



SEED

promoting entrepreneurship
for sustainable development

Founding Partners



2016 SAG-SEED Award Winner
SPOUTS of Water, Uganda

SEED Annual Report 2016

Supporting Eco-inclusive Enterprises
for Sustainable Development

Imprint

SEED

c/o adelphi research gGmbH

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www.seed.uno

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July 2017

SEED is a global partnership for action on sustainable development and the green inclusive 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 and growing, locally-driven eco-inclusive enterprises in developing countries around the globe which integrate social and environmental benefits into their business model from the outset.

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

Throughout the intensive global discussions and their outcomes since 2012, the Future We Want, the 2030 Agenda for Sustainable Development and its Sustainable Development Goals, and finally the COP21 Paris Agreement, few important issues have been discussed and highlighted more than in previous negotiations:

- involving other stakeholders not only in the discussions but also in the implementation;
- developing public private partnerships, with a specific attention to the Small and Medium Enterprises; areas, such as gender equality and low carbon;
- promoting and supporting innovation; and
- supporting local communities and eco-inclusive actions.

Launched in 2002 as a Type II Partnership, with precisely the above issues as its core objectives, SEED is even more relevant in 2017, after an intensive ten years period, 2005-2015, of awareness raising, piloting and demonstration. With more than 200 cases of innovative entrepreneurship and enterprises development together with a set of tested and refined methodologies and tools, SEED is ready and “ripe” for scaling up and replication, in support of the objectives of these global agreements.

It is increasingly understood and accepted that Governments do need the direct involvement of the private sector in particular, innovative eco-inclusive enterprises, to effectively manage local ecosystems enable local communities, promote resource efficiency create local jobs, empower women and support marginalized communities.

In the Paris Agreement, the Parties consisting of those in civil society, the private sector, financial institutions, cities and other subnational authorities, were requested to identify ways to enhance the ambition of mitigation efforts, including relevant opportunities to enhance the

provision and mobilization of support and enabling environments to address and respond to climate change. To do so, we need to further enhance public and private participation in the implementation of nationally determined contributions, and enable opportunities for coordination across instruments and relevant institutional arrangements. Parties also acknowledge that climate action should follow a country-driven, gender-responsive, participatory and fully transparent approach, taking into consideration vulnerable groups, communities and ecosystems. These approaches should be based on and guided by the best available science and, as appropriate, traditional knowledge, knowledge of indigenous peoples and local knowledge systems, with a view to integrating adaptation into relevant socioeconomic and environmental policies and actions; while accelerating, encouraging and enabling innovation. These aspects are critical for an effective, long-term global response to climate change and promoting economic growth and sustainable development.

Thus far, SEED has contributed to related challenges and unlocked opportunities, by successfully providing tailored support across the ecosystem of eco-inclusive enterprises, as demonstrated in SEED’s 10 Year Flagship Report “Turning Ideas into Impact: Setting the Stage for the next 10 Years of Green and Inclusive Growth through Entrepreneurship”. Faced with local challenges, the “SEED enterprises” have shown the way to unlocking opportunities and, with our support, managed to either transform their ideas into a good business or upscale their businesses.

Following rigorous testing and piloting, SEED Tools are now being employed in SEED Replicator programmes which are aimed at providing tailored support to future entrepreneurs and existing enterprises to replicate tested and proven business models of successful eco-inclusive enterprises around the globe.

2016 was also an active year for SEED Awards, with the main annual SEED Awards in Africa, SAG-SEED Awards, SEED Gender Equality Awards as well as SEED Awards in India, all looking at identifying innovative and eco-inclusive local solutions in response to local social, environmental and economic challenges.

2005-2015 has been the decade for consolidation and demonstration of SEED's relevance in global and local development challenges. The next decade will see more expansion, scaling up and accelerating the delivery of SEED tools and methodologies in support to local development, sustaining local communities and ecosystems, while contributing to implementation of national policies of inclusive green economy and low carbon economies and sustainable development. With a well-defined and targeted advocacy plan, adequate materials, and capacity, SEED will aim at becoming more global, as was its aim when launched in 2002, replicating the good practices of many of its SEED Winners and reaching out to other regions in the world.

This Annual Report guides you through the innovative ways that SEED has advanced in 2016 to serve as an active thought leader in the realm of eco-inclusive entrepreneurship for sustainable development, while also introducing to you this year's SEED Winners that are all individually driving sustainable development forward in their communities and in their countries.



Arab Hoballah

Executive Director
SEED

2. Moving from lighthouses to a network of streetlamps: SEED Replicator Programme

SEED believes that numerous small and growing eco-inclusive enterprises can form a worldwide network of bright street lamps multiplying sustainability impacts in various countries.

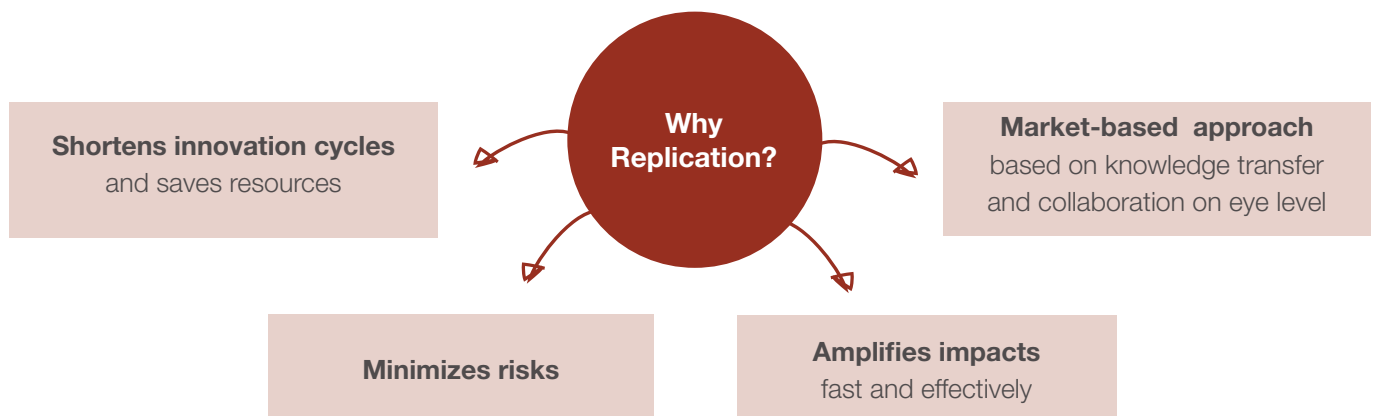
Having worked with more than 250 enterprises in over 40 countries for developing eco-inclusive business models, we realised that a lack of business ideas and a shortage of case studies and experience sharing complicates the implementation of eco-inclusive enterprises for some entrepreneurs.

