community (applicants, finalists, winners) to monitor trends and changes over the next few years
- ensure consistency in data collection over time
- develop a tool that SMEs could use in future to set their own targets and monitor their own performance over time.

A survey population of 1600 applicants and winners was invited to participate, with a respectable 18% response rate overall and a 75% response rate from the winners themselves. Central to the survey was a series of questions asking respondents to state up to three measurable targets for each dimension of their enterprise: social, environmental and business, and to indicate what percentage of that target they believe they had already achieved.

The quantity and quality of feedback on this process was overwhelming. The majority of respondents felt that completing the survey was a learning experience in and of itself, and helped them to think more carefully about setting clear targets for all dimensions of their work: As one noted, "This survey will be very useful for future measurement and monitoring of enterprise development".

All respondents matched what SEED considers its "target" audience: start-up social and environmental entrepreneurs, all still in the early stages of building their enterprises and indicating that on average, they have achieved up to 20% of their primary targets; and between 0 and 20% for the remaining targets. Their emphasis lies primarily in delivering social and environmental benefits to their communities, with demonstrated progress in training local groups, with consistent attention paid to women and youth, in looking at revenue generation for supplementing family income, at the same time focussing on protection of biodiversity and ecosystems. High levels of effort are invested in public education and outreach particularly on environmental issues. Where the enterprises continue to struggle is finding ways to sustain their efforts: often their own business targets are less well articulated, and their most common need is for further financial support either through help with business and marketing development or through development assistance funding.

The survey provided deeper insights as well into how the winners are moving from strength to strength. One clear factor distinguished the winners from the broader response group: their demonstrated ability to adapt, change and scale up over time. The majority indicated far more frequently than the other respondents that they had expanded the scope of their enterprise and diversified activities.

Winners' social targets (benefits they seek to provide at the community level):

Here, the majority reported achieving at least 20% of their targets this year, and several excelled beyond that.

The 2008 winner, Himalayan Oregano, reported that they have already achieved 30% of their targets of generating a regular source of income in Kullu for at least 60 herb collectors, and creating 15 full-time jobs in the local community, and are 40% of the way towards developing new livelihood options from at least 3 species that were previously considered to have no value.

The 2005 winner, Blue Ventures, reported that they have scaled up significantly since winning the SEED award. They now have weekly sexual and reproductive health clinics in 24 villages; have fostered an advanced governance system for environmental management comprising representatives of 26 villages in three management committees; are pioneering new sea cucumber and seaweed aquaculture farms in 4 villages; women's associations have been established in 3 villages providing jobs and income, fisheries management, planning and prioritising sustainability of gleaning fisheries (practiced predominantly by women).

And two major impacts: at the local level, a local community member won JP Getty Award for Conservation Leadership last year - considered the Nobel of conservation; at the national level, the project has influenced national policy already through the creation by government of the first integrated population, health and environment (PHE) programme operating at a regional scale with ambitious plans for replication in coming months.

Winners' environmental targets

The setting and achieving progress on environmental targets is proving to be more challenging. There was less clarity on more specific metrics, but nevertheless some significant accomplishments already.

T'lkapapa, the 2007 winner, reported that 12 native potato varieties have been already accepted by the industry. And 4 new potato varieties will start the process of characterization for registration in the national register of commercial cultivars.

The 2008 winner, Grupo Fenix, observed that 87% of the 14,000 trees planted are now over two years old, and that they are well on their way to achieving their primary environmental goal of 20,000 trees planted and surviving.

Winners' business targets

Fewer winners were willing to set clear financial targets for supporting the enterprise itself, though there were some notable exceptions:

The 2008 winner, Pintadas Solar, has set the following financial targets:

- generate monthly income of US\$ 5,000 for the enterprise
- sign contracts with 15 international clients.

They report that they are on the road to achieving these targets.

