



10 Years of
SEED Awards // 2005-2015

Turning Ideas into Impact

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



SEED | **10 YEARS OF
SEED AWARDS
2005-2015**
promoting entrepreneurship
for sustainable development

Founding Partners





SEED

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IMPRINT

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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 International Union for Conservation of Nature (IUCN) at the 2002 World Summit on Sustainable Development in Johannesburg, SEED supports innovative locally driven enterprises around the globe which integrate social and environmental benefits into their business model. It is hosted by Adelphi Research gGmbH, based in Berlin, Germany. Adelphi Research (AR) 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.

SEED gratefully acknowledges the support of its partners and the extensive contribution of all SEED Winners that made this publication possible.

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Turning Ideas into Impact

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

Foreword by Ibrahim Thiaw, UNEP Deputy Executive Director and UN Assistant-Secretary-General

2015 is a pivotal year as the international community celebrates the successes of the Millennium Development Goals, launches the post-2015 sustainable development agenda, and moves forward in tackling climate change. Governments and stakeholders from across the globe will come together to decide and embark on new paths to improve the lives of people everywhere. SEED is well-placed to play an important role in sustainable development at the grassroots level, and I welcome this SEED Flagship Report.

UNEP has a close and long-standing relationship with SEED, which is a global partnership founded by UNEP, UNDP and IUCN at the 2002 World Summit on Sustainable Development. SEED has, in the last ten years, honoured and worked alongside more than 200 social and environmental enterprises, each itself a partnership. The ongoing support from UNEP, UNDP and IUCN, and the growing network of partners and supporters, are key to the sustained success of the SEED programme, which offers a replicable model for collaboration.

Partnerships are essential for international and national efforts in sustainable development. This

report highlights the value of multi-stakeholder and multi-level partnerships, while recognising the hard work that has to accompany their building and maintenance. It does so by shedding light on the development of the SEED Partnership as a whole and on the SEED Winners.

SEED was built on a vision that micro, small and medium-sized, locally-driven social and environmental enterprises could be in the vanguard of green and inclusive growth. But more often than not, they are unseen champions which, while actively shaping a green economy on the ground, need support to realise their full potential. The SEED Awards were inaugurated in 2005 to respond to this need.

The appreciation that each and every winner is different, from its individual internal needs to its contrasting and challenging environments, led SEED to develop comprehensive support mechanisms to build capacity, sharpen profiles, create networks, and assist with financing. Significantly, SEED does not roll out a pre-designed programme, but advisors and entrepreneurs together develop support actions, drawing on experience gained by other enterprises. It has been this needs-based approach that has seen



the SEED Winners flourish. Where many conventional start-up enterprises fail after only two years, more than three out of four SEED Winners have not; that is the major outcome of this flagship report. Many SEED Alumni acknowledge that SEED's tailored support facilitated their continuous growth.

Working alongside grassroots enterprises has allowed SEED to gather in-depth experience of what they need, and to provide crucial evidence for policy-makers. This is a valuable springboard for the post-2015 development agenda, which recognises the need for locally-led change and entrepreneurship.

We have come to appreciate the need to nurture and combine the efforts of business, civil society, government, and academia for the benefit of societies and the environment. Integrated support for enterprises at all stages of development will create green and decent jobs, stimulate local economies, empower communities, and mitigate the impacts of climate change. Since micro, small and medium-sized enterprises constitute the engine of the global

economy, and in developing and emerging economies provide most of the private sector jobs, it is for good reason that this report highlights the added leverage of green and social entrepreneurship.

Speedy implementation of the proposed Sustainable Development Goals will need to build on market-based mechanisms for poverty eradication, resource efficiency, and the halting of environmental degradation and climate change. Broad partnerships like SEED and its Winners are one of the keys to progressive change at every level.

'Turning Ideas into Impact: Setting the Stage for the next 10 Years of Green and Inclusive Growth through Entrepreneurship' is not just the title of this publication. It expresses our commitment to global action for social and environmental good, and development. SEED and UNEP believe that entrepreneurship and partnerships will be central to the realisation of sustainable development in the post-2015 world.





”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

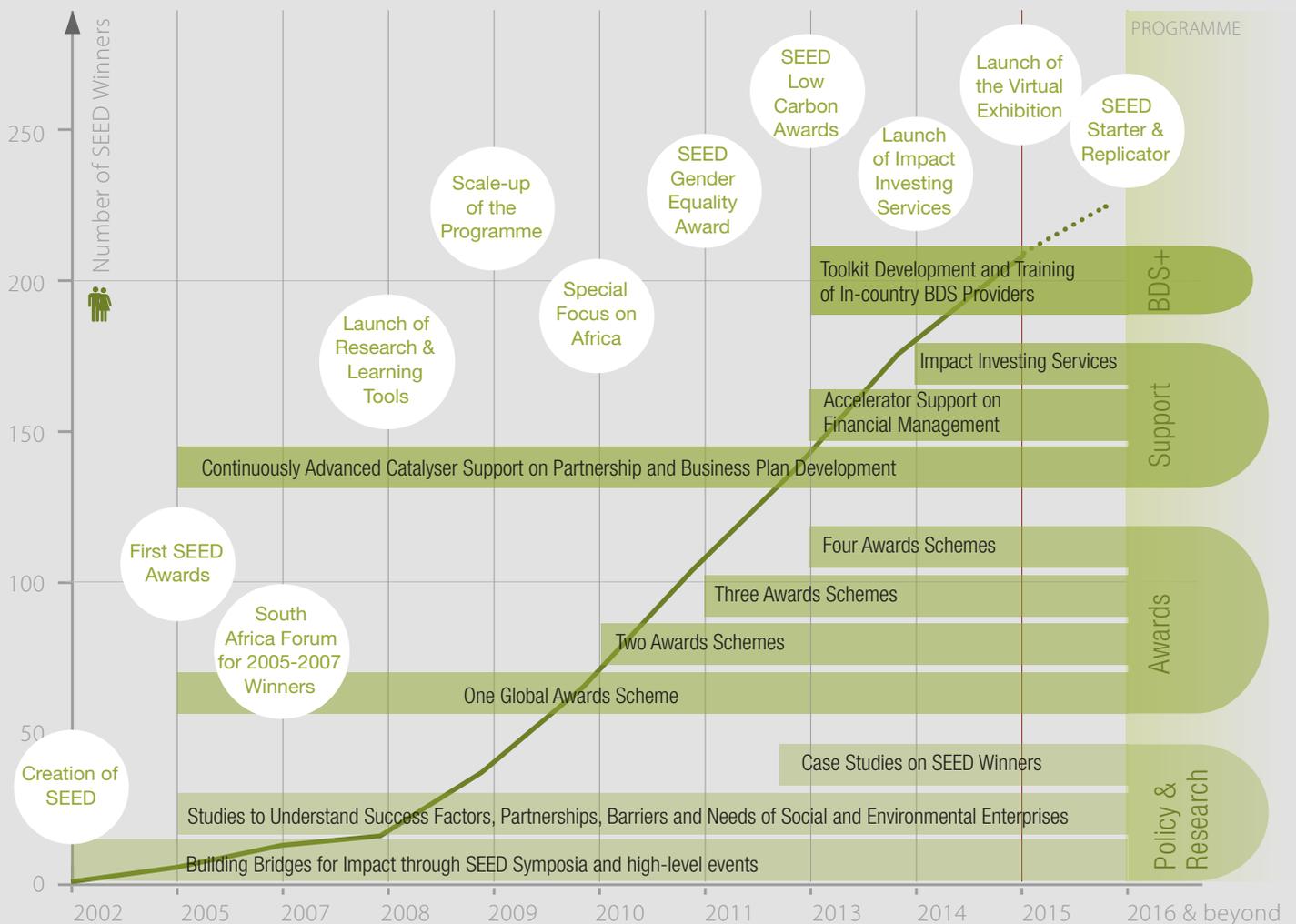




AN INITIATIVE FOR IMPACT

02

SEED HISTORY AND GROWTH



Support



223 Individual multi-day workshops implemented



211 Tailored capacity-building and capital support packages implemented



187 Business and financial plans improved



26 In-country service providers engaged in support

BDS +



100+ Trainers trained using the BDS+ methodology

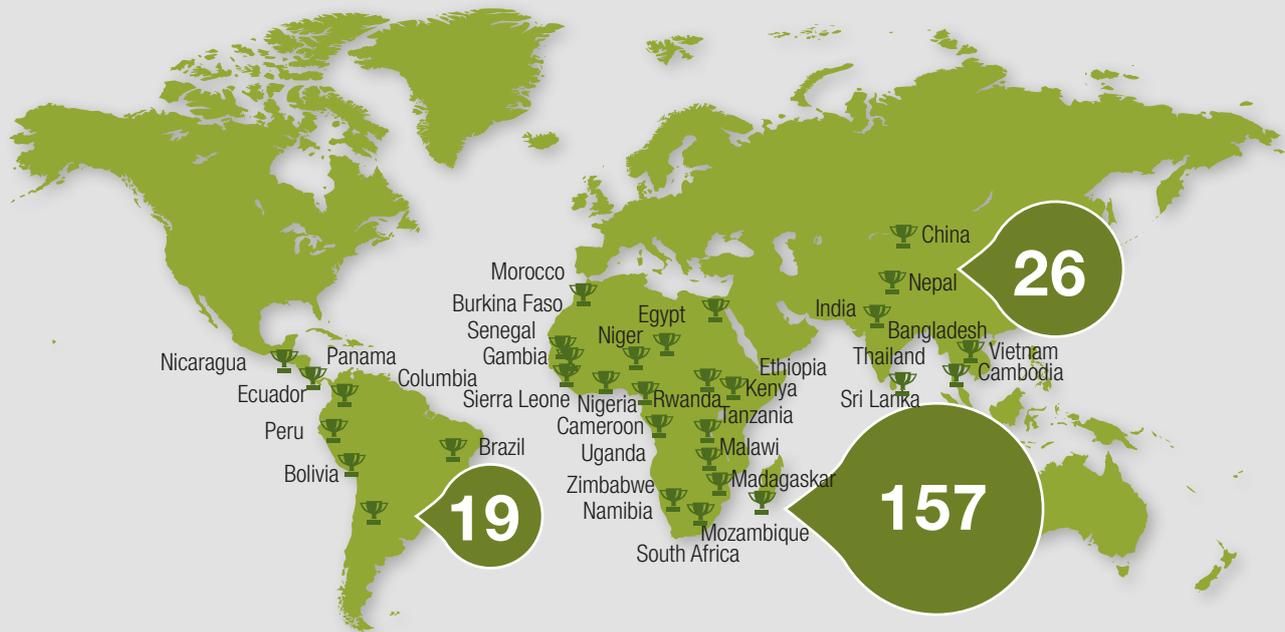


20+ Tools and guidelines developed



2.0 e-Support platform facilitating easy access to tools

SEED AWARD



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



Policy & Research



50,000+ People reached through SEED Communications (Annually)



1,000+ People connected through SEED Events (Annually)



202 Winner Fact Sheets



20 SEED Symposia



19 In-depth Case Studies



15 Winner Video Documentaries



11 Ecosystem Video Features

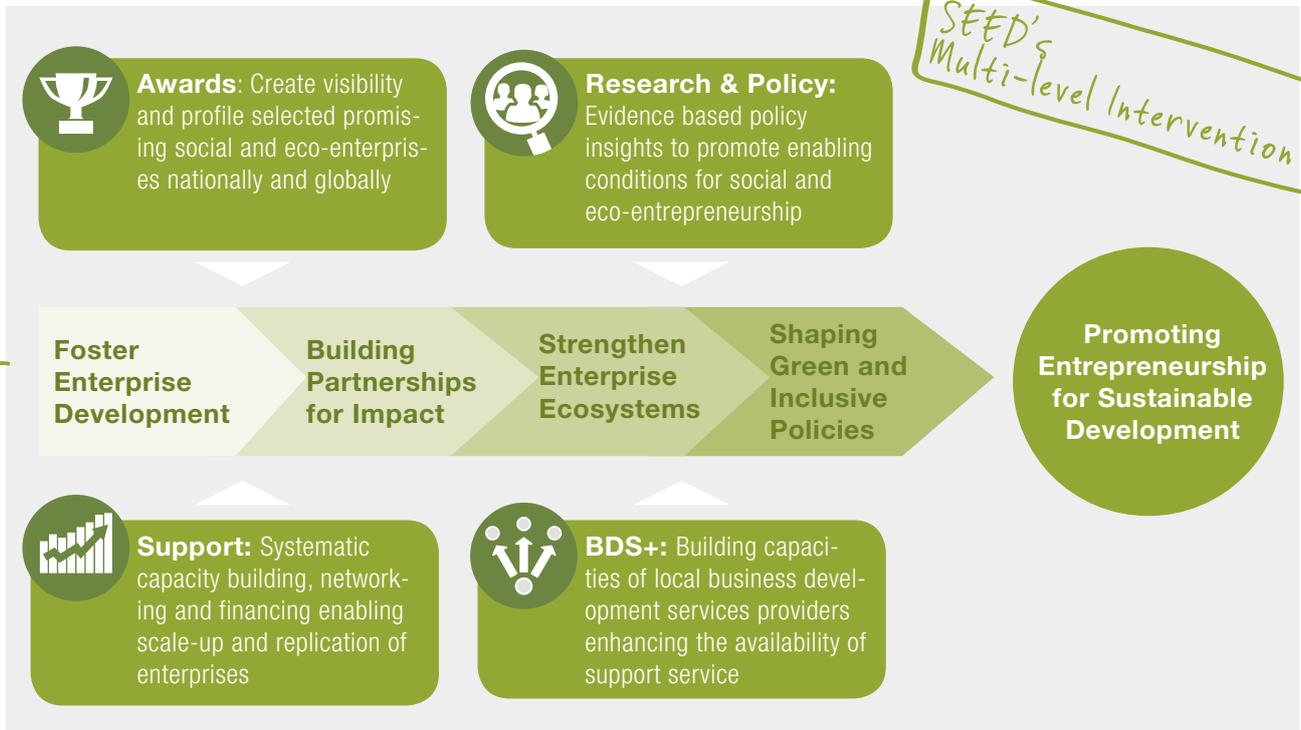


1 Virtual Exhibition featuring 20 Winners and 40 SEED Partners



Multiple Areas of Intervention

SEED's Multi-level Intervention



Find explanation below

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 community of finance 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 social and environmental 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 social and environmental 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.