Therefore, SEED started to conceptualise a replication support programme in 2016, which supports future entrepreneurs and existing enterprises to learn from eco-inclusive enterprises which are already successfully tackling sustainability challenges in their respective countries thereby helping entrepreneurs avoid wasting time and resources to “reinvent the wheel”.

In our experience, the replication of these locally tested solutions is an effective and efficient way to extend the reach of these eco-inclusive businesses beyond the scope of their targeted communities.

Replication is an effective approach to multiply impacts and helps to leverage the potential of eco-inclusive enterprises in serving the needs of those at the Base of the Pyramid (BoP). Many eco-inclusive enterprises successfully address similar problems such as unsustainable farming and waste management practices, lack of access to water and sanitation, lack to clean, affordable energy or high poverty levels due to insufficient income sources and employment opportunities for local households. These proven models bear high potential to be reproduced in other geographic locations with similar challenges, thereby eliminating the need to re-invent the wheel and allowing adopters to allocate their resources on the development of innovative localised solutions.

Through working with successful eco-inclusive enterprises around the globe, SEED has compiled extensive insights into the core elements of a business with potential for replication in order to achieve similar sustainability impacts and success factors of eco-inclusive enterprises, while meeting local requirements.



2.1 Launch of SAG-SEED Replicator Programme

In 2016, SEED started the conceptualisation of its SAG-SEED Replicator Programme and developed a comprehensive approach to support the replication of successful eco-inclusive business models.

SEED's Replicator helps future entrepreneurs and existing eco-inclusive enterprises to get inspired by tested and validated business models and to benefit from experiences and drawbacks from successful entrepreneurs from various countries. Further, the Programme matches future entrepreneurs and existing eco-inclusive enterprises with businesses around the globe thereby facilitating business partnerships.

Thus SEED helps entrepreneurs to spend their time, resources and energy more efficiently on creating localised solutions specific for their unique contexts without re-inventing the wheel. During interactive and participatory workshops, the SAG-SEED Replicator Programme provides hands-on capacity building, sector-information and case studies to future entrepreneurs and existing eco-inclusive enterprises in Burkina Faso, Ghana, Kenya, South Africa, Uganda and Mauritius. Further, workshop participants are equipped with tools to explore their local markets and receive tailored support and peer-to-peer feedback to develop the basics of their adapted business models. SEED's Replicator Connect Platform, an online matchmaking platform, facilitates partnerships between originating eco-inclusive enterprises around the globe and adopters. Here, adopters have the opportunity to connect with originators, pitch their replication ideas to them and receive expert guidance on replication.

SEED "tested" the SAG-SEED Replicator Programme in the framework of a pilot workshop in Nairobi, Kenya in September 2016. Here, SEED gathered valuable feedback from workshop participants as well as from partner organisations. Based on these experiences, SEED modified the Replicator Programme before its broad rollout in various countries in 2017.

2.2 Our approach

SEED Replicator Workbooks



Easy to use and inspiring workbooks provide sector-specific background information, insights into best practices, proven business model elements in areas such as customer segmentation, operating models or stakeholder involvement, and step-by-step guidance to explore local markets and adapt proven business model components to local contexts.



SEED Replicator Connect Workshops

Our experienced and professional facilitators support the adaptation of proven business models during intensive and interactive one-day workshops. Our workshops are based on toolified capacity building and are based on our tested and proven workbooks and peer-to-peer feedback.



SEED Replicator Connect Platform

Through online platform we facilitate collaboration and partnerships. Our SEED Replicator Connect Platform brings together eco-inclusive enterprises with matching interests and expectations in order to start a joint business relationship. These relationships could result in franchising, joint ventures, regular exchange on experiences and many other forms of partnerships across regions and sectors.



SEED Practitioners' Dialogues on Replication

In order to provide tailored replication support services and catalyse the replication of business models, SEED aims at developing a shared understanding of the diverse challenges of actors involved in the replication process and stimulating knowledge exchange between various stakeholders in the ecosystem. Therefore, SEED hosts Practitioners' Dialogues on Replication regularly in various settings, engaging various stakeholders of the replication support ecosystem.

3. Broadening the Partnership Network

SEED not only promotes the concept of partnerships in its support for SEED Winners, who are often inspiring exemplars of multi-stakeholder partnerships themselves, but also reflects the importance of partnerships to the various SEED programmes. Indeed, SEED's strong foundation lays on the contributions of long-lasting partners and the support of new ones. SEED has brought together more than 55 active partners throughout the year 2016 to promote eco-inclusive entrepreneurship for sustainable development. Indeed, SEED's strong foundation lays on the contributions of long-lasting partners and the support of new ones. In 2016 their contributions enabled us to:

- continue to focus on specific areas, such as gender equality;
- implement multiple-level interventions and SEED's various programme components (Starter, Awards, Catalyser, Accelerator, Replicator - pilot, BDS+, etc.); and
- organise 2 SEED Symposia, which brought together over 650 representatives from businesses, government, civil society and support institutions.

Through our partners we extend our networks and build new partnerships enabling local eco-inclusive SMEs to be widely recognised for their significant contributions to sustainable development.

Learn more at: www.seed.uno/partners

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 Symposia

SEED Partners Breakdown



Special Partnership for 2016 SEED India Awards

2016 SEED Awards in India was funded by by the International Climate Initiative (IKI) of the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB) and implemented in cooperation with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety

2016 SEED Partners

SEED Founding Partners



SEED Hosting Partner



SEED Corporate Partner



SEED Partners



2016 SEED South Africa Symposia Supporters



2016 SEED Africa Symposia Supporters



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

4. Promoting Local Solutions

In 2016, SEED diversified its support activities for eco-inclusive enterprises. In addition to the annual SEED Awards, three programmes were of main focus which were tailored to support different enterprises at different stages: SEED Starter - supports enterprises in their early stages to develop their theory of change while simultaneously refining their business model prototype; SEED Replicator - provides assistance to established enterprises in the replication of business models or the setting up of franchises through the provision of Replication Manuals and the facilitation of partnerships via Replicator Connect Workshops; and SEED GoSustainable - works with local conventional commercial companies with the potential to realize eco-inclusive business innovation in South Africa.

