



SEED

promoting entrepreneurship
for sustainable development

10
YEARS OF
SEED AWARDS
2005 - 2015

Founding Partners



2015 SEED Africa Winner
East Africa Fruit Farm and Company, Tanzania

SEED Annual Report 2015

Fostering Green and Inclusive Growth
through Entrepreneurship

Imprint

SEED

c/o adelphi research gGmbH

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www.seed.uno

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July 2016

SEED is a global partnership for action on sustainable development and the green economy. Founded by the United Nations Environment Programme (UNEP), the United Nations Development Programme (UNDP) and IUCN (International Union for Conservation of Nature) at the 2002 World Summit on Sustainable Development in Johannesburg, SEED supports innovative small scale and locally driven enterprises around the globe which integrate social and environmental benefits into their business model.

SEED is hosted by adelphi research gGmbH, based in Berlin, Germany. adelphi research is a leading think tank for policy analysis and strategy consulting. The institution offers creative solutions and services regarding global environment and development challenges for policy, business, and civil society communities.

The views expressed in this publication are those of the author(s) and do not necessarily reflect the views of SEED or adelphi research, including those of the SEED Partners and SEED Symposium Supporters.

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1. Message from SEED Executive Director and SEED Director of Operations

In 2015 the importance of addressing climate change and putting the world on a sustainable development path has moved from being of interest to only to the environmental movement to now sitting prominently on the agenda of governments, communities and businesses around the world. The issue is set to become more important as the world begins to implement the new Sustainable Development Goals and moves to a low-carbon economy over the next decade.

The role of the private sector, and in particular social and environmental enterprises, will be crucial to meeting the challenges of adapting to climate change, offering low-carbon products and services, meeting the needs of the bottom of the pyramid and providing employment opportunities.

Increasingly, funders both in the private and public sectors are engaging in this space and are looking for grant-making or investment opportunities that have a long-lasting impact across social, environmental and economic goals. Social and environmental enterprises provide just such an opportunity, but not without challenges. Many of these businesses may have good ideas but lack strong business plans or distribution channels; they may struggle in markets that don't support green and eco-enterprises or they may lack access to funding due to their size, their customer base or their geographical location.

Over the past 10 years, SEED has focused on providing support across the ecosystem of environmental and social entrepreneurs and enterprises, believing that by doing so, we can create not just a few success stories, but also positively impact entire communities, environments and markets. This approach comes from the DNA in which SEED was founded – a multi-stakeholder initiative focused on building partnerships across regions, sectors and people.

Building on over ten years of experience, the team at SEED sees the next decade as an important one where there is an opportunity not only to consolidate the gains and lessons learned, but also a chance to use our experience, our networks and our partnerships to successfully take on the next generation of challenges confronting social and environmental enterprises.

Since we handed out the first SEED Awards in 2005, the initiative has been growing every year, now promoting entrepreneurship for sustainable development at increasingly encompassing levels. All of this is only possible through the continued support of prestigious partners, like the Government of Flanders and the Government of the Netherlands, but also through renewed partnerships, like with the European Union through the SWITCH-Africa Green project that is being implemented by the United Nations Environment Programme in six pilot countries in Africa.

2015 can clearly be considered a stepping stone for SEED that allowed us to refine our enterprise support mechanisms and truly base it on four distinguished tiers. With the newly developed Starter Toolkit and the kick-off of our Replicator Programme in 2016, in the future we at SEED will be able to provide truly tailored support to social and eco-enterprises at any stage of development.

Paying tribute to the enhanced support mechanisms that are now in place, we see SEED's role in the years to come as focused around three key areas: **enabling entrepreneurial solutions, engaging all stakeholders and expanding the sector's outreach**. All three areas are approaches that SEED has traditionally taken, but over the next 10 years we see many opportunities for a wider-scale application and meeting tomorrow's challenges around energy access, low-carbon technologies, resources, gender equality and inclusive finance.

Enabling entrepreneurial solutions

by *identifying green and inclusive solutions*; showcasing promising enterprises; providing international recognition and creating a global pool of inspiring best-practices.

by *building local capacity*; enhancing the ability of social and environmental enterprises to scale-up their business operations; creating jobs at the base of the pyramid and transforming local economies.

by *bridging the 'missing middle' gap*; providing financing tailored to the needs of social and environmental enterprises and preparing them for the next stages of investment.

Engaging all stakeholders

by *accelerating co-creation*; hosting participatory multi-stakeholder events; enhancing private sector partnerships and fostering innovative solutions for green inclusive growth.

by *shaping private sector policies*; contributing to the development of evidence-based policy insights and promoting the development of enabling business conditions for entrepreneurship.

by *fostering South-South connections*; creating dialogue and match-making platforms for enterprises, investors, development actors and policy-makers and building a Community of Practitioners.

Expanding the sector's outreach

by *triggering replication*; supporting the expansion of replication-ready business models, catalysing systemic change at sector level facilitating collective impact.

by *building an enabling ecosystem*; creating local capacity, mentors and networks of support institutions to strengthen the landscape of much needed incubation and acceleration services.

by *designing a financing architecture*; enabling collaboration among investors and funders creating risk-sharing and co-investing mechanisms financing enterprise operations along the different stages of development.

This Annual Report guides you through the innovative ways that SEED continued in 2015 to serve as an active thought leader in the realm of entrepreneurship for sustainable development, while also introducing to you yet another year's batch of SEED Winners that are all individually driving sustainable development forward in their communities and in their countries.



Allison Robertshaw

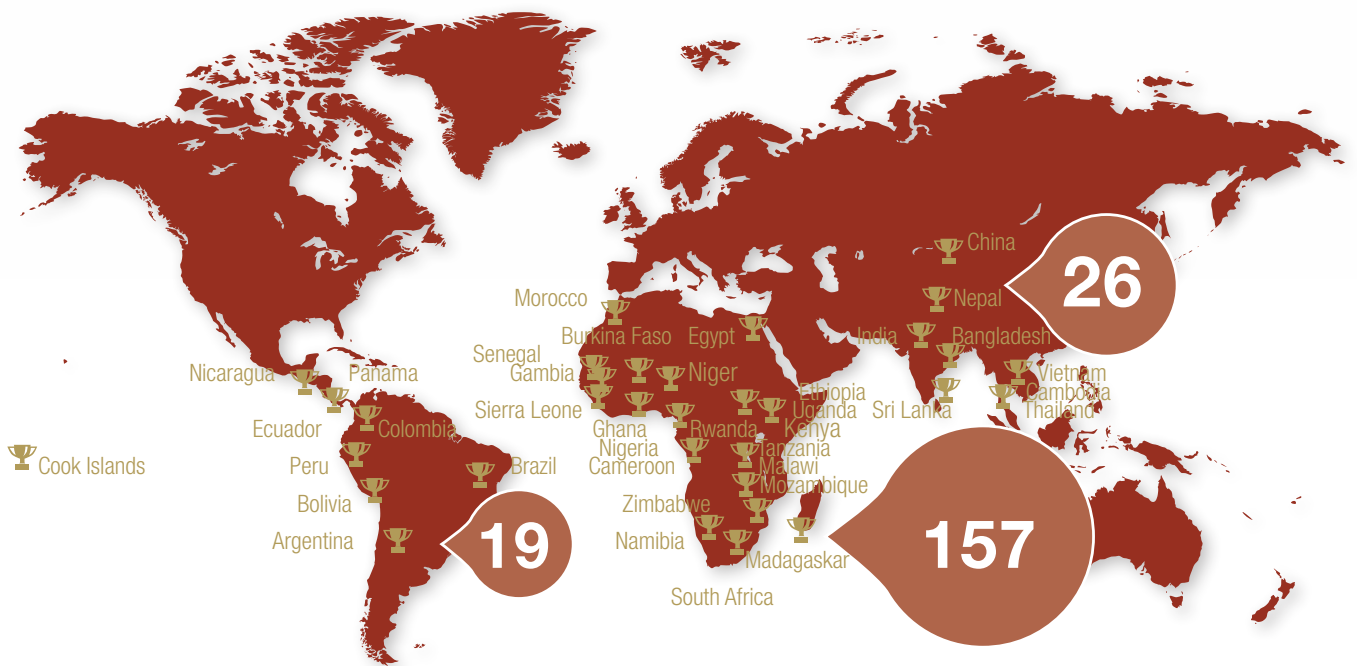
Executive Director
SEED



Rainer Agster

Director Operations
SEED

2. Turning Ideas into Impact: 10 Years of SEED Awards (2005-2015)



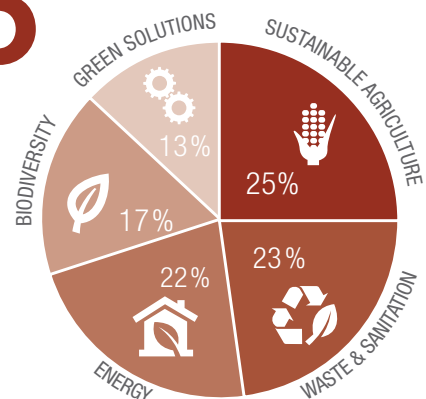
SEED Winners

202 Winners // Engaging 750 Organisations
37 Countries // 5 Key Sectors

AWARD Applications

4,500 Applications // 120 Countries
18,000 Organisations Involved

5 SECTORS





Turning Ideas into Impact

Setting the Stage for the next 10 Years of Green and Inclusive Growth through Entrepreneurship



Over the last ten years SEED has supported and worked alongside more than 200 social and environmental enterprises, developed a comprehensive set of support tools and furthered collaboration and peer learning.

Honouring this decade of partnerships, learning and growing in social and environmental entrepreneurship; SEED launched a 10 Year Flagship Report “**Turning Ideas into Impact: Setting the Stage for the next 10 Years of Green and Inclusive Growth through Entrepreneurship**” at the SEED Africa Symposium. It tells SEED’s story, explains its multi-level areas of intervention and theory of change, and highlights the key lessons SEED wants to share from its experience.

