



# FOOD HIVES TO NOURISHING CITIES

SOCIAL ENTERPRISE DEVELOPMENT  
FOR COMMUNITY SEED BANKING  
TRAINING MODULE





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# COURSE OUTLINE

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## **I. Introduction/Background**

## **II. Community Seed Banking Overview**

- A. What is Community Seed Banking
- B. Objectives of Community Seed Banks
- C. Importance of Community Seed Banks

## **III. How is Community Seed Banking organized?**

## **IV. Transforming Community Seed Banks into a Social Enterprise**

- A. Social Enterprises Defined
- B. Differences from Regular Enterprises
- C. Different Forms of Social Enterprises
- D. Characteristics of a Social Enterprise
- E. Characterization of a Social Enterprise
- F. Life Forces Behind a Social Enterprise
- G. Life Cycle of a Social Enterprise

## **V. The Social Entrepreneur**

- A. Characteristics of a Social Entrepreneur
- B. Pointers for Entrepreneurs

## **VI. Business Planning**

- A. Basic Processes in Transforming into a Social Enterprise
- B. The Business Plan

# TRAINING DESIGN

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## *Training Objectives*

### **General Objective**

This module aims to aid self-help groups engaged in community seed banking projects to transform to social enterprises

### **Specific Objectives**

At the end of the training, the small-holder participants are expected to:

1. Define and describe a social enterprise, its concepts and ideas;
2. Discuss its importance and relation to sustaining the women farmers' initiatives in community seed banking through social enterprise development
3. Initially identify the steps and processes on how the self-help groups' community seed banking projects can be transformed or developed into social enterprises;
4. Formulate a business plan on developing the CSBs into a social enterprise; and
5. Give recommendations on how to further improve the training.



One-Day Training Design

TIME	OBJECTIVES	TOPIC/ACTIVITY	METHODOLOGY	MATERIALS NEEDED	PERSON RESPONSIBLE
8:00 – 8:30		<b>ARRIVAL AND REGISTRATION</b>			
8:31 – 8:40		<b>INTRODUCTION</b> Opening Prayer National Anthem Welcome Remarks			Training Management Team
8:41 – 9:15	To level-off on the objectives and the expected outcomes of the activity	<b>TONE SETTING</b> <ul style="list-style-type: none"> <li>• Activity Introduction</li> <li>• Expectations Check</li> <li>• Training Objectives</li> <li>• Discussion Flow</li> <li>• Host Team formation</li> </ul>	<p>Presentation of the rationale and objectives of the training.</p> <p>Discussion on the training objectives and how these relates to the participants' expectations.</p> <p>Participants' apprehensions and fear on the training will be addressed arriving to suggestions and recommendations.</p>	<p>PowerPoint presentation</p> <p>LCD projector</p> <p>Audio equipment</p> <p>Meta cards</p> <p>Pentel Pen</p> <p>Masking Tape</p> <p>Manila Paper</p>	Training Management Team
9:16 – 9:30		<b>BREAK</b>			



TIME	OBJECTIVES	TOPIC/ACTIVITY	METHODOLOGY	MATERIALS NEEDED	PERSON RESPONSIBLE
	<i>At the end of the topic discussion, the participants (women farmers) are expected to:</i>				
9:30 – 10:30	<ul style="list-style-type: none"> <li>Level off on the vision in establishing the community seed bank</li> <li>Share and explain the importance of community seed banking</li> <li>Discuss the requirements in setting up a community seed bank</li> </ul>	<b>Topic 1. Overview of Community Seed Banking</b> A. What is Community Seed Banking B. Objectives of Community Seed Banks C. Importance of Community Seed Banks	<b>Activity:</b> Workshop – Divide the participants based on their organizational affiliation.  What is the current status of the Community Seed Bank you are implementing? a. Why do you want /did you engage in seed banking? b. What is your vision of your seed bank? c. What do you have now for a seed bank? d. How do you operate your seed bank? e. Status of your seed bank operation.  Interactive Lecture/Discussion after the WS results presentation	PowerPoint presentation  LCD projector  Audio equipment  Meta cards  Pentel Pen  Masking Tape  Manila Paper	Resource Person

TIME	OBJECTIVES	TOPIC/ACTIVITY	METHODOLOGY	MATERIALS NEEDED	PERSON RESPONSIBLE
	<ul style="list-style-type: none"> <li>• Discuss the basic considerations in setting up of a CSB</li> <li>• Share the women farmers' experiences on how they established their CSBs</li> </ul>	<p><b>Topic 2. How is Community Seed Banking Organized?</b></p>	<p>Interactive Lecture/Open Discussions</p> <p>Sharing of experiences in establishing the CSB</p>	<p>PowerPoint presentation</p> <p>LCD projector</p> <p>Audio equipment</p> <p>Meta cards</p> <p>Pentel Pen</p> <p>Masking Tape</p> <p>Manila Paper</p>	Resource Person
9:30 – 10:30	<ul style="list-style-type: none"> <li>• Define a social enterprise and how it differs from other business enterprises</li> <li>• Discuss the characteristics of a social enterprise</li> <li>• Explain the life cycle of a social enterprise</li> </ul>	<p><b>Topic 3. Transforming CSBs into a Social Enterprise</b></p> <p>A. What is a Social Enterprise?</p> <p>B. Differences from Regular Enterprises</p> <p>C. Different Forms of Social Enterprises</p> <p>D. Characteristics of a Social Enterprise</p> <p>E. Characterization of Social Enterprise</p> <p>F. Life Forces Behind a Social Enterprise</p> <p>G. Life Cycle of a Social Enterprise</p>	<p>Interactive Lecture supported by examples and illustrations</p>	<p>Laptop</p> <p>LCD</p> <p>Sound System</p> <p>PowerPoint presentation</p> <p>Handouts</p>	Resource Person



TIME	OBJECTIVES	TOPIC/ACTIVITY	METHODOLOGY	MATERIALS NEEDED	PERSON RESPONSIBLE
10:30 – 11:00	Describe an entrepreneur  Identify himself as a future entrepreneur	<b>Topic 4. The Social Entrepreneur</b> A. Who is an entrepreneur? B. Characteristics of a Social Entrepreneur C. Pointers for Entrepreneurs	Interactive Lecture supported by examples and illustrations	Laptop  LCD  Sound System  PowerPoint presentation  Handouts	Resource Person
12:00 – 1:00		<b>LUNCH</b>			
2:00 – 3:30	Introduce a tool for planning in transforming CSB into a social enterprise  Formulate a business plan for the CSB as a social enterprise	<b>Topic 5. Business Planning</b> A. Transforming into a Social Enterprise B. The Business Model Canvas C. Business Planning Contents  Sharing of experiences regarding Social Enterprise undertaking: 1. Kool -NE 2. Kalikasan NE 3. Gratia Plena	Interactive Lecture supported by examples and illustrations  Workshop 1 – Divide the participants according to their organizational affiliation. Based on the sharing of experiences and their own experience in establishing the CSB, each group will formulate their plan on how they will transform the existing CSBs into a SE.  Formulate a simple business plan that will help or guide them in setting up an SE for the CSB.	Laptop  LCD  Sound System  PowerPoint presentation  Handouts   Manila Paper Masking Tape Pentel Pen	Resource Person