The various SEED support packages are put into practice in five different ways:



Tools: Self-help tools that help SEED Winners prioritise and address their most urgent needs, for instance by assisting them in conducting market analysis, developing a funding strategy, mapping relationships and developing Memoranda of Understanding with partners.



Capacity Building: One-on-one advisory service that offers Winners assistance with their business plan, in-country workshops, and webinars.



Network Building: SEED facilitates contacts between start-ups and support organisations, funders, policy-makers and other enterprises.



Profiling: Through high level events such as the International SEED Award Ceremonies and SEED Symposia, and marketing and promotional activities such as our website, blog and social media channels, SEED Winners are profiled nationally, regionally and internationally.



Financing: SEED provides a financial contribution of USD40,000 for the SEED Accelerator Recipients and facilitates follow-up investments in SEED Winners through the SEED Deal Ready Programme.

4.1 SEED Awards 2016 - Identifying Local Solutions

SEED Awards for Entrepreneurship in Sustainable Development is an annual awards scheme designed to find the most promising, innovative and locally led start-up eco-inclusive enterprises in countries with developing and emerging economies. An independent SEED International Jury of experts selects enterprises which have the potential to make real improvements in poverty eradication and environmental sustainability while contributing to a greener economy.

In 2016, 22 SEED Awards Winner represent the most innovative and promising social and environmental start-up enterprises selected from over 600 applications. The special focus areas of this year's SEED Awards were:

- **SEED Africa Awards:** 4 Awards were made available to enterprises in Malawi and Namibia. These Awards were supported by the Government of Flanders.
- **SAG-SEED Awards:** 15 Awards were handed out to enterprises in Burkina Faso, Ghana, Kenya, Mauritius, South Africa and Uganda. These Awards were supported by SWITCH Africa Green
- **SAG-SEED & SEED Gender Equality Awards:** 1 Award was given to enterprise that is women-led or owned and prioritise gender equality or women's empowerment as a core objective. This Award was supported by SWITCH Africa Green and the international law firm Hogan Lovells.
- **SEED Awards in India:** 2 Awards were given to enterprises that have developed innovative ideas in waste management or green ICT. These Awards were funded by the International Climate Initiative (IKI) of the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB) and implemented in cooperation with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

4.1.1. SEED Jury 2016

Considering each application carefully against the SEED eligibility criteria, the 2016 SEED International Jury selected 22 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.

The members of the 2016 Jury are:

Ajay Kumar: Additional Secretary, Department of Electronics and Information Technology, Government of India.

Antoine Horellou: Founder, BOPS - Base of the Pyramid Solutions.

Crispin Rapinet: Partner, Hogan Lovells, United Kingdom.

Anubhav Kapoor: General Counsel, Company Secretary and Head of Corporate Sustainability and CSR, Tata Technologies.

Bert van Nieuwenhuizen: Chief Technical Advisor - African Biogas Partnership Development Programme, SNV Netherlands Development Organisation, Nairobi, Kenya.

Crispin Rapinet: Commercial litigation partner at Hogan Lovells.

Edward Mungai: CEO, Climate Innovation Center, Kenya.

Daisy Kambalame-Kalima: Country Coordinator - IDH The Sustainable Trade Initiative, Malawi and Mozambique.

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

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

Jovin Hurry: Strategist for SMEs, Mauritius/Singapore.

Joyce Kyalema: Founder and CEO - JOSMAK International (U) Ltd, Uganda.

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

Katherine Lucey: Chief Executive Officer and Founder - Solar Sister, Uganda.

Namita Vikas: Group President & Managing Director and Climate Strategy & Responsible Banking, Yes Bank Ltd.

Nancy Chege: National Coordinator - GEF Small Grants Programme, Kenya.

Naveen Jha: Chief Executive Officer, Deshpande Foundation.

Olivia Vent: Coordinator, Global SRI Rice Marketing, Lotus Foods.

Patricio Sande: President, Scientific Research Association of Mozambique.

Sameer Unhale: Commissioner, Nanded Waghala Municipal Corporation, India and Director, Clean India Campaign - Maharashtra.

Saphira Patel: Manager, Operations Evaluation Unit, Development Bank of Southern Africa (DBSA).

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

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

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

Sophie van den Berg: Solid Waste Expert and Recycling Business Developer - WASTE, The Netherlands.

4.1.2. SEED Winners 2016

The 2016 SEED Gender Equality Award winner was:

Kenya



“Dagoretti Market Biogas Latrine” is a female-run, community-based initiative that uses renewable energy options (biogas and solar) to address multiple community needs in sanitation and energy under one roof.

The 2016 SAG-SEED Awards winners (by country) were:

Burkina Faso



“Jardin Green Hope” uses innovative manufacturing processes to convert water hyacinths and organic waste into quality natural fertilisers. By adding value to organic waste, the company supplies farmers with cheaper inputs, allowing them to increase their revenues and regenerate their soils.



“Sahelia Solar” is a leading solar company in Burkina Faso, Sahelia Solar is now starting to provide solar energy systems to off-grid agro-processing plants managed by rural cooperatives. The pay-as-you go model provides people in rural areas with readily available, reliable, and affordable energy.

Ghana



“City Waste Recycling” offers responsible waste processing for a wide range of waste types from problematic e-waste and batteries to sawdust and plastic. It provides formal employment lifting waste collectors out of the informal sector.



“Eco-Shoes” hires and trains physically disabled artisans to manufacture durable and versatile footwear made from upcycled tires and fabric waste, thereby empowering the disabled and lifting them out of poverty, while at the same time reducing waste.



“Farmerline” provides information and services needed by farmers like best agronomic practices, weather data, literacy training and market prices through its developed mobile software technology. The localized data help transform smallholder farmers into successful entrepreneurs and mitigate some of the harmful effects from climate change.



“Unique Quality Product Enterprise” represents the first business in Ghana that adds value to Fonio, a neglected, indigenous and nutritious cereal crop that grows well on unfertilised marginal land. The company mobilises and supports rural women to cultivate Fonio, processes and markets the products.