Other significant gains were achieved by Blue Ventures (2005) which is replicating their business approach in Malaysia, Fiji and Belize, and already the 2009 winner, Kolcafe in Tanzania, reports improved quality production which will mean the coffee fetches better prices. Nonetheless, many winners continue to face the challenge of moving a good idea into production: Himalayan Oregano observes that while their research has proved the efficacy of their plan, and they have developed trial products, they still need more research and improved presentation and marketing.

For the most part, the winners are not themselves making a full time living from their work, but two-thirds reported that their immediate partners/beneficiaries (fishers, farmers, etc.) are gaining some measure of financial benefit.

The SEED Award opened new doors for the 2007 winner, Nueva Vida, in the Ecuadorean Andes for their work to diversify food production, improve local food security, prevent soil erosion, empower local communities (especially women), and generate additional incomes. The US AID provided support for jam production from native tubers; a mission from Kraft Foods was directed towards rigorous hygiene and good manufacturing standards, and new processes and products related to chocolate making; and the university is assisting with licensing for marketing. Production is still low, so it does not represent a fixed income for the families, but the raw materials produced and sold by them are an income source for them.



What difference did SEED make?

Winners reported in the survey that at the top of their list was an acknowledgement that SEED's most important support has been to provide help with business performance. But they also underlined SEED's help in getting local, national and/or international recognition.

While the winners have great resilience and adaptability, and indicated many barriers that they were able to overcome on their own, such as getting permits, working out complex regulations, securing the support and involvement of local communities, their enterprises are still young, and there is much work ahead of them if they are to become fully sustainable and achieve their targets.

Coming to a Supermarket Near You

From only a vision and informal association of diverse partners, the SRI Global Marketing Partnership, a 2005 SEED award winner, has become the catalyst for an international enterprise spanning several countries and the export of many tons of certified organic and fair trade rice grown by small farm families. SRI (System of Rice Intensification) is an alternative method for growing rice that enables smallholder farmers to grow more rice with less water, seed and purchased inputs. The SRI marketing partners consisted of NGOs and farmer cooperatives in Cambodia, Madagascar and Sri Lanka and the Cornell International Institute for Food, Agriculture and Development (CIIFAD). All partners were interested in developing markets for surpluses of traditional and specialty rices grown using SRI as a way to improve the livelihood options of smallholder farmers, conserve water and rice biodiversity, and reduce the flow of synthetic fertilizers and pesticides into the environment. With support from SEED, the partners were able to reach out to Lotus Foods, a small company in California that specializes in importing heirloom rices. In 2009, at the Natural Expo West, the premier trade show for natural products in North America, Lotus Foods launched three SRI-produced specialty rices in the US market as the "Healthiest Rice for People and Planet." These include a pink rice from Madagascar, a traditional jasmine from Cambodia, and a blend of West Java rices from Indonesia. A traditional rice from Sri Lanka may be introduced in 2011. Industry and consumer feedback has been overwhelmingly positive. A major challenge now will be to strengthen the supply chains in these countries, from production through processing. Distribution to European markets is another objective. The SEED award also resulted in a US State Department grant to CEDAC, the Cambodian NGO partner, to develop SRI organic producer groups. In 2009, CEDAC purchased about 1,480 tons of paddy rice from SRI farmers at a premium, with 309 to be certified as organic. This rice is sold in 7 CEDAC retail shops in Phnom Penh and Siem Riep, as consumers are becoming increasingly concerned about foods that are not contaminated with agrochemicals.

SRI, as a methodology, was recently endorsed by the Prime Minister of India as a way to increase rice productivity and save water. A World Bank-financed project in the state of Tamil Nadu in which SRI methods are being extended to 750,000 hectares of rice lands, has demonstrated that SRI can help farmers to double their yields while cutting water use by 40%. SRI methods have been most actively promoted in Asia by governments and NGOs concerned about poverty alleviation and diminishing water resources. However, the SRI principles and practices also show exciting promise for African conditions:

- Africare introduced SRI methods to the Timbuktu region of Mali in 2007, and farmers increased their yields by more than 50% while doubling their net income.
- The International Fund for Agricultural Development has supported SRI trials in Rwanda.
- Opportunities exist to scale up SRI in the Gambia, Ghana, Kenya, Nigeria, Senegal, and Zambia, where SRI on-farm trials have demonstrated yield advantages over conventional input-intensive approaches.
- In Ethiopia, SRI principles are being applied to teff and generating much higher yields.