A Constantly Growing Programme

SEED has become a leading, comprehensive programme that promotes social and environmental entrepreneurship and serves multiple impact-driven organisations. Geared by a four-tier approach, SEED selects promising social and environmental enterprises; builds up the capacities of those enterprises as well as those of Business Development Service Providers and derives evidence-based insights for policy makers.

SEED Awards: The SEED Awards for Entrepreneurship in Sustainable Development is an annual awards scheme. It is designed to find the most promising, innovative and locally-led social and environmental start-up enterprises in countries with developing and emerging economies. The Award scheme scaled up considerably over time; from 5 Awards in 2005 to more than 40 Awards in 2014. As a result of new partnerships with the European Union, the Government of Flanders, the International Climate Initiative of the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety, UN Women, UNIDO and Hogan Lovells; SEED was able to initiate Award schemes with special focus areas and focus countries. This led to the introduction of the Africa Awards in 2010, the Gender Equality Awards in 2011 and of the South Africa Awards and the Low Carbon Awards in 2013.

SEED Policy & Research: Research and learning have been part of the SEED programme from the outset, drawing on information available from the SEED Winners as well as applicants (1,300+). SEED policy and research activities provide evidence-based insights for policy-makers:

→ **Case Studies:** SEED offers a range of in-depth case studies that have emerged from various SEED research projects. They provide insights on the role of social and environmental enterprises in achieving sustainable development and on enabling factors that can help them overcome barriers and reach scale and replicate. By now SEED published more than 20 Case Studies showcasing the impacts of SEED Winners.

→ **Policy Insights:** SEED policy reports focus on the progress, challenges and enablers experienced by social and environmental enterprises and on the commonalities and differences between the countries

and sectors in regard to their level of impact. Overall, SEED has published 13 policy reports, increasing the knowledge on social and environmental entrepreneurship among policy-makers.

→ **Promoting Insights:** SEED shares its policy insights and research evidence with policy- and decision-makers in government at the national and international level. At Symposia, National Dialogue Fora and high-level events of partners, SEED showcases policy recommendations and innovations of SEED Winners to promote social and green entrepreneurship and to inform policy-making processes. In the last ten years SEED hosted more than 20 high-level SEED Symposia being the leading agenda-setter in the field of social and environmental entrepreneurship.

→ **Virtual Exhibition:** Through a marketplace, the Virtual Exhibition showcases how SEED and its partners build an enabling environment for social and environmental enterprises to flourish. It is an interactive, audio-visual online platform that offers fast facts about SEED Winners and their activities, and presents key research results and case studies. It features over 15 video documentaries of SEED Winners providing real life insights into their impacts.

SEED BDS+: Based on its experience in supporting social and environmental enterprises, SEED has developed a BDS+ methodology that trains selected local business development services providers through 'Training of Trainers' workshops. It uses tailored materials and best practices based on 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 the potential social, environmental and economic impacts of start-up enterprises. BDS+ trainers continuously enhance their skills and knowledge through the BDS+ network, their access to the SEED knowledge platform and an exchange of best practices in peer-learning formats. By 2015 SEED has built the capacities of about 100 individuals using the SEED BDS+ methodology.

SEED Support: Over the years, SEED has developed support mechanisms that help social and environmental enterprises to build capacities according to their

Social and Environmental Enterprises

/ soʃəl ænd ənvajrənməntəl 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).

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

*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), other on the business model (Green and Inclusive Business). Some focus on the entrepreneur (Social Entrepreneur), other make restrictions to profit-making (Social Business).

individual needs, framed by SEED's 4-tier approach:

→ **SEED Starter:** Self-help tools and SEED Starter Month Workshops guide early stage eco-enterprises to grow their idea up to the point where their concept is proven. In this stage the SEED Starter supports the enterprises in developing their theory of change while simultaneously refining their business model prototype.

→ **SEED Catalyser:** Ten years of experience in working closely with more than 200 social and environmental enterprises have shown that in the early stages of their development, most require access to knowledge, expertise and networks at least as much as they require financial support. That is why the SEED Catalyser provides financial support as well as direct business capacity building, interactive tools, South-South exchange and international profiling.

→ **SEED Accelerator:** Once these models are mature, most enterprises require financial capacity building, additional funding as well as further profiling and networking for the next stages of growth. Since 2013, nine SEED Alumni Winners received the SEED Accelerator Support, furthering their investment readiness and operational excellence.

→ **SEED Replicator:** The Replicator is based on the understanding that the uptake and replication of business models with transformative and high-impact

potential is central to the promotion of entrepreneurship at a large scale. It therefore provides assistance to the replication of business models or the setting up of franchises through the provision of Replication Manuals and the facilitation of partnerships via Connect Workshops.

Each module is geared by a set of interactive and/or self-help tools designed by SEED, to empower enterprises and help them scale up their businesses. So far SEED has focused on the SEED Catalyser and Accelerator. The other two tiers will be introduced in 2015/2016.

→ **SEED Impact Investing Services (SEED IIS):** Beyond the SEED Support, the SEED IIS aim to increase the flow of investment capital to new and past SEED Winners. SEED IIS target these goals through a range of strategic engagements and partnerships, which are designed to enhance the preparation and appeal of the SEED Winners to capture investment finance. In a first step, SEED joined forces with the online platform of the Inclusive Business Accelerator (IBA) in 2015, to link SEED Winners with both hard and soft capital that is required to scale up their business operations. Through one-to-one advice, SEED Winners are supported in the preparations of their fundraising campaigns and connected with potential funding institutions or investors to support their growth and expansion plans.

Partnerships for Impact

Thirteen years after SEED was registered as a Type II Partnership at the Johannesburg World Summit on Sustainable Development, partners continue to be integral to the identity of SEED, even more so at present, with the ongoing expansion of the SEED Programme.

SEED not only promotes the concept of partnerships through its support of SEED Winners who are exemplars of multi-stakeholder partnerships, but reflects the importance of partnerships throughout the entire support programme. It dedicates modules on partnership development and management and joins forces

with others in all areas of work, be it capacity building, research or high-level events.

At the very heart of the SEED Programme lies a commitment to long-lasting partnerships and the synergetic contributions that new partners can bring on board when joining SEED. Only through our extensive network of partners and the constant building of new partnerships are we able to deliver the very best services that we can offer to those promising social and environmental start-up enterprises that have won a SEED Award. Through our partners we are able to





help them to be even more widely recognised and to have their lessons learnt from on the ground experience brought to the attention of policy-makers, who can then engage in evidence-based discussions and foster the creation of an enabling environment for these striving entrepreneurs.

Our partners can be categorised into:

SEED Partners: Organisations that provide significant financial or in-kind contributions to SEED 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 Implementing Partners: Organisations that contribute to the implementation of the SEED Programme.



FROM SUSTAINABLE



” We salute the vision,
innovation and resilience
of these trailblazers as
they lead the way towards
a greener and more
sustainable future. ”

Achim Steiner, UN Under-Secretary-General, UNEP Executive Director





LEADERS OF DEVELOPMENT

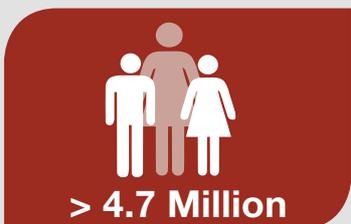
03

SEED Winners Impact: 2005-2014

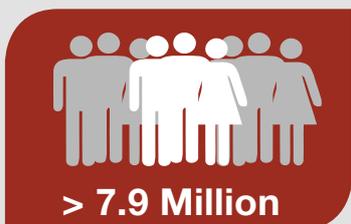
SOCIAL IMPACTS



More than 8.2 million **female beneficiaries** at the BoP



More than 4.7 million **youth beneficiaries** at the BoP



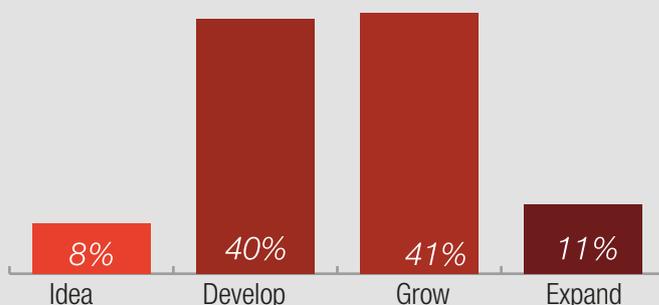
More than 7.9 million beneficiaries in the **informal economy**



More than 12.3 million **total beneficiaries** at the BoP

GROWTH FACTS

STAGE OF DEVELOPMENT



TOP SUCCESS FACTORS



SEED Winners have voted these most often into **the top 5 crucial factors** for future success: Financing (84%) Capacity Building (66%) Partnerships (65%)

ENVIRONMENTAL IMPACTS



KAITE contributes to biodiversity conservation; **wildharvesting** an area equal to almost **500.000 football field**

KAITE, Zimbabwe, 2009, SEED Winner



One Million Cisterns has harvested enough **rainwater** to fill **3,664 Olympic size swimming pools**

One Million Cisterns, Brazil, 2009, SEED Winner

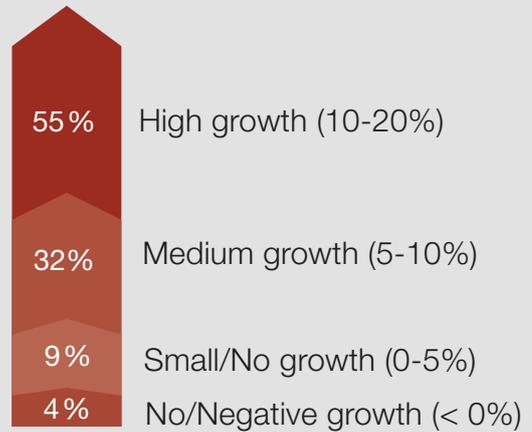
175 SEED Winners, 37 countries

ECONOMIC IMPACTS



SEED Winner's **total revenue** in **2014**
\$ 205.000.000

BUSINESS SCALE-UP



SUCCESSFUL PARTNERSHIPS



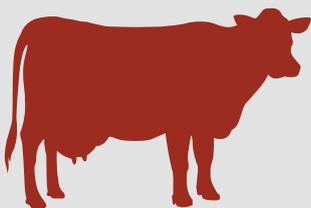
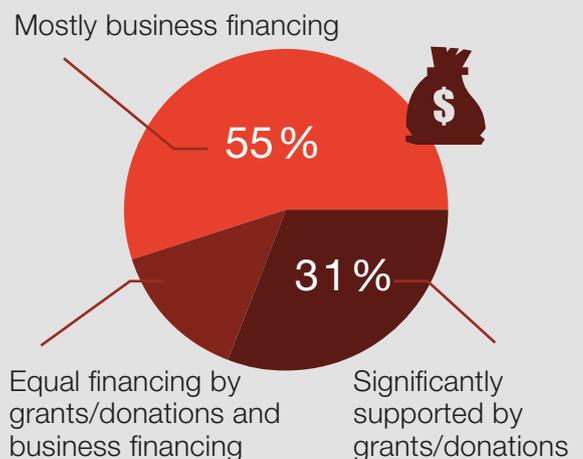
80% of SEED Winners form **multistakeholder partnerships** bringing together at least three different stakeholder groups, e.g. business, NGO, cooperatives, research institutions or government,

THRIVING BUSINESSES



88% continue in business, 70% are meeting or exceeding expectations

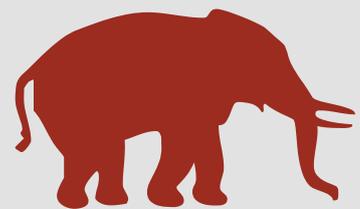
REVENUE MODELS



SEED Winners have **saved** the amount of **green house gas** emissions produced by **820,760** cows



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



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



Frontrunners of Sustainable Development

In 2005 SEED selected and supported the first five SEED Winners with the vision that social and environmental enterprises can drive sustainable development but are in need of support organisations understanding and sharing their triple bottom line objectives. Today, from Bogotá over Nairobi to Hanoi, 202 SEED Winners contribute to Green and Inclusive Growth in more than 37 countries in Africa, Asia and Latin America.

Together with other mission-driven social and environmental start-up enterprises, they are living proof that entrepreneurial partnerships between various stakeholder groups do work. They jointly develop innovative and novel solutions to persisting poverty-related and

ecological problems at the grassroots, while ensuring economic sustainability through financially viable business models.

