



The SEED Programme

A community development approach



SEED is a cooperative community development programme that helps communities create value from their land, culture and people to improve their own quality of life.

The SEED programme has been primarily developed to work with indigenous first nations people.

In a world that is becoming increasingly globalised and more homogenous, it's more and more important to provide platforms allowing these communities to retain their own cultural diversity while becoming more sustainable and self determining.

THE SEED VISION

The long term vision for SEED is to support the global connection of indigenous communities through cooperation and trade so they can mutually support each others' social and economic development.

PROGRAMME BENEFITS

THE BENEFITS TO THE COMMUNITIES

- SEED empowers communities to identify their own long-term development objectives and social, productive and commercial project ideas.
- SEED provides governance, operational and enterprise development skills to move from ideas to project reality.

- SEED is collective and links project impacts for continuous reinvestment in the community.
- SEED gets to action quickly by rapidly delivering social, environmental and commercial projects, business plans and operational structures.

THE BENEFITS FOR GOVERNMENT

- SEED coordinates efforts around the express needs and aspirations that the community deem important.

THE BENEFITS FOR NGOS AND DEVELOPMENT AGENCIES

- SEED coordinates efforts for NGOs and agencies to deliver their existing programmes to support the community.

THE BENEFITS FOR BUSINESS

- SEED provides opportunities for business to co-create projects in partnership with communities to deliver shared value that is mutually beneficial.

THE BENEFITS FOR GRANT FUNDERS AND INVESTORS

- SEED creates a pipeline of fundable projects and a mechanism to allow the community to take greater control of their own financial investment over the long term.