However, “Turning Ideas to Impact” also puts the spotlight on the stories of the many social entrepreneurs SEED has collaborated with. For the 10 Year Flagship Report, SEED asked the 175 SEED Winners from 2005 to 2014 to recount their business experiences in a structured online survey. The collected data gives a comprehensive picture on the successes, challenges and failures of the social and environmental enterprises. It also allows an outlook, which tasks lie in waiting for the international community to break down the external barriers for these enterprises, allowing them to make a significant contribution to the 2030 Sustainable Development Agenda. After ten years in the field, SEED shows what support can achieve, as more than three out of four SEED Winners have succeeded where many conventional start-up enterprises have failed after only two years - one of the major findings of the survey that underlies the 10 Year Flagship Report.

Did you know that



KAITE contributes to biodiversity conservation, **wildharvesting** an area equal to almost **500,000 football fields**
KAITE, Zimbabwe, 2009, SEED Winner



SEED Winners have **recycled materials** weighing the equivalent of **15,000 elephants**



SEED Winners have **planted enough trees** to provide **oxygen** for all citizens of **Uganda**

Download the full report at <http://www.seed.uno/publications/10y-flagship-report.html>



Here you can learn even more about SEED and its winners:



Discover Impact

SEED Virtual Exhibition

You can also discover the work of SEED, its partners and individual SEED Winners online through the interactive Virtual Exhibition. Walk through a marketplace and explore the business models of SEED Winners, access key research results and case studies, and watch video documentaries.

Via <https://www.seed.uno/exhibition>.



Solar Sister
Empowering women in Africa through clean energy solutions

SEED Case Studies & SEED Stories

To discover the story of SEED Winners in more detail - where their ideas started, how they turned the ideas into real businesses, and how their activities impact thousands of communities at the base of the pyramid - take a step back and dive into the SEED Case Studies & SEED Stories.

Via www.seed.uno/publications/case-studies.html and adelph.it/SEEDStories.

3. Eco-Entrepreneurship for Sustainable Development and Green Growth

3.1 SEED's Theory of Change



Promoting Entrepreneurship for Sustainable Development: SEED works with social and environmental enterprises (S&E enterprises) and policy-makers to promote entrepreneurship for sustainable development. Through the strengthening of enabling business conditions and the acceleration of social and environmental small and medium-sized enterprises (SMEs), SEED contributes to private sector development while fostering social and environmental impacts.

Green and Inclusive Growth: The growth and success of S&E enterprises that yield a transformative and collective impact potential is central to green and inclusive growth. A dynamic private sector, driven by S&E

enterprises, creates green jobs, stimulates local economies, strengthens communities and enhances environmentally sound management practices. These enterprises not only spur development and market growth through the provision of innovative goods and services, but also ensure the preservation of the very foundation of national economies - environmental and social resources.

Reducing Poverty and Environmental Degradation: S&E enterprises create a lasting collective impact for marginalised communities. They include the poor population along their value chain, working with them as suppliers, distributors or consumers. The focus lies in particular on deprived women, unemployed youth and on the creation of jobs in the informal economy. At the same time, social and environmental enterprises help to protect the environment and contribute to global climate change mitigation by furthering the sustainable use of local natural resources and assisting local communities in adapting to climate change. Through the provision of sustainably produced consumer goods and services, they avert environmental degradation and pioneer business models which are based on environmental sustainability.

3.2 SEED's Multi-Level Intervention



Awards: Creating visibility and profiling selected promising social and eco-enterprises nationally and globally

Research & Policy: Relaying evidence-based policy insights to promote enabling conditions for social and eco-entrepreneurship

Support: Providing systematic capacity building, networking and financing, enabling scale-up and replication of enterprises

BDS+: Building capacities of local business development services providers, enhancing the availability of support service

Promoting Entrepreneurship for Sustainable Development

”

“The real added value of SEED is that it brings together people with ‘on the ground’ experience who can provide strong bottom-up input in the formulation and improvement of policy frameworks.”

Roeland van de Geer, Head European Union Delegation in South Africa

Foster Enterprise Development: Through an annual global awards scheme, SEED selects the most promising social and environmental enterprises and provides them with a package of capital, networking and capacity-building support. This furthers their ability to scale-up or expand their business operations. SEED does this through direct tailor-made advisory services provided by its network of in-country service providers and geared by the SEED Toolkit.

Building Partnerships for Impact: SEED hosts symposia, national dialogue fora and workshops that stimulate an exchange of experiences and peer-learning while also triggering South-South collaboration. This enhances partnerships between and within all involved stakeholders to support the systemic uptake of entrepreneurial solutions to social and environmental problems. Those SEED events bridge the gap between entrepreneurs, business leaders, policy-makers, the finance community and practitioners to foster partnerships and networks for action.

Strengthen Enterprise Ecosystems: SEED works with partners at the national and international level to enhance the quality and capacities of business development service (BDS) providers. This improves the business environment of S&E enterprises, facilitating access to advisory services and ultimately, access to finance. SEED does this through the provision of toolkits, the implementation of Training of Trainers and the co-development of an international standard for BDS providers.

Shaping Green and Inclusive Policies: SEED gathers evidence on how S&E enterprises grow, which barriers they face and which measurable impacts they achieve. Thus, it provides key insights for national and international policy-makers. This promotes enabling frameworks and improved market conditions for social and environmental enterprises. Through these policy insights, SEED advocates the development and implementation of green and inclusive private sector policies accelerating entrepreneurial solutions to policy- and decision-makers.

3.3 SEED’s Understanding of Social and Environmental Enterprises

Synonyms: * Social Entrepreneur, Social Business, BOP ventures, Green and Inclusive Business Model, etc.

Social and Environmental Enterprises

/ soʃəl ænd ənvajrənmentəl ɛntəpraɪzəz /

noun

1. ... are **small, micro and medium-sized enterprises** (SMMEs) that employ between 5 and 200 people.
2. ... use market-based mechanisms to **drive global change towards green** and inclusive growth.
3. ... manage to **achieve considerable social and environmental impacts** while running self-financing revenue models.
4. ... **operate at community level**, thereby strengthening local economies **with innovative solutions**.
5. ... **often include low-income people** in their business models as suppliers, distributors or costumers.
6. ... **are the source of social, environmental and economic empowerment** of the 5.2 billion people worldwide at the Base of the Pyramid (BoP).

*There are a number of terms that characterise the concept of social and environmental enterprises. Some focus on beneficiaries as consumers or producers (BOP ventures), others on the business model (Green and Inclusive Business). Some focus on the entrepreneur (Social Entrepreneur), others make restrictions to profit-making (Social Business).

4. The Power of Partnerships

In the 10th year of the SEED Awards partners are still integral to the identity of SEED, even more so now with the expansion of the SEED Programme in the coming years. SEED not only promotes the concept of partnerships during its support to SEED Winners, who are most often inspiring exemplars of multi-stakeholder partnerships themselves, but also reflects the importance of partnerships throughout the entire programme. Indeed, SEED's strong foundation lays on the contributions of long-lasting partners and the support of new ones. In 2015 their contributions enabled us to:

- continue to focus on specific areas, such as gender equality and low carbon;
- organise 2 SEED Symposia and 6 national dialogue fora, which brought together over 600 representatives from businesses, government, civil society and support institutions;
- introduce new triple bottom line training for business development service providers.

Through our partners we extend our networks and build new partnerships enabling on the ground experiences of local SMMEs to be widely recognised and brought to the attention of policy-makers.

Our partners can be categorised into:

SEED Partners

Organisations that provide significant financial or in-kind contributions each year

SEED Associates

Organisations that help facilitate contacts for SEED Winners, share research or provide advice and support directly to the winning partnerships

SEED Symposium Supporters

Organisations that contribute to one of the annual SEED Africa or SEED South Africa Symposia

SEED Founding Partners



SEED Hosting Partner



SEED Corporate Partner



SEED Partners



2015 SEED Symposia Supporters



We greatly appreciated the generous contributions of the SEED Partners and Symposium Supporters

4.1 New Partnerships

4.1.1. SWITCH-Africa Green

In September 2015 SEED started its work on the multi-country project “Promoting Eco-Entrepreneurship in Africa”. It is one of three multi-country projects that are being implemented from 2015-2018 under the umbrella of SWITCH-Africa Green (SAG) - itself a pilot project in six African countries (Burkina Faso, Ghana, Kenya, Mauritius, South Africa and Uganda). SAG is implemented by the United Nations Environment Programme (UNEP) with the assistance of the European Union (EU). Through SAG the target countries will be supported in achieving sustainable development and engaging in a transition towards an inclusive green economy that is based on sustainable consumption and production patterns. While generating growth and creating decent jobs, the aim is to reduce poverty in four target sectors: Agriculture, Manufacturing, Tourism and Waste.

The SAG-SEED project is based upon five different components: SAG-SEED BDS+, SAG-SEED Starter, SAG-SEED Catalyser, SAG-SEED Replicator and SAG-SEED Policy & Networking, which all have the objective of potentiating and accelerating a green and inclusive

economy by supporting the development of green businesses and eco-entrepreneurship at various stages of development. More info can be retrieved via www.seed.uno/sag.