So, the possibility is growing that SRI products are going to become common on our supermarket shelves.

SEED's Partners, Associates and Supporters

SEED relies on a network of governments, international organisations, research and capacity-building institutions, and businesses to be able to give emerging social and environmental enterprises the best possible support. The collaborators of the SEED Initiative therefore draw on long-standing experience in the field of business development, partnership building, environmental expertise and sustainable development. To be able to support social and environmental entrepreneurs in a variety of ways, SEED distinguishes between three categories of contributors:

SEED Partners - organisations/institutions that provide \$100k and/or significant in-kind contributions each year. They are encouraged to take up membership of SEED's Governing Board and bring their experience to the strategic direction of the SEED programme and its implementation.

SEED Supporters - organisations/institutions that contribute \$10-40k each year, and possibly some in-kind assistance.

SEED Associates - organisations/ institutions that help, for example, to facilitate contacts for SEED Winners, provide advice and support directly to winning partnerships, and share or participate in new research and insights.

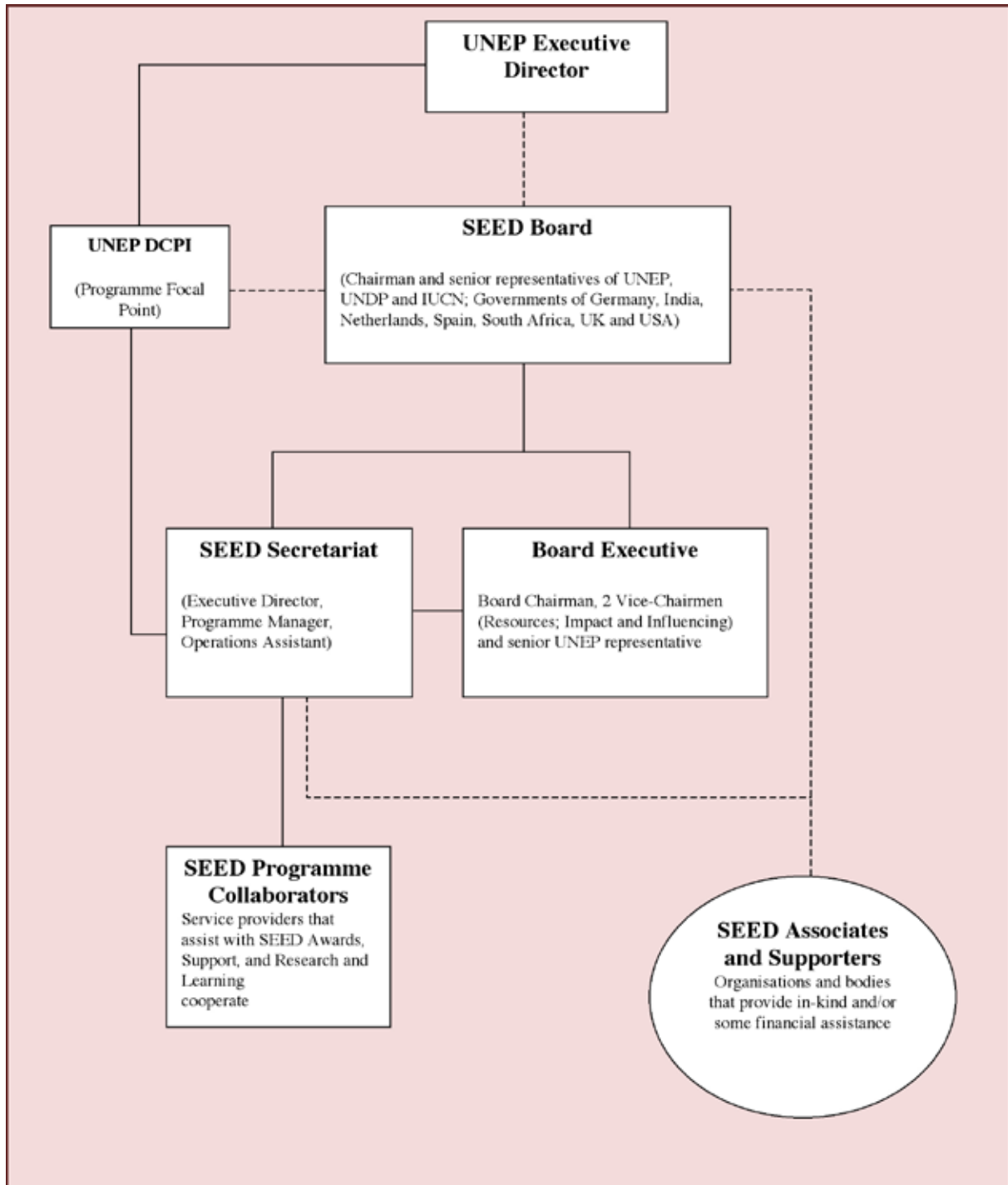
The SEED Network

SEED Partners: UNEP, UNDP, IUCN, the governments of, Germany, India, the Netherlands, Norway, South Africa, Spain, the United Kingdom and the United States of America (all except Norway chose to become members of the SEED Board)

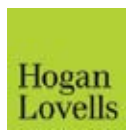
SEED Supporters: Belgian Public Planning Service on Sustainable Development, the Netherlands Ministry of Foreign Affairs

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

SEED Organigram



In-kind support and support by SEED Associates



Hogan Lovells, an international commercial law firm provided pro bono legal advice to SEED winners.



ERM, a global provider of environmental, health and safety, risk, and social consulting services, advised SEED Winners on a pro bono basis.