After 10 years of duly selecting the most promising enterprises among thousands of applications based on a set of eligibility criteria, it is time to analyse how well they have performed. We designed a detailed impact survey and got in touch with the 175 SEED Winners from 2005 to 2014, to learn from their experiences and answer the questions: Where do they stand today, what have they achieved along the triple bottom line, how have their partnerships evolved and how can they continue to be successful?

10 Years and Counting – A Status Quo

As with every young start-up enterprise, but even more so for SMME's in developing and emerging countries, innovative entrepreneurial endeavours have to overcome a variety of challenges and often have to face set-backs.

Start-ups need the most support, because the risk of business failure is high among early stage enterprises. Besides challenges such as access to financing or human resources, the ecosystem in developing and emerging economies often additionally obstructs business development, as seen in many of the countries where SEED is a frontrunner in promoting sustainable entrepreneurship. The barriers are even more pronounced for social and environmental enterprises than for traditional SMMEs, as they are pioneering new business models that challenge conventional perceptions of business.

Enterprise Success

In light of this challenging environment, the success rates of SEED Winners are outperforming our very own

expectations. This is the major outcome of this report.

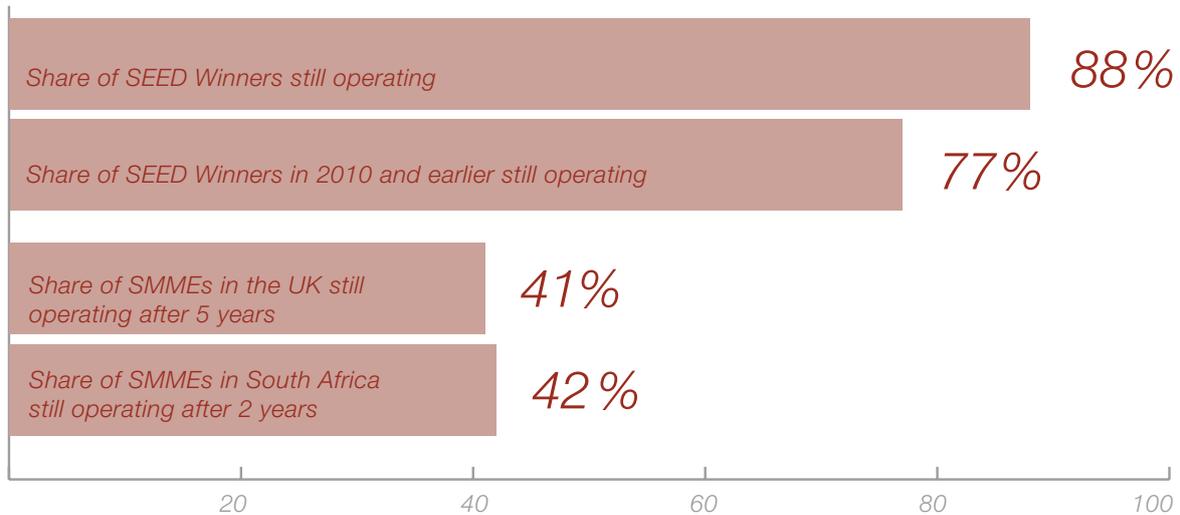
An astonishing number of 88% of SEED Winners still operate. One could assume then that these must primarily be those enterprises that have only recently been created and thus simply had no time to fail yet. But this is not the case. Looking only at enterprises that have won a SEED Award in 2010 or earlier – and have consequently been in business for at least 5 years – still an outstanding 77% continues to operate.

No doubt, it is difficult to obtain evidence on survival rates of SMMEs, particularly in developing countries; and it is virtually impossible for social and environmental enterprises. However, the data that is available suggests that failure rates tend to be extremely high, especially in the early years of operations. In the UK for example, only 41% of SMMEs are still in business after five years; in South Africa the survival rate has already fallen to that level after only two years.¹

¹ The UK and South Africa were chosen as reference points due to availability of data and to present both a developed and a developing country. It is to be expected that failure rates vary over countries, however, a lack of data prevents by country comparisons. Sources: UK - *Business Demography 2013*, Office for National Statistics, 2014, South Africa – *Catalyst for Growth: Programme Update*, J.P. Morgan, Dalberg, 2014.



Figure 1: Comparing SEED Winners to other SMME Survival Rates, in %



Meeting and Exceeding Expectations

What struck us most in our analysis is that among the SEED Winners that still operate 80% meet or even exceed expectations. For enterprises winning the SEED Award in 2010 or earlier this number actually increases to 84%. Questions may now arise about what it actually means to ‘meet expectations’. Does this refer purely to the growth of revenue? Social and environmental start-ups of course also aim for these traditional economic targets, but their goals are in fact set higher than that. Successfully creating social, environmental and economic impacts for the community in which they operate are indeed equally important targets for them. Piratas do Pau for example, a 2014 SEED Winner from Mozambique, has expanded its customer base at a much faster rate than expected, but at the same time it has also trained youth to become carpenters and substantially increased the amount of recycled materials (Story 2, p. 24).

Adapting Business Models for Success

However, this does not mean that such a holistic business model has been set from the start. Most of the enterprises which exceed, meet or fall behind their expectations have experienced difficult periods and partly still go through rough patches. Faced with such unexpected challenges or also new opportunities, 40% of the still operating enterprises have made smaller adjustments to their business models. 43% have even made significant changes to their products and services. This means that only one out of ten SEED Winners has kept his business model unchanged since winning a SEED Award. A good indicator for the fact that entrepreneurs need to constantly revise their business models in order to be able to hold up to the expectations and scale their impact.

Out of the 12% of SEED Winners that are no longer operating one third are frozen, meaning that these enterprises have ceased their operations and are unlikely to take them up again. However, a “revival” is possible as the case of Sustainable Aloe Vera Products shows (Story 6, p. 34). Only 8% of the SEED Winners have put a final end to their operations without any further plans to re-initiate the business.

Story 1: Oro Verde, Colombia

CONTINUING TO INSPIRE GLOBAL ACTION DESPITE LOCAL FAILURE

Business Model

The massive increase in gold prices over the last ten years has resulted in rapid deforestation across Colombia's Choco region. Mining corporations destroy land and pollute rivers with explosives, mercury and cyanide, which are used to extract gold. In 2001, the first social and environmental certification model for precious metals, Oro Verde, started to empower artisan miners to work environmentally friendly. It was honoured in 2009, but due to the ever-growing pressure from mining corporations had to discontinue operations in 2014.

Triple Bottom Line Impact

Oro Verde allowed more than 1,300 miners to sell their fair trade certified gold above the market price and considerably improved their living conditions.

Building up the capacity of miners to use environmentally friendly techniques, Oro Verde protected more than 7,900 hectares of tropical rain forest.

Certified fair trade gold was introduced as a novelty to world markets. Inspired by Oro Verde the Alliance for Responsible Mining was created in 2004 and continues the work until today.

Business Traction

Oro Verde was off to a successful start: Its products received international recognition and even made it onto the red carpet of the Oscars. Yet, Chocó is one of the poorest regions of Colombia and illegal gold mining is often supported by armed groups. The repeated destruction of certified mines made it impossible to create a sustainable business model financed by the sales on international markets; Oro Verde thus decided to end its work. On a global level, however, the Alliance for Responsible Mining (ARM) continues to spread the idea of sustainable mining by promoting the certification scheme "Fairmined".

Further Reading

- ▶ **ARM website:** <http://www.responsiblemines.org>
- ▶ **SEED Fact Sheet:** <http://bit.ly/1EVQhgx>



Fast Facts:

Award Type: SEED Award 2009

Year Founded: 2001

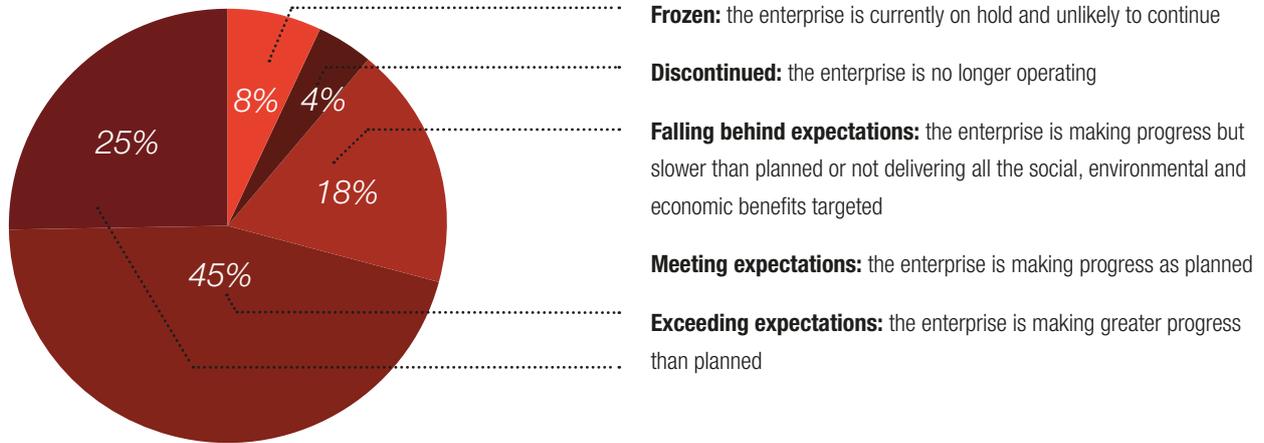
Country: Colombia

Sector: Green Solutions





Figure 2: Current Status of SEED Winners, in % of SEED Winners, n=175



Reasons for Discontinuation

Most often little attention is given to analysing failures when speaking about award-winning initiatives. Instead the focus commonly lies on selling success stories. We think that it is equally interesting and informative to have a look at the question why some SMMEs are actually forced to discontinue their operations. In most cases, a combination of various factors led to the final decision to discontinue or halt the operations. Regulatory barriers, the lack of adequate business management skills, a not appropriately trained workforce and the lack of access to technology are among the ones most often named by enterprises for discontinuing or halting operations. However, this is only based on a relatively small number of responses.

The example of Oro Verde (Story 1, p. 22) illustrates that also external factors can force even long standing, successful enterprises to discontinue their operations despite a thought-through business model. However, it also shows that despite such an unfortunate ending, an enterprise can have a lasting impact, be a change agent for a whole industry and inspire others even beyond national borders.

From Idea to Expansion

Among the operating SEED Winners, 40% are currently developing the business model, expanding the customer base and consolidating the position on the market. A further 52% are in the stage where they aim to either grow or expand their enterprises. This means their business models have already proven successful at a local scale and are now growing to reach out to new customer bases, regions or countries. One fourth of those enterprises are even expanding through replicating the business model in other markets. One in ten SEED Winners still works at the difficult beginning, developing an idea by testing and refining its products and services at a small scale. But this is only the case for SEED Winners from the past four years, while SEED Winners from earlier years have all passed the idea stage and are now developing, growing and expanding their enterprises.

Story 2: Piratas do Pau, Mozambique

SOARING DEMAND AND INTERNATIONAL RECOGNITION

Business Model

The furniture market of Mozambique is dominated by out-dated colonial designs and imported cheap plywood products. Unemployment stands at 27%, in particular youth unemployment poses a major development challenge. Piratas do Pau created a unique style of new furniture made from reclaimed local materials, including wooden pallets. For the production of its furniture, underprivileged youth are professionally trained in design and carpentry.

Triple Bottom Line Impacts

Over the past 4 years, Piratas do Pau has trained 30 young Mozambicans to become craftsmen or designers; offering them alternative career prospects.

The enterprise has already used 150 tonnes of recycled materials, thereby avoiding waste going into landfills and reducing carbon emissions. By designing upcycled products and showcasing their quality and usability, Piratas do Pau increases environmental awareness.

By sourcing materials locally, Piratas do Pau supports small suppliers and creates a whole new market for upcycled products. Also, several job opportunities are created along the enterprise's value chain.



Business Traction

What started with two young carpenters in a small shop, has become a fast growing business: Piratas do Pau now has 15 fulltime employees, paying its carpenters twice the normal salary. The soaring demand for innovative quality furniture, the lack of direct competitors and the availability of recyclable materials are big parts of their success. International interest, especially from South Africa, where Piratas do Pau was featured on Africa's biggest furniture fair, offers great prospects. Consequently, the enterprise aims to increase its production volume by 25% in the coming years.