TIME	OBJECTIVES	TOPIC/ACTIVITY	METHODOLOGY	MATERIALS NEEDED	PERSON RESPONSIBLE
4:30 – 5:00	<p>Discuss the strengths and weaknesses in the conduct of the training</p> <p>Give recommendations on how to improve the conduct of the training</p>	<b>Topic 7. Training Assessment</b>	<p>The assessment may be done through initiating an activity, e.g., game with focus on training assessment, e.g. evaluation clap, Bingo, etc.</p> <p>After the game, the written Evaluation Form will be distributed for the participants to accomplish.</p>	<p>Rules or Instructions for the game or activity</p> <p>Evaluation Form</p>	Training Management Team
		<p><b>Closing</b></p> <p><b>Awarding of Training Certificates</b></p>			Training Management Team
<i>-nothing follows -</i>					

# COURSE CONTENTS

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## I. INTRODUCTION/BACKGROUND

This module provides an overview of Community Seed Banking (CSB), its importance, how to organize it and the steps in transforming CSB to an enterprise. In discussing the process to transform to an enterprise, features of a social enterprise would be given premium.

This module provides training guide and handouts. The training guide will include notes on the adjustments to be made in the module if face-to-face conduct is not possible.

## II. OVERVIEW OF COMMUNITY SEED BANKING

### A. *What is Community Seed Banking*

#### *Definition*

Community seed banks are mainly informal institutions, locally governed and managed, whose core function is to store and preserve genetic diversity seeds for local use and future generation.

Community Seed banks offer a way to preserve that historical and cultural value – in that sense, seed banks are like seed libraries that contain valuable information about evolution strategies of plants.

A community seed bank is seen as the place to obtain seeds of local crops and varieties, as commercial seed companies, extension input depots, and private dealers are marketing only modern varieties and hybrids of a limited number of crops.

Community seed banks are trying to regain, maintain, and increase control over seeds by farmers and local communities and to strengthen or establish dynamic forms of cooperation among and between farmers and others involved in the conservation and sustainable use of agricultural biodiversity.

A seed bank is **a place where seeds are stored**. The purpose of a seed bank is **to preserve the genetic diversity of plants so that they can be used in the future to help improve crops or create new varieties of plants**. Seed banks are often located in countries with diverse climates and ecosystems so that they can store a wide range of plant species. Seed banks play an **important role in preserving the genetic diversity of plants, which is essential for the future of agriculture**. Seed banks also help to **ensure that new and improved varieties of plants can be created, by storing the seeds of rare or endangered plant species**. Seed banks help to **preserve the genetic diversity of plants**, which is essential for the future of agriculture. Seed banks also help to ensure that new and improved varieties of plants can be created, by storing the seeds of rare or endangered plant species. In addition, seed banks can provide a source of income for farmers and other people who collect and sell seeds.[1]

## **B. Objectives of Community Seed Banks**

Seeds along with agricultural biodiversity are key resources of rural resource-poor people, established through generations of cultivation, used and exchanged freely as part of the culture. This important culture of sharing slowly disappeared and replaced by control over seeds by commercial companies during the twentieth century. Privatization of seeds in the hands of a few transnational corporations was more evident in the past decades facilitated by international trade rules. Genetically engineered crops contributed more to this increasing control.

The community seed banking (CSB), a good practice under the **informal seed system leads farmers into producing, saving, and sharing their seeds**. They each retain from their harvest a certain amount of seeds for the next cropping season, ensuring an adequate supply of good seeds in communities without commercial seed centers. Equally important, this system **helps farmers conserve their traditional varieties**, which is a significant item in the agenda of the UN Food Systems Summit in September 2021. In their 2005 book titled, “The rich but little-known chronicles of community seed banks,” Vernooy et al. said that such banks, which have been around for about 30 years [in some countries], were **designed to “conserve, restore, revitalize, strengthen, and improve local seed systems, especially, but not solely, focused on local varieties.”**[2]

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[1] *What Is The Purpose Of Seed Bank?.* GrowLightsBuddy. <https://growlightsbuddy.com/what-is-the-purpose-of-seed-bank/>

[2] *Community seed banking works.* Aldrin Castro. PhilRice. August 3, 2021. <https://www.philrice.gov.ph/community-seed-banking-works/>

The following are the objectives of Community Seed Banks:

- To maintain the conservation of our heritage crops
- Accessibility of planting materials for farmers and community
- Availability of seed supply
- Sustainability of agricultural bio-diversity
- To prevent the loss of genetic diversity in rare plant species.
- To improve local seed system

### ***C. Importance of Community Seed Banks***

1. Preservation of crop diversity for future generation. This is the most important reason for the storage of seeds. Just as human beings and animals are adapted to different conditions for survival, so are crops. Different types of the same species exist due to this adaptive nature. Therefore, it is of critical necessity that such diversity is preserved.

2. Protection from climate change. One thing is certain about the future: higher temperatures, too much or too little rain will increase the risks and bring in unpredictability which will make our food systems vulnerable.

For a couple of decades now, the world has witnessed radical climatic change that has been accelerated by increased industrial pollution. Crop extinction is inevitable with such extreme changes. If seeds are stored in seed banks, the danger of total elimination of certain species of crop is eliminated.

3. Protection from natural disasters. Natural disasters are unforeseen events that could lead to complete annihilation of crops from the face of the earth. The foresight of keeping seeds in a seed bank could save such a situation. Malaysian rice paddies for example, were wiped out during tsunami and international seed banks provided farmers with seeds that helped them start over.

4. Disease resistance. Crop diseases are highly contagious and very deadly to plants. A serious break out could completely eliminate crops. Where diseases have ravaged crops and left no traces that farmers could start on, seed bank can intervene and provide them with seeds that will enable them to start on a clean slate.

5. Provide seed material for research. Seeds that are stored in seed banks can be made easily available to scientist and researchers who wish to study the seeds specially in such research could lead to improvement of crop production.

6. Preservation from man-made disasters. Man-Made disasters such as war and oils spills could lead to the annihilation of crops. Countries that engaged in war make it difficult for farmers to continue farming and its easy for crops to disappear. One peace is stored seeds can be retrieved from seed banks and replanted.

### III. HOW IS COMMUNITY SEED BANKING ORGANIZED?

*Basic considerations in organizing Community Seed Banks*

#### 1. Developing Partnerships and Recruiting People

Community seed banks require a diverse pool of people with complementary skills, resources, and knowledge. You'll need skilled gardeners, hopefully a few veteran seed savers, and people who enjoy organizing and record keeping. But the most important person is the one who brings a passion for collaboration. Look for helpers from other seed and garden projects in your community, such as people who have attended a seed swap or are part of a community garden. Also consider recruiting food and health advocates, community organizers, students, or information management/technology professionals whose skills align with your needs.