Kenya



“**Green Road**” is piloting the construction of polymerised bitumen roads from recycled plastic and asphalt. They provide marginalised groups with employment in plastic collection and reduce the amount of plastic waste that would have otherwise ended up in landfills or be incinerated.



“**Magiro Hydro Electric Limited (MHEL)**” uses modified bicycle parts and simple motors to generate hydropower from a local waterfall, supplying inexpensive, renewable energy to rural village residents who otherwise would use kerosene and firewood.



“**Safi Organics**” provides organic fertiliser for rural smallholder farmers that contributes to soil carbon storage. The Safi Sarvi® blend is derived from various types of local organic farm waste, and is transformed into soil conditioner through low-cost production.

Mauritius



“**Belle Verte Ltée**” aims to create a national closed loop waste management system and raises awareness on the need to reuse and recycle waste through creative workshops. Within a collaborative process, diverse stakeholders collect, sort and upcycle all types of waste products.

South Africa



“**Green Acre Living**” provides organic farming training to emerging farmers in urban areas and promotes the establishment of urban food micro-enterprises. The focus is on biodiversity, promoting indigenous foods and increasing organic production to achieve food security.



“**SolarTurtle**” converts shipping containers into mobile solar power stations and solar kiosks called “Turtles”. The company empowers women entrepreneurs to operate these secure fold-away power stations in order to sell clean and affordable energy to off-grid schools, clinics and individual community members.

Uganda



“**SPOUTS of Water**” manufactures and supplies an affordable ceramic water filter, called the Purifaaya, which is made with local resources and materials easily found in Uganda to improve access to safe drinking water. SPOUTS is the sole manufacturer of water filtration products in Uganda.



“**Tii Ki Komi Cassava Commercial Growers (TCCG)**” produces cassava and processes it into chips, flour and peels of high quality. While improving the socio-economic conditions of the population, the enterprise contributes to sustainable agriculture.



“**YICE Uganda**” provides rural smallholder farmers in Uganda with flexible farm loans, inputs and training services to reduce hunger and poverty. With its network of local farm agents, YICE Uganda facilitates farmers’ access to bundled agricultural services at various levels of the farming value chain.

The 2016 SEED Africa Award winners were:



“Chonona Aquaculture” produces diverse fish products in an integrated aquaculture approach. While the production aims at closing the natural resource cycle, Chonona integrates the local community into the supply of inputs, marketing and fish processing.



“Mashandilo Co-operative” is a co-operative of smallholder farmers committed to improving its members’ market integration by promoting resource-efficient innovation in agriculture production and providing a wide range of member services.



“Sustainable Options” facilitates the wide distribution of solar lighting technology to the rural population of Malawi. By providing training and promoting self-financing schemes of local youth associations, the enterprise acts as a facilitator between suppliers and customers and promotes entrepreneurship in rural Malawi.



“Ziweto Enterprise” provides rural livestock smallholders with access to veterinary advice and other animal health products and services. Through a franchising model, Ziweto enables entrepreneurs to establish agro-veterinary shops, improving the livelihood of underserved communities in rural Malawi.

Winners of the 2016 SEED Awards in India were:



“Green the Map” recycles waste and organic materials and provides a retail network for upcycled products. By manufacturing and marketing these innovative products, the enterprise generates livelihoods for marginalised sections of society while contributing to tackling urban waste problems and spreading environmental consciousness.



“Waste Ventures India” operates Toter, a mobile app and website which offers Indian households and businesses convenient doorstep collection of waste. Acting as an intermediary by selling the collected recyclables, the enterprise empowers waste pickers and scrap pickers while mitigating the negative impacts of waste on the environment.

Further details about all 2016 SEED Winners can be found on the SEED website via <https://www.seed.uno/awards/all/2016.html>

4.2 SEED Accelerator Recipients in 2016

In 2016 through the generous support of the Government of Flanders SEED granted advanced financial support (the SEED Accelerator) to four SEED Africa Winners from the years 2014 and 2015.

Through providing one-on-one support on financial management, 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 pro-

vide the Accelerator Recipients with a stable and sound business foundation from which they will then be able to progress without strong dependence on continuous external assistance.

The SEED Accelerator Recipients in 2016 are:

The third cohort of two SEED Accelerator Recipients, funded through the generous support of the Government of Flanders:



Electricity4all, Malawi, sells and rents solar-battery kits and accessories at solar electricity kiosks in rural off-grid areas. The enterprise improves electricity access for households, reduces deforestation by replacing wood as a fuel source and reduces household energy expenditures.



Baobab Products Mozambique, allows women harvesters to supply Baobab seed and pulp as well as become active shareholders in the enterprise, as part of a cooperative. As a result, women harvesters' status and financial independence are improved, and the local economy is boosted with a new local natural product.

The fourth cohort of two SEED Accelerator Recipients, funded through the generous support of the Government of Flanders:



Hortinet, Malawi, cultivates horticultural produce and provides training in organic agronomic techniques and skills to smallholder farms in Malawi. New market opportunities are created as income for female smallholder horticulture farmers increased. This stimulates the local economy with agricultural products to substitute a substantial amount of imported fresh produce.



Mozambikes, Mozambique, assembles and sells quality bikes at affordable prices in Mozambique, while looking into expanding into Southern Africa. The enterprise helps reduce hours people need to walk to get to subsistence farming plots, collect wood and reach safe resources, while offering a clean form of alternative transport, reducing carbon emissions. This also creates jobs for Mozambicans in assembling and branding bicycles locally.

Further details about the SEED Accelerator and all 2016 Accelerator Recipients can be found on the SEED website via <https://www.seed.uno/support/accelerator.html>

4.3 SEED Winners in the Spotlight

U.S. President Barack Obama speaks about 2015 SEED Africa Winner East Africa Fruit Farm and Company at the Global Entrepreneurship Summit



During the Global Entrepreneurship Summit 2016 at Stanford University, CA, U.S. President Barack Obama made remarks on 2015 SEED Africa Winner, East Africa Fruit Farm and

Company, a Tanzanian enterprise that eliminates post-harvest waste. In 2015 SEED also kickstarted a major effort to tell the inspiring stories of enterprises that have won a SEED Award. View the story via <http://adelph.it/EAFFC>

Green Heat Ltd, a 2014 SEED Low Carbon Award Winner, and GRS Commodities Ltd, a 2013 SEED Africa Award Winner, were both winning recipients in the Off-Grid Energy Challenge hosted by the U.S. African Development Foundation (USADF)