Further Reading

- Enterprise Website: <http://www.piratasdopau.com>
- SEED Fact Sheet: <http://bit.ly/1hFUDDu>



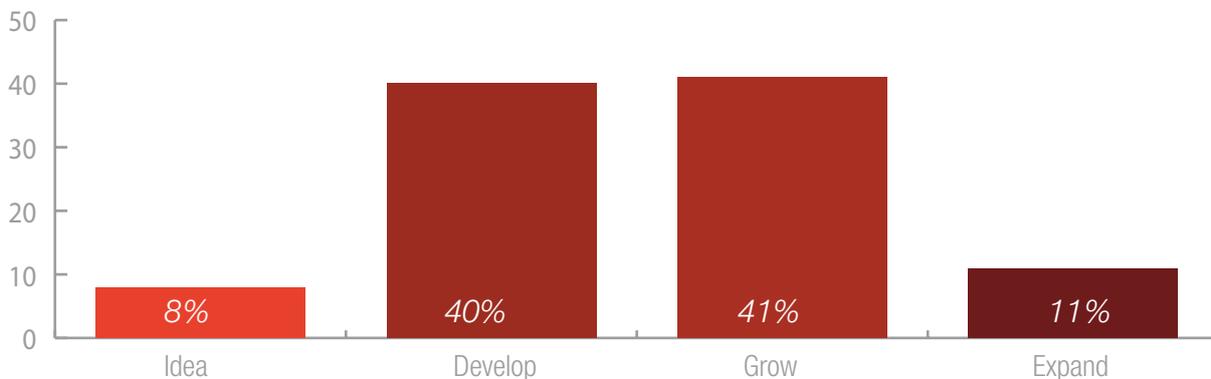
Fast Facts:

- Award Type: SEED Africa Award 2014
- Year Founded: 2010
- Country: Mozambique
- Sector: Waste & Sanitation





Figure 3: Current Development Stage of SEED Winners Still Operating, in % of SEED Winners, n=155



Organisational Types

In most countries there is no separate legal status that represents the hybrid nature of social and environmental enterprises. They are run as for-profits financed largely from sales revenues and at the same time, tackle social and environmental challenges traditionally addressed by non-profit organisations and government. The SEED Awards have always been open to all social and environmental enterprises - independent of their organisational form. What, however, makes the SEED Winners special is that they work in partnerships. Therefore the organisational type refers to the entity leading the partnership, while other stakeholders with different organisational forms are also part of it. (See Section: Making Partnerships Count, p. 40.)

Businesses and Non-Profit-Organisations (NPOs) are the most prevalent organisational types among the lead organisations of SEED Winners. Quite a few are also led by cooperatives, while research institutions lead less than 1% of SEED Winners and no SEED Winner is led by a government body. Over the years the percentage of businesses has increased, what mirrors findings for social enterprises in general, where the prevalence of business has only materialised in recent years due to initial hesitation to accept for-profits to deliver social and environmental impacts.²

² Lisa Hanley, Aline Margaux Wachner & Tim Weiss, „Taking the Pulse“, Zepelin University and Siemens Stiftung, 2015

Figure 4: Organisational Types of SEED Winners, in % of SEED Winners, n=175



Story 3: Frontier Markets, India

PROMOTING ENTREPRENEURSHIP TO REACH CUSTOMERS AT THE BOP

Business Model

Unsafe lighting and cooking practices affect half the world's population, resulting in more than two million deaths per year. Frontier Markets addresses this issue by making safe and environmentally friendly solar lighting devices accessible to rural villagers in India. Essential parts of the business model are awareness raising campaigns and a hub-and-spoke distribution model, including after-sales support.

Triple Bottom Line Impacts

Fossil fuels are a main driver of climate change. By preventing their consumption, Frontier Markets has already avoided 186,000 tons of carbon emissions.

So far, the company has served almost 70,000 customers with safe solar lamps. Thanks to a franchise system, 207 local distributors can generate income through the enterprise.

Households employing the environmentally friendly lighting devices are looking at a fast return on investment, saving energy costs of USD 300 annually.

Business Traction

Frontier Markets faced a number of challenges, including a lack of access to technology and hesitation among the local population to switch to renewable energy devices. By identifying the right product for BoP households and constantly adapting it based on the feedback from users, as well as partnering with the Centre for Microfinance and the NGO GVSS to train community members at the BoP to become distributors; Frontier Markets has managed to overcome the bottlenecks. By 2018 the enterprise aims to sell two million clean energy products to customers at the BoP.

Further Reading

- Enterprise Website: <http://www.frontiermkts.com>
- SEED Fact Sheet: <http://bit.ly/1EVP9JQ>



Fast Facts:

Award Type: SEED Low Carbon Award 2014

Year Founded: 2011

Country: India

Sector: Energy





Turning Ideas into Impact

While SEED Winners are diverse in their organisational forms, origins, sectors and business models, they share a focus on the triple bottom line. That is to say, their common aim is to create social, environmental, and economic impacts for their enterprises, their employees, the communities they work in and at a global level. (See “Social and Environmental Enterprises”, p. 13)

Impact at the Base of the Pyramid

People living at the Base of the Pyramid (BoP) lack access to sometimes even basic goods and services. Excluded in traditional business models, the BoP sustains its livelihood through activities in the informal and subsistence economies and partly has to rely on non-profit organisations and government to serve their basic needs.

Unused Potential at the BoP

With the article “The Fortune at the Bottom of the Pyramid”³ Prahalad and Hart (2002) forged the idea that the BoP offers great unused market potential for

multinational corporations. The market can become profitable if products and services are tailored to local needs, and access is improved. From this point of view, access to credit and income generation creates buying power.

Putting People at the Centre

Social and environmental enterprises utilise this unused potential to enable the population at the BoP to improve their living conditions. Often, the enterprises themselves belong to the BoP, as well as their customers, suppliers, distributor and employees. All SEED Winners integrate the BoP in their business models in one of these forms, over 70% in even more than one way. For example, 2005 SEED Winner “A Global Marketing Partnership for SRI Indigenous Rice” (Story 9, p. 42) benefits local farmers at the BoP by improving their productivity through training, securing a stable income through providing them with a secure market for their agricultural produce, and through providing employment at rice mills.

Defining the Base of the Pyramid (BoP)

In their original article Prahalad and Hart define the BoP based on income to arrive at the conclusion that about half the world’s population lives at the BoP. However, due to lack of information on income and the difficulty of comparing income across countries, this report relies on the following definition based on the report “The Next 4 Billion”, WRI/IMF (2007).

The Base of the Pyramid (BoP) is characterised by:

- Limited or no access to modern financial services, phones, formal housing, sanitation, electricity or basic health care
- Reliance on informal or subsistence activities for their livelihoods, such as small-scale farming, fishing or street vending

For a thorough discussion of the problematic please see: [Tracking reach to the Base of the Pyramid through impact investing, UK aid: The Impact Programme, 2015](#)

³ You can access this article at: <http://www.strategy-business.com/article/11518?gko=9a4ba>

Story 4 : Provokame, Colombia / USA

INTERNATIONAL EXPANSION AFTER A MERGER

Business Model

In Colombia, just slightly more than half of the female population is in employment. The share of single-mothers is comparatively high and women account for as much as half of Colombia's prison inmates. At the same time, 13% of Colombia's waste comes from plastic-based disposable dinnerware. By producing biodegradable dinnerware and thereby creating meaningful employment for disadvantaged women, 2013 SEED Gender Equality Winner Provokame tackles both problems.

Triple Bottom Line Impacts

Provokame has provided training to over 100 women and has created 20 direct jobs, mainly for single-mothers. Recently, the enterprise also started working with female prison inmates.

The biodegradable paper plates produced by Provokame have replaced 96,000 plastic and polystyrene plates in 2014 alone, reducing plastic waste by 1 tonne.

The innovative idea has created a new market and value chain from previously unused agro-industrial waste, while helping single mothers and female prison inmates to an income source.

Business Traction

A highly competitive market for disposable plates, the lack of awareness regarding biodegradable products among Colombian consumers and difficulties finding investors, were major obstacles for Provokame. As a response to these barriers, the enterprise merged with its former partner Papelyco to form LifePack in 2014. Combining the innovative idea of Provokame and the long-standing business experience of Papelyco, LifePack expands into the US market with the help from local partners. Through internationalisation and education campaigns in Colombia, the enterprise expects to triple its sales from 2014 to 2016.

Further Reading

- ▶ Enterprise Website: <http://papelyco.com>
- ▶ SEED Fact Sheet: <http://bit.ly/1PSPByP>
- ▶ SEED Case Study: <http://bit.ly/1NHQXgx>



Fast Facts:

Award Type: Gender Equality Award
2013

Year Founded: 2010

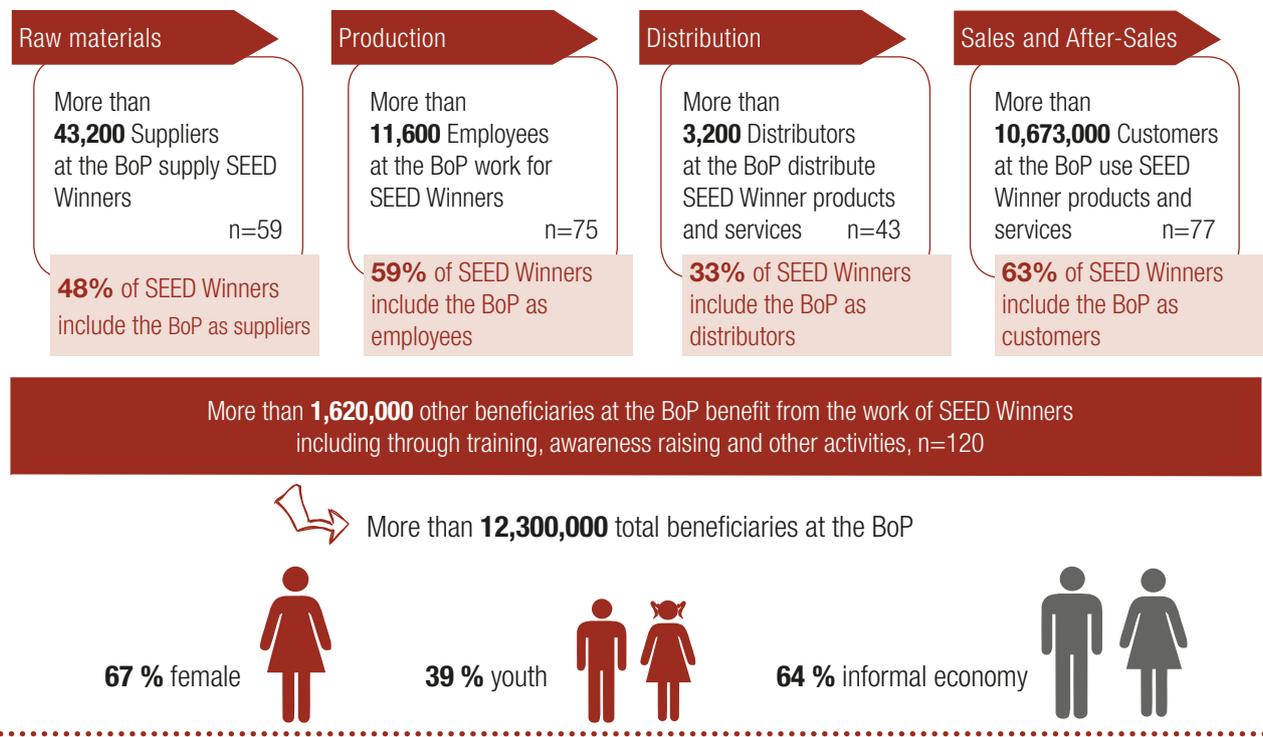
Country: Colombia

Sector: Green Solutions





Figure 5: Including the BoP along the Value Chain



In total, SEED Winners work with more than 12.3 million beneficiaries at the BoP⁴. In addition to directly including them along the value chain, other beneficiaries of SEED Winners benefit from training, awareness raising or in other ways. 50% of SEED Winners further include the BoP as entrepreneurs in their business model, this can be as suppliers or distributors or in other ways counted under other beneficiaries. For example, Indian SEED Winner Frontier Markets (Story 3, p. 26) trains members of local communities to become distributors of their solar products further promoting entrepreneurship.

The largest group of beneficiaries are customers. Especially 10 enterprises which reach out to more than 100,000 customers each, account for the high number; this includes JITA Bangladesh serving 5,000,000 customers and One Million Cisterns in Brazil, serving more than 2,860,000 customers. 2013 SEED Low Carbon Winner Nuru Energy works with 1,400 distributors, and 2010 SEED Winner EcoPost with 14,500

suppliers. This shows that the number of beneficiaries at every step of the value chain and overall vary by enterprise, underlining the differences in development stages and business models of SEED Winners.

Focusing on Marginalised Groups

In addition to the focus on the BoP, SEED Winners pay particular attention to marginalised groups within their communities; including women, youth under 25 years of age and people active in the informal economy. Youth and women often struggle to become part of the traditional labour market. Moreover, the informal labour market accounts for at least half of the employment in developing countries while offering no job security, limited income and no social or health insurance⁵. The stories of Provokame who work with female prisoners (Story 4, p. 28) and Piratas do Pau who train youths (Story 2, p. 24) show, how such marginalised groups can be integrated and become part of a mutually beneficial business model.

⁴ Looking at the numbers, one should keep in mind that they only represent beneficiaries at the BoP. Mid- to high-level income beneficiaries of the enterprise are not accounted for. In addition, the numbers are not adjusted for household size and do not account for indirect employment, e.g. employment created by suppliers or customers of SEED Winners.

⁵ IFC Jobs Study, 2013



Impact for the Environment

SEED Winners develop creative solutions for a diversity of environmental problems, from recovering dried streams in their local surroundings to reducing greenhouse gas emissions through improved cook stoves, thus contributing to the mitigation of global climate change. Every SEED Winner pursues at least

one environmental objective, and these can be tackled in different ways. In South Africa, for example, "IMAI Farming Cooperative" prevents food waste by turning excess production in vegetable atchar (Story 8, p. 41), while "Waste to Food" turns food waste into compost.

Making a Difference for the Environment

Jointly, SEED Winners are having a significant impact on the environment:



61,200 metric tonnes of recycled materials // n=39
Plastic bottles, printer cartridges, leftover foods, tetra-paks and other waste weighing as much as **15,000 elephants** has been recycled.