#### 2. Establishing Structure, Site, and Seed Base

##### Structure

Once you have formed your core group of organizers, take time for the group to reflect on the different aspects of scope and operational structure. The following are suggested questions to serve as guide:

- a. How will the group make decisions? Do you need centralized leadership?
- b. Will the seed bank be open to the public, or will participants need to become members and/or make any commitments to support the project?
- c. At what times (year, month, week, and times of day) will the inventory be accessible, and will volunteers be available to help when it requires care?
- d. Will all types of seed be accepted for the inventory? Will it be limited to seed grown by the participants, or will it also include seed from commercial or nonlocal sources?
- e. Does the group want to organize a seed grow-out program and set priorities for increasing the amount and quality of certain seeds?
- f. How much of a focus will you have on education about seed saving and what space or resources will this require?

## Site

The ideal site for a community seed bank must provide adequate storage for the seed inventory and be accessible to the public. Selecting a site can sometimes be compromise. Seeds last longer in ideal conditions, but long-term storage will not be a major issue because community seed banks distribute seed regularly and get new seed on a seasonal basis. The following may serve as guide when selecting a site:

- a. **Accessibility.** Choose a site that is convenient for your community, where people will want to visit. Make sure there is enough space around the seed inventory for several people to be there at the same time. Try finding a space where groups can also gather for educational programs, social events, or instructional classes.
- b. **Climate.** Select a site where your inventory will stay dry and protected from weather—usually indoors with cool or at least stable temperatures.
- c. **Protection from pests.** Evaluate whether there is a risk of rodents, insects, or other animals causing damage to your seeds.
- d. **Cost.** It would be great if you can get the space for free via partnerships. If you are renting, you need to consider utility, insurance, and other monthly operating costs in your budget.
- e. **Additional storage.** Consider whether you need extra room for supplies like inventory records, seed saving books, and other materials. It also might help to have space to store seed donations until they are sorted, labeled, and ready to be offered to your patrons. Consider planning your community seed bank in partnership with representatives of an existing organization that can offer a site such as:
  - Book-lending libraries
  - Churches
  - Schools
  - Parks, community gardens, or nature centers with buildings
  - Community centers or other civic organizations that are open to the public
  - Nonprofit organization offices

## Membership or Public Access

Many community seed banks ask participants to enroll as members before giving them access to the seeds. Membership may be requiring fees/dues or volunteer requirements. Activities must be programmed, tracked and recorded. The extra steps for becoming a member can cultivate a more involved community of people who join. The more investment and interest, the more likely it will be that people save seeds and donate them to the inventory, not just take seeds away.

And of course, even small membership fees provide community seed banks with funds to support operational costs. Some community seed banks are open to all and do not require any form of membership, engagement, or volunteerism. This public model provides more people with greater access to seed, including new gardeners looking to get started and those not able to afford seed purchases. This model works especially well if you already have a strong group of people who are excited about seed saving and sharing their seed and skills. Both models have their advantages and disadvantages and can work for your community; it really depends on your goals, vision, and capacity.

### Hours of Operation

It is important to establish the hours of operation of the seed bank. This will make operation more efficient. Depending on the level of seed inventory, business hours may not be on a regular basis, instead a scheduled business operation is announced on a monthly basis.

### Budget and Funding

Operating a seed bank has costs. So, membership fees and other services may be included in financial planning of the seed bank. It is important to generate a financial plan in order to sustain the operation of seed bank. Income generating activities will help provide regular fund for the seed bank.

### 3. Caring for Your Inventory and Making It Grow

Operating a seed bank has a responsibility to provide quality seeds. The patrons must be trained in growing healthy seeds. Systems must be put in place to help people take and add seeds in way that ensures the inventory remains organized and full of healthy, viable seed.

#### Maintaining Inventory

Depending on the design of the seed bank, in terms of period in storing the seeds and type of seed to store, it is important that the storage area is properly structured and enough inventory is maintained.

#### Keeping Records

Establish a recording and tracking system that can alert you to which varieties are most popular and which are low in stock and in need of grow-outs the next season. Your records will provide information as to who is utilizing the seed bank and how it's being used, and they will help you assess whether you need to limit the amount of seed people take and which seed donations you need. Either a paper- or computer-based tracking system can work.



### Discarding Seeds

It's a good idea to go through the seed in your inventory at least once a year and throw out anything that is too old, is poorly labeled, or has bugs or mold in it. If you're able, perform germination tests on your inventory. When a seed becomes "too old" depends on its type and how it has been stored. Some banks keep seed that is older or has a low germination rate, and they suggest that their patrons account for the decreased "germ rate" by seeding more densely (three or four seeds in a hole instead of one or two). You have a responsibility to inform gardeners of older seed or seed with questionable germination. Frustrated patrons who plant dead seed and miss a gardening season won't be big promoters of community seed.

### On-going Participation of Your Patrons and Volunteers

As new people sign up for your seed bank, they will look to you or your organizing team for guidance on how to be involved. Have a system in place that explains their roles in maintaining the seed inventory. Create a Facebook page or website, send out emails, or make announcements in your community to regularly update people on what's happening with the project and how they can help.

### Encourage Seed Saving and Sharing

Many community seed banks discover, during their early years, that people tend to take seeds without adding any. All banks require deposits and savings if they're going to help others in need. Overcoming this issue can be the most rewarding part of your project; teach people the techniques and importance of saving seeds so they can choose to take a more active role in your local seed system. One day, you'll have a group of seed savers who make the effort to return seed every year, increasing your community's seed capital.

Teach your volunteers and patrons how to save seed and encourage them to return seed to the seed bank. Providing incentive for returning and adding seeds must be a practice. This will activate participation and will contribute to increasing seeds inventory.

Develop programs that will expand variety of species that the seed bank will have. Study the demand of patrons for the type of species being required.

#### 4. Spreading the Seeds and Succeed

Sharing the experience will gain positive feedback and may help other seed bank in other locations. You may use different media in doing the sharing.

**Reference:** [Start-Seed-Bank.pdf \(seedsavers.org\)](#)

## IV. TRANSFORMING COMMUNITY SEED BANKS INTO A SOCIAL ENTERPRISE

### A. What is a Social Enterprise [3]

A social enterprise is defined as:

- A social enterprise refers to a business with certain social objectives as its primary goal while using a commercial structure to run the organization. Social enterprises usually attempt to make a strong societal impact while maximizing their profit as well, which is then used to fund their social programs.
- It is an innovative individual or group doing business that provides economic, social and environmental benefits to a particular sector, primarily the marginalized. The business must have effective and profitable operations and ready to face and mitigate risk. It has two or more purposes/objectives in doing business (Morato, 1994).
- A social enterprise or social business is defined as a business with specific social objectives that serve its primary purpose. Social enterprises seek to maximize profits while maximizing benefits to society and the environment, and the profits are principally used to fund social programs (Baron, Adam, 2022).



[3] Social Enterprise. CFI Team. January 29, 2021.

<https://corporatefinanceinstitute.com/resources/knowledge/other/social-enterprise/>

## B. Differences from Regular Enterprises

Particulars	Charity	For Profit Company	Social Enterprise
<b>Ownership</b>	Any form of business organization	Usually single proprietorship or for profit corporations	Any form of business organization
<b>Objective</b>	To provide charity (relief goods/financial assistance)	Generate revenues	To provide benefits to a particular community/sector (people), does not harm the environment (planet) to generate profits to sustain business operations to continue the mission for people and planet.
<b>Beneficiaries</b>	Charitable institutions (homeless, orphans)	Particular community or group thru provision of one-time relief goods or donations	Specific sector like PWD, senior citizen, youth, small farm-holder farmers, women, etc.