Green Heat and GRS Commodities, two SEED Award Winners, are both winning recipients in the recent Off-Grid Energy Challenge hosted by the U.S. African Development Foundation (USADF) in Uganda in February. These two enterprises improve access to electricity in off-grid areas of Uganda with renewable energies as the solution. View the story via <http://adelph.it/USADF>

Ajaita Shah, founder of Indian 2014 SEED Low Carbon Winner Frontier Markets wins several awards



On March 28, Ajaita Shah, CEO and Founder of Frontier Markets, won the L'Oreal Women of Worth award. The award honours extraordinary women who make a difference in their communities. Ms. Shah also won National Geographic Society's Great Energy Challenge and Forbes 30 Social Entrepreneurs under 30. After watching a five-year-old be engulfed in flames from a kerosene fire in India in 2008, Ajaita has since helped reduce the number of kerosene users in rural India by selling reliable lighting products from solar energy via her enterprise. Visit their website <http://www.frontiermkt.com/>

2014 SEED Winner greenABLE featured on SABC News



Staff from greenABLE, Mafiki Shezi was interviewed by SABC3 TV in March. greenABLE offers work-

place training and skill development for disabled persons who were previously unemployed, primarily single mothers, enabling them to access the job market. Watch the interview via <http://adelph.it/Greenable>

2013 SEED Winner New Sun Road receives prestigious grant



On May 24, New Sun Road of Uganda (formerly SEA-RAE) received Microsoft's Affordable Access Initiative grant, which was given to twelve entrepreneurial initiatives that increase access to affordable Internet in communities around the world. New Sun Road designs and builds small-scale energy technologies such as micro-grid systems with broadband Internet, focusing on the specific needs of communities and neighborhoods as opposed to large, centralized projects. Read more about the grant via <http://adelph.it/NewSunRoad>

Flemish Michelin chef sourced produce from 2011 SEED Winner, Imai Farming Cooperative, South Africa



Flemish Michelin chef Dennis Broeckx visited two social enterprises within the agricultural sector, one of which, Imai Farming, is supported by the Government of Flanders through SEED. Dennis used the local produce to cook delicious dinners with Flemish flair in Johannesburg and at the Belgian Market Day. Watch the documentary via <http://adelph.it/imai>

2013 SEED Low Carbon Winner Nuru Energy featured on BBC World Service's "The Forum"



The BBC World Service's "Forum" segment featured Nuru Energy's CEO, Helsinki's city cycling planner, a historian and a professor talk about the importance of bicycles in developing countries. Nuru Energy uses human power to recharge LED lights, a unique off-grid recharging platform. Watch the BBC segment via <http://adelph.it/Nuru>

4.4 SAG-SEED Starter

Sometimes we may have fantastic ideas but be disadvantaged by the lack of tools to bring them to life. Setting up a business is both exciting and challenging, requires deep-dive into the market, as well as business skills to bring together the right team and partners. This is where SAG-SEED Starter programmes come in to help aspiring entrepreneurs further develop, test and refine their business ideas.

In 2016 SAG-SEED Starter workshops were conducted in Ghana, Kenya, Mauritius, South Africa and Uganda. More than 20 aspiring teams were trained using the Starter Toolkit to develop eco-inclusive entrepreneurial solutions to key challenges in their countries related to agriculture, tourism, manufacturing and waste sectors.

The eco-inclusive entrepreneurs are now ready to go out to the public: They are in the process of setting up their crowdfunding campaigns to win additional capacity building support from SAG-SEED.

Impact:

- 289 applications received
- 5 Starter Month Trainings (5-days) implemented
- 165 Aspiring eco-entrepreneurs from 54 Starter teams trained (* not all team members participated in both workshops)
- 4 Newly established Eco-Enterprises achieved market entry

4.5 SAG-SEED Replicator

In more than 10 years of experience, SEED has supported enterprises in their businesses such as turning waste to industrial resources, to implementing ICT for agriculture. As demonstrated in the SEED study on “Replicating Eco-Inclusive Business Models”, the replication of eco-inclusive entrepreneurial solutions tackles the double challenge of mitigating climate change and improving well-being, which are ever more so urgent especially in developing countries.

SAG-SEED Replicator programmes bring successful eco-inclusive business models (originators) that provide proven solutions to new entrepreneurs who tackle sustainability challenges in various geographic locations (adopters).

The programme supports the uptake and adaptation of proven business models to different markets in order to multiply positive sustainability impacts.

With the objective of increasing impact of eco-inclusive enterprises, the one day programme provides value for both originator and adopter, where adopters can spend less time and resources on business plan development and innovation processes and originators increase their network and connect with prospective partners to expand market share.

Impact:

- 112 applications received
- 2 SAG-SEED Replicator Workbooks published
- 1 Pilot Replicator-Connect Workshop implemented
- 47 Aspiring Eco-Enterprise Replicators trained

4.6 SEED GoSustainable

Eco-inclusive innovation enables conventional commercial enterprises to integrate low-income groups into their value chain and to create a positive impact on the environment.

The SEED GoSustainable targets existing local companies with the potential to realise eco-inclusive business innovation, starting with South Africa. In six months and three phases, participants are guided to Design, Deliver and Demonstrate the benefits of business innovations for expansion and growth.

To expand the services and reach, SEED implemented ‘Training of Trainers’ (ToT) to local service providers in Pretoria wanting to support enterprises to become more eco-inclusive. The programme proved to be a great peer-learning opportunity that turned participants into active actors, demonstrating one of the key support principles at SEED: that the best outcomes are derived from lively discussions.

The programme is supported by the Government of Flanders.

5. Building Bridges for Impact

5.1 Distilling Learnings into Publications for Sharing Intelligence

2016 Case Study Series

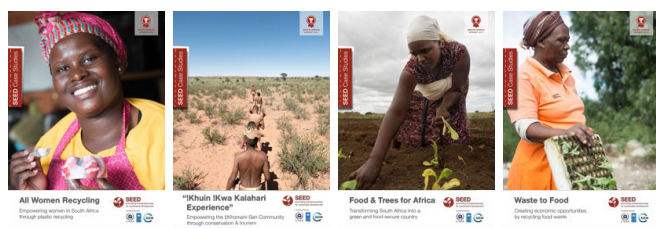
Demonstrating Sustainable Development on the Ground through Locally-Driven Eco-Entrepreneurship

In the past SEED has produced numerous case studies to showcase the triple bottom line (TBL) impacts of SEED Winners, demonstrate the barriers they faced in their up-scaling activities and highlight success factors that enabled them to overcome those barriers.