3,276,000 metric tonnes of CO₂ equivalent saved // n=44
Solar lamps, clean cook stoves, the promotion of car sharing and other factors have saved enough carbon emissions to raise **820,760 cows**.

8,734,000 trees planted // n=36
To mitigate climate change, generate income for local communities through carbon credits, prevent landslides, harvest Baobab seeds and for other reasons enough trees have been planted to provide **oxygen for all citizens of Uganda**.

13,048,000 kWh of energy saved // n=28
Through promoting renewable energy and energy efficiency enough energy has been saved to **power the Empire State Building for 68 days**.

78,000 hectares of land under sustainable management or organic farming // n=56
In Africa, Latin America and Asia land the size of **100,000 football fields** is under sustainable land management or used for organic farming by training farmers and receiving organic certification.

51,454,000 litres of water saved // n=13
By using improved irrigations systems and production processes the **drinking water for 54,000 people** for one year has been saved.

Going Beyond Measurable Indicators

This is but a snapshot of the many ways in which SEED Winners make a difference for the environment. Activities which are difficult to measure but nevertheless as important to showcase are for example the recovery of dried streams, keeping bees or helping to negotiate bio-cultural community protocols between indigenous communities and enterprises, thereby contributing to

local biodiversity and food security. In addition, the impact numbers available are not distributed equally among SEED Winners and show lower estimates. The reasons are differences in development stage and sector focus as well as lack of resources for impact measurement in some instances.

Story 5: Gogle Energy Saving Stoves, Ethiopia

BURNING WASTE, SAVING TREES

Business Model

Energy costs in Ethiopian cities are a huge burden to many families which tend to rely on kerosene, wood or charcoal to boil water and prepare their meals. With fuel-efficient metal-stoves and briquettes made from agricultural waste products, Gogle Energy Saving Stoves offers an affordable and environmentally friendly alternative. The products are sold directly to low-income households as well as to institutional customers.

Triple Bottom Line Impacts

The company employs 25 people, pays fair wages and empowers women's groups by training them in the production of briquettes. By avoiding open fires, it contributes to the families' health and wellbeing.

The sustainable fuel source is both more efficient and affordable than firewood, and reduces deforestation as well as carbon emissions.

More than 20,000 households have benefited from the Gogle Stoves and briquettes, significantly reducing household expenditures on energy sources.

Business Traction

In 2009 Gogle Energy Saving Stoves started as a small enterprise in Addis Ababa, opening several shops across the country later on. The innovative approach of the enterprise addresses several problems at the same time, such as the high levels of unused agro-waste, high energy prices and deforestation. Gogle Energy Saving Stoves has quadrupled its production capacity between 2012 and 2014, and currently produces 200 stoves and 5 tons of bio-waste briquettes per day while also expanding operations into Somalia. The growth is expected to continue in the coming years, with eleven new employees and a further doubling of production capacity.

Further Reading

- SEED Fact Sheet: <http://bit.ly/1JINqBp>



Fast Facts:

Award Type: SEED Award 2013

Year Founded: 2009

Country: Ethiopia

Sector: Energy





Standing Out in Achieving Environmental Sustainability

<i>Pesticide use prevented by “Elegance Company”, 2014 SEED Low Carbon Winner, Vietnam, in litres.....</i>	<i>4,000</i>
<i>Amount of water polluted by fertilizers to grow one tonne of rice in Vietnam, in litres.....</i>	<i>127</i>
<i>Clean water not polluted by pesticides available in the Mekong Delta, Vietnam, in litres.....</i>	<i>0</i>
<i>Amount of kerosene saved through the lifecycle of the products of “Solar Sister”, 2011 SEED Winner, Uganda, in million litres.....</i>	<i>100</i>
<i>Annual amount of kerosene used for lighting globally, in million litres.....</i>	<i>25,000</i>
<i>Annual amount of kerosene used by international aviation, in million litres.....</i>	<i>238,000</i>
<i>Amount of charcoal saved by the users of clean cook stoves from “Man and Man Enterprise”, 2011 SEED Winner, Ghana, in metric tonnes.....</i>	<i>54,000</i>
<i>Annual amount of charcoal used in the four largest urban centres of Malawi, in metric tonnes.....</i>	<i>231,777</i>
<i>Annual amount of wood cut for fuelwood and charcoal production in Ghana, in metric tonnes.....</i>	<i>20,000,000</i>
<i>Amount of waste water treated by “Water for All”, 2005 SEED Winner, Bolivia, in m³.....</i>	<i>452,491</i>
<i>Water withdrawal per inhabitant in Bolivia, in m³.....</i>	<i>234</i>
<i>Water withdrawal per inhabitant in the United States, in m³.....</i>	<i>1,550</i>
<i>Land under wild harvesting by community members through “KAITE”, 2009 SEED Gold Winner, Zimbabwe, and “The sustainable use of Amazonian seeds”, 2009 SEED Winner, Brazil, in hectares.....</i>	<i>3,489,000</i>
<i>Deforestation (net forest loss) in Zimbabwe from 2000 to 2010, in hectares.....</i>	<i>3,270,000</i>
<i>Deforestation (net forest loss) in Brazil from 2000 to 2010, in hectares.....</i>	<i>26,400,000</i>



Individual SEED Winners have also made significant progress in diverse areas linked to their Business model. What have they achieved and how does it compare?

Reduction in irrigation needs of farmers through the methods introduced by "Flower of H.O.P.E", SEED Winner 2010, Senegal, in %.....	60
Share of water withdrawal for agriculture in Senegal, in %.....	93
Share of water withdrawal for agriculture in UK, in %.....	9
Amount of rainwater harvested by "One Million Cisterns", 2009 SEED Winner, Brazil, in m ³	9,159,500
Average annual precipitation per hectare in Brazil's semi-arid Northeast where "One Million Cisterns" operates, in m ³	5,500
Average annual precipitation per hectare in Brazil, in m ³	17,610
Number of people benefitting from reduced air pollution by using the products of "Bringing Gas Nearer to People", 2014 SEED Winner, Uganda.....	175,000
Number of people without access to clean energy sources, worldwide.....	3,000,000,000
Number of annual premature deaths due to indoor air pollution, worldwide.....	4,000,000
Locally Managed Marine Areas initiated by "Blue Ventures", 2005 SEED Winner, in %.....	11
Increase in village income after temporary closures in the community-run protected areas of "Blue Ventures", 2005 SEED Winner, Madagascar, in %.....	136
Share of Madagascar's population that is relying on fishing for their livelihoods; in %.....	90
Share of global fish stocks that are overfished or fully fished, in %.....	90
Increase in coffee yields due to improved methods for the smallholder farmers of "KOLCAFÉ", 2009 SEED Winner, Tanzania, since 2008 in %.....	250
Share of coffee produced in Tanzania produced by smallholder farmers, in %.....	90
Share of retail price for coffee in supermarkets coffee growers usually receive, in %.....	8

Story 6: Sustainable Aloe Vera Products, Sri Lanka

TRYING TO MOVE FROM RAW MATERIALS TO PROCESSED PRODUCTS

Business Model

Coastal communities in Sri Lanka predominantly rely on fishing to make a living. As a result coastal resources are harvested at unsustainable rates, diminishing stocks and reducing profitability. The Marine and Coastal Resources Conservation Foundation (MCRCF) trains fisherwomen in sustainable farming practices and the processing of Aloe Vera; to provide a new source of income.

Triple Bottom Line Impacts

The enterprise empowers 30 fisherwomen to become economically independent. Participating women can increase their monthly family income by almost 30%.

Aloe Vera farming improves the soil quality and reduces the dependency on coastal resources, protecting the coral reef and allowing the fish stocks to recover.

By bundling community efforts, 1.5 tonnes of Aloe Vera can be sold per month and at fixed prices to a cosmetics company. The program has inspired a similar initiative in Panama.

Business Traction

In 2011, when the enterprise won the SEED Award, it was focusing very much on the goal of scaling up its production and diversifying its portfolio by moving from selling raw materials to producing primarily value-added products, such as aloe vera juice. However, this first attempt to move up the value chain did not turn out successful. Selling raw materials to the cosmetics industry continues to be the principal source of income for the participating households. MCRCF remains keen to kick-start a second attempt in value-addition operations and explores new partnerships with the private sector as means to purchase or lease low-cost machinery for processing.

Further Reading

► SEED Fact Sheet: <http://bit.ly/1i1sAOZ>



Fast Facts:

Award Type: SEED Award 2011

Year Founded: 2011

Country: Sri Lanka

Sector: Sustainable Agriculture





Impact through Innovative Business Models

SEED Winners develop innovative business models to make use of the untapped potential at the Base of the Pyramid and to address social and environmental problems at the same time. However, financial viability is a prerequisite for the enterprises to achieve social and environmental impact. Financial sustainability in the medium and long-run, enables long-lasting impact and builds independence from external funding sources.

Moving to Scale

When enterprises win the SEED Award, they are predominantly still in the early stages of development and work on a smaller scale and at the local level. In 2014 around 55% of SEED Winners therefore had yearly revenues below USD 100,000. However, 12% of SEED Winners exceeded half a million USD in revenues 2014. These large enterprises in economic terms were founded at least four years ago, as it takes time for enterprises to grow. They can be found in all sectors and on all continents, yet in general, enterprises in Africa tend to have lower turnovers compared to enterprises from Asia or Latin America.

Figure 6: Revenue Size (USD) in 2014, in % of SEED Winners, n=118

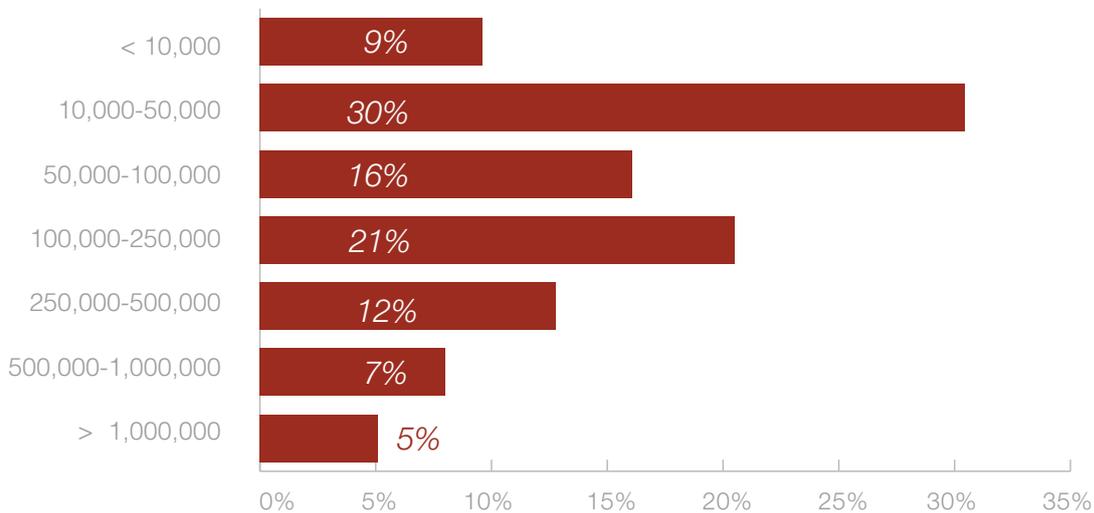
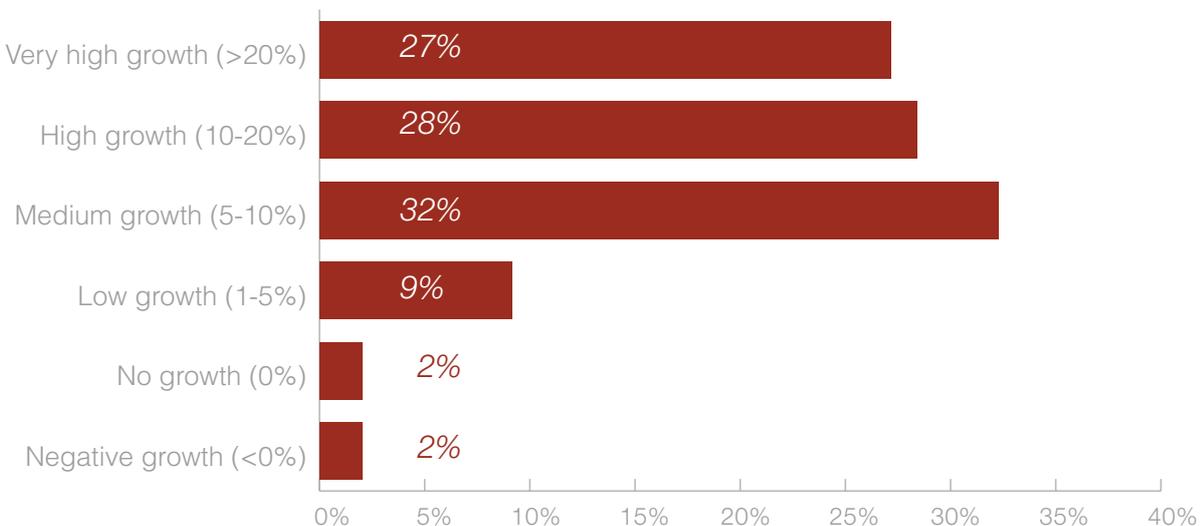


Figure 7: Enterprise Growth in % of SEED Winners, n=123



Story 7: EcoPost, Kenya

EXPANDING DESPITE CHALLENGES

Business Model

Nairobi generates more than 480 tonnes of waste every day, 20% of which is plastic. At the same time, a soaring demand for timber, which is needed for construction, fuels deforestation in Kenya. EcoPost offers a solution for both problems: plastic waste is upcycled into fencing posts. The posts do not only replace traditional wooden posts, they are also more durable.