## C. Different Forms of Social Enterprises

### Social Enterprises Categories

Social enterprises are usually categorized into four main categories, although they are constantly evolving and may change over time as new areas are created. Despite their individual differences, all types of social enterprises attempt to operate while balancing both profit generation and the achievement of its social objectives.

1. Trading Enterprises. Trading enterprises refer to cooperatives, collectives, and other organizations that are worker- or employee-owned. They vary significantly in terms of size and organizational structure, but their joint ownership structure allows a higher degree of economic resiliency in comparison with other forms of enterprises.

2. Financial Institutions. Some types of financial institutions also fall into the social enterprise category, including organizations such as credit unions, cooperative banks, and revolving loan funds, which are membership-owned. Credit unions, for example, are structured so that members automatically become owners when they deposit money into the union as a customer and the credit union uses the deposited money to help other members.

Credit unions offer higher savings rates, low interest rates, and focus less on making profits and more on helping its respective members. Cooperative banks are another institution – which, similar to traditional banks – takes deposits and provides loans to its customers but operates on a cooperative basis meaning that they are owned by their customers.

Cooperative banks are criticized for diluting their principles, as they sometimes offer an opportunity for non-members to use their services, as many are traded on public stock exchanges. They also raise money in public stock markets, which gives rise to the issue of a separate class of shareholders who compete with cooperative members for control of the bank.

3. Community Organizations. Community organizations refer to registered social enterprises, which may include community enterprises, community centers, housing cooperatives, community interest organizations, certain smaller shops, and sports clubs.

They are typically membership organizations that exist for a particular purpose and trade commercially with the goal of operating to reinvest profits into the community. Often, the membership is quite large, and the members are supporters of the organization's mission.

4. Non-Governmental Organizations (NGOs) and Charities. NGOs and charities operate on both a large and small scales and are usually established to support a specific social, environmental, or political goal. The profits are used to further the social or environmental aims of the organization or to provide salaries for people who provide free services to specific groups of people.



*Forms of Business Organizations*

<b>ISSUE</b>	<b>SOLE PROPRIETORSHIP</b>	<b>PARTNERSHIP (AND JOINT VENTURES)</b>	<b>CORPORATION</b>	<b>COOPERATIVE</b>
Liability of Owners	The owner is personally liable for all the obligations of the sole proprietorship.	Partners are personally liable for all the obligations of the partnership. This means that if the partnership declares bankruptcy, the unpaid creditors can run after the personal assets of the partners.	Liability of the owners is limited to their share in the capital. If a corporation becomes insolvent, the shareholders are not liable to pay for the corporation's outstanding debts.	Liability of the owners is limited to their share in the capital. If a cooperative becomes insolvent, the shareholders are not liable to pay for the cooperative's outstanding debts
Tax Treatment	Taxed as individuals. Percentage ranges from 5%-32% depending on the taxable amount.	Generally, fixed at 30% of net income.	Generally, fixed at 30% of net income.	Exempted if accumulated reserves and undivided net surplus not more than 10M
Control and Management	The owner has full control of the business.	Management is directed by the partners holding a majority stake.	The Corporation is controlled by its Board of Directors. Members of the Board of Directors are elected by the shareholders for stock corporations and Board of Trustees for non-stock corporations and elected by the members.	The Cooperative is controlled by its Board of Directors; Members of the BOD are elected by the members
Ease of Raising Capital	Limited by the credit-worthiness of the owner.	In a partnership, the partners jointly raise capital for the business and agree on contribution and sharing. Debts may be incurred by the partnership and the partnership leverages the collective credit-worthiness of all partners.	Corporations have various options in raising capital such as equity financing, debt financing, stock-option plan, debt-to-equity conversion, etc. Investors are aware that their personal assets are insulated from creditors in case of the corporation's insolvency.	Cooperatives have various options in raising capital such as equity, debt, and grants,

ISSUE	SOLE PROPRIETORSHIP	PARTNERSHIP (AND JOINT VENTURES)	CORPORATION	COOPERATIVE
Ease of Establishment	Sole Proprietorship - the easiest to establish as only registration with the DTI is required. Bureau of Internal Revenue ("BIR") registration and local business permits are also required.	Partnerships are registered with the SEC. BIR registration and local business permits are also required. Joint Ventures are not required to be registered. They may be created by agreement of the parties.	Corporations are registered with the SEC. BIR registration and local business permits are also required. The SEC and the BIR require annual reports in the form of General Information Sheets and Financial Statements.	Coops are registered with the CDA, BIR, and LGU. For business permit.
Ease of Establishment	Sole Proprietorship is the easiest to establish as only registration with the DTI is required. Bureau of Internal Revenue ("BIR") registration and local business permits are also required.	Partnerships are registered with the SEC. BIR registration and local business permits are also required. Joint ventures are not required to be registered. They may be created by agreement of the parties.	Corporations are registered with the SEC. BIR registration and local business permits are also required. The SEC and the BIR require annual reports in the form of General Information Sheets and Financial Statements.	Coops are registered with the CDA, BIR, and LGU. for business permit.
Distribution of Income	The proprietors are directly benefitting from the profits	Income distribution is based on the agreement stipulated in the partnership	Distribution of profits in based on shares called dividends	Distribution of profits in based on shares called dividends and are distributed at the end of its annual operations.

## D. Characteristics of a Social Enterprise

A social enterprise is characterized by the following:

- A social enterprise refers to a business with certain social objectives as its primary goal while using a commercial structure to run the organization.
- All social enterprises usually adopt two main goals – the first is to generate profits, while the second is to reach its social, cultural, economic, or environmental outcomes outlined in the company's mission.
- Some categories of social enterprises include trading enterprises, financial institutions, community organizations, and NGOs and charities.

## E. Characterization of a Social Enterprise

1. Operationalization. Social enterprises can be both non-profit or for-profit organizations and may take the forms of many different types of organizations. What is common in all social enterprises is the fact that they usually adopt two main goals – the first is to generate profits, while the second is to reach its social, cultural, economic, or environmental outcomes outlined in the company's mission.

It is important to note that social enterprises operate under the structure of a traditional business, and on the surface, they may seem to look, feel, and operate like any other traditional business. However, the key to understanding a social enterprise is to understand its mission, which outlines its key social objectives.

Profit generation is still extremely important to social enterprises, as earnings are important to sustain the livelihood of the venture, but the important difference is that instead of using its profit to distribute among shareholders, the profits are used to reinvest in the enterprise to help it achieve its social mission.

We should note that social enterprises usually offer some sort of good or service to consumers at a price, it is not considered a social enterprise if it does not sell anything; instead, it is considered to be a social program.

Social enterprises will often have strong links to a registered charity or non-profit organization – sometimes a parent company – which feeds its profits to help better support its social mission.

2. Social Enterprise and Employment. An important differentiator of social enterprises is the fact that they often employ individuals coming from at-risk backgrounds and those from disadvantaged communities, such as visible minorities or indigenous groups. Often, such groups face discrimination and prejudice in society historically.