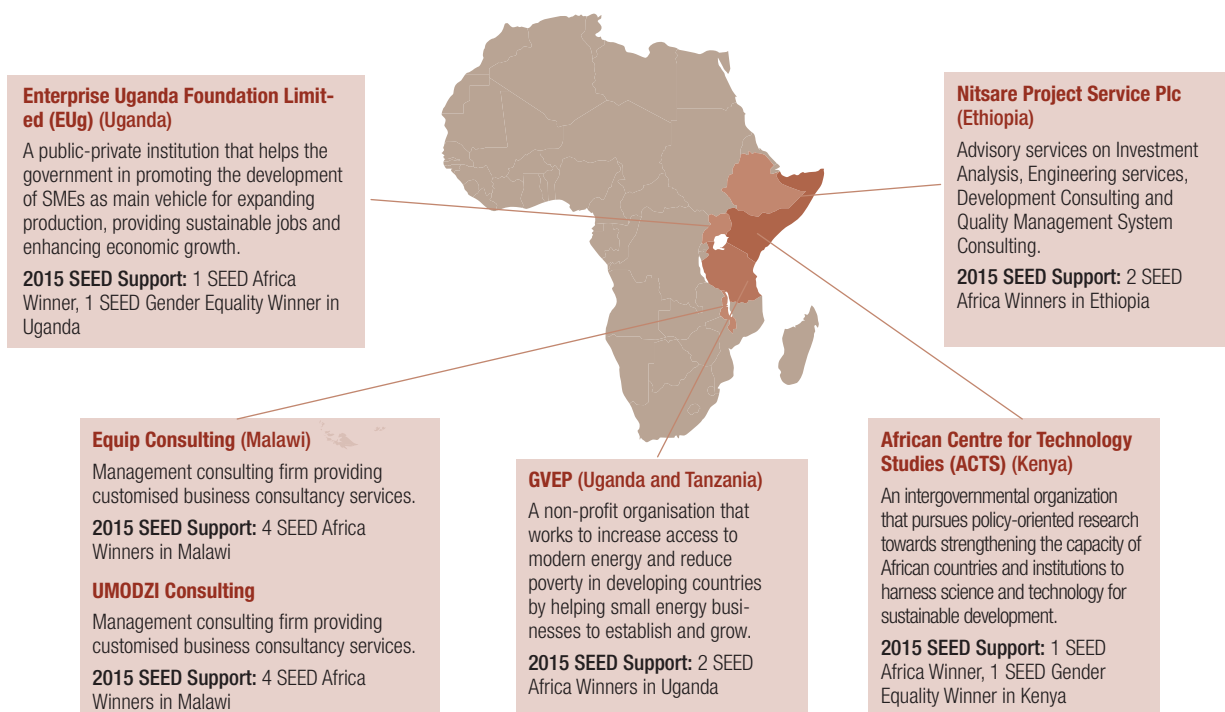
4.1.2. Inclusive Business Accelerator (IBA)

SEED and the Inclusive Business Accelerator (IBA) - an online and local platform that connects inclusive businesses to knowledge, support and funding - have joined forces in April 2015 (more information on adelph.it/IBA-SEED) to offer support for high-potential, high-growth start-up enterprises that integrate social and environmental benefits into their business models.

The 2015 SEED Africa Symposium marked the launch of the SEED Deal Ready Programme with a jointly organised SEED-IBA Investor Forum. The event offered 15 SEED Winners an outstanding opportunity to deepen their knowledge on raising capital and to present their enterprises to investors and other funding institutions. Further, SEED-IBA Investor Forums were set to take place in Southern Africa, Asia and Latin America in 2016.

More info about the SEED Deal Ready Programme can be retrieved via www.seed.uno/support/deal-ready-programme.html.

The SEED Catalyser support for the 2015 SEED Award Winners was implemented through our partners:



5. Promoting Local Solutions

5.1 SEED Awards 2015 – Identifying Local Solutions

The 2015 SEED Awards were launched in February 2015. The 27 Winners represent the most innovative and promising social and environmental start-up enterprises selected from over 500 applications from 55 countries. The special focus areas of this year's SEED Awards were:

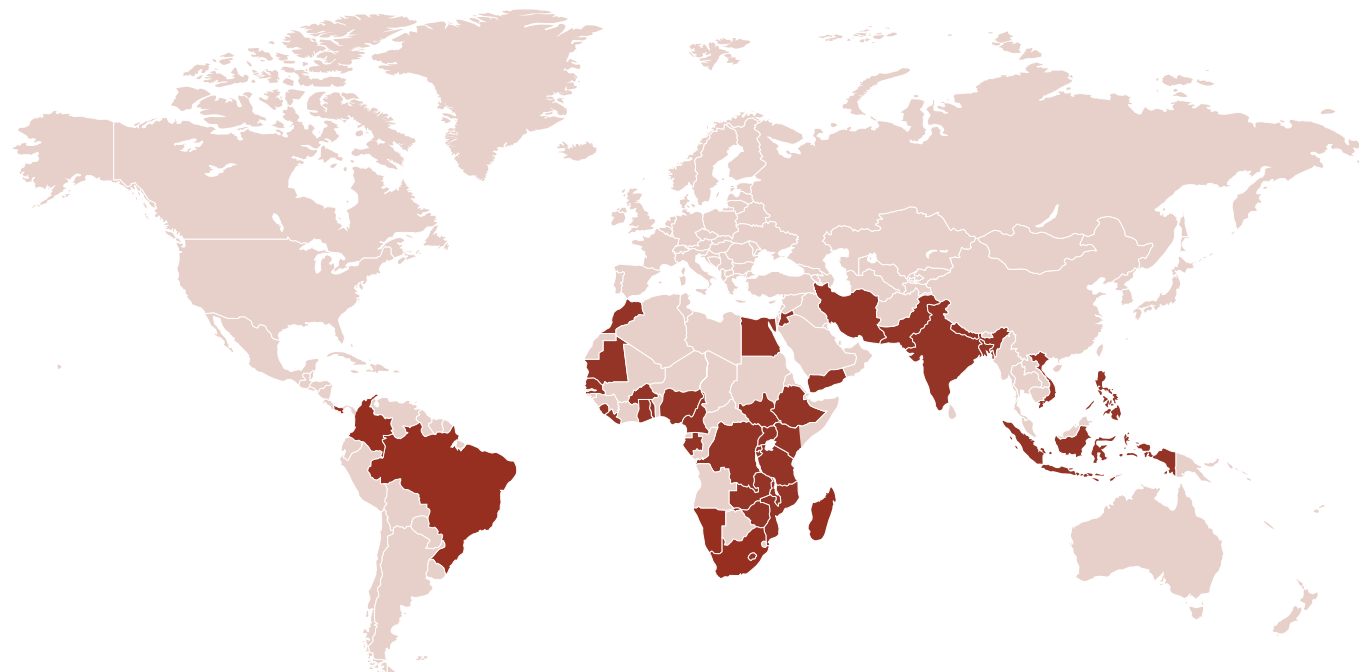
- **SEED Africa Awards:** 19 Awards were made available to enterprises in Ethiopia, Kenya, Malawi, Mozambique, Namibia, Tanzania and Uganda. These Awards were largely supported by the European Union and the Government of Flanders.
- **SEED South Africa Awards:** 6 Awards were handed out to enterprises in South Africa, with a special focus on the provinces Limpopo and KwaZulu-Natal. These Awards were largely supported by the Government of Flanders and the European Union, additional support was provided by Hisense.
- **SEED Gender Equality Awards:** 2 Awards were

given to enterprises that are women-led or owned and prioritise gender equality or women's empowerment as a core objective. These Awards were largely supported by UN Women, the UN Entity for Gender Equality and the Empowerment of Women, the international law firm Hogan Lovells and adelphi research.

Top 10 applicant countries

Country	Applications
Uganda	111
Kenya	99
Tanzania	62
South Africa	55
Malawi	27
Ethiopia	24
Nigeria	20
Mozambique	15
India	13
Cameroon	9

2015 SEED Awards: Over 500 applications from 55 countries



5.1.1. SEED Jury 2015

Considering each application carefully against the SEED eligibility criteria, the 2015 SEED International Jury selected 27 SEED Winners. The Jury is an independent panel of experts in various fields of sustainable development. SEED is extremely grateful for their generous dedication of time and the rigour with which they considered each of the candidates. Celebrating 10 years of SEED Awards, both a member of the first jury, Kaarin Taipale, and a representative of one of the first 5 SEED Winners in 2005, Olivia Vent, joined the International Jury this year.

The members of the 2015 Jury are:

Bert van Nieuwenhuizen: Chief Technical Advisor Africa Biogas Partnership Programme, SNV Kenya.

Catalina Alvarez Morato: Sub Director, Colombia Clean Energy Program, Colombia.

Crispin Rapinet: Partner, Hogan Lovells, United Kingdom.

Daisy Kambalame-Kalima: Country Director, IDH: The Sustainable Trade Initiative, Malawi.

David Sher: Investment Director, Low Carbon Enterprise Fund, United Kingdom.

Douglas Kativu: Head of Global Reporting Initiative Focal Point South Africa.

Edward Mungai: CEO, Climate Innovation Center, Kenya.

Helmy Abouleish: Managing Director, SEKEM Holding, Egypt.

Jane Kisakye: Independent Senior Advisor on Environment Conservation and Community Development, Uganda.

Joyce Kyalema: Founder, JOSMAK International (U) Limited, 2013 SEED Winner, Uganda.

Juha Miettinen: Team Leader, Southern Africa Innovation Support (SAIS) programme, Namibia.

Kaarin Taipale: 2005 SEED International Jury Member, Local Politician, Researcher on Sustainability and Urban Development, Finland.

Karon Shaiva: Chief Impact Officer & Managing Director, Idobro, India.

Leticia Greyling: Senior Lecturer, Rhodes Business School, South Africa.

Nancy Chege: National Coordinator, Global Environment Facility Small Grants Programme, Kenya.

Olivia Vent: Coordinator, A Global Marketing Partnership for SRI Indigenous Rice, 2005 SEED Winner, USA.

Patricio Sande: President, Scientific Research Association of Mozambique.

Paul Laird: Corporate Partnerships Manager, Earthwatch, United Kingdom.

Pieter van Heyningen: Programme Manager, Stellenbosch Innovation District (SID); and Bertha Centre for Social Innovation, South Africa.