SEED New Zealand

MANUREWA MARAE ●

● NGĀTI PAOA

● NGĀTI MĀKINO

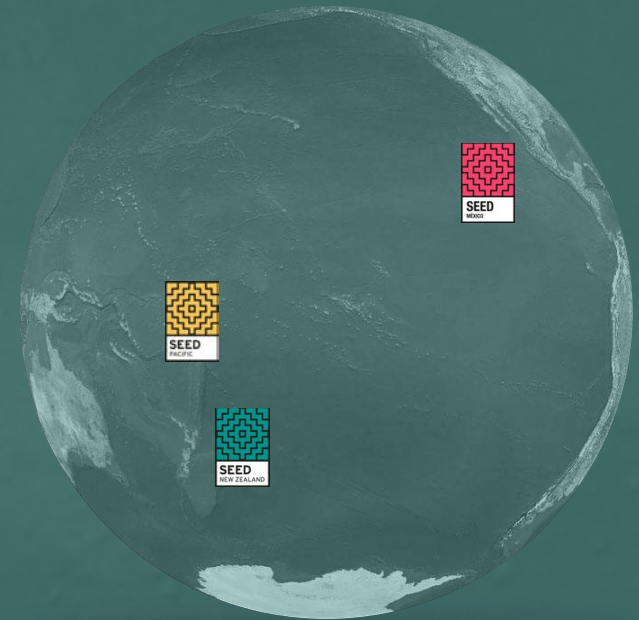
BULLER - TE HĀ O KAWATIRI ●

● AWARUA RŪNANGA

SEED globally

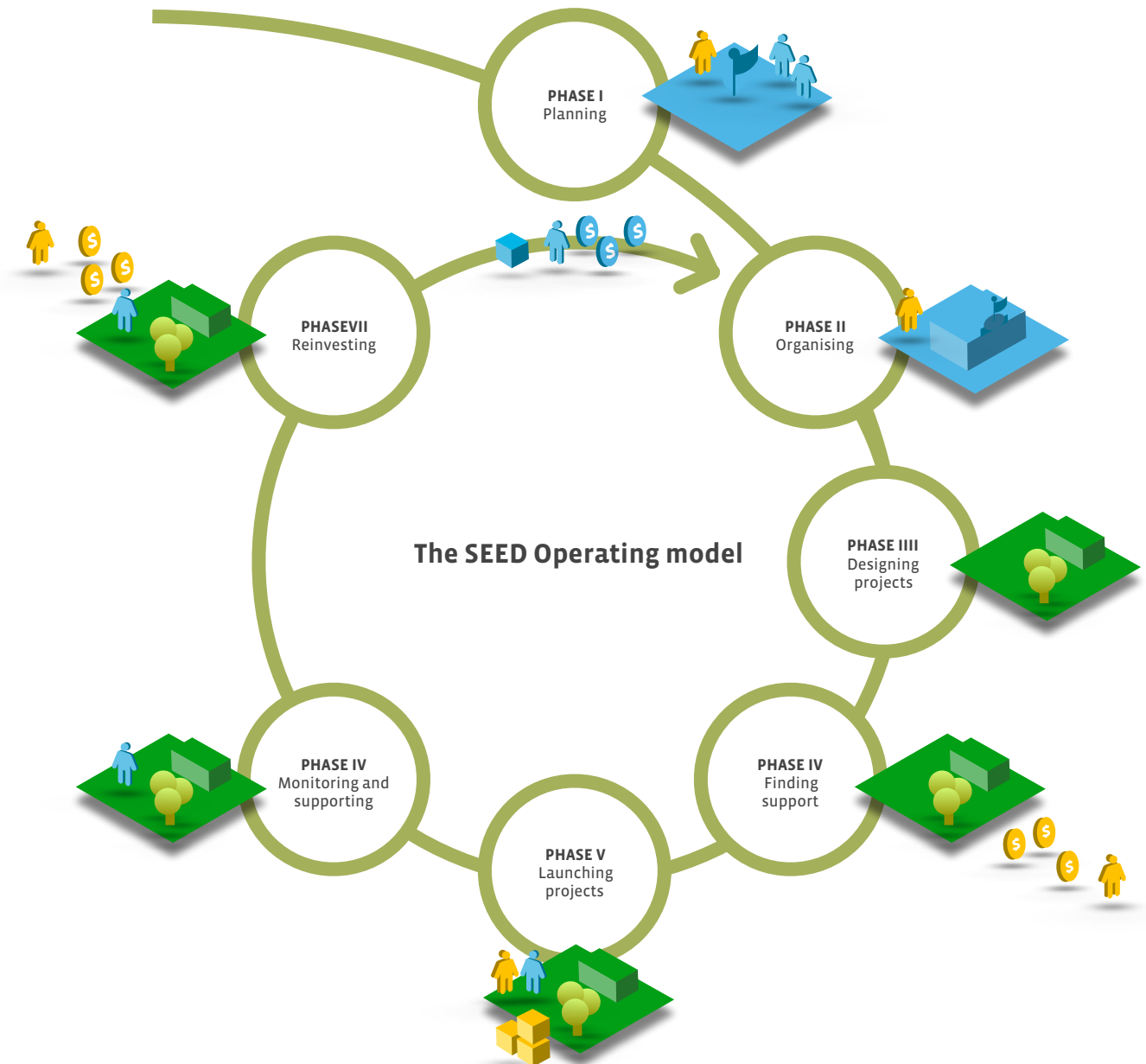
The SEED programme has been successfully delivered in Vanuatu, Mexico, Israel and New Zealand.

- The original SEED pilot worked with a 1,200 person community in Lollihor, Ambrym, Vanuatu in 2011.
- The programme expanded to Mexico in 2012, where it continues to be delivered by Fundación ORB across seven communities in the States of Oaxaca, Yucatan and Quintana Roo.
- Returning to New Zealand in 2015, SEED is currently being delivered across four active communities from Southland to Auckland.



The operating model

SEED is broken into seven phases, each phase has its own activities, outputs and outcomes. The intent is to create a virtual circle so the impacts and benefits of all community inspired projects support future projects.



The approach

WORKING WHERE SEED IS WANTED

SEED works for communities where they can see the value of a 'community up' approach.

COMMUNITY UP

The programme works at a grass roots level, where the members decide what is important to them and place emphasis on building the skills required to put goals into action.