The goal of training and employing such individuals is to allow them to earn a living wage while enabling them to create self-sufficiency and rely less on government payouts and the social safety net. Sometimes, creating employment for disadvantaged individuals form the central mission of some social enterprises.

## **F. Life Forces Behind a Social Enterprise**

1. *Primordial Life Force.* The primordial life force of the enterprise is the entrepreneur. As the life giver, the entrepreneur is driven by great passion to achieve and succeed. Aside from making the business prosper, the entrepreneur strives to uplift the quality of life of his or her workers and customers. This represents the entrepreneur's vision, values, capabilities, experience, resources and attitude.
2. *Regenerative Life Force.* This is the reproductive system of the enterprise. It refers to the business operation: money, market, machine, facilities and other resources for production/services.
3. *Inner Life Force.* This is the organization. It refers to the leadership, management, workers, structure, systems and mechanisms. It allows individuals and groups to perform tasks more efficiently. It helps people find information and items faster, and it allows groups to work together without wasting time. Organization is important for dealing with information as well.
4. *Visible Life Force.* The essence of the enterprise. This is the face of the enterprise. It refers to the product or service that the enterprise offers to its market. Satisfaction of market is manifested in this life force.
5. *Outer Life Force.* This refers to the immediate environment which may help sustain or damage the enterprise. These are the external factors like industry, market, laws, that maybe favorable or disadvantage to the enterprise.

## **G. Life Cycle of a Social Enterprise**

1. *Environmental scanning.* It is important to have an assessment of the internal and external environment before going into business. Information like market including competition, sources of materials, capacity to organize the enterprise, and more. It will facilitate the process of selecting the alternatives.
2. *Evaluation of alternatives.* After undergoing the process of gathering the information, the entrepreneur selects the best alternative in pursuing the enterprise to serve as guide in implementing the business idea.



3. *Implementation Stage.* This refers to organizing the enterprise in producing its products and services to reach the intended market. During this stage, growth is necessary to be achieved. An enterprise may fail at this due to many factors.
4. *Commercial operation.* Realizing target growth reaches commercial level. This means that the market has expanded and that the products and services have regular patrons that reached the commercial level.
5. *Expansion, Integration, Consolidation.* Market has been favorable and that expansion is being required. This is the stage where partnerships with other strong business will be beneficial to the enterprise. This is the stage where you build inter dependent relations with other successful companies. This will keep the enterprise in business and enhance growth opportunities.
6. *Reorientation, Reorganization, Rehabilitation.* This stage is where the enterprise must realize the importance of capacitating its staff to sustain the expansion. For whatever level of growth, the enterprise in, it is necessary to undergo reorientation and reorganization. Failure to capacitate the enterprise may lead to either rehabilitation or decline of the enterprise.
7. *Retirement.* This stage is either positive or negative. Positive because once growth is realized, the enterprise must undertake steps and actions that eventually replace the old practices, products and services with new ones to meet the demands. Negative because the enterprise if has not been able properly equipped itself during the growth stage will lead to death of the enterprise.



## V. THE SOCIAL ENTREPRENEUR

### A. *Who is an Entrepreneur?*

- Entrepreneurs are people who have the ability to see and evaluate business, opportunities, to gather the resources and to take advantage of them and to evaluate appropriate action to ensure success (Meredith, et.al., 1987)
- Seeks to perform or revolutionize the patterns of production by:
  - a. Exploiting an invention or more generally an untried technological possibility for producing a new commodity
  - b. Producing an old in a new way
  - c. Opening a new source of supply of materials
  - d. A new outlet for products by reorganizing a new industry
- He is one who:
  - a. Often risk more
  - b. Work harder
  - c. Demand more of himself than any ordinary business person

### B. *Characteristics of a Social Entrepreneur*

1. *Self-initiator.* An entrepreneur is a person who takes initiative, can work and start projects independently. They typically are highly motivated and feel compelled to take actions.
2. *Innovative thinker.* Innovative entrepreneurs use strategic thinking to position themselves in a competitive market. They bring new innovative ideas that actionable.
3. *Assumes risks.* Entrepreneurs assume personal risk in pursuit of their goals from their innovative ideas. The risks taken by entrepreneurs help spur economic growth and innovative progress.
4. *Successful doer.* Aside from being a doer, entrepreneurs are deal makers. It is their passion that drives them successful.

### C. Pointers for Entrepreneurs

1. *Driven by his goal, vision and desire to serve a need.* Values, expertise, experiences, and resources are also drivers to engage in an enterprise
2. *Orientation on certain entrepreneurial knowledge, skills, attitude* - household/community enterprises: To manage change and complexities involved in business creation, enhancement and expansion
3. *Examine your motivation for business ownership*
  - a. Your personal objectives
  - b. Your talents, personality traits, skills and experiences
  - c. Your long-term and short-term goals (business goals)
4. *Choose a business suitable for you*
  - a. Personal areas to consider: talents, interest, experience: education, skills, etc.
  - b. Product/service: offer new? Innovations from existing?
  - c. Technology
5. *Assess the feasibility of your chosen business*

#### Basic areas to consider:

- Resources - capital, human resources, Equipment, technology, etc.
- Management skills - organizing, production, pricing, marketing, finance and records management, monitoring and evaluating clients
- Market - buyers, customers, clients
- Best and worst thing that could happen - good results, possible errors, effects of SPECCS conditions

6. *Be aware of start-up requirements and common pitfalls*

#### Common New Venture Requirements

- Legal form of organization and steps to take to establish legal business entity
- Permits (environmental, business), licenses, rules and regulations, types of records to keep and applicable to your proposed business
- Professional needs, e.g. legal, accounting and tax, insurance, and banking

7. *Some Common Pitfalls to Avoid*

- Thinking others would do your work for you
- Entering into verbal partnership agreements
- Entering into contracts before securing funds to open the business
- Thinking it will cost less and take less time to get into business

## VI. BUSINESS PLANNING

### A. *Basic Processes in Transforming into a Social Enterprise*

1. *Conduct market research.* Identify who buys your product, who are the competitors, best location to put the business, source of raw materials, pricing, etc. The key tool in doing research is observation. Documenting it is highly recommended to be done.
2. *Prepare a business plan.* Business model canvass could help a lot.
3. *Fund your business.* The following must be considered:
  - a. How do you fund your enterprise – should you use your own money or savings, borrow money or look for investor. If looking for equity investor, make sure the business is attractive enough in terms of ROI.
  - b. If you are borrowing money, it is important to understand the terms.
  - c. Compute the costs entailed.
4. *Pick your business location.* Part of market research is the location. Access to your location is important. At present time, presence in on-line marketing matters a lot.
5. *Choose a business structure.* Identify the right structure for your business.
6. *Choose your business name.* Business name is your identity. Coming up with a catchy name for easy recall is always an advantage. This must be twinned by the quality of the product and service in delivering them.
7. *Register your business.* Have a legal identity. Know the relevant agencies that your business must be registered to avoid legal and financial risks.
8. *Be compliant with regulatory bodies.* Non-compliance entails legal and financial risks.
9. *Organize the business operation.* Install efficient systems of operation and manualize the system.
10. *Install financial system.* This is important in order to manage cashflow efficiently and effectively.