For 2016, SEED with the support of the Government of Flanders produced four additional case studies featuring enterprises in South Africa in the sectors of agriculture, tourism and waste with the objective of generating insights for policy and decision-makers, international agencies and other relevant actors who are advancing the green economy and sustainable development.

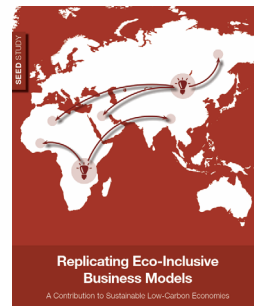
These new case studies are enhanced with short multimedia features including video clips that showcase the innovation, the partnership and the impact of each enterprise.

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



Policy Insights Reports

Replicating Eco-Inclusive Business Models: A Contribution to Sustainable Low-Carbon Economies



In line with the focus on replication in 2016, SEED published a replication study together with endeva “Replicating Eco-Inclusive Business Models: A Contribution to Sustainable Low-Carbon Economies”. This study shows how the replication of eco-inclusive entrepreneurial solutions tackles the double challenge of mitigating climate change and improving well-being.

Through data collection with previous SEED Winners that have replicated their model, with incubators, and other relevant stakeholders and combined with additional research, the study identifies novel products and services amongst previous SEED Winners that could be replicated in other regions or countries and stimulate technology transfer. The publication was disseminated to national policy and decision makers in government and relevant organisations. In particular, this study was used as the key material for the session ‘Accelerating Replication: How can Incubators support Replication?’ at SEED Africa Symposium 2016 in Nairobi, Kenya. Additionally it was published online in order to ensure constant availability and easy access to the resources in the study for all. Three recommendations drawn out were:

- Take small-scale solution into account in programs and policies for low carbon development
- Identify the most impactful solutions and showcase them
- Actively support dissemination through dedicated funding, information, and capacity building

This recommendations were disseminated to help policy. The full report can be downloaded on the SEED website via <http://adelph.it/REIBM>

Sectoral Business Condition Briefs

In 2016 SEED started publishing Sectoral Business Condition Briefs, which showcases the enablers and barriers to the creation, growth and expansion of eco-inclusive enterprises and the conditions for conducting green business in the specific sectors. This year two business condition briefs were published including recommendations and guidance for policymakers which aims to enable and promote eco-inclusive entrepreneurship. Both sectoral business condition briefs were published at the SEED Africa Symposium on September 28-29 in Nairobi. A Policy Round Table session at the Symposium on September 28 generated additional visibility for SAG and the publications (65 participants). The rich insights gained will be fed into a refined programme in 2017-2018.

Brief 1: Driving Conservation Through Sustainable Tourism Enterprises



To protect biodiversity, we need to create alternative economic opportunities for the people who depend on the world's most biodiverse ecosystems. Biodiversity is the foundation of human well-being and prosperity. At the same time, human activities are its greatest threat. In particular, biodiversity hotspots like savannahs, forests and coral reefs are under pressure due to unsustainable tourism development and the livelihood needs of low-income communities. Read the brief to discover how governments in Southern and East Africa can drive biodiversity conservation and advance sustainable tourism development by supporting enterprises and intermediaries via <http://adelph.it/TourismBCB>

Brief 2: Scaling Innovation at the Energy-Agriculture Nexus in East Africa

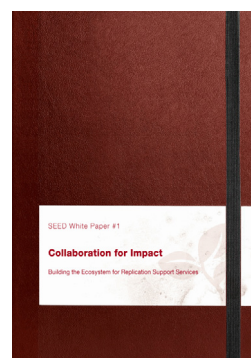


Energy and agriculture form a nexus. On one hand, energy can be generated by using crops, agricultural residues and livestock waste. On the other hand, substantial amounts of energy are required along the agricultural and food processing value chain, accounting for around 30 % of the global energy consumption. In the 10 ye-

ars of the SEED Awards, we have seen a trend towards innovation at the nexus between energy and agriculture in East Africa. Eco-enterprises in East Africa develop and adopt diverse low-cost solutions such as solar pumping, drying, cooling and chilling and biomass powered milling, pressing and grinding for smallholder farmers and Small, Medium and Micro-sized Enterprises (SMMEs) to power their agriculture, or generate clean energy. These technologies can lead to increased agricultural productivity and strengthen smallholders through direct access to markets. However, several barriers prevent solutions at the nexus from reaching scale, including relatively high technology costs, limited awareness on the benefits of using green energy solutions, lack of reliable policy incentives, as well as limited access to finance for both technology innovators and customers. Read the brief to discover how policy makers can catalyse development of the sector through providing consistent policy strategy and coordinating sector activities, investing in research and development of appropriate technologies at the local level, incentivising the application of technologies at the nexus, and facilitating access to finance via <http://adelph.it/AgriEnergyBCB>

White Paper Series

#1: Collaboration for Impact: Building the Ecosystem for Replication Support Services



SEED developed its first White Paper to analyse the landscape of replication support services. In order to draw on the strategic partnership for building strong replication support ecosystem that can foster the dissemination and reproduction of inspiring and successful business models, five recommendations were drawn out:

- Engage in a dialogue
- Create and sustain a modus operandi
- Driving market acceleration with a long term perspective
- Make collaboration the new mainstream
- An action agenda for collaboration around replication support

The findings and conclusions expressed in this paper were discussed at the SEED Africa Symposium 2016. This is the first of a new SEED White Paper Series, more white papers will be published in the future. Read the White Paper via <http://adelph.it/WhitepaperReplication>

5.2 Building Bridges through Symposia

In 2016 we continued to 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-inclusive enterprise, and those of policy-makers within the broader national and international policy frameworks. This year we brought together over 650 representatives from business, government, academia, support and finance institutions, and civil society from over 30 countries in our South Africa Symposium and the Africa Symposium.