Triple Bottom Line Impacts

Employment opportunities are created especially for youth and women at the first stage in the value chain, who collect, sort and clean plastic waste for reselling.

By 2015 EcoPost has used more than 1 million kilograms of plastic, saving an estimated 250 acres of forest from being cut down and mitigating a total of 2,500,000 kg of carbon emissions.

EcoPost products offer significant cost savings to buyers due to reduced maintenance and replacement requirements.

Business Traction

Starting as a small local cottage industry close to Nairobi, EcoPost has grown to an enterprise employing 1,000 people along the value chain. Despite facing numerous challenges from working capital shortfalls to erratic power supply; EcoPost not only survived but even keeps expanding into new markets. Beside the high quality product offered at a good price; the initial contract with Kenya Wildlife Service, which included the delivery of fencing posts for 10 of its wildlife parks, was the starting block for scale-up and later expansion.

Further Reading

- ▶ **Enterprise Website:** <http://www.ecopost.co.ke>
- ▶ **SEED Fact Sheet:** <http://bit.ly/1K1iD0g>



Fast Facts:

Award Type: SEED Award 2010

Year Founded: 2010

Country: Kenya

Sector: Waste & Sanitation





The vast majority of the SEED Winners experience economic dynamism. 96% show at least low growth and 87% of SEED Winners are growing more than 5% each year.⁶ The results suggest that most SEED Winners are quickly expanding their economic basis and have made their business model work in innovative ways that enable them to support their environmental and social objectives.

Financing

One advantage of the hybrid nature of social and environmental is that they can rely on business financing, including revenues from sales, debt, equity or other sources of financing, which have to be repaid; as well as grants and donations which do not have to be repaid. Yet again, financing is one of the main challenges facing SEED Winners as described in the following section: The Hurdles on the Way – Overcoming Challenges, p. 38.

⁶ This refers to the average annual growth rates in total revenues, including grants and donations, in the last three years.

Figure 8: Financing by Organisational Type, in % of SEED Winners, n=125

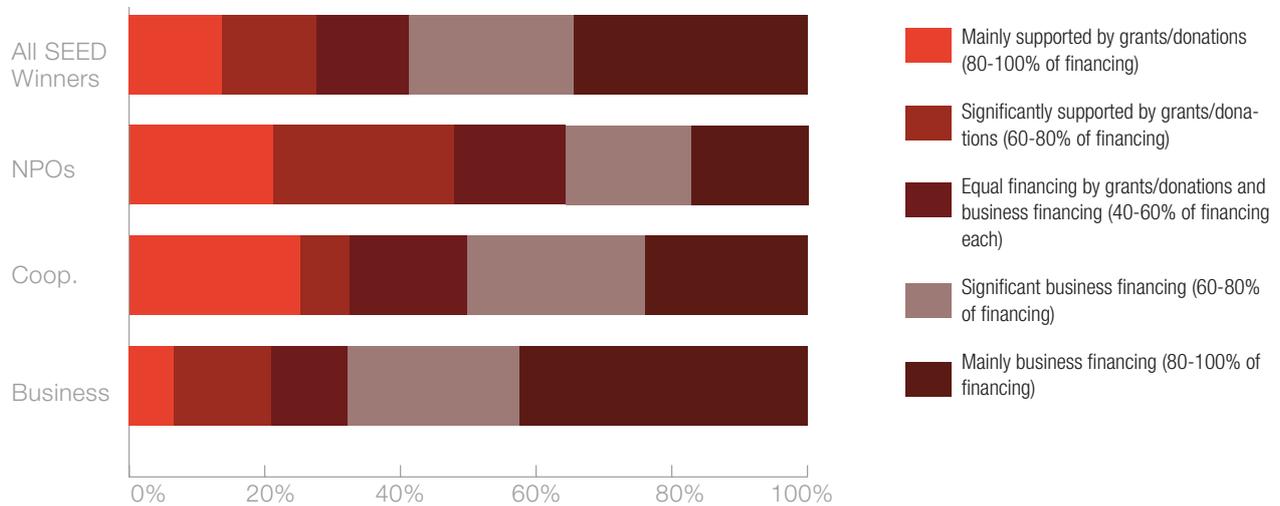
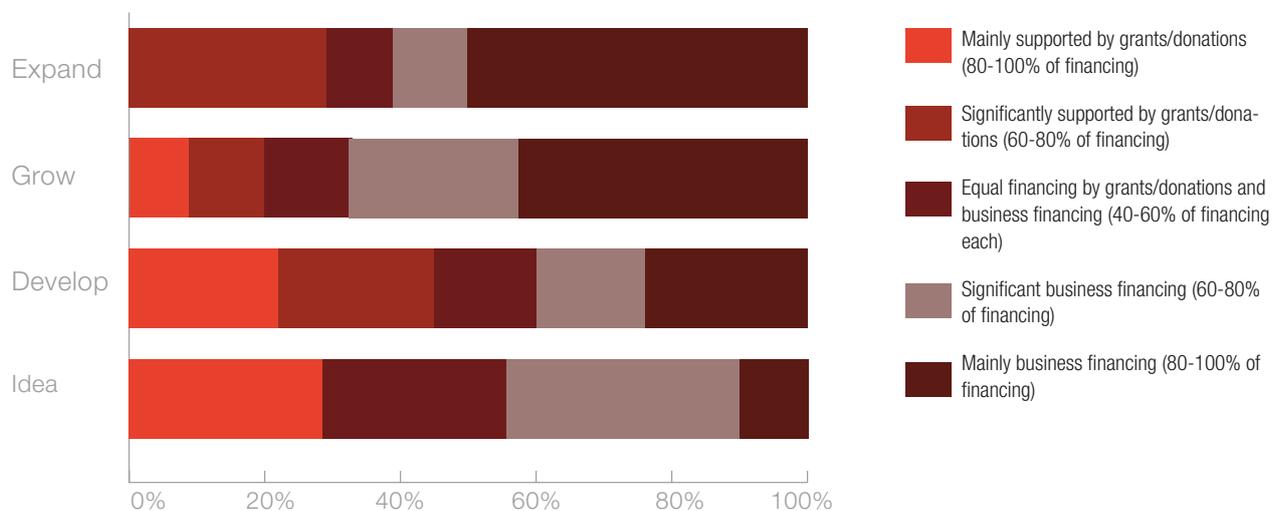


Figure 9: Financing by Development Stage, in % of SEED Winners, n=125





Particularly in the early stages of development, grants and donations can be the only way to fund social and environmental enterprises. Revenues from sales are still too low to cover start-up costs and banks and other funding institutions often display ‘knowledge gaps’ when it comes to the concept of social and environmental entrepreneurship or consider them high risk endeavours. This is why start-up enterprises often encounter problems to access traditional sources of funding. Figure 9 (p. 37), also points in the direction that financing by grants and donations, is an important means to finance expansion when, once again, up-front costs exceed income from sales.

Overall, the majority of SEED Winners mainly relies on business financing and only 14%, particularly enterprises in early development stages, rely mainly on grants and donations. Similar to findings from a study on 268 social enterprises in Colombia, Mexico and South Africa, the sources of financing forms differ by organisational types.⁷ 67% of SEED Winners led by businesses rely significantly on business financing, while the corresponding number is 34% for SEED Winners led by NPOs. Cooperative-led SEED Winners are in the middle, and for research organisations the sample is too small to make a statement.

.....
 7 Lisa Hanley, Aline Margaux Wachner & Tim Weiss, „Taking the Pulse“, Zep-
 pelin University and Siemens Stiftung, 2015

The Hurdles on the Way – Overcoming Challenges

Social and environmental SMMEs play a pivotal role in transitioning to a Global Green and Inclusive Economy. Yet, many SMMEs fail due to external as well as internal barriers.⁸

Challenges for Social and Environmental Enterprises

When asked to rank their top five challenges, 77% of SEED Winners named financing. This is not surprising as SMMEs often face a financing gap called the ‘missing middle’. While microcredit for households and micro-enterprises has become available in many regions of the world, financing for small and medium sized enterprises often remains rare. The focus of social and environmental enterprises on indicators other than financial growth makes their negotiations with traditional investors even more difficult. Impact investors could fill this gap but require a level of transparency and accountability that often goes beyond the capabilities of the organisations in question.

In general, lack of human resources, including limited business management skills as well as appropriately

.....
 8 An empirical analysis of a private company’s corporate social investment in SMME development in South Africa; Elana Swanepoel, Johan Strydom & Cecile Nieuwenhuizen, Southern African Business Review, 2010

trained staff, also rank high among the concerns of SEED Winners. Similar findings resulted from research on 1,300 social and environmental enterprises applying for the SEED Awards between 2009 and 2012⁹. Many SEED Winners therefore train their own staff on the technical and management skills needed, for example Mozambican SEED Winner Piratas do Pau trains youth on carpentry (Story 2, p. 24), while Indian SEED Winner Frontier Markets trains its distributors to become entrepreneurs (Story 3, p. 26). Governments often fail to provide the adequate support needed by social and environmental enterprises.

While many of the above mentioned barriers are generally also faced by traditional SMMEs, they tend to be quite more pronounced for social and environmental enterprises. The business models of triple bottom line enterprises do not fit into the prevailing classifications of organisations working either for the social good or the environment or for profit and their contributions to sustainable development are often undervalued. As a result they tend to be neglected in policy planning, and find it difficult to meet the criteria set by government or other support programmes highlighting the need for targeted programmes.

.....
 9 Small-scale social-environmental enterprises in the green economy: supporting grassroots innovation; Heather Creech, Leslie Paas, Gabriel Huppé Gabriel, Vivek Voora, Constance Hybsier & Helen Marquard; Development in Practice, 2014.



Facilitating the Development of Social and Environmental Enterprises

A set of enabling factors can help SMMEs in general and social and environmental enterprises in particular to overcome the diverse challenges they are facing. As financing is one of the major barriers, access to financing is also among the top 5 needs for future success as mentioned by 84% of SEED Winners. Other enabling factors are capacity building and partner-

ships, which allow to build internal capacities as well as to tap into the knowledge base, networks, human and financial resources of partner organisations. The ranking of success factors by SEED Winners underpins SEED's approach to provide a combination of services: start-up financing, capacity building with a focus on business management along the triple bot-

Figure 10: Challenges Faced by SEED Winners, % of SEED Winners Listing the Factor as One of its Top 5 Challenges, n=132

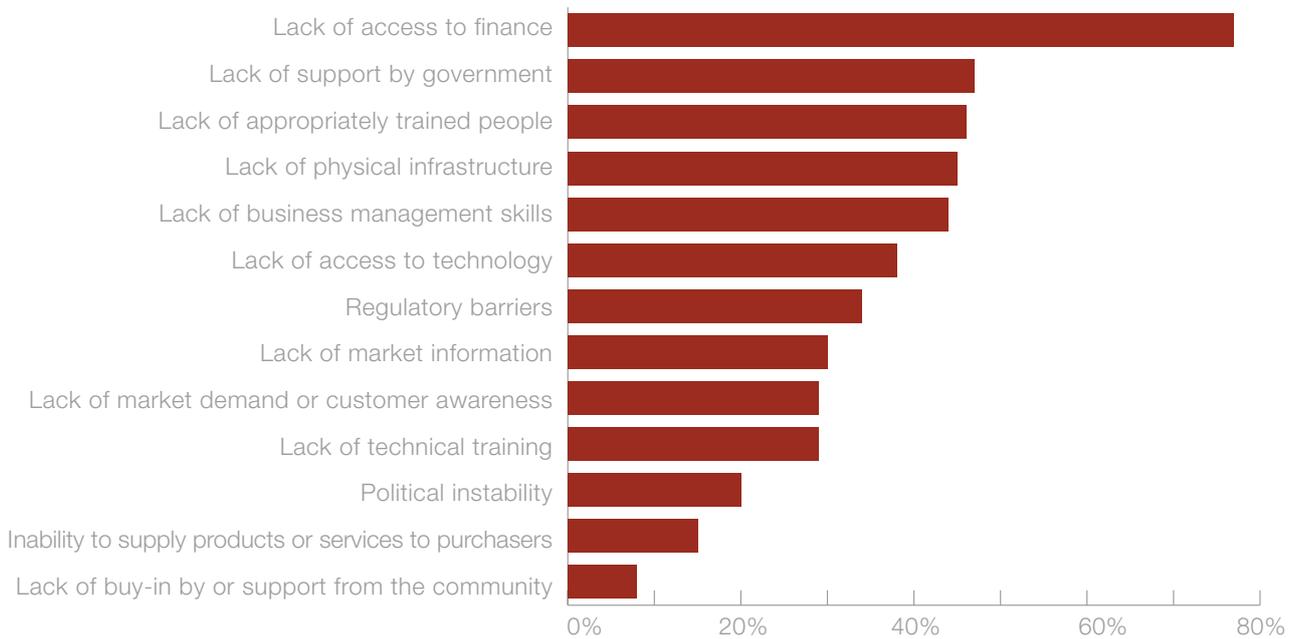
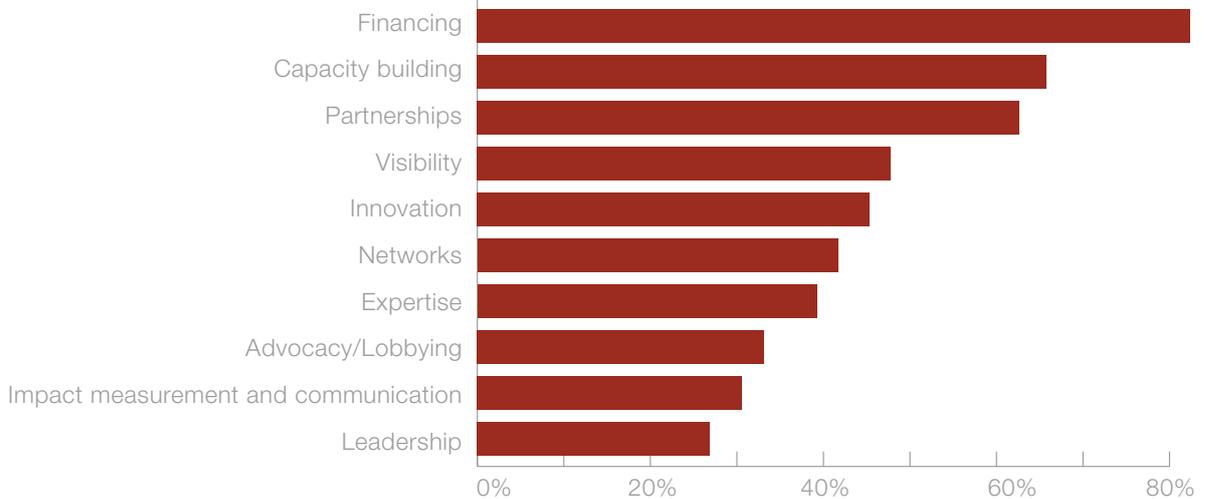