## B. Business Planning

### The Business Model Canvas

A business model is simply a plan describing how a business intends to make money. It explains who your customer base is and how you deliver value to them and the related details of financing. And the business model canvas lets you define these different components on a single page.

The business model canvas is a strategic management tool that lets you visualize and assess your business idea or concept. It's a one-page document containing nine boxes that represent different fundamental elements of a business.

The business model canvas beats the traditional business plan that spans across several pages, by offering a much easier way to understand the different core elements of a business.

The right side of the canvas focuses on the customer or the market (external factors that are not under your control) while the left side of the canvas focuses on the business (internal factors that are mostly under your control). In the middle, you get the value propositions that represent the exchange of value between your business and your customers.

The business model canvas was originally developed by Alex Osterwalder and Yves Pigneur and introduced in their book 'Business Model Generation' as a visual framework for planning, developing and testing the business model(s) of an organization.

The Business Model Canvas is a relevant tool and reference material for undertaking business planning.



### C. Business Planning Contents

What to consider in business planning:

	CURRENT BUSINESS	NEW BUSINESS
<b>PRODUCT</b>	What product or services do you offer at present?	
<b>CUSTOMER SEGMENTS</b>	Who are your current Customers/clients?	
<b>CUSTOMER RELATIONSHIP</b>	How do you retain your customers?	
<b>MARKET CHANNELS</b>	How do you reach or sell to your target clients?	
<b>KEY ACTIVITIES</b>	What are the most important activities in delivering your products and services?	
<b>KEY RESOURCES</b>	What are the key requirements in delivering your product or services?	
<b>KEY PARTNERS</b>	Who are your key partners – ex., major supplier, major buyer, R&D provider, or investor?	
<b>COST STRUCTURE</b>	What are your major cost items? (variable cost and fixed cost, direct cost or overhead cost)	
<b>REVENUE STREAMS</b>	What are your major source/s of revenue? (ex., sales, subscription, franchise fee, rentals)	



# ANNEX A

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## Presentation on "SEED BANKING as a SOCIAL ENTERPRISE"



SEED BANKING as a SOCIAL ENTERPRISE

IIRR, Silang, Cavite

October 7, 2022

### Workshop Questions

- a. Why seed bank? What is your vision of your seed bank?
- b. What do you have now for a seed bank?
- c. How do you operate your seed bank?
- d. Status of your seed bank operation?

What is (community) seed banking?

Kilala rin na germplasm, ang seed bank ay isang lugar na kung saan ang akmang kondisyon ay napapanatili para maimbak ang mga binhi ng iba't ibang uri ng halaman maging ligaw o regular na naitanim para mapanatili at maparami para sa kinabukasan.



Importance of seed banks

1. Preservation of crop diversity
2. Protection from climate change
3. Protection from natural disasters
4. Disease Resistance
5. Preservation from Man made disasters
6. Provide seed material for research



How is (community) seed banking organized?

People involved

Site

Management of Inventory

Sharing

1. How do you transform it to a social enterprise?
  - a. Ano ang tinatawag na social enterprise/

*Makabagong tao o grupo na nagsasagawa ng pagnenegosyo na nagbibigay pang ekonomiya, panlipunan at makakalikasang benepisyo sa isang particular na sector, pangunahin ang mga maralita.*

*Ang negosyo sa anumang sukat nito ay dapat na nagsasagawa nang mahusay, epektibo at kumikitang operasyon at handa sa anumang peligro o risk. (Morato, 1994 cited in Social Enterprise: A Global Comparison, 2009)*

Ang social enterprise ay may 2 o higit pang layunin sa pagsasagawa ng Negosyo

## Pagkakaiba sa ibang uri ng organisasyon

Particulars	Charity	For Profit Company	Social Enterprise
Pag mamay-ari	Kahit among klase	Kadalasan single proprietor and for profit corporations	Kahit among klase
Objective	Makapagbigay ng kawang gawa	Magkaroon ng kita	Makapagbigay benepisyo sa isang komunidad (kapwa); hindi makasira ng kapaligiran (kalikasan); magkaroon ng ganansya o tubo (kita) para maibalik sa pagnenegosyo, makapagbigay ng kita sa namumuhunan, at para maging tuluy-tuloy ang pagtaguyod sa isang komunidad and maprotektahan ng kapaligiran.
Beneficiaries	Charitable institutions (homeless, orphans)	To provide relief assistance	Partikuat na sector like PWD, senior citizen, youth, small farmholder farmers, women

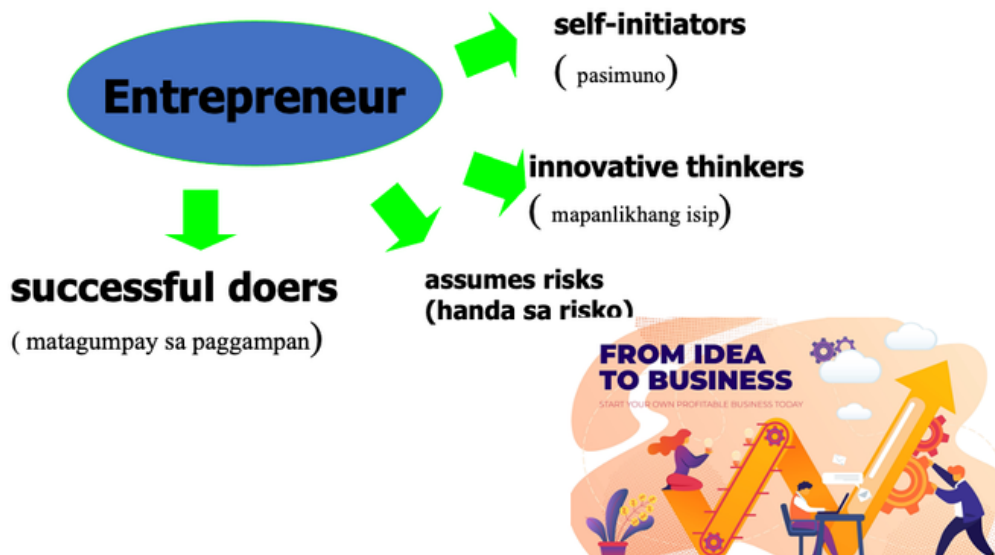
## Forms of organizations

ISSUE	SOLE PROPRIETORSHIP	PARTNERSHIP (AND JOINT VENTURES)	CORPORATION	COOPERATIVE
Liability of Owners	The owner is personally liable for all the obligations of the sole proprietorship.	Partners are personally liable for all the obligations of the partnership. This means that if the partnership declares bankruptcy, the unpaid creditors can run after the personal assets of the partners.	Liability of the owners is limited to their share in the capital. If a corporation becomes insolvent, the shareholders are not liable to pay for the corporation's outstanding debts.	Liability of the owners is limited to their share in the capital. If a cooperative becomes insolvent, the shareholders are not liable to pay for the cooperative's outstanding debts
Tax Treatment	Taxed as individuals. Percentage ranges from 5%-32% depending on the taxable amount.	Generally, fixed at 30% of net income.	Generally, fixed at 30% of net income.	Exempted if accumulated reserves and undivided net surplus not more than 10M
Control and Management	The owner has full control of the business.	Management is directed by the partners holding a majority stake.	The Corporation is controlled by its Board of Directors. Members of the Board of Directors are elected by the shareholders for stock corporations and Board of Trustees for non-stock corporations and elected by the members.	The Cooperative is controlled by its Board of Directors; Members of the BOD are elected by the members