2016 SEED South Africa Symposium:

Unlocking capital, boosting support – building the ecosystem for eco-entrepreneurship in South Africa

More than 200 entrepreneurs, practitioners, investors and policy makers with strong partnership with International Labour Organisation (ILO) made the SEED South Africa Symposium on March 15-16th 2016 a great success. Focusing on the overarching topic “Unlocking capital, boosting support” the Symposium once again demonstrated its high value in collaboratively discussing and developing approaches to build the ecosystem for eco-entrepreneurship in South Africa. Key outcomes of the Symposium were:

EU-perspectives on eco-innovation



SEED was highly honoured to welcome H.E. Ambassador Marcus Cornaro, Head of the EU Delegation to the Republic of South Africa to provide valuable insights on recent policies and activities of the European Union to tackle economic and environmental issues collaboratively through a circular green economy.

Announcement of the 2016 SEED Accelerators



The two 2016 SEED Africa Winners Electricity4all Malawi and Babab Products Mozambique have successfully gone through the SEED Support programme last year and are now looking forward to deliver their social and environmental solutions at a larger scale. Through the generous support of the Government of Flanders, SEED provides advanced

financial support combined with one-to-one support on financial management and access to capital to these inspiring enterprises.

ILO's session on up-scaling social-environmental entrepreneurship models in South Africa



Hosted by the Principal Partner of this year's Symposium, the ILO the session “Towards Inclusive Green Economies” drew on innovative methodologies to promote social dialogue and created an improved understanding among donors, policy makers and ecosystem actors on key factors and gaps at the ecosystem level.

GIZ's “Practitioners’ Dialogue on Climate Investments”



How do we put the Paris Climate Agreement into practice? Hosted in collaboration with Practitioners’ Dialogue on Climate Investments (PDCI) the relevance of the Paris Climate Agreement and each country's previously announced contribution to this deal for the national private sector were discussed in a highly interactive session.

SEED Investor Forum

Launched in 2015, the Investor Forum continued to connect impact investors with potential investees in an innovative and participatory manner. Selected deal-ready eco-inclusive enterprises were trained for a closed-door pitch to investors and other funding institutions. Special formats for Impact Investors offered a unique opportunity for accessing best practices and exploring the finance landscape for early stage innovations in South Africa.

Inspiring panel discussions and keynote speeches

High level speakers from all over the world shared insights on approaches to collaboratively build the ecosys-



tem for eco-entrepreneurship. The discussions tackled aspects of financial support for eco-entrepreneurs, focusing actions South Africa could take to attract more impact investment, as well as non-financial support, focusing on how to streamline the landscape of Business Development Support Services.

2016 SEED Africa Symposium: Replicating Successful Business Models for Impact in Kenya

How can we promote the uptake of eco-entrepreneurship by replicating successful business models to more communities, regions and new markets? This key question was discussed by over 450 researchers, practitioners, investors, policymakers and civil society members at the 2016 SEED Africa Symposium from 28-29 September in Nairobi.

The Symposium was brought to life with the support of several partners including SWITCH Africa Green implemented by UNEP with the support of the European Union, UN Women, UNEP, the Government of Flanders and the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety. Over two days, the highly interactive event provided several opportunities to share knowledge and perspectives, to jointly develop ideas and to broaden networks. Panel and roundtable discussions and parallel sessions, which included over 30 speakers and 35 moderators, focused on all stages of business development within the topic of replication, tackling storytelling, training opportunities for enterprises as well as policy dialogues.

A highlight of the event was the highly anticipated announcement of the **2016 SAG-SEED Award Winners**, **SEED Africa Award Winners** and one **SEED Gender Equality Award Winner**.

Coming from eight African countries and representing five different sectors, SEED pre-workshops helped these 20 eco-inclusive enterprises prepare themselves to pitch their enterprises to the entire SEED Africa Symposium on Day 1.



Through the generous support of the Government of Flanders, SEED also announced two further SEED Accelerators, Hortinet from Malawi and Mozambikes from Mozambique. These former SEED Award Winners are looking to deliver their social and environmental solutions on a larger scale.



Frankie Washoni
Hortinet, Malawi



Rui Mesquita
Mozambikes, Mozambique

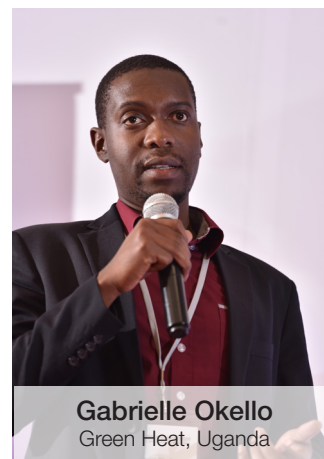
The positive impacts of the SEED Accelerator programme were outlined by two former SEED accelerators who were generously supported by the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety.

"The SEED support will help you to advance your business model, improve your financial management and connection with financial support"

Gabriel Okello from Green Heat Uganda.

"Through the Accelerator programme we got in touch with new partners which helped us to initiate a replication process in other Indian provinces."

Tafadzwa Chiganga from Frontier Markets.



Gabrielle Okello
Green Heat, Uganda



Tafadzwa Chiganga
Frontier Markets, India

5.3 Building Ecosystem Capacity through BDS+ Training of Trainers

In 2016 SEED held its five BDS+ Training of Trainers (ToT) in Ghana, Kenya, Mauritius, South Africa and Uganda under the EU-funded SWITCH-Africa Green project. 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.

Uganda Training (22 to 24 February 2016)



In Kampala, Uganda, 19 participants from a variety of support organisations were trained in developing tailored support services for social and environmental enterprises on the basis of SEED's Enterprise Blueprint.

Mauritius Training (20 to 23 April 2016)



In Quatre Bornes, Mauritius, 16 participants from a variety of support organisations were trained in developing tailored support services for eco-enterprises on the basis of SEED's Enterprise Blueprint.

Ghana Training (5 to 8 July 2016)



In Accra, Ghana, 21 participants from a variety of support organisations were trained in developing tailored support services for eco-enterprises on the basis of SEED's Enterprise Blueprint.

South Africa Training (18 to 20 August 2016)



SEED in partnership with SWITCH-Africa Green and the Government of Flanders hosted a 3-day BDS+ ToT programme on "Eco-Enterprise Development" in Pretoria, South Africa. 13 participants from a variety of support organisations were trained in developing tailored support services for eco-enterprises on the basis of SEED's Enterprise Blueprint.

Kenya Training (11 to 14 October 2016)



In Nairobi, Kenya there was a 4-day BDS+ ToT programme and 24 participants from a variety of support organisations were trained in developing tailored support services for eco-enterprises on the basis of SEED's Enterprise Blueprint.