UNDP Niger, UNDP Colombia, the British High Commission in Bangladesh and the Ministry of Science and Technology in South Africa organised and hosted the in-country award ceremonies for the 2009 SEED Gold Winners.

SEED Service providers

The SEED programme is large and requires the support and expertise of specialised service providers. For this reason SEED has partnered with Adelphi Research which assists SEED in running the Awards scheme and providing business support, and the International Institute for Sustainable Development (IISD) which assists in conducting research and developing learning tools for social and environmental entrepreneurs.



Adelphi Research is an independent, non-profit institute based in Berlin, Germany that develops and implements innovative sustainable development strategies. By carrying out a broad range of applied research, analysis, and public policy consulting, Adelphi Research increases awareness and understanding of the political, economic and technological forces driving global change. Adelphi Research promotes innovative and sustainable solutions based on constructive international dialogues among policy-makers, business leaders, expert bodies, and civil society groups.



The International Institute for Sustainable Development (IISD) is a Canadian-based not-for-profit organization located in more than 30 countries. As a policy research institute dedicated to effective communication of our findings, IISD engages decision-makers in government, business, NGOs and other sectors in the development and implementation of policies that are simultaneously beneficial to the global economy, the global environment and to social well-being. In the pursuit of sustainable development, IISD promotes open and effective international negotiation processes.

Financial statement

This section sets out SEED's income and expenditure for the 2009 cycle. 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 and 5 finalist in 2008 to 20 Award Winners in 2009 (worth USD 5,000 per winner) and 5 Gold winners
- the additional support offered to 5 Gold Award Winners, including in-country events, capacity building, networking and cash award (total worth of USD 35,000 per winner)