SMALL SIMPLE AND QUICK

SEED places emphasis on delivering many small, simple and quick solutions. SEED takes the position that developing a portfolio approach is far more desirable than focusing on a single 'silver bullet' project.

COOPERATIVE

Engaging in the SEED programme means being open to cooperation and inviting other development partners to help deliver specialist programmes in support of the community. This is key to making deep change happen.

MAKING IMPACT

ORGANISATION OUTCOMES

The early phases of SEED concentrate on setting the intent (setting goals and identifying potential projects) and on getting things organised. There are indicators that

help understand the success of the programme including:

- A clear set of community objectives and a strategy.
- Identification of a number community inspired social, productive and commercial projects.
- A governance and operational structure and better community focussed decision making.
- A structural model for continual growth of social and economic return to the community over time.
- Greater alignment of existing social services with the community need and intent.
- Increased community communication and member participation.
- Increased collaboration, participation and investment from the the public and private sector.

PROJECT OUTCOMES

Operational impact occurs when projects are developed and delivered. SEED has three types of project impact:

1. Operational impacts (primarily employment)
2. Project based impacts (social and environmental)
3. Financial impacts (income generated from projects).

Any community inspired project provides varied impacts, however it is expected that each project will move the community forward towards achieving shared goals and community objectives.

SEED Phase I – Planning

Working with the community to deliver a community roadmap that links local projects to the long term aspirations of the community.

ACTIVITY

- Delivering a community presentation on the programme to build support and seek validation to continue.
- Undertaking desk research to build an understanding of the region the community occupies. This can include its geography, cultural history, society etc so the SEED team has an understanding before entering the community.
- Living within the community for a number of weeks to undertake field research, carry out interviews and develop insights and ideas.
- Opening communications channels with the community.
- Facilitating community workshops, including:
 - Agreeing a set of long-term community development objectives and aspirations.
 - Identifying assets and conceptualising a number of potential social, productive and commercial projects.
- Creating a community roadmap and presenting this to the community for addition, revision and confirmation.

DELIVERABLES

- A single page poster community roadmap that identifies:
 - The organisation structure and strategy for the roadmap.
 - An agreed set of community inspired long term objectives.
 - A set of linked social, productive and commercial projects that help to deliver on these objectives.
 - An indicator framework and assumed impacts should the projects be delivered.
- A presentation and short report that details the community roadmap.
- A project recommendation report.

SEED Phase II – Organising

Working with community members to provide information on governance structures, operational structures and project management training to get the structures in place to move things forward.

ACTIVITY

- Delivering a presentation and workshop on forming a Community Development Association.
- Facilitating a workshop on the basics of project management and how to develop a project plan.
- Providing mentoring and support to help the community advance its organisation and project management.
- Making recommendations and introductions to professional networks.

DELIVERABLES

- A workshop and a 68 page guide to setting up a Community Development Association that details how to set up an new organisation (Trust or Society), organisational structures, community membership, measurement, financial structures and associated templates.
- A guide to setting up a new project and recruiting project teams.
- A workshop and guide to project management and associated templates.