Figure 11: Needs for Future Success of SEED Winners, % of SEED Winners Listing the Factor as One of its Top 5 Needs, n=131





tom line, building partnerships, providing networking opportunities and strengthening visibility through international profiling. All 134 SEED Winners responding to the respective question stated that this support pack-

age has contributed positively to the development of their enterprise and for more than half of the SEED Winners, the impact was even substantial.

Making Partnerships Count

One critical factor, which enterprises ranked very highly as needed for success, is partnerships. SEED – itself a partnership founded by UNEP, UNDP and IUCN and supported by many other organisations – put an emphasis on harnessing the potential of partnerships for sustainable development from the beginning. Not only SEED itself, but also the individual SEED Winners can build on the expertise and resources of their partners to achieve their impact.

Forming Multi-Stakeholder Partnerships

For enterprises to be eligible to apply for a SEED Award, they need to work in partnership with a range of different stakeholders. More than 90% of SEED Winners combine at least two stakeholder categories in their business model, 70% at least three stakeholder categories. The collaboration promotes sustainability and long-term impact through matching relevant resources and expertise and fostering participation of all groups affected by and interested in the operations of the enterprise.



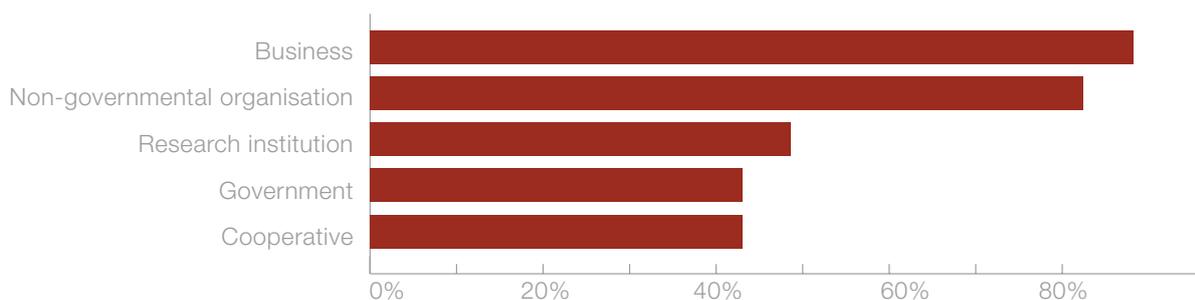
Businesses bring expertise on marketing, financials and entrepreneurial spirit; cooperatives ensure the participation and commitment of beneficiaries; governments can promote regulatory change and initiate awareness raising campaigns in schools or among the broader public, non-governmental organisations have the trust of local communities and knowledge of social and environmental problems; and research institutions can help develop new solutions for the local context or provide insights on markets and industry trends to name but a few of the resources to be shared.

Accounting for 73% of SEED Winners, the most common partnership is between businesses and non-governmental organisations; in many instances including additional partners. This hybrid model has also been found to be most successful at serving the BoP compared to pure non-profit or for-profit models¹⁰.

The example of one of the first SEED Winners in 2005, “A Global Marketing Partnership for SRI Indigenous Rice”, further shows how partnerships between for-profits and non-profits not only help to reach customers at the BoP, but can also provide a stable and growing market for suppliers at the BoP (Story 9, p. 42).

¹⁰ Lisa Hanley, Aline Margaux Wachner & Tim Weiss, „Taking the Pulse“, 2015, Zeppelin University and Siemens Stiftung

Figure 12: Stakeholder Groups Present in the Partnerships, in % of SEED Winners, n=137



Story 8: IMAI Farming Cooperative, South Africa

STRONG RECOVERY AFTER A THUNDERSTORM

Business Model

Food waste is a pressing issue in South Africa, where about nine million tonnes of food are dumped every year. The IMAI Farming Cooperative aims to reduce food waste in rural Limpopo by training – predominantly female – farmers in preserving vegetables that could otherwise not be sold and produce atchar pickl.

Triple Bottom Line Impacts

The cooperative provides an income for 21 people in an area with high unemployment rates. Besides stabilising and increasing household income, trainings on agricultural practices and business skills are provided.

Applying organic farming practices, introducing rainwater harvesting and preventing food loss; reduces the negative environmental impact of the farmers.

IMAI helps to connect rural communities to markets. By training other cooperatives, IMAI helps more farmers to make use of excess crops and secure year-round income.

Business Traction

From a sheer economic perspective, IMAI has remained rather small. However, the business model is replicable. Its development was disrupted by a thunderstorm that destroyed the rain-water irrigation system in 2012. The cooperative has survived and performs well in terms of social and environmental impact. Thanks to strategic partnerships with the University of Limpopo as well as government agencies, the atchar pickle products made it onto supermarket shelves. IMAI currently develops new flavours and has made a strong recovery.

Further Reading

- ▶ SEED Fact Sheet: <http://bit.ly/1fFGaFS>
- ▶ SEED Case Study: <http://bit.ly/1LwjldZ>
- ▶ SEED Video Story: <http://bit.ly/1Jop5Lh>



Fast Facts:

Award Type: SEED Award 2011

Year Founded: 2011

Country: South Africa

Sector: Sustainable Agriculture



STRENGTHENING PARTNERSHIPS FOR ACCELERATED GROWTH

Business Model

The increasing economic and environmental costs of rice production combined with low market prices threaten the livelihoods of local small-holder farmers not just in Cambodia but in any other developing country. One of the first SEED Winners in 2005, A Global Marketing Partnership for SRI Indigenous Rice, is a cooperative initiative comprised by farming communities, a research institute, NGOs and businesses that are partnering to encourage the use of the SRI (System of Rice Intensification) methods. They present an alternative way of rice cultivation that helps boost rural incomes while simultaneously conserving the environment.

Triple Bottom Line Impacts

Training on SRI methods and access to markets enable around 4,000 farmers to raise their living standards. Further jobs are created along the value chain.

The use of SRI methods reduces water use by 30-50%, eliminates the use of pesticides and significantly reduces the carbon footprint of rice production.



Through a partnership with Lotus Foods, the SRI Global Marketing Partnership managed to enter the North American market and to expand to new countries.

Business Traction

A Global Marketing Partnership for SRI Indigenous Rice started to coordinate local, grassroots-driven efforts to boost the uptake of SRI methods in Cambodia, Madagascar and Sri Lanka; later also in Indonesia. Through combined marketing efforts, the partnership was able to soundly position its product in local and international markets. Getting new partners on board, for instance through the profiling and networking made possible by the SEED Awards, has been a main driver of success.

Further Reading

- ▶ Enterprise Website: <http://www.cedac.org.kh>
- ▶ SEED Fact Sheet: <http://bit.ly/1MTxQkq>

Fast Facts:

Award Type: SEED Award 2005

Year Founded: 2005

Country: Cambodia

Sector: Sustainable Agriculture





Partnerships - A Factor in Enterprise Success

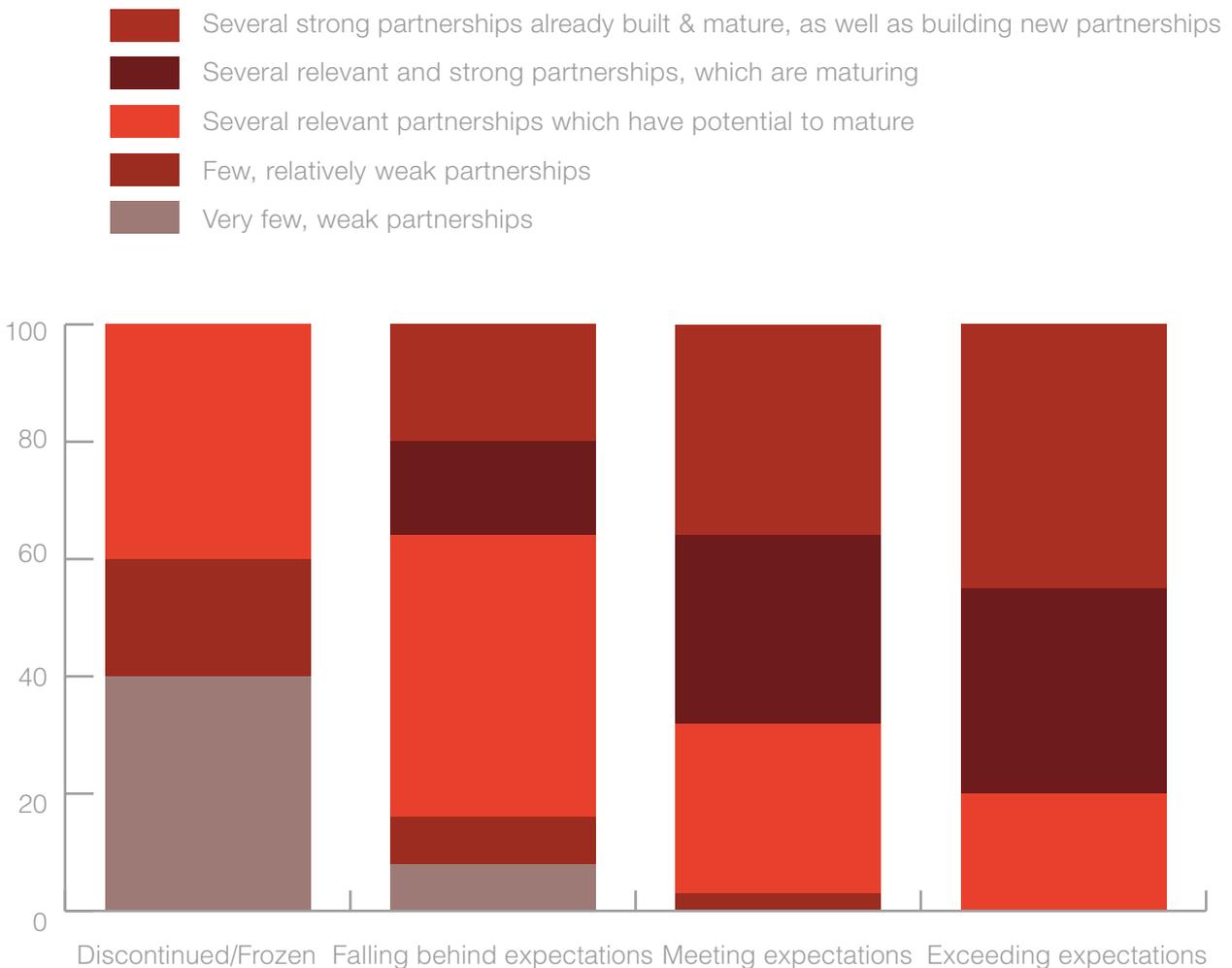
Given the approach of SEED to include partnerships as one of the eligibility criteria, the vast majority of SEED Winners (90%) has established several partnerships with potential. The experience of SEED Winners further suggests that strong partnerships are a significant part of enterprise success. All enterprises exceeding expectations and almost all enterprises meeting expectations have established at least several relevant partnerships. This finding is further corroborated by the fact that more than half of the discontinued or frozen enterprises (60%) had only very few or weak partnerships in place.

The experience of 2011 SEED Winner Sustainable Aloe Vera Products (Story 6, p. 34) is an example

of how the lack of partnerships can halt the progress of an enterprise. The failure to secure the right partnerships hampered the needed access to technology and technical knowledge. Now all hopes lie on building and establishing new partnerships in order to be able to continue.

In the case of 2009 SEED Winner Oro Verde (Story 1, p. 22) several relevant partnerships had been established, but this could hardly prevent failure of the enterprise – external barriers were simply rendering operations impossible. While the evidence points in a clear direction, it should be noted that the sample of survey participants which are discontinued or frozen are limited.