Saphira Patel: Manager Operations and Evaluations, Development Bank of Southern Africa, South Africa.

Sarah Timpson: Senior Adviser on Community-based Initiatives, UNDP, USA.

Saul Levin: Head of Research and Policy Strategy, Trade and Industrial Policy Strategies (TIPS), South Africa.

Scott Overdyke: Senior Program & Planning Manager, Root Capital, USA.

Shrashtant Patara: Senior Vice President, Development Alternatives, India.

Valerie Green: Director Climate and Energy Unit, National Business Initiative, South Africa.

5.1.2. SEED Winners 2015

The 2015 SEED Gender Equality Award winners (by country) were:

Kenya



“**Kidogo Early Childhood Centres**” offer high-quality, affordable and safe childcare options for families living in urban slums, allowing mothers and caregivers to work and attend school. The centres employ local women and operate as “centres of excellence”, while supporting a local micro-financing programme that provides local women – or “mamapreneurs” – with a “business in a box” to start or grow their own micro-businesses in child care.

Uganda



“**Days for Girls**” empowers women and girls in East Africa by providing business training and access to menstrual hygiene. Uniquely designed reusable menstrual hygiene kits support girls and women in attending school and work without anxiety or stigma about menstrual hygiene. The women involved in production gain income and economic empowerment.

The 2015 SEED Africa Award winners (by country) were:

Ethiopia



“**STM Solar Technologies Manufacturing**” is the first private Ethiopian enterprise to offer solar lamps and solar home systems to rural households in the country. To facilitate the acquisition of their products, the enterprise sells them in local currency and offers micro-finance credit. Households have access to a more affordable energy source and more lighting hours, while suffering fewer health risks and environmental impacts.



“**RK Renew Energy PLC**” provides improved cook stoves to refugees in camps across Ethiopia. Each fuel-efficient stove reduces the environmental and health impacts of fuelwood burning, as well as allows refugees to consume all of their food rations instead of trading some of them for cooking fuel. Safety risks for women related to sexual violence are also reduced as fewer trips to collect fuelwood around the camps are needed.

Kenya



“**Botanic Treasures**” leverages traditional farming techniques of smallholder farmers to grow the highly nutritious *Moringa oleifera tree*, processing the plant and marketing health food products nationally and internationally. Over 1,000 individuals are employed across the value chain, providing economic stability for rural communities. The consumption of *Moringa oleifera* products helps to improve health while the cultivation of the drought-resistant plant helps prevent soil erosion and promote sustainable agroforestry.

Tanzania



“East Africa Fruit Farm and Company” trades and markets locally grown fresh fruit and vegetables, significantly reducing post-harvest losses by cold storage. In addition, all activities are powered with renewable energy, such as solar power and bio-diesel. Smallholder farmers in the supply chain are supported through the provision of training and advice and the ability to farm on already prepared land. They also receive fair prices for their produce.



“RISE” is a solar power distribution partnership between an experienced rural renewable energy product distributor, and one of Tanzania’s largest agricultural commodity traders. With the goal of making renewable energy services available and affordable to low-income consumers, the enterprise is lighting up communities in the most rural regions of Tanzania while generating income for local sales agents.

Uganda



“Village Energy” is the first company in East Africa to build a branded franchise solar technician network to repair, service and sell solar systems. The enterprise provides young men and women with training, set-up support and an inventory and marketing skills, thus building a regional servicing and distribution network to promote young women and men as technical entrepreneurs and increase access to and uptake of rural solar energy.

Malawi



“Alternative Energy Source for Heating” combines waste reduction, alternative energy generation and youth empowerment. It creates self-employment opportunities by training youths to produce rice husk briquettes which are then sold to households and public and private institutions as an alternative energy source to fuelwood and charcoal. The enterprise therefore helps to prevent further deforestation and reduce air pollution.



“Black Gold Farm Manure” markets organic fertiliser produced from locally available, low-cost resources to farms in Malawi, improving food security in the region. The enterprise trains farmers in producing the fertiliser and supports them through loans and guidance on eco-friendly farming.



“Bwengu Tomato Production and Processing” is a cooperative-led enterprise with a resource-efficient structure to produce and process tomatoes. The drip irrigation system adopted saves water, and the processing plant ensures almost 100% produce usage. Members of the cooperative benefit from higher income as well as access to fresh food year-round, increasing nutritional intake in local communities.



“Hortinet” is building a more inclusive and sustainable agricultural value chain in Malawi: In its supply chain, the enterprise supports local, mainly female, smallholder farmers and young entrepreneurs. It reduces water usage and fuel consumption through gravity-fed irrigation systems during cultivation. Further up the value chain, it avoids high post-harvest losses and offers local fresh produce to a market that until now still relies largely on imports.



“Masole Ammele” builds organic fish farming skills at the community level, stimulating people to collaborate and organise themselves around the breeding of fish. Through this activity, the enterprise provides an extra income for participants and raises awareness about the importance of ecosystem preservation in rural villages.



“Peacock Seeds” supports climate change adaptability and food security in Malawi by producing and supplying smallholder farms with drought-tolerant, disease-resistant and yield-improved legume and maize seeds. By supporting farms in crop improvement, they also help generate income security for farmers.



“People of the Sun” is a green and inclusive handicraft-trading enterprise that trains and supports marginalised artisans to craft unique homeware products made from recycled materials. Working in eye-level partnership with artisan groups and aiming to increase social benefits along the value chain, the enterprise connects them to national and international markets.



“RECAPO CBO” is a self-sustaining business that provides affordable solar home systems to households in rural areas. In a country where the vast majority of the population lacks access to grid electricity, the enterprise offers a clean and low-cost solution. This enables residents to extend working and study hours while preventing damaging impacts to their health and the environment.

Mozambique



“COMSOL Cooperative for Environmental Solutions” empowers waste pickers in Maputo. The collection, recycling and sales of solid waste material not only ensures an income for the pickers and cooperative members – former waste pickers – but also reduces waste accumulation in the city. The enterprise is also raising awareness among the population about the potential and importance of recycling and resource conservation.



“Loja de Energias” empowers rural women through disseminating eco-friendly energy sources. The enterprise’s energy shops, managed by women, spread improved cook stoves and photovoltaic systems throughout rural communities, who in turn benefit from increased lighting hours and gain awareness about the products’ environmental, financial and health benefits.



“Terra Nova Waste to Farming” produces a natural compost fertiliser from urban organic waste, employing underprivileged local people in its production. In a region with insufficient soil fertility, the enterprise closes the cycle between waste and agricultural inputs to enhance productivity and food security, simultaneously generating income for dozens of workers.



“O Viveiro” fosters community development, food security and women’s entrepreneurship by offering training sessions in organic farming and technology-enhanced food processing practices to underprivileged girls at the O Viveiro Centre. The products are sold at two shops and a restaurant run by the girls and women of the community through a cooperative system.

Namibia



“Lighting Up Women’s Lives” is an innovative enterprise by Omba Arts Trust to support Shankara Craft, an enterprise supporting 150 women weavers in six rural villages in the Kavango region of Namibia. Making use of their established network of partners, supply chains, logistics and transport, the enterprise is leveraging existing structures by expanding into selling solar lights and batteries.

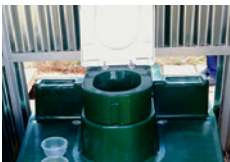
The 2015 SEED South Africa Award winners were:



“EcoBrick Exchange” combines green construction with community participation and childhood education. The enterprise has developed reusable, fireproof bricks made from waste plastic that can be made easily by local residents, resulting in reduced plastic pollution on the streets and in landfills, and increased environmental awareness. In partnership with communities, the enterprise implements low-cost buildings such as childhood centres.



“Khepri Bioscience” is piloting the process of innovatively reusing abattoir waste to produce high-quality, low-cost animal feed. Contributing to lowering the price of animal feeds and hence the price of food, the enterprise is improving food security and creating jobs in the region while closing the loop between organic waste and farming.



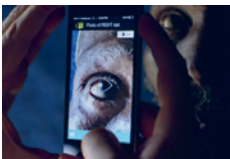
“SavvyLoo” aims to bring a waterless toilet system to rural areas and temporary settlements across Africa. The innovative design is a competitive alternative to waterborne sanitation, pit latrines, chemical toilets and composting toilets. It is easy to install and relocate, saves water, is more hygienic than alternatives and also produces a waste output that can easily be converted into energy.



“P.E.A.C.E.-Thinana Recycling Cooperative” addresses social, economic and environmental issues in rural and semi-urban areas of South Africa through a waste recycling and buy-back centre. Utilising non-motorised trolleys and donkey carts, the enterprise cleans up neighbourhoods and reduces waste going to the landfill while creating employment and educating communities about the benefits of recycling.



“The Moringa Cooperative” is the only South African enterprise to produce organically certified Moringa oil in South Africa, combining nutritional Moringa leaf powder production with processing oil as a high-value cosmetic by-product. The women-led cooperative enterprise works with, and educates, local Eco-Schools and communities.



“Vula” is a mobile phone application that empowers rural health professionals to provide efficient and effective eye care by remotely accessing accurate information. Frontline practitioners communicate directly and paperlessly with specialists, discussing the patient over a messaging system. The improved quality of primary care and accurate referrals to specialists reduce the impact of treatable and reversible illnesses.

Further details about all 2015 SEED Winners can be found on the SEED website via <https://www.seed.uno/awards/all/2015.html>

5.2 SEED Accelerator Recipients in 2015

Through the generous support of the Government of Flanders and the International Climate Initiative (ICI) of the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB), SEED provides advanced financial support (the SEED Accelerator) to two SEED South Africa Winners and to five SEED Low Carbon Award Winners from the years 2013 and 2014.

By providing one-on-one support on financial management and access to finance over the period of one year, combined with a financial contribution of up to USD 40,000, the objective of the SEED Accelerator is to provide the Accelerator Recipients with a stable and sound business foundation from which they will then be able to progress without strong dependence on continued outside assistance.