Guide to forming a
Community Development Association

SEED Phase III – Designing projects

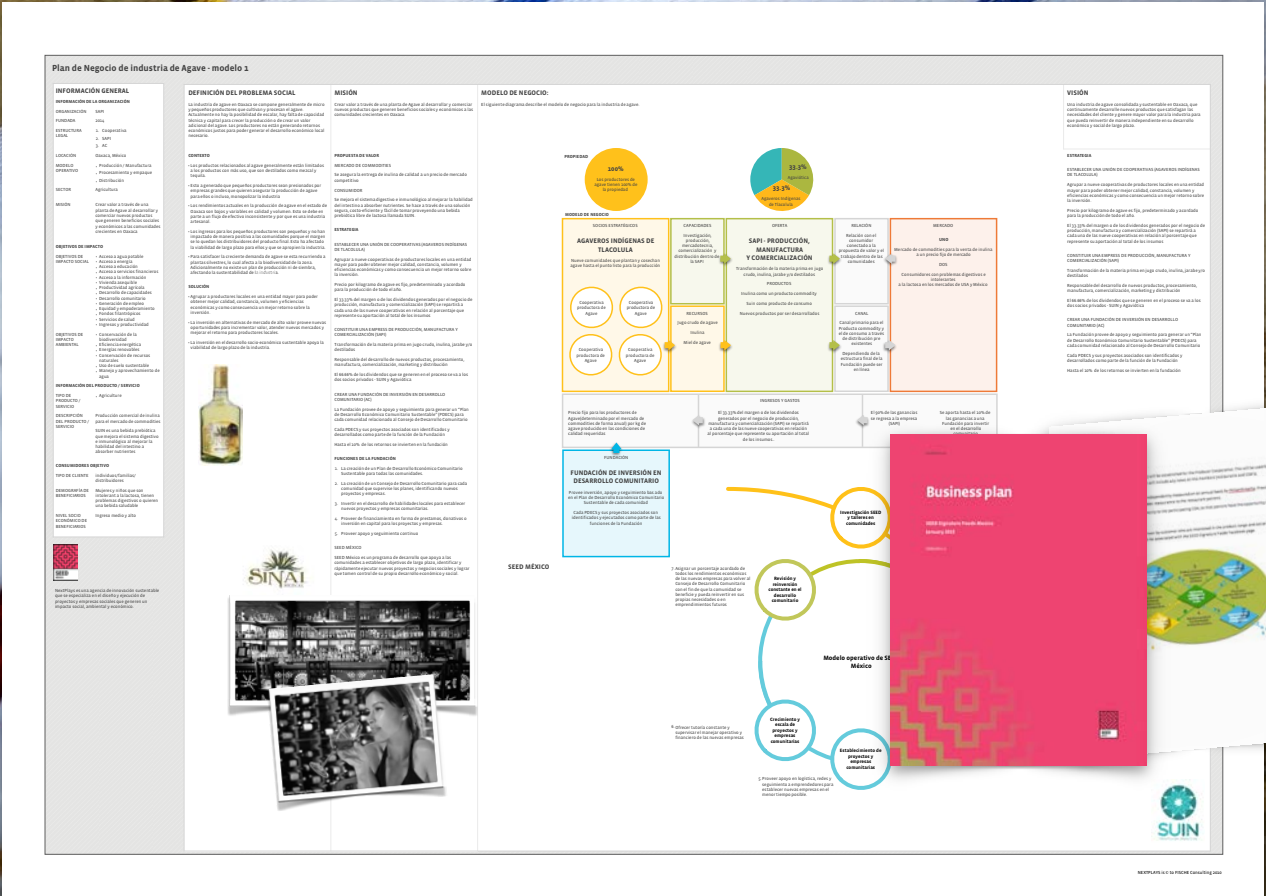
Moving multiple projects from ideas to plans by inviting potential partners to support community projects and delivering a new project startup programme to develop viable new enterprise plans.

ACTIVITY

- Facilitating a one day multi-stakeholder workshop to cooperatively explore six associated projects and develop an action list to move those projects forward.
- Providing mentoring and support to help the community advance the multi-stakeholder project plans.
- Facilitating three multi-day start up labs to move project concepts to validated business models and plans including:
 1. Learning, designing and prototyping business models based on the initial project concept.
 2. Researching and iterating the business model to validate its viability as a project.
 3. Pitching and learning from potential support partners and funders.
- Creating business models and plans.

DELIVERABLES

- A project terms of reference document and plan for each project associated with the multi-stakeholder workshop.
- Multi-day start up labs workshop guide.
- A single page poster business plan from the multi-day start up labs including:
 - Project structure, plan and organisation.
 - The value proposition, offer and key attributes.
 - The customer.
 - The marketing approach (attracting and retaining customers).
 - The revenue model.
 - The operational model.
 - Financial projections.
 - Business assessment and risks.
 - Impact assessment and benefit to the community.