Figure 13: Partnerships and Enterprise Success, in % of SEED Winners, n=135



Story 10: La Voûte Nubienne, Burkina Faso

REVIVING AN ANCIENT TECHNIQUE AS SOLUTION TO A GROWING PROBLEM

Business Model

Traditional building resources like timber are scarce in the Sahel zone and a growing population is faced with a considerable lack of affordable housing. La Voûte Nubienne – The Nubian Vault Association – offers a solution to this problem. It has revived an ancient technique of building roofs from unfired earth. To teach this technique to local communities, La Voûte Nubienne was contracted by local institutions.

Triple Bottom Line Impacts

La Voûte Nubienne has provided more than 1,900 mostly underprivileged households with decent, sustainable and affordable houses. The organisation currently employs 300 masons and 400 apprentices.

By avoiding the use of traditional materials, La Voûte Nubienne has been able to save 3,300 trees and prevented 4,800 tons of greenhouse gas emissions.

The Nubian vault technique has stimulated the housing markets in the Sahel. La Voûte Nubienne has already spread its activities beyond Burkina Faso and is now active in five countries.

Business Traction

La Voûte Nubienne has been experiencing average annual growth rates of 36%. Key success factors are training programs and awareness-raising among the population. However, such growth also comes with financial and managerial challenges. To overcome these, the organisation offers a step-by-step training programme to its employees, “from apprentice to entrepreneur”. Senior staff takes on responsibility for a number of projects and can open franchises. This decentralised approach is key to geographic expansion and allows further professionalization. In addition, La Voûte Nubienne has recently managed to enter new market segments, including building libraries, offices, and higher-end private housing.

Further Reading

- **Enterprise Website:** <http://www.lavoutenubienne.org>
- **SEED Fact Sheet:** <http://bit.ly/1JvAaHk>



Fast Facts:

- Award Type: SEED Award 2011
- Year Founded: 2000
- Country: Burkina Faso
- Sector: Green Solutions



Methodology



The data presented in this chapter is based on a structured online survey ¹¹ conducted in early 2015 on all 9 cohorts of SEED Winners (2005, 2007, 2008, 2009, 2010, 2011, 2013, 2014), that means 175 enterprises from 37 countries. Interviews, information from case studies conducted by SEED, and the experience of SEED staff and advisors that accompanied the individual enterprises since winning the SEED Awards complements the self-reported information from the enterprises.

Online Survey	Interviews	Case Studies	Experience of SEED team	Desk Research
Data				

81% of the 175 SEED Winners completed the survey online or in interviews. In the remaining instances, the basic questions on the stage of development of the enterprise, enterprise status and organisational type were completed by the SEED Team based on their knowledge of the SEED Winners, case studies and desk research. Responses from the Winners were subject to plausibility checks based on the experi-

¹¹ If you would like to receive the full survey, please contact the SEED Team via info@seed.uno.

ence of the SEED Team. Further Desk Research was conducted to put the research results in context with existing data and reports on social and environmental entrepreneurship.

Not all survey questions were answered by all participants, the number of responses is indicated next to each graph, marked as follows:

.....
n = # of responses
.....

The survey focuses on analysing the impacts and development of SEED Winners since their establishment until today. Assessing what impact the SEED Awards have had on the performance of its winners is beyond this study.

To learn more about the impact of SEED, the detailed impacts SEED Winners create for their beneficiaries and the technological, political or societal changes SEED Winners initiate in their communities and countries; please refer to the case studies published by SEED, which are accessible via www.seed.uno/publications/case-studies.html.

You can also find further information and videos on the work of SEED Winners, SEED Partners and SEED in our [Virtual Exhibition](#). Please visit: www.seed.uno/virtual-exhibition.html.



Find detailed information about SEED winners in our case studies!

WE



” For the past 10 years, the SEED Awards have showcased the very best of the green and social entrepreneurial spirit which is found at the grassroots in developing countries and emerging economies.”

Inger Andersen, Director General IUCN





10 THINGS HAVE LEARNED

04

10 Things we have learned ...

... while having co-created with all the inspiring SEED Winners, business development service providers, policy-makers, researchers and overall stakeholders in social and environmental entrepreneurship over those past ten years:

1 Multi-stakeholder partnerships are hard work, but they're worth it

When it comes to sustainability and impact of a social and environmental enterprise, collaborations with other stakeholders which center on at least one identified and shared goal are key. No enterprise alone can solve the challenges of poverty eradication and environmental degradation. Only multi-stakeholder partnerships driven by mutual benefits can deliver smart solutions based on the capabilities and resources of various partners.

4 Aspire to be inspired

People starting, organising and working in social and environmental enterprises have some of the most innovative and inspiring ideas for tackling local problems. Combined with a strong drive, they go all-out to make it happen. It takes determination and an inventive spirit to solve tough challenges and to pioneer solutions. The more dedicated you are, the more you will also reap the reward of being inspired by like-minded personalities.

2 Financial viability is sustainability

Getting the financial and the revenue model straight is essential for the creation of a sustainable and scalable business model. Having a clear vision on how social and environmental enterprises can reach a profit level is a requirement to grow and expand. Successful social and environmental enterprises are not only mission driven, but also need sound management and financial skills to excel in their field and to deliver their promise.

5 Tooling and tailoring advisory services is key

Good advisory services need a tailored structure. The right mix of tools and individualised support from experienced advisors has a marked impact. Customised support that considers the specific needs and stages of development of an enterprise is best-suited to help build its necessary skills and develop its organisational structures. Implemented by a trained and trusted team of local experts this approach can substantiate entrepreneurial solutions.

3 The trick lies in the business model

Not the technology but the business model counts. No matter how appealing and innovative a product or technology is, the delivery of the innovation is what matters. It is about engaging partners, suppliers, distributors, investors and customers in the business operations and about managing relationships and expectations with a multitude of stakeholders.

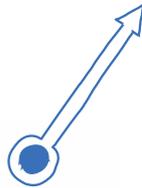
6 Small is beautiful and impactful

More than 95% of registered businesses in the world are small in size (micro, small and medium enterprises, SMMEs). Together, they constitute the largest employer in any given private-sector economy, whether in developing or emerging economies. Instead of looking only at large and established businesses, more support is needed to unlock the potential of the small-size private sector.



7

Eco-entrepreneurship has a leverage effect



Social and environmental enterprises create jobs for the Base of the Pyramid as employees, suppliers and distributors along their value chain. They build teams, companies and partnerships using local knowledge, local skills and networks. They operate with and out of communities and create systems that build livelihoods and transform local economies through providing relevant products and services. Thus they achieve a leverage effect for green and inclusive growth. Policy-makers need to design and deliver instruments that can accentuate and potentiate entrepreneurial solutions, using the power of market-based approaches to create social and environmental goods.

9

Be patient and persistent

Social and environmental start-ups, especially in developing countries, need long-term partners and supporters who understand the flexibility needed to realise their objectives. They work in challenging contexts and often pioneer novel and break-through solutions. It is often a long road to prove those new businesses, which requires persistency of the innovator and patience in the backing of funders and supporters. Quite many ecosystem actors have started to recognise this fact, but much more support is needed to advance the take-off of early-stage start-ups.

8

Financing! 20k-200k USD for the 'missing middle'



Even though widely recognised, there is still an undersupply of the necessary financial products (between 20- 200k USD) and services that are critical for the growth of SMMEs. The 'missing middle' for SMMEs still exists despite the emergence of the impact investment sector in the last decade, which was designed specifically to support social and environmental enterprises.

10

Listen, listen, listen

Building a relationship with low income communities as suppliers, customers or producers starts with listening to the people in order to understand their needs and constraints. Engaging in a dialogue with households at the BoP going beyond the usual destinations is quintessential to understand local priorities and to co-create demand-driven solutions. This deep dive is critical to immerse in the logic of informal markets and local structures. Only then can long-term relationships evolve which are based on trust and mutual respect.





” The SEED Winners show us a viable path to a greener economy and highlight the power of creative local business models that can inform the discussions on the post-2015 development agenda. ”

Helen Clark, UNDP Administrator





OUTLOOK

05



Entrepreneurship for the SDGs

Helen Marquard, SEED Chairman

Celebrating 10 Years of SEED Awards offers an opportunity to take stock, and venture a view on what could potentiate the impact of locally-driven social and environmental entrepreneurship and its contribution to the post-2015 Agenda.

It is immediately clear that social and environmental enterprises applying green and inclusive business models can make a significant contribution to the Sustainable Development Goals (SDGs). Not just to one, but to nearly all. For such enterprises are active in all the sectors, and are championing social – including women's and youth – empowerment and justice, creating jobs and often reaching out to the informal economy, and developing innovative ways of using and managing natural resources in a sustainable way.

But social and environmental enterprises are as yet but a vanishingly small sub-group within the Small, Micro and Medium Enterprises (SMMEs). SMMEs are the backbone of the global economy, providing over 60% of permanent, full-time employment in developing countries. The question therefore is how to encourage more budding entrepreneurs to set off down the social and environmental enterprise road, and how to convert a large proportion of the SMMEs to develop more sustainable business models.

A major part of the answer is to make social and environmental entrepreneurship easier and more attractive. We know, from working over the past 10 years alongside more than 200 social and environmental enterprises which have reached out to more than 12 million people across the globe, much about the high potential of these types of enterprises. We are also all

too well aware of the external barriers they face and their needs: the types of support to enable them to grow and be sustainable.

Over and above supporting individual enterprises, SEED has deepened its insights through various research activities and multi-stakeholder events (see Chapter 2, p. 7, of this report). Several actions emerge from all these which, if implemented, would help considerably to jump-start the entrepreneurial contribution to the SDGs and the post-2015 Agenda:

- foster the formation and development of entrepreneurial multi-stakeholder partnerships, including with research and technology institutions: The successes of social and environmental enterprises depend in no small part on partnerships, but it is not easy for small enterprises to identify and gain access to the range of potential partners they need. User-friendly and comprehensive platforms, and technology and enterprise fairs, are needed. This could also help B2B partnerships between small social and environmental enterprises and larger companies which can build on grassroots innovation and community access and the strengths of established businesses, and so open new market opportunities.
- finance the missing middle: Small social and environmental enterprises, especially those looking to scale up, require external finance up to about 500k USD. But the little that is available is designed mainly to service single bottom line businesses. New instruments are needed to finance SMMEs which have the flexibility also to recognise the added values that social and environmental enterprises offer.



- promote green procurement: Public and private sector procurement is often decided on a value-for-money basis, but the criteria often do not extend to social and environmental considerations. Including these would give a major stimulus to social and environmental entrepreneurship and sustainable development, and broaden the market.
- develop coherent policy frameworks: Entrepreneurs often struggle to find out which support and funding opportunities might apply to them and which regulatory requirements govern their product sector, and then to accommodate requirements that address different aspects of their operations. Local and national policy dialogues, coordination mechanisms, and consultation would help to ensure coherence.
- use recognised approaches to measuring impact: Funding bodies and governments are looking increasingly for evidence of impact, which for social and environmental enterprises has to include social and environmental benefits. Various systems of measurement are being used and developed. Identifying

commonalities, and working towards convergence of approaches, would promote the green market and be of central relevance to the collection and comparability of monitoring data for the SDGs.

- connect grassroots enterprises with SDG policy makers: There is a disconnect between the macro level approach to achieving the SDGs and the micro level actions of social and environmental enterprises. The frameworks, strategies, policies and implementation mechanisms that will be developed for implementing the post-2015 agenda need to bridge actions at the national level with implementation by SMMEs on the ground.

The SDGs are, rightly, ambitious. They signal the intent of countries to implement sustainable development, with time-limited goals. They offer an unprecedented opportunity, which must be seized. Entrepreneurs around the world can contribute significantly if the right framework conditions are in place; this needs to happen sooner rather than later if we are to meet the SDGs.



The Next 10 Years

Allison Robertshaw, Executive Director; Rainer Agster, Director Operations

The importance of addressing climate change and putting the world on a sustainable development path have 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 it is not without its 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 can 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.

We see SEED's role as primarily focused around three key areas: enabling, engaging and expanding. 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.





→ **ENABLE**

Identify Green and Inclusive Solutions

... showcase promising enterprises through international recognition creating a global pool of inspiring best-practices

Build Local Capacity

... and enhance the ability of social and environmental enterprises to scale up their business operations creating jobs at the BoP and transforming local economies

Bridge the 'Missing Middle' Gap

... provide financing tailored to the needs of social and environmental enterprises preparing them for the next stages of investment

→ **ENGAGE**

Accelerate Co-creation

... host participatory multi-stakeholder events enhancing private sector partnerships and fostering innovative solutions for green and inclusive growth

Shape Private Sector Policies

... contribute to the development of evidence-based policy insights promoting the development of enabling business conditions for entrepreneurship

Foster South-South Connections

... create dialogue and match-making platforms for enterprises, investors, development actors and policy-makers by building a Community of Practitioners

→ **EXPAND**

Trigger Replication

... support the expansion of replication-ready business models catalysing systemic change at sector level facilitating collective impact

Build an Enabling Ecosystem

... create local capacity, mentors and networks of support institutions to strengthen the landscape of much needed incubation and acceleration services

Design Financing Architecture

... enable collaboration among investors and funders creating risk-sharing and co-investing mechanisms financing enterprise operations along the different stages of development





FOR MORE INFORMATION, PLEASE WRITE TO INFO@SEED.UNO OR VISIT WWW.SEED.UNO

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