Impact:

- 133 applications received
- 5 Training of Trainers (ToT) Workshops implemented
- 91 local business development services providers trained

6. Behind the scenes of SEED

6.1 SEED Board in 2016

The SEED Board is responsible for the SEED Programme and its strategic development. Since end of 2015, Stephan Contius is Acting Chairman of the SEED Board.

Stephan Contius – Acting Chairman

Commissioner for the 2030 Agenda for Sustainable Development, Head of the Division “United Nations, 2030 Post-2015 Agenda and Cooperation with Developing and Newly Industrialised Countries”, Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety, Germany

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)

Jennifer Morris

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

Ligia Noronha

Director of the United Nations Environment Programme (UNEP) Division of Technology, Industry and Economics (DTIE)

Lakshmi Puri

Assistant Secretary-General of the United Nations and Deputy Executive Director of UN Women, the United Nations Entity for Gender Equality and the Empowerment of Women

Crispin Rapinet

Commercial litigation partner at Hogan Lovells.

Daniel A Reifsnyder (OES)

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

Nik Sekhran

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

Mapula Tshangela

Senior Policy Advisor, Department of Environmental Affairs, South Africa

Kim van Seeters

Senior Policy Officer, Ministry of Economic Affairs, Directorate General Agriculture and Nature, The Netherlands

6.2 SEED Team in 2016

Allison Robertshaw

Executive Director (til 9/2016)

Rainer Agster

Director Operations

Katrin Bauermeister

Compliance Specialist

Carolyn Ehrensperger

Enterprise Support Adviser

Kay Eunkyung Kang

Enterprise Support Adviser

Rest Kanju

South Africa Coordinator

Vivian Kgaphola

South Africa Support

Magdalena Kloibhofer

Enterprise Support Specialist

Ebenezer Kumi

National Focal Point - Ghana

Jona Liebl

Communications Specialist

Christine Meyer

Enterprise Support Adviser

Marion Müller vom Berge

Compliance & Events Specialist

Amar Munnolimath

Enterprise Support Adviser

Perry Oehmigen

Events Specialist

Julia Rohe

Head of Finance

Mirko Zürker

Head of Enterprise Support



7. Financial Performance

Obligated donor contributions for the 2016 SEED cycle (January 2016 – December 2016) 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)* (including funds from Hisense International Co.)	70,883 USD	67.3	4.7	62.6
European Commission (SWITCH Africa Green)*	408,360 USD	430.3	30.1	400.2
Government of Flanders (Project South Africa)	57,759 EUR	57.8		57.8
Government of Flanders (Project South Africa II)	244,000 EUR	244.0		244.0
Government of Flanders (Project Southern Africa)	124,850 EUR	124.9		124.9
Germany: Federal Ministry of the Environment, International Climate Initiative	220,003 EUR	220.0		220.0
Germany: Federal Ministry of the Environment, International Climate Initiative (implemented in cooperation with GIZ): Green Economy Award India	40,010 USD	40.0		40.0
Hogan Lovells	10,000 GBP	12.9		12.9
Netherlands: Ministry of Economic Affairs	50,000 EUR	50.0		50.0
Direct contributions to the SEED Symposia and events 2016	79,950 USD	80.0		80.0
Total available income for SEED Operations				1,292.2
*contribution subject to 7 % Project Support Costs at UNEP/UNOPS as administered through UNEP/UNOPS				

Provisional expenditure / commitments overview for the year 2016

Programme component	Activity	Estimated budget
Identifying social and environmental start-up entrepreneurs through the SEED Awards and SAG-SEED Awards	Management, preparation of the 2016 SEED Awards and SAG-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 	48,120.99 EUR
Subtotal A		48,120.99 EUR

Programme component	Activity	Estimated budget
Capacity Building Support Starter	<p>Management and implementation of the SEED Support:</p> <ul style="list-style-type: none"> • Implementation of SAG-SEED Starter months including two business development trainings and remote support during a product testing phase 	92,316.94 EUR
Capacity Building Support Replicator	<p>Management and implementation of the SEED Support:</p> <ul style="list-style-type: none"> • Identification and Analysis of Replicable successful eco-inclusive business models • Implementation of 1-day workshops introducing replicable successful business models 	88,247.09 EUR
Capacity Building Support to 2016 Winners (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 (only applicable for SEED Awards) • 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 (USD 5,000) disbursed directly to each SEED Winner for the implementation of their support plan (only applicable for SEED Africa Awards) • Cash award (USD 3,000) disbursed directly to the SEED Gender Equality Winner for the implementation of their support plan 	149,652.21 EUR
Capacity Building Support to selected SEED Alumni (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 	222,966.81 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 	87,362.62 EUR
SEED Support for conventional businesses (SEED GoSustainable)	<p>Management and implementation of the SEED Support:</p> <ul style="list-style-type: none"> • Implementation of enterprise workshops • Implementation of one-to-one support • Implementation of a closure event for each cohort 	57,293.35 EUR
SEED BDS support programme	In-country Training of Trainer workshops, based on the SEED Enterprise Blueprint methodology	95,919.40 EUR
Subtotal B		793,758.42 EUR

Programme component	Activity	Estimated budget
2016 SEED Symposia, International Award Ceremony and 2-day International Winners' Workshop	Management and implementation of the SEED Symposia, Award Ceremony and International Workshop: <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 • Attendance of SEED Winners and speakers at the SEED Symposium, Award Ceremony and International Workshop 	230,660.72 EUR
Subtotal C		230,660.72 EUR
Consolidating SEED South Africa	Operationalising and consolidating SEED South Africa: <ul style="list-style-type: none"> • Training, networking and acquiring new partners for SEED South Africa • Management of the SEED SA programme 	26,436.32 EUR
Subtotal D		26,436.32 EUR
Research Programme	<ul style="list-style-type: none"> • Evidence-gathering of 4 cases in South Africa (SEED Winners) • Development of 2 Business Condition Briefs 	116,824.71 EUR
Subtotal E		116,824.71 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 	23,662.60 EUR
Subtotal F		23,662.60 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 	82,101.75 EUR
Subtotal G		82,101.75 EUR
Operational total		1,297,902.91 EUR



2016 SAG-SEED Award Winner
City Waste Recycling, Ghana

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



SEED Founding Partners



SEED Hosting Partner



SEED Corporate Partner



SEED Partners