### Forms of organizations

SSUE	SOLE PROPRIETORSHIP	PARTNERSHIP (AND JOINT VENTURES)	CORPORATION	COOPERATIVE
Ease of Raising Capital	Limited by the credit-worthiness of the owner.	In a partnership, the partners jointly raise capital for the business and agree on contribution and sharing. Debts may be incurred by the partnership and the partnership leverages the collective credit-worthiness of all partners.	Corporations have various options in raising capital such as equity financing, debt financing, stock-option plan, debt-to-equity conversion, etc. Investors are aware that their personal assets are insulated from creditors in case of the corporation's insolvency.	Cooperatives have various options in raising capital such as equity, debt, and grants,
Ease of Establishment	Sole Proprietorships are the easiest to establish as only registration with the DTI is required. Bureau of Internal Revenue ("BIR") registration and local business permits are also required.	Partnerships are registered with the SEC. BIR registration and local business permits are also required. Joint Ventures are not required to be registered. They may be created by agreement of the parties.	Corporations are registered with the SEC. BIR registration and local business permits are also required. The SEC and the BIR require annual reports in the form of General Information Sheets and Financial Statements.	Coops are registered with the CDA, BIR, and LGU. For business permit. .
Distribution of Income	The proprietors are directly benefitting from the profits	Income distribution is based on the agreement stipulated in the partnership	Distribution of profits in based on shares called dividends	Distribution of profits in based on shares called dividends and are distributed at the end of its annual operations.

### Mga katangian



## 5 Elementong Nagbibigay Buhay sa Isang Social Enterprise

### Ang Primordial Life Force – Ang Social Entrepreneur

**The person:**  
Ang kanyang vision, values,  
kakayahan, karanasan and rekurso,  
pananaw, aktitud

### Ang Regenerative Life Force – Ang operasyon ng Negosyo

**The reproductive system of the  
enterprise:**  
Money, market, machine, facilities and  
other resources for  
production/services

### Ang Inner Life Force – Ang Organization

**Ang nag-papagulong ng enterprise  
operations:**  
Leader/manager, workers/people,  
estruktura at mekanismo

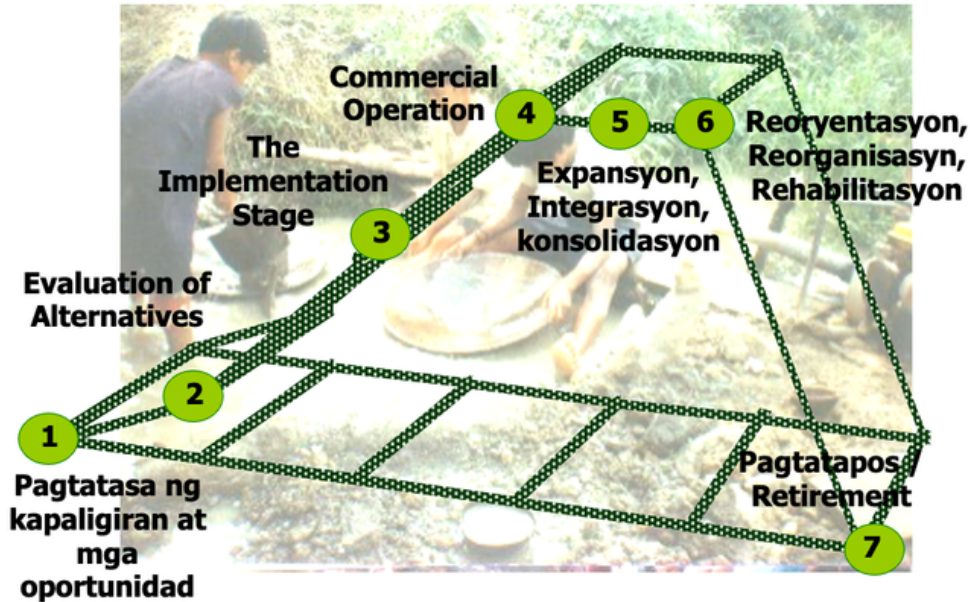
### Ang Visible Life Force – Ang Produkto/Serbisyo

**Ang esensiya ng enterprise:**  
Produkto and serbisyo  
(porma, sukat, packaging)

### Ang Outer Life Force -Ang 'kagyat na mundo'

Ang pwedeng magtaguyod at sumira ng enterprise:  
Industriya, merkado, batas at mga kundisyones at iba pa  
na pwedeng maka-apekto sa enterprise

## SIKULO NG BUHAY NG ISANG SOCIAL ENTERPRISE



1. How do you transform it to a social enterprise?
  - a. How to establish an enterprise
    1. Conduct market research
    2. Prepare a business plan
    3. Fund your business
    4. Pick your business location
    5. Choose a business structure
    6. Choose your business name
    7. Register your business
    8. Be compliant with regulatory bodies
    9. Organize the business operation ( install efficient systems of operation and manualize
    10. Install financial system

Business model Canvass

	CURRENT BUSINESS	New Business
<b>PRODUCT</b>	What product or services do you offer at present?	
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<b>REVENUE STREAMS</b>	What are your major source of revenue? (ex., sales, subscription, franchise fee, rentals)	

Next Steps

Particulars	Objective	Output	Activities	Budget	Person Responsible	Timeframe



*Download the PowerPoint Presentation, "SEED BANKING as a SOCIAL ENTERPRISE" in this link or scan the QR Code:*



<https://tinyurl.com/FoodHivesTrainingModule-PPT01>

# ANNEX B

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*Presentation on*

*"Introduction to SOCIAL ENTERPRISE - Orientation"*

## Social Enterprise: Isang Panimulang Oryentasyon

### Ang Social Enterprise...

- ...ay paglikha ng yaman ng isang sektor o kulumpon ng mga komunidad
- pagbabahaginan (distribution) ng yamang ito, kasabay ang pagpapaunlad ng kakayanan, pagpanday ng pagkakaisa, pagpapaunlad ng kalagayan
- ang pangunahing aktor ay ang nabanggit na sektor at komunidad mismo

(Hinalaw at isinalin sa Tagalog mula kay Morato)

### Pagkumpara...

<b>Traditional business enterprise</b>		<b>Social enterprise</b>
Stockholders or owners:  Individuals, families who own capital and invest such in the enterprise	Primary stakeholder or beneficiaries	Marginalized sectors:  A sector, community or group, usually involving the marginalized sectors of society, who may or may not own/control the enterprise



## Ang Social Enterprise...

...ay isang tao o organisasyon na, sa pamamagitan ng isang negosyo (enterprise), ay nagbibigay ng benepisyong panlipunan at pang-ekonomiko sa isang takdang benepisyaryo (sektor, komunidad o ang publiko, lalo na ang mga mahihirap)

*(Hinalaw at isinalin sa Tagalog mula kay Ed Morato, 1994)*

## Ang Social Enterprise...

- ...ay hindi naiiba sa isang business enterprise sa pagpapatakbo, maging maliit, katamtaman o malaki
- mahalaga din ang effectivity, efficiency at profit (kita)
- nagkakaiba ang social enterprise at business enterprise sa LAYUNIN.