The SEED Accelerator Recipients in 2015 are:



Botanica Natural Products, South Africa, has developed a method of extracting beneficial substances from *Bulbine frutescens*, a traditional, organically cultivated medicinal plant, for the cosmetic industry. It provides employment opportunities, organises training on health issues and has a positive environmental impact.



Frontier Markets, India, provides rural low-income families with affordable solar energy lanterns, torches and home-lighting systems, using a hub-and-spoke distribution model. The solar energy products allow customers to reduce their energy expenses and the use of traditional polluting fuel sources.



GreenABLE, South Africa, has found an innovative solution for recycling empty printer cartridges. By selling the recycled plastic and metals, it generates a steady flow of income and employment opportunities for previously unemployed persons with disabilities.



Green Heat, Uganda, installs and markets biogas digesters that convert decaying organic material from latrines and agricultural waste into biogas fuel for cooking and heating. It improves waste management and reduces deforestation and CO₂ emissions.



Nuru Energy, Uganda, markets an innovative and simple-to-use off-grid recharging platform for portable LED lights or low-power devices, using kinetic energy. It works with local organisations to recruit and train micro-franchise entrepreneurs.



ProPlanet, Colombia, transforms materials that are hard to recycle (e.g. Tetra Paks) into food packaging, construction materials and paper fibre. It reduces the pressure on landfills in Colombia, offers job opportunities and equal employment.



Tambul Leaf Plates, India, promotes an environmentally friendly production of areca nut leaf plates as a livelihood option amongst rural communities in Northeast India. It provides training and assistance to rural producers and employment opportunities for women.

Further details about the SEED Accelerator and all 2015 Accelerator Recipients can be found on the SEED website via <https://www.seed.uno/support/accelerator.html>

5.3 SEED Special Recognition Award



To celebrate the 10-year anniversary of the SEED Awards, a **Special Recognition Award** was presented at the SEED Africa Symposium 2015. Chosen in an online vote with more than 5,500 participants **2013 SEED Low Carbon Winner Tambul Leaf Plates** from India received 18,559 votes and was chosen as the winner of the SEED Special Recognition Award.

The enterprise produces and markets biodegradable disposable dinnerware from the fallen sheath of the arecanut plant, reducing plastic waste pollution and creating a value chain on the basis on an abundant natural resource.

The Special Recognition Award highlights the extraordinary and lasting contributions of SEED Winners for the sustainable development of their respective communities. In that regard, Tambul Leaf Plates has written its very own convincing success story. "In the last four years Tambul Leaf Plates has been able to generate sustainable livelihood for 2000+ rural youths and promote 100+ arecanut leaf plate making units", founder Arindam Dasgupta said in a recent interview.

Further details about the SEED Special Recognition Award can be found on the SEED website via <https://www.seed.uno/awards/specialrecognition.html>.

The nominees for the Special Recognition Award were:



1. A Global Marketing Partnership for SRI Indigenous Rice, Cambodia



9,990 SEEDs voted

#2



6. Man and Man Enterprises, Ghana



2. BanaPads Social Enterprise, Uganda



7. Proplanet, Colombia



3. greenABLE, South Africa



8. Tambul Leaf Plates, India

#1



18,559 SEEDs voted



4. Lighting Up Hope and Communities, Nicaragua

#3



7,393 SEEDs voted



9. Use Solar, Save Lives, Kenya



5. Madagascar's first community-run marine protected area



10. Voûte Nubienne - building Earth Roofs in the Sahel, Burkina Faso

5.4 SEED Winners in the Spotlight

2014 SEED Low Carbon Winner Green Heat Uganda Ltd chosen as water-saving innovator by the Securing Water for Food Innovation Challenge



Chosen from a field of more than 400 applicants from 67 different countries, 2014 SEED Low Carbon Winner Green Heat was recognised as one of 12 Innovators by Securing Water for Food - a partnership between the U.S. Agency for International Development (USAID), the Swedish International Development Cooperation Agency (Sida), the Ministry of Foreign Affairs of the Kingdom of The Netherlands (MFA-NL) and South Africa's Department of International Relations and Cooperation. For Green Heat's entry "Reducing Anaerobic Digestion Water Demand with Slurry Separation Technology - Ethiopia, Rwanda, Uganda" they receive a fixed three-year grant of US\$500,000.

In 2015 SEED also kickstarted a major effort to tell the inspiring stories of enterprises that have won a SEED Award.



Green Heat's story was one of the first to be published.

View the story via <http://adelph.it/GreenHeat>.

Alasdair Harris from 2005 SEED Winner "Madagascar's first community-run marine protected area" honoured with a Skoll Award for Social Entrepreneurship

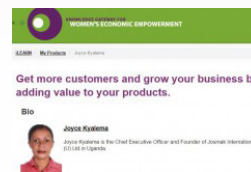


On 13 April 2015 the Skoll Foundation announced: "Alasdair Harris and Blue Ventures are doing amazing work to build sustainable coastal communities. Beyond managing fisheries, Blue Ventures has integrated family planning and health services into its livelihoods and conservation work, showing the world that protecting the ocean



can and should go hand-in-hand with improving lives." In 2005, they were among the first five Winners of the SEED Awards.

The "stories behind the business plan" of three women-led SEED Winners featured on UN Women's iLearn Center



To contribute towards closing the gender gap, in 2015 UN Women launched iLearn, a global mobile-learning platform for and by women entrepreneurs that aims

to champion women's online learning through storytelling. Three inspiring women whose enterprises were honoured with a SEED Award in the past have been selected to showcase their business cases: Oribags (Uganda), Shea Economic Empowerment Program (Ghana) and Pumpkin Value Addition Enterprise (Uganda). Read their full stories via <http://adelph.it/iLearn>.

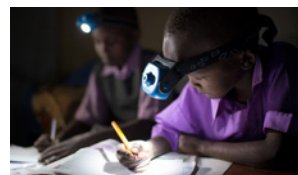
2014 SEED Africa Winner "KadAfrica: Girls Agro Investment (GAIN) Project" wins the "Future Forward: Youth Innovations for Employment in Africa Challenge"



The challenge was launched by Ashoka and The MasterCard Foundation with the aim of finding bold new ideas - for young people and by young

people - that will address the big-picture issues around youth employment in Africa. KadAfrica builds resilient farming communities centered around the empowerment of young women. 1500 out-of-school girls have gained sustainable livelihood options as young agro-entrepreneurs cultivating passion fruit, while reinvigorating commercial fruit farming in Western Uganda. Read more via <http://adelph.it/YIFEIA>.

SEED Winners stand out in International Climate Initiative (IKI) photo contest



Measuring impacts is hard enough, but have you ever tried to capture your activities in one photo? The International Climate Initiative (IKI)

invited all IKI projects and their partners to participate in a photo competition themed „IMPACTS“. Twelve winning photos were selected, among them SEED Low Carbon Award Winners Un Litro de Luz (Colombia) and Nuru Energy (Uganda). Nuru Energy's photo "A Brighter Future" (shown above) won first place.

The International Climate Initiative (IKI) is funded by the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB). IKI finances projects in climate change mitigation, adaptation to the impacts of climate change and the protection of biological diversity in developing and newly industrialising countries, as well as in countries in transition. Since 2013 IKI and thus the BMUB are partners of SEED. Read more via <http://adelph.it/IKIPhotos>.

British newspaper The Observer featured SEED and five innovative SEED Winners as part of a special edition on climate change



Fighting the menace of climate change

How communities can help to save the environment and better their lives

Seed, a UN-backed initiative, champions small startups from the developing world that embrace sustainability. We report on the work of five of these green pioneers

How can local communities help to save the environment and better their lives? To answer this question the Observer Tech Monthly of the Guardian spoke with Helen Marquard, Executive Director of SEED in May 2015 and also portrayed how five SEED Winners from around the world fight climate change through community-backed, innovative entrepreneurial approaches. You can read the full stories on the five SEED Winners at the Observer Tech Monthly climate change special website of the Guardian via <http://adelph.it/Observer>. Furthermore can you download the background article with Helen Marquard's comments from the SEED website via <http://adelph.it/SEEDObserver>.

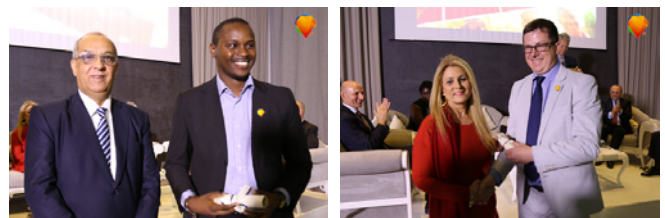
SEED Winners join "1st Practitioners' Dialogue on Climate Investments" in Jakarta, Indonesia

The global Practitioners' Dialogue on Climate Investments (PDCI) aims to advance our understanding of how governments in developing countries and emerging

economies can secure the participation of private businesses and the financial sector in climate-resilient and low-emission development.

In October 2015 three SEED Winners joined the 2.5-day event in Jakarta, where around 120 practitioners from national governments and the business and financial sector convened in order to facilitate cross-sectoral exchange and networking. Based on their background and experience in grassroots entrepreneurship along the triple bottom line, Norbert Muhumuza of 2013 SEED Low Carbon Winner Awamu Biomass Energy, Vianney Tumwesige of 2014 SEED Low Carbon Winner Green Heat and Jay Patel of 2015 SEED Africa Winner Village Energy were able to bring valuable input to the table and create important cross-sectoral and cross-regional synergies. Learn more via <http://adelph.it/PDCI>.

