

Supporting Entrepreneurship for Sustainable Development Research and Learning

What are the SEED winners?

- Start-up, locally led enterprises using partnerships to achieve a triple bottom line impact
- The primary characteristic:
 - They are all trying to commercialize their project, product or service in order to generate a revenue stream, or to protect a revenue source, for themselves AND stakeholders, and, in so doing, provide environmental and social benefits at the local level.
- Special characteristics
 - Potential for impact on larger scale
 - Complexity of relationships
 - Hybrid financing arrangements
 - The start-up nature of the enterprises

Who are the winners?

- 2005
 - Bolivia: Water for all
 - Madagascar: Community run marine protected area
 - Madagascar, Cambodia, Sri Lanka: System for Rice Intensification
 - Nepal: Seabuckthorn harvesting
 - Nigeria: Cows to kilowatts
- 2007
 - Brazil: Projeto Bagagem (Ecotourism)
 - Ecuador: Reintroducing native crops
 - Peru: T'ikapapa (Promotion of native potatoes)
 - Sierra Leone: Tiwai Island Health and Fitness Centre
 - Vietnam: Bridging the Gap (Traditional medicinal plants and products)

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Questions for the group

- How many of you manage a partnership or are a member of a partnership?
- How many of these partnerships work at the local level?
- What are some of the challenges facing local-level, locally-led partnerships?

Issues for discussion today

- Critical success factors
- Measuring progress
- Scaling up impact

SEED research methodology

- Academic and practitioner literature review
- Interviews with other similar award programs and review of their impact data
- Pre/post award analysis of SEED winners
 - Applications
 - 2005 Case studies
 - 2007 Interviews with lead proponents
 - 2008 Interviews with lead proponents and their partners

Eight critical success factors

1. **Leadership:** Commitment, continuity (able to sustain involvement for the long haul)
2. **Partnerships:** Ability to negotiate and maintain partnerships for the benefit of the enterprise
3. **Concept:** Proof of concept and external validation; simplicity
4. **Benefits:** Demonstrated planning for short and longer term benefits; and how economic benefits will be shared
5. **Triple bottom line:** Alignment of economic benefits with social/environmental benefits
6. **Business and marketing:** skills or access to those skills in the partnership; or access to training to attain skills
7. **Community engagement**
8. **Risk management:** Demonstrated planning for mitigation of risks, externalities

Type of enterprise	Critical success factors [nb: business planning, marketing common to all types]
Community services	<ul style="list-style-type: none"> • Technical expertise • Community engagement • Public sector engagement
Social / environmental products	<ul style="list-style-type: none"> • Technical expertise • Industry standards • Certification • Enabling environment
Social / environmental services	<ul style="list-style-type: none"> • Synergies with other services; businesses • Personal qualities for front line service delivery
Ecosystem services management	<ul style="list-style-type: none"> • Part of local community; participatory • Stakeholder engagement • Technical assessment: identification of priority areas • Education/Promotion

Questions for the group

- What are the success factors for your partnership?
- What else should SEED consider as success factors?

Performance indicators

- Business
- Social
- Environmental
- Partnership

Business performance indicators

- **Financial viability has improved**
 - **Business plan in place**
 - **Marketing networks established**
 - **Livelihood for the enterprise manager**

Social performance indicators

- **To provide income or employment to community beneficiaries; contribute to community livelihood and well being**
 - **Value chains described**
 - **Income provided**
 - **Diversification of revenues**
 - **Training/education**
 - **Stronger community organization; in particular women's roles**

Environmental performance indicators

- **Contribute to conservation and sustainable management of resources in the area**
 - Environmental impact of enterprise monitored
 - Certification schemes
 - Technological innovation
 - Training/Education
 - Changes in community choices, actions

Partnerships performance indicators

- **Business plan as de facto governance document, outlining roles and responsibilities**
- **Quality, frequency of communications**
- **Diversity of relationships**

Question for the group

- How do you monitor the performance of your partnership?
- What do you look for as indicators that your partnership is achieving its goals?



Scaling up impact

- **Typologies of scale up and replication**
- **Scaling up for what: Sustainability or impact?**
- **Who is responsible for scale up?**
- **Timeline for scale up**
- **Replication and “open source”**

Question for the group

- What are the challenges of scale up?