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

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<thead>
<tr>
<th>Type of enterprise</th>
<th>Critical success factors</th>
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<tbody>
<tr>
<td>Community services</td>
<td>• Technical expertise</td>
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<td>• Community engagement</td>
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<td>• Public sector engagement</td>
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<td>Social / environmental products</td>
<td>• Technical expertise</td>
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<td>• Industry standards</td>
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<td>• Enabling environment</td>
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<td>Social / environmental services</td>
<td>• Synergies with other services; businesses</td>
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<td>• Personal qualities for front line service delivery</td>
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<td>Ecosystem services management</td>
<td>• Part of local community; participatory</td>
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<td></td>
<td>• Stakeholder engagement</td>
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<td>• Technical assessment: identification of priority areas</td>
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<td>• Education/Promotion</td>
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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?