2015 SEED Winners Vula Mobile, South Africa and East Africa Fruit Farm, Tanzania succeeded at the African Entrepreneurship Awards



Both enterprises won a US\$150,000 grant. Vula Mobile has developed an app that connects healthcare workers with eyecare specialists to improve health service in rural areas. They won the category "Uncharted" for their "potential for positive, pan-African impact". East Africa Fruit Farm trades and markets fresh fruit and vegetables, significantly reducing post-harvest losses in Tanzania. They won the category "Environment" for their success in "empowering Africa to more effectively feed her people". Learn more via <http://adelph.it/AEASEED>.

2014 SEED Africa Winner Mozambikes featured in The Guardian after joining Business Call to Action with an ambitious commitment

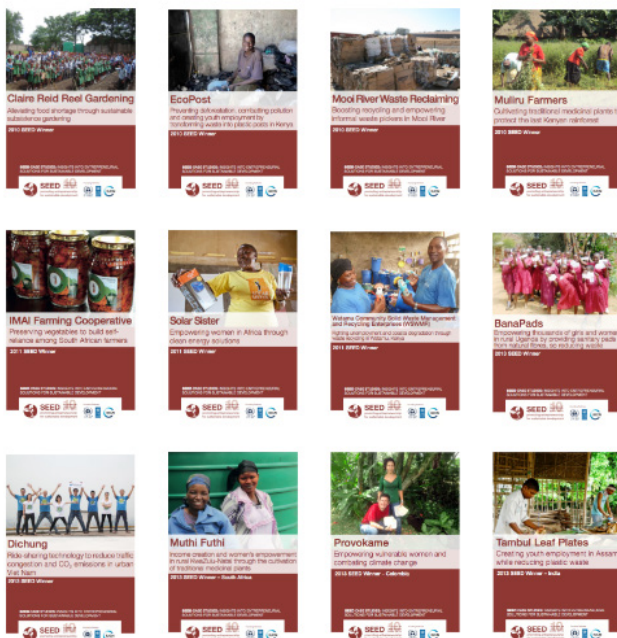


Mozambikes, an award-winning Mozambique-based social enterprise, has joined the Business Call to Action (BCtA) with a commitment to improve the lives and livelihoods of 50,000 of the country's poorest people through the sale of affordable branded bicycles by 2018. Learn more via <http://adelph.it/Mozambikes>.

6. Building Bridges for Impact: Green and Inclusive Growth through Entrepreneurship

6.1 Building Evidence through Research

While the value of eco-entrepreneurship in delivering sustainable development is increasingly recognised and harnessed in the development sphere, there is still little data available on the Triple Bottom Line (TBL) impacts of these enterprises and their contribution to sustainable development.



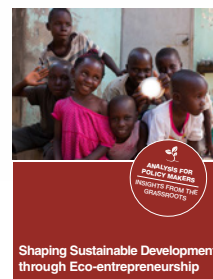
Find all case studies on www.seed.uno/publications/case-studies.html

Based on 12 case studies, SEED generated key insights for policy and decision-makers, and made them available in two policy reports that were presented at the SEED Africa Symposium in Nairobi in September 2015.

The reports are titled:

- **Shaping Sustainable Development through Eco-entrepreneurship**
- **Growing Green and Inclusive Entrepreneurship for Sustainable Development in South Africa**

Shaping Sustainable Development through Eco-entrepreneurship



Small, micro and medium enterprises (SMMEs) that pursue a triple bottom line approach offer one concrete means of achieving this shift to a Green Economy. This report highlights grassroots eco-enterprises, the types of impacts they are achieving and the challenges and opportunities they face.

From the study it is clear that these SMMEs achieve a mix of social, economic and environmental impacts through the goods and services they provide, as well as through the way they manage their enterprises. However, they face numerous challenges to sustain their growth and scale up. Challenges include: limited access to finance for working capital or investments for scale-up; gaps in business skills; unfavourable business environment; low financial sustainability and lack of TBL planning and monitoring. Opportunities for the eco-enterprises for further growth include: their unique market position close to local demand; partnerships and community engagement that provide access to various resources and networks; and capacities for innovation to address problems and needs in local communities. In order to support the growth and scale-up of eco-enterprises, seven recommendations for policy can be drawn out:

- Recognition and promotion of eco-enterprises in order to transition to a Green Economy
- Provision of training in business development
- Facilitation of access to finance
- Facilitation of partnerships and networks
- Support for target setting, monitoring and evaluation
- Giving a voice
- Support of a regulatory environment for eco-enterprises

Growing Green and Inclusive Entrepreneurship for Sustainable Development in South Africa



SEED has worked closely with the Gordon Institute for Business Science in 2015 on a study that integrates for policy-makers the findings of five case studies in South Africa. As concerns with accomplishing the Sustainable Development Goals have become inextricably lodged within social and policy debates,

scholars studying SMMEs have developed understandings of enterprises embedded within complex institutional environments.

The current study has looked at how SEED Winners in South Africa progress in achieving their triple bottom line objectives, taking into account challenges they have encountered along the way, and success factors that have enabled them to move forward. The five enterprises highlight in which ways social and environmental entrepreneurship can drive the vision of a 'green economy' in South Africa; however, these enterprises experience numerous challenges in achieving their triple bottom line goals and in scaling them up. While most have found resourceful ways to overcome challenges, such as multi-stakeholder partnerships, more enabling eco-systems are needed in order to support their growth and replication. Twenty-one recommendations have been identified, amongst which:

- Coordinate and target support skills building
- Transition from grant-based models to revenue generation
- Local government and communities should take on the role of incubators
- Promote gender balance and youth inclusion
- Create business tax incentives for the incorporation of triple bottom line impacts

The full reports can be downloaded on the SEED website <https://www.seed.uno/publications/policy-insights/>

6.2 Building Bridges through Symposia

Just as SEED itself is a multi-stakeholder partnership, we promote the building of partnerships in order to stimulate exchange of experiences, enable peer learning, and create synergies. Through the SEED Symposia we aim to

build bridges between the grassroots day-to-day realities of entrepreneurs who are starting up and growing an eco-enterprise, and those of policy-makers within the broader national and international policy frameworks. This year we brought together over 700 representatives from business, government, academia, support and finance institutions, and civil society from over 30 countries in our South Africa Symposium in Pretoria, South Africa and the Africa Symposium in Nairobi, Kenya.

2015 SEED South Africa Symposium: Advancing the Green Economy: Creating jobs and opportunities for innovative green enterprise

On May 27th the SEED South Africa Symposium 2015 was held in Johannesburg in cooperation with the 3-day International Conference "Innovation for Sustainability under Climate Change and Green Growth / Economy" hosted by the University of South Africa (UNISA). The conference brought together many international, national and local experts to contribute knowledge and practical solutions to the standing global challenge of climate change and the transition towards the green economy.

At the Symposium, over 100 entrepreneurs, practitioners, donors and policy-makers looked into how entrepreneurship can provide solutions for climate change and green growth. Debates highlighted the need for strong bridges to be built between social and environmental enterprises and academia for research, development, and innovation, as well as the importance of more supportive environments in facilitating the scale-up of social and environmental enterprises.

Social and environmental enterprises from across the country also presented inspiring examples of innovative, locally-driven, entrepreneurial approaches to sustainable development challenges in various sectors at the SEED marketplace. The marketplace, which was jointly hosted by SEED and the Industrial Development Cooperation (IDC), included SEED Winners and other initiatives supported by UNDP Small Grants Programme, the Green Fund from the Development Bank of Southern Africa, PETCO and the IDC.

The Symposium offered a launchpad for the **SEED**



Virtual Exhibition, a new interactive multimedia platform which in combination with new in-depth Case Studies of

past SEED Winners allows users to get to know SEED, its partners, and their work in supporting the growth of an enabling environment for social and environmental entrepreneurs. The Exhibition contains several interviews with SEED Partners and Video Stories about SEED Winners. It is accessible via www.seed.uno/exhibition.

2015 SEED Africa Symposium: Building Bridges for Impact: Green and Inclusive Growth through Entrepreneurship

More than 500 entrepreneurs, researchers, policy makers and representatives of the civil society from 30 countries joined the SEED Africa Symposium on September 9-10th, 2015, in Nairobi, Kenya. Focusing on the overarching theme Building Bridges for Impact, the Symposium once again demonstrated its value as an inspiring platform for promoting green and inclusive growth through entrepreneurship. Reasons for celebrations were not just the 27 outstanding enterprises who received the SEED Award in a festive International Award Ceremony, but also the fact that the event marked one decade of SEED Awards. Key outcomes of the Symposium were:

Substantial challenges for SMMEs can only be met by powerful networks



The vivid discussions outlined two important aspects: locally-driven social and environmental entrepreneurship applying green and inclusive business models will have a significant contribution to the Sustainable Development Goals and Post-2015 agenda. Concurrently small, micro and medium enterprises still face substantial challenges regarding human resources or funding. These hurdles can only be met by powerful networks and collaborations of entrepreneurs, investors and further stakeholders. The South-South Exhibition that ran tête-à-tête with the SEED Africa Symposium made a first move in connecting similar enterprises across geographical regions to help speed up development, technology learnings and financial innovations.

Launch of iLearn by UN Women



The Symposium saw the launch of iLearn - UN Women's global mobile learning platform where women entrepreneurs share the decisions that led to their suc-

cess. Learn about their strong motivation, personal drive, knowledge and skills. How did their enterprise arrive at success and which challenges did they face along the way? What is their motivation and personal drive?

Insights from the World Bank's Social Enterprise Ecosystem Diagnostic



As part of the session "Shaping Green and Inclusive Private Sector Policies", the World Bank and IFC presented the first findings of their current social enterprise ecosystem diagnostic. The discussions highlighted some of the key barriers at the policy level and areas where action from governments, donors and intermediaries is needed.

The first GIZ „Practitioners' Dialogue on Climate Investments“ in Africa



The "Practitioners' Dialogue on Climate Investments" aims to advance dialogue on how governments in developing countries and emerging economies can engage the businesses and the financial sectors in climate-resilient and low-emission growth. The network hosted its first meeting in Africa at the Symposium around the topic "Shaping Renewable Energy Markets in Africa – how international climate finance can support unlocking the potential of SMEs".