SEED Income and expenditure overview for the 2009 Cycle May 2009- July 2010

| SEED Income: 2009 Cycle | | |
|---|---|------------------|
| Donor | | Total USD |
| Belgium: Public Planning Service on Sustainable Development* | | 12,552 |
| <ul style="list-style-type: none"> • Germany: Federal Ministry for Environment, Nature Conservation and Nuclear Safety*, • Ministry of Foreign Affairs* | | 133,545 |
| <ul style="list-style-type: none"> • Netherlands: Ministry of Agriculture, Nature and Food Quality* • Ministry of Foreign Affairs* | | 145,340 |
| Norway: Ministry of Foreign Affairs* | | 70,742 |
| Spain: Ministry of Foreign Affairs and Cooperation* | | 143,369 |
| UK: Department for Environment, Food and Rural Affairs* | | 133,941 |
| UNDP | | 80,000 |
| UNEP* | | 315,000 |
| US Department of State* | | 40,000 |
| Brought forward from IUCN ¹ | | 42,000 |
| Total received | | 1.116489 |
| SEED Expenditure: 2009 Cycle | | |
| Programme Component | Activities Overview | Cost (USD) |
| SEED Awards | Administration and analysis of applications, selection of Winners | 80,568 |
| Capacity building for winners | Continuation of the Implementation of support for the 2008 Cycle | 85,831 |
| | Implementation of 2009 winners support: Business planning, financial planning, use of Critical Success Factors and Key Performance Indicators | 115,000 |
| | Implementation of 2009 Gold winners support: Award ceremonies and workshops (in country); development of support plans | 90,041 |
| | Contribution to implementation of 2009 Gold Winners' Support Plans | 125,000 |
| Research | Longitudinal study of winners and development of tools | 70,018 |
| Influencing policy | Presenting to policy forums | 84,326 |
| Communication & outreach | Development of communication materials and outreach activities | 30,016 |
| Secretariat Coordination | Secretariat salaries & travel for coordination | 319,714 |
| TOTALS | | 1,000,514 |

* Contributions received / administered by UNEP

¹Funds were used to cover outstanding 2008 commitments

SEED Secretariat

After working in the SEED secretariat for over two years as Head of Programme, Ross Andrews left SEED to pursue new opportunities. The SEED Secretariat is now a team of three:



Helen Marquard
Executive Director

Helen Marquard became the Executive Director of the SEED Initiative in 2007. Previously Helen was Deputy Director at the UK's Department for Environment, Food and Rural Affairs (Defra), where she was responsible for a number of policy areas including international and European sustainable development, chemicals and biotechnology safety. Before that, Helen was the Deputy Head of the Environment Policy Department at the Foreign and Commonwealth Office in London. Helen's academic background is in molecular biology and cancer research.

Most of her work was on DNA repair mechanisms at the Max-Planck-Institute for Brain Research in Cologne, and at the Technical University in Aachen, Germany.



Constance Hybsier
Programme Manager

Constance Hybsier has joined the SEED team in August 2009. Previously Constance was a Programme Officer with UNDP Viet Nam where she was responsible for the thematic areas:

human rights, anti-corruption and civil society. Before moving to Viet Nam she was part of the UNDP Bulgaria team working on Public Private Partnerships and the Global Compact and led UN Communications and UN reform efforts in FYR Macedonia. She also shortly worked on HIV/AIDS prevention in Sri Lanka and on

environmental issues in Bhutan.

Constance has a degree in Anthropology from Goldsmiths College, London and a Masters Degree in Development Studies from the School of Oriental and African Studies (SOAS), London.



Amélie Heuër
Operations Assistant

Amélie Heuër joined the SEED Initiative in June 2009 as the new Operations Assistant. Amélie worked for several years on marine conservation and coastal resources management in the Philippines, where she conducted and managed several socio-economic and livelihood research projects. While working for the NGO Coral Cay Conservation, she was also in charge of community development and initiated a few livelihood development projects. Previously she worked in London as Deputy Manager for the Author's Licensing and Collecting Society to

protect and promote the rights of authors.

Amélie has a Masters Degree (MSc) in Human and Development Geography, which she studied at the University of Amsterdam (UvA) and the University College of London (UCL).

SEED Founding Partners:



SEED Partners, 2009:

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.

Contact SEED: info@seedinit.org

© SEED Initiative, May 2010

Supporting entrepreneurs for sustainable development