Phase IV – Building support

Sourcing the resources to support new projects and enterprises, and host SEED community networking events to share roadmaps, projects and build collective support.

ACTIVITY

- Delivering a hybrid impact assessment report that links the financial, new capabilities and support for every new project to the desired impacts wanted by the community.
- Advocating for community projects, presenting and introducing a variety of partners, grant funders and investors to support new projects.
- Developing relationship agreements (Memoranda of Understanding (MOU), contracts and variable suspensory loans (VSL)) between the community organisation and the funding partners.
- Providing opportunities for the community to attend regular networking events with other SEED communities to share learning and find opportunities for collaboration and project expansion. This includes introductions to new networks and potential partners.

DELIVERABLES

- A hybrid impact assessment report.
- Project pitches.
- Access to SEED community networking events.
- Prepared MOUs, contracts and VSL agreements.



Phase III
Projects development
Terms of reference

NEW ZEALAND VERSION 1.1

maven

SEED
FOR
CHANGE

SECTION 1: INTRODUCTION

1.1.1. The purpose of this document is to provide a clear and concise overview of the project's objectives, scope, and expected outcomes. It is intended to serve as a reference for all project stakeholders and to ensure that everyone is working towards the same goals.

1.1.2. The project is a collaborative effort between the community and the organization, and it is essential that all parties understand their roles and responsibilities. This document outlines the key areas of focus and provides a framework for the project's development.

1.1.3. The project is designed to be flexible and adaptable, allowing for changes as needed. It is important to maintain open communication and to regularly review the project's progress to ensure that it remains on track and meets the needs of the community.

SECTION 2: PROJECT OBJECTIVES

2.1. The project aims to improve the quality of life for the community by providing access to essential services and resources. This includes the development of infrastructure, the provision of training and support, and the implementation of community-based initiatives.

2.2. The project is focused on the following key areas:

- Infrastructure development: This includes the construction of roads, bridges, and other essential infrastructure that will improve the community's access to services and resources.
- Training and support: The project will provide training and support to community members, helping them to develop the skills and knowledge needed to improve their lives.
- Community-based initiatives: The project will support the development of community-based initiatives that address the specific needs of the community.

2.3. The project is designed to be sustainable and self-reliant, ensuring that the community can continue to benefit from the project's outcomes long after the project has ended.

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Project development terms of reference

Phase V – Launching projects

Work alongside project teams with mentoring and hands on support to get the startup projects operational as quickly as possible.

ACTIVITY

- Working alongside the project teams to:
 - Provide encouragement and mentoring.
 - Co-design organisational structures, process and procedures to help the start-up function.
 - Prototype product ideas.
 - Develop experience models.
 - Undertake user testing.
 - Finding partners to support new venture.
 - Provide external oversight of the project development and making sure the project teams are working to the agreed project plan and not deviating or adding additional elements that add cost, complexity or delays.
- Working alongside the projects oversight manager to track the progress of project development.

DELIVERABLES

- Viable projects to the point of startup.
- Project tracking reports.



Richard Hanson who leads the SEED operational team in Oaxaca, Mexico working alongside Carlos Lopez Moreales to process mesquite pods.

Richard is helping the SEED Santiago Suchiuitongo community association to develop a Mesquite flour start-up, selling processed flour and cookies.

SEED Phases VI and VII – Monitoring, supporting and reinvesting

Additional phases to support the community to move forward

PHASE VI - SUPPORTING PROJECTS

ACTIVITY

- Providing independent quarterly monitoring and reporting on the social, environmental and economic progress of the Community Development Association.
- Providing a report to funders and other stakeholders on the progress.

DELIVERABLES

- An independent quarterly monitoring on the social, environmental and economic progress of the Community Development Association.

PHASE VII - REINVESTING THE BENEFITS

ACTIVITY

- Collaborating with the Community Development Association to agree new projects based on the success of past projects.
- Making recommendations for advancing more projects including:
 - Repeating the facilitation (if needed) of the one day multi-stakeholder workshop to cooperatively explore six new projects.
 - Repeating the facilitation (if needed) of the three multi-day start up labs to move new project concepts to validated business models and plans.