Launch of Connect to Grow



Connect to Grow is the first-of-its-kind UK DFID-funded programme, delivered by IMC Worldwide and their partners. The programme will foster growth and innovation through partnership creation between enterprises in South Asia, Sub-Saharan Africa and India.

First SEED-IBA Investor Forum



The SEED Africa Symposium further marked the launch of the SEED-IBA Investor Forum. The event offered 15 SEED Winners an outstanding opportunity to deepen their knowledge on raising capital and to present their enterprises to investors and other funding institu-

tions. Further SEED-IBA Investor Forums are set to take place in Asia and Latin America in 2016. More information is available via <http://adelph.it/SEEDIBA>.

Reverse Pitching Sessions by Selected Investors

VC4Africa co-organized a session with SEED which gave investors the opportunity to pitch in front of about 75 social entrepreneurs. Find out about this reverse pitching via <http://adelph.it/SEEDRevPitch>.



You can watch the Summary Video of the SEED Africa Symposium 2015 here:

<http://adelph.it/SEEDAS15Video>.

6.3 Building Ecosystem Capacity through BDS+ Training of Trainers

In 2014 SEED held its first series of three BDS+ Training of Trainers (ToT) in Malawi, Mozambique and Namibia as part of a regional programme funded by the Government of Flanders. BDS+ builds the capacities of selected local business development services providers through 'Training of Trainers' workshops using tailored materials and relevant best practices, based around the SEED Enterprise Blueprint. The training consists of over 20 business and management tools as well as case studies, exercises, guidelines and templates that are specifically tailored to address enterprises' social, environmental and economic impacts. BDS+ trainers continuously enhance their skills and knowledge through the BDS+ network, their access to the SEED knowledge platform, and best practice exchanges in peer-learning formats. In 2015 we expanded our outreach on South Africa and held two additional BDS+ trainings.



Participants of the BDS+ Training of Trainers from 16-18 March 2016 in Pretoria

The first ToT was held from March 16-18 in Pretoria. A total of 12 participants were selected for this training from the received 21 applications. Participants came,

from the National African Federated Chamber of Commerce and Industry, the University of the Witwatersrand and the Sustainable Tourism Partnership Programme, among others. Expert input was also provided by the Responsible & Inclusive Business Hub (RIBH) South Africa, which is operated by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

The second ToT was held from 23-25 November in Cape Town. A total of 17 trainers were selected for this training from 39 received applications. The participants brought to the table backgrounds in rural



Participants of the BDS+ Training of Trainers from 23-25 November 2016 in Cape Town

agricultural development and finance as well as incubation and corporate foundations, forming a highly qualified and diverse group. The training was hosted by ABSA Bank (a subsidiary company of Barclays Group) at the Woodstock Bandwidth Barn, Africa's leading technology business incubator and a truly fitting and inspiring space.

With almost 100 trained that are able to deliver their own tailored support to SEED Winners and/or to reach out to other businesses in the future, SEED has successfully broadened its BDS+ network in 2015 and was able to refine its applied tools and methodology. In light of the positive feedback, SEED is aiming to expand the ToT workshops in other African countries in 2016 and 2017.

6.3 Stimulating National Exchange through SEED Dialogue Fora

Between September and December 2015, two national dialogue fora with the theme 'Entrepreneurial Solutions for Green and Inclusive Growth – How to scale? How to replicate?' took place in Ethiopia and Malawi. These events, organised by SEED in close cooperation with local partners, brought together almost 50 participants from various sectors. The main objectives of these dialogue fora were to showcase the innovations of the SEED Winners and raise awareness about social and green entrepreneurship at the national level.

6.4 Sharing Insights from 10 Years of SEED Awards at International Fora

High-level consultation 'Review and Monitoring of the Post-2015 Agenda' in Berlin, Germany

On 6th May 2015, civil society, development practitioners as well as government and think-tank representatives from around the globe met in Berlin, Germany, to discuss the review of the Post-2015 Agenda and goals for sustainable development. The high-level consultation, attended by 55 German and international experts, was organised by SEED's Hosting Partner adelphi research on behalf of the German Federal Ministry for the Environ-



Stephan Contius, Acting Chairman of the SEED Board, at the high-level consultation

ment, Nature Conservation, Building and Nuclear Safety (BMUB) and in cooperation with the German Federal Ministry for Economic Cooperation and Development (BMZ). SEED was invited to share insights in a session centred around partnerships for sustainable development and voluntary commitments. Read more via [http://](http://adelph.it/SEEDMay15)

adelph.it/SEEDMay15.

SEED Working Dinner about the Green Climate Fund (GCF) during COP21 in Paris, France



As part of SEED's activities at COP21 in Paris to promote low carbon solutions from the SME sector, it hosted a working dinner about "The GCF and SMEs: How to ensure public climate funding reaches the Bottom of the Pyramid". Attended by stakeholders from the NGO, funder, academic and regional development bank sectors, the group explored what the role of the GCF would likely be in the years to come in terms of funding the private sector and how to link SMEs to the flow of funding.

SEED shared insights at "Re-Imagining Resilience" Conference in Addis Ababa, Ethiopia



What does resilience in entrepreneurial ecosystems actually mean and how can we collaborate to build resilience entrepreneurship? A diverse group of participants

from all sectors discussed "Re-Imagining Resilience" at the Impact Hub Conference from 29th-30th October in Addis Ababa, Ethiopia. SEED was excited to participate by hosting the Practitioner Dialogue: "Landscape of Support Services for Social and Environmental Enterprises" together with Impact Hub, Cordaid and Intellectap. Read more via <http://adelph.it/ImpHubResil>.

SEED showcases SEED Winners in pre-session of the 15th African Ministerial Conference on the Environment (AMCEN): "Inclusive Green Economies for Poverty Reduction and Sustainable Development in Africa: From Inspiration to Action" in Cairo, Egypt



In a dedicated pre-session to the 15th AMCEN, SEED highlighted some of the successes of Winners of the SEED Awards, and shared evidence and insights into enablers and barriers for start-up social and environmental enterprises. Claire Reed from South African 2010 SEED Winner Reel Gardening and Lorna Rutto from Kenyan 2010 SEED Winner EcoPost were able to relate their experiences first-hand during the session. Read more about this session via <http://adelph.it/SEEDAMCEN15>.

Read more about this session via <http://adelph.it/SEEDAMCEN15>.

SEED in collaboration with ANDE Network hosted a workshop on finance for social and green enterprises at Sankalp Africa Summit in Nairobi, Kenya



SEED in collaboration with ANDE network organised the "start-up hacks" as part of the Sankalp Africa Summit that took place on 5-6 February 2015 in Nairobi, Kenya. Innovative and inclusive financing was one of the key topics of this year's forum. During a half-day workshop, more than 60 entrepreneurs shared their experiences and challenges in terms of financing, and received advice from investors and experts on how to raise funds at the different stages of development of their businesses. In the second part of the workshop, moderated by SEED, participants were invited to share their experiences and discuss solutions around four main topics: early-stage financing, growth-stage financing, investment readiness and financial inclusion. Input was also provided by Linda Wamune from Sunny Money Kenya, a 2010 SEED Winner. Read more about the event via <http://adelph.it/SEEDSankalpAfrica>.

Read more about the event via <http://adelph.it/SEEDSankalpAfrica>.

7. Behind the scenes of SEED

7.1 The End of an Era

On 30 June 2015, after 8 years at the helm of SEED, Helen Marquard finished her mission as Executive Director. Under her leadership, the SEED Initiative has evolved from a biennial awards scheme into a multi-component programme for action on sustainable development and the green economy. Over the years she built a strong governance structure on which the organisation can now rely on, so that the Board at the end of 2014 decided that referring to SEED as an initiative was no longer appropriate: it is now SEED.

When Helen joined SEED in 2007 the initiative only had a very small research programme, a tiny budget, and just a Programme Coordinator. As a non-legal entity it needed a host organisation and until 2013, that role was played by the Founding Partners: first IUCN, and then UNEP, and the UNEP Collaborating Centre WCMC. Recognising the costs involved in rotating the function however, the SEED Board took the bold decision to invite SEED's long-standing implementing partner adelphi research to become SEED's host. This decision proved to be wise, as the new governance structure has allowed for an improved workflow and an even stronger team culture, an asset Helen always saw as the key ingredient for SEED's success.

The whole SEED Team would like to extend their deepest gratitude to Helen for her guidance over 8 prosperous years and the many inspiring and joyful moments with her as an Executive Director in that time.

You may also read Helen's farewell blog article "Sands of time" from June 2015 via <http://adelph.it/Helen>.



Helen Marquard with Lorna Rutto from 2010 SEED Winner EcoPost at the 2013 SEED Africa Symposium in Nairobi, Kenya



Helen Marquard sharing SEED insights at the Joint UNGA-ECOSOC Thematic Forum/ Debate on Partnerships in New York in 2014



Helen Marquard with the SEED Team at the 2014 SEED Africa Symposium in Nairobi, Kenya

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“These have been 8 exhilarating and rewarding years, getting to know people working at the grassroots to build enterprises that will bring about positive social and environmental change, working with policy makers, enjoying the strong support of the SEED Board and Partners, and being part of a remarkably committed and energetic team.”

Helen Marquard, SEED Executive Director from 2007 to 2015

7.2 SEED Board in 2015

The SEED Board is responsible for the SEED Programme and its strategic development.

Julia Marton-Lefèvre stepped down as Chairman of the SEED Board in December 2014. We thank her once more for her dedication and guidance over the last years. From January until June 2015, Stephan Contius took over as Acting Chairman before former SEED Executive Director Helen Marquard became Chairman of the Board. As she had to resign at the end of 2015, Stephan Contius again took over as Acting Chairman of the SEED Board.