*(Hinalaw at isinalin sa Tagalog mula kay Roberto, AIM)*

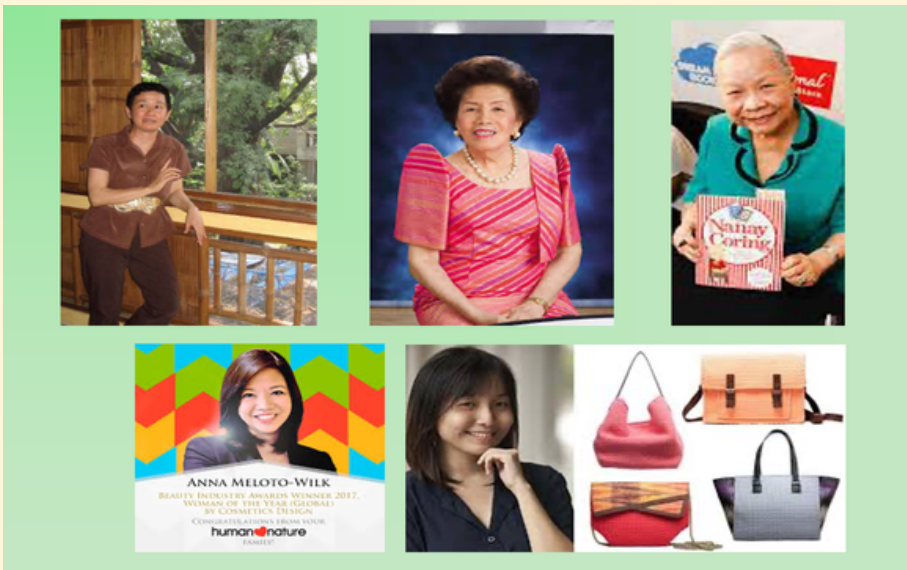
## Pagkumpara...

Traditional business enterprise		Social enterprise
Bottom line: Profit	Primary objectives	Double or triple bottom line: Social, environmental, cultural, gender fair; financial

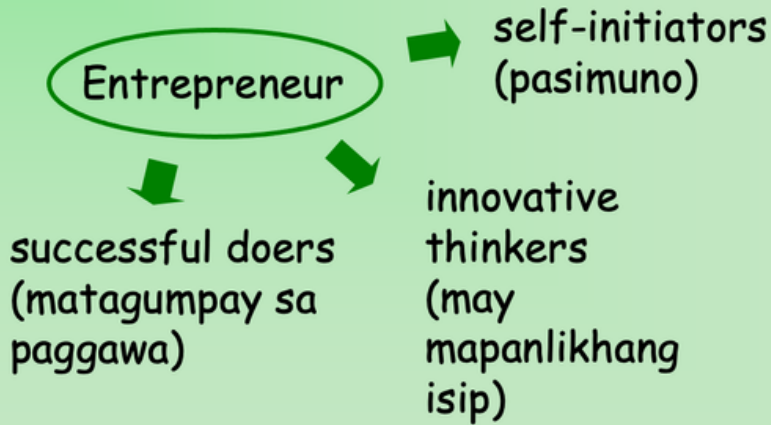
## Ang SE bilang isang estratehiya sa gawaing pangkaunlaran

- Pabilisin ang pagtugon sa kahirapan at ang economic empowerment ng mga mahihirap
- Patatagin ang isang makataong merkado
- Maging 'financially sustainable' ang mga programang pangkaunlaran at ang mga institusyon
- Sabayan ng gawaing adbokasiya upang maging responsable ang pamahalaan at ang merkado
- Pagsukat hindi lamang sa pinansyal na kita kundi ang halaga sa lipunan at sa kalikasan





### Ang Social Entrepreneur



### Ang Social Entrepreneur: sino sila?

starts from the ground



The Incremental Builder (paunti-unti, segurista)

thinks, experiments, dares to do new things attracted by opportunities as they come



The Daring Innovator (mapusok, mapanlikha)



The Opportunity Seizer (sunggab sa

## Ang Social Entrepreneur: sino sila?

institutions that helped poor farmers, fisher folks, and urban dwellers uplift themselves from poverty  
 bayani sa pang-araw-araw



The Institutional Entrepreneur



The Anonymous Hero

## 5 elementong nagbibigay-buhay sa isang SE

Ang social entrepreneur

Ang operations

Ang organisasyon

Ang produkto o serbisyo

Ang paligid

## 5 elementong nagbibigay-buhay sa isang SE

Ang social entrepreneur

Ang tao:

Vision, values, kapasidad, karanasan, kayamanan, ugali

Ang operations

Ang naglilikha:

Pera, merkado, makina, equipment, kagamitan

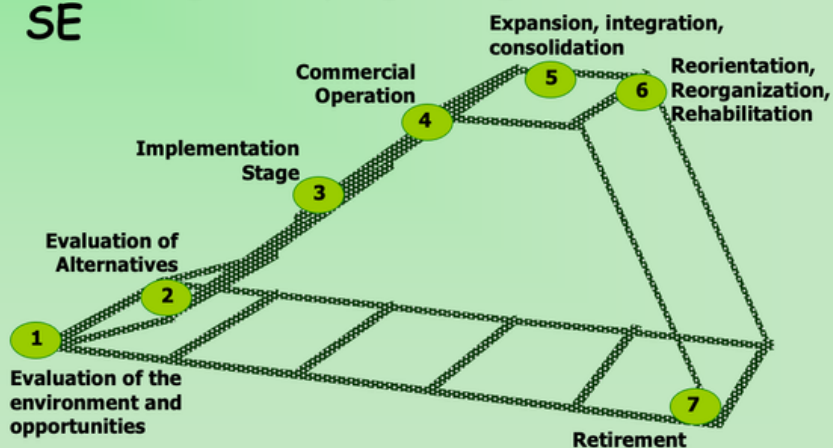
### 5 elementong nagbibigay-buhay sa isang SE

Ang organisasyon | Pagpapatakbo ng negosyo:  
Leader/manager, mga manggagawa, mga sistema

Ang produkto o serbisyo | Ang esensya ng negosyo:  
Porma, sukat, packaging

Ang paligid | Makakatulong o makakaapekto:  
Industriya, merkado, mga patakaran, kompetisyon

### Sikulo ng buhay ng isang SE



Download the PowerPoint Presentation, "Introduction to SOCIAL ENTERPRISE - Orientation" in this link or scan the QR Code:



<https://tinyurl.com/FOODHIVESTrainingModule-PPT02>



## **FOOD HIVES TO NOURISHING CITIES**

SOCIAL ENTERPRISE DEVELOPMENT FOR COMMUNITY SEED BANKING TRAINING MODULE

Produced by the Philippine Rural Reconstruction Movement (PRRM), the Institute for Social Entrepreneurship in Asia (ISEA) and Oxfam Pilipinas

February 2023