DELIVERABLES

- An independent monitoring and reporting on the current projects and their impact on the Community.

Results to date

The following table provides an overview of deliverables and results in New Zealand communities to date through participation in the SEED programme..

COMMUNITY	BACKGROUND	PHASE I	PHASE II	PHASE III	PHASE IV	PHASE V
TE HA O KAWATIRI	A multi-cultural community development project for the Buller district. <i>Commissioned May 2015.</i>	Delivered the community engagement programme and community roadmap.	Delivered organisation workshops and documentation. The community is now an incorporated society working towards charitable status.	Supported collective development of six projects and two individual social project plans.	Successfully raised funding from MBIE/MPI to fund a commercialisation strategy for harakeke. The project is awaiting go ahead by the community.	
AWARUA RUNANGA	A māori community development project for whānau living in Bluff. <i>Commissioned September 2015.</i>	Delivered the community engagement programme and community roadmap.	Delivered organisation and project management workshops. The community now has a functioning operational committee.	Delivered the new venture workshop for two new commercial projects and delivered two business models and plans.	Provided support for project fund raising. Support has been provided by Ngāi Tahu and various Southland economic development agencies.	Community now has three full time employees employed by Awarua Runanga moving to launch. SEED continues to actively support the project leaders.
MANUREWA MARAE - TAIOHI WHAI ORANGA	A māori community development project focussed on supporting youth development. <i>Commissioned August 2015.</i>	Delivered the community engagement programme and community roadmap.	Provided a development pathway for the formation of a new legal entity.	Delivered preliminary prototyping of a whanau based enterprise startup programme with an associated project. Awaiting funding to advance the project.		
NGATI MAKINO	A predominately rural iwi community development project. <i>Commissioned November 2015.</i>	Delivered the community engagement programme and community roadmap.	Not requested, but SEED provided documentation to support the development of an organisational structure to support the community.	Phase III is due to commence in November 2016.		
NGATI PAOA	A predominately urban iwi community development project. <i>Commissioned June 2016.</i>	Delivered the community engagement programme and community roadmap.	Not requested, but SEED provided documentation to support the development of an organisational structure to support the community.	Phase III is due to commence in October 2016.		

Background

The SEED programme has been delivered in four countries and to over ten communities over the last four years.

GENESIS

In 2012, an initial pilot of the SEED programme was developed as a pilot for a community of 1,200 people on the island of Ambrym in Vanuatu. This was jointly funded by Maven Consulting, Peter Salmon and Save the Children. The pilot was designed to deliver phase one of the programme and, once the community plan was delivered, it had 95% support from the entire community based on their desire to advance the plan.

MEXICO

During the Vanuatu Pilot Peter Salmon began working on the establishment of Fundación ORB in México City. He was commissioned by Moises and Cynthia Araf to develop programmes with the mission to be a 'Foundation for Foundations', to support and strengthen the social impact sector in Mexico.

The specific focus was to alleviate the poverty of opportunity that challenge youth and small marginal communities throughout the indigenous south of México.

In August 2012, the Foundation began in earnest with the design and testing of integrated programmes to make sure they delivered the desired outputs and outcomes.

Today the Fundación has a dedicated operational team delivering the SEED programme in seven communities across the Yucatan, Oaxaca and Quintana Roo states. Additionally the Fundación was invited to pilot the programme in Tiberias, Israel in 2014.

NEW ZEALAND

Peter Salmon returned to New Zealand in mid 2015 to develop a Maven SEED operational team to deliver the programme with iwi and hapu communities across the country.

LEGAL STATUS

Fundación ORB is a charitable organisation.

Currently the SEED programme in New Zealand is being structured as a Trust and applying for charitable status.

Project partners

NEW ZEALAND

There are a number of funding, channel and support partners working with the SEED programme in New Zealand including:



MEXICO

There are a number of funding channel and support partners working with the SEED programme in Mexico including:



Contact



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