Stephan Contius – Acting Chairman

Head of Division for United Nations and Cooperation with Developing and Newly Industrialised Countries at the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety, Germany

Inger Andersen

Director General of IUCN, International Union for the Conservation of Nature

Teresa Fogelberg

Deputy Chief Executive - Government Relations, International Organizations, Development and Advocacy (GIDA) - at the Global Reporting Initiative

Claudia Linke-Heep

Industrial Development Officer, United Nations Industrial Development Organization (UNIDO)

Nik Sekhran

Chief of Profession, Sustainable Development Bureau for Policy and Programme Support of the United Nations Development Programme (UNDP)

Jennifer Morris

Chief Operating Officer of Conservation International (CI) and co-chair of the Resource Management Group of Conservation International.

Mapula Tshangela

Senior Policy Advisor, Department of Environmental Affairs, South Africa

Lakshmi Puri

Deputy Executive Director, Intergovernmental Support and Strategic Partnerships Bureau and Assistant Secretary-General of the United Nations

Naysán Sahba

Director, Division of Communications and Public Information (DCPI), United Nations Environment Programme (UNEP)

Crispin Rapinet

Commercial litigation partner at Hogan Lovells.

Daniel A Reifsnnyder (OES)

Deputy Assistant Secretary, Bureau of Oceans and International Environmental and Scientific Affairs, Department of State, United States

Jacob Satter

Initiator of the international Access to Seeds Index, chairs the Advisory Committee of the Dutch Centre for Genetic Resources, represents the Ministry of Economic Affairs of The Netherlands

7.3 SEED Team in 2015

Allison Robertshaw

Executive Director

Rainer Agster

Director Operations

Katrin Bauermeister

Compliance Specialist

Carolin Ehrensperger

Enterprise Support Adviser

Marianne Henkel

Senior Adviser

Amélie Heuër

Head of Research

Rest Kanju

South Africa Team

Magdalena Kloibhofer

Enterprise Support Specialist

Jona Liebl

Communications Specialist

Anais Mangin

Partnerships Specialist

Marion Müller vom Berge

Events & Compliance Specialist

Julia Rohe

Head of Compliance

Jana Rudnik

Enterprise Support Adviser

Mirko Zürker

Head of Enterprise Support

8. Financial Performance

Obligated donor contributions for the 2015 SEED cycle (January 2015 – December 2015) and beyond

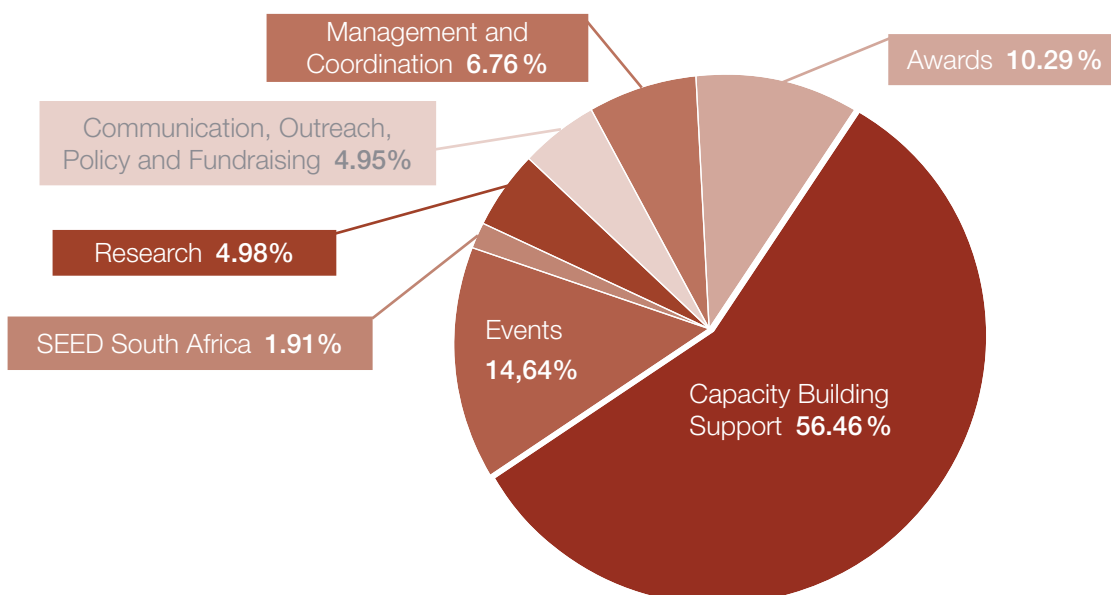
Donor	Amount available (donor currency)	Total amount available (with project support costs in thousand EUR)	Project support costs (in thousand EUR)	Total obligated funds directly available to SEED (in thousand EUR)
European Commission (ENRTP)*	253,511 USD	231.5	16.2	215.3
Government of Flanders (Project South Africa)	301,335 EUR	301.3		301.3
Government of Flanders (Project Southern Africa)	683,437 EUR	683.4		683.4
Germany: Federal Ministry of the Envi- ronment, International Climate Initiative	301,549 EUR	301.5		301.5
Hisense International Co.	135,192 USD	123.4	8.6	114.8
Hogan Lovells	10,000 GBP	12.5		12.5
Netherlands: Ministry of Economic Affairs	50,000 EUR	50.0		50.0
UN Women	50,000 USD	45.7		45.7
Direct contributions to the SEED Africa Symposium 2015	59,207 EUR	59.2		59.2
Total available income for SEED Operations				1,783.3
* contribution subject to 7 % Project Support Costs at UNEP as administered through UNEP				

Provisional expenditure/commitments overview for the year 2015

Programme component	Activity	Estimated budget
Identifying social and environ- mental start-up entrepreneurs through the SEED Awards	Management, preparation of the 2015 SEED Awards i.a: <ul style="list-style-type: none"> • Development of application form, the online and off-line application systems and the online scoring system • Notification and details on the SEED website • Development of associated communication tools and promotional materials • Selection and invitation of the International Jury • Shortlisting and selection process 	183,688.37 EUR
Subtotal A		183,688.37 EUR

Programme component	Activity	Estimated budget
Capacity Building Support to 2015 SEED Winners (Tier 1 Support - SEED Catalyser)	<p>Management and implementation of the SEED Support:</p> <ul style="list-style-type: none"> • Implementation of remote business plan support • Implementation of in-country capacity building support (i.a. 3 day workshop) • Development of a SEED Support Plan • Design and printing of 100 flyers and 1 roller banner per SEED Winner • Additional networking and profiling, such as linkage to potential funders and to SEED Affiliate • Cash award (USD5,000) disbursed directly to each SEED Winner for the implementation of their support plan • Funds disbursed directly to each SEED Winner to attend the 3 day in-country workshop(s) 	438,736.60 EUR
Capacity Building Support to selected SEED Alumni (Tier 2 Support - SEED Accelerator)	<p>Management and implementation of the SEED Support:</p> <ul style="list-style-type: none"> • Selection of SEED Alumni • Advanced one-on-one support particularly regarding access to finance, building financial literacy, putting in place/refining sound accounting and financial management systems, etc • Support each enterprise in financial planning, to enable long-term sustainability of its operations and steady growth. • Financial contribution to selected SEED alumni for the implementation of their plan for scale up 	294,533.55 EUR
SEED Invest	<ul style="list-style-type: none"> • Establishment and hosting of an Investment Platform to connect enterprises with investors • Implementation of Investor Fora 	171,786.29 EUR
SEED Support for conventional businesses	Development of concept	23,945.00 EUR
SEED BDS support programme	In-country Training of Trainer workshops, based on the SEED Enterprise Blueprint methodology	78,041.60 EUR
Subtotal B		1,007,043.04 EUR
2015 SEED Symposia, International Award Ceremony and 2-day International Winners' Workshop	<p>Management and implementation of the SEED Symposium, Award Ceremony and International Workshop:</p> <ul style="list-style-type: none"> • Coordination of logistics • Organisation of programmes • Selection and invitation of speakers • Preparations of promotional material • On site implementation • Reporting <p>Attendance of SEED Winners and speakers at the SEED Symposium, Award Ceremony and International Workshop</p>	261,214.33 EUR
Subtotal C		216,214.33 EUR

Programme component	Activity	Estimated budget
Consolidating SEED South Africa	Operationalising and consolidating SEED South Africa: <ul style="list-style-type: none"> • Co-implementation of the SEED Awards in SA • Co-implementation of the support to SEED Winners in SA • Training, networking and acquiring new partners for SEED South Africa • Management of the SEED SA programme 	34,000.99 EUR
Subtotal D		34,000.99 EUR
Research Programme	<ul style="list-style-type: none"> • Development of a new research framework, design and methodology to study the impact of eco-enterprises • Development of quantitative and qualitative tools • Pilot case study in Kenya • Evidence-gathering of 15 cases 	88,797.85 EUR
Subtotal E		88,797.85 EUR
Policy, Outreach, Communication and Fundraising	<ul style="list-style-type: none"> • Development and production of communication material such as SEED flyers, presentations, banners, reports and the SEED Annual report • Development and maintenance of the SEED website, blog and social media • Attendance at international fora to disseminate and present SEED research results and information for policy and decision-makers 	88,439.02 EUR
Subtotal F		88,439.02 EUR
Management, Coordination and Strategy	Staff Salaries and travel and subsistence for: <ul style="list-style-type: none"> • The overall management and coordination of the SEED Programme and, • Strategy development fund raising 	120,588.74 EUR
Subtotal G		120,588.74 EUR
Operational total		1,783,722.34 EUR





2015 SEED Africa Winner
Loja de Energias, Mozambique

For more information please write to info@seed.uno or visit www.seed.uno



SEED Founding Partners



SEED Hosting Partner



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