

The Aspen Network of Development Entrepreneurs (ANDE) is a global network of organizations that invest money and expertise to propel entrepreneurship in emerging markets. Our members, drawn from leading investment funds, non-governmental organizations, research institutions, private philanthropic foundations, and corporations, are the vanguard of a movement that is focused on **small and growing businesses (SGBs)** that create economic, social, and environmental benefits for developing countries. Officially launched in 2009, we are a member-driven organization housed within the Aspen Institute, an international non-profit that promotes enlightened leadership.

ANDE members share a common goal to dramatically increase the amount and effectiveness of capital and business assistance provided to entrepreneurs in developing countries. ANDE is focused on building the “missing middle” – the category of businesses that are too big for microfinance and still overlooked by traditional commercial finance and private equity. By supporting this sector, we seek to build sustainable prosperity in the developing world.

ANDE identifies common strategic challenges and opportunities facing SGBs, and, based on these findings, develops programs and services for our members and the sector as a whole. We aspire to be the leading convener and conduit for organizations and individuals committed to supporting SGBs in the developing world. We act as a trusted advocate for the SGB sector, educating investors and policy makers about the extraordinary opportunity this sector represents.

ANDE’s founding funders are: Citi Foundation, The Bill and Melinda Gates Foundation, The Lemelson Foundation, Omidyar Network, The Rockefeller Foundation, The Skoll Foundation, Shell Foundation, and Google.org. The current ANDE Executive Committee includes representatives from Acumen Fund, Agora Partnerships, the Aspen Institute, AVINA Foundation, Citi Foundation, Dalberg Global Development Advisors, E+Co, The Lemelson Foundation, Root Capital, Small Enterprise Assistance Funds, TechnoServe, and the University of Michigan’s William Davidson Institute.

KEY PROGRAM AREAS

ANDE was founded on the premise that three key factors constrain SGB growth in emerging markets – access to skilled human capital, access to markets and information, and access to finance. In order to overcome these challenges, ANDE’s programmatic focus aims to enable our members to enhance the work of their organizations while improving the overall business and policy environment for SGBs.

ANDE focuses on five areas:

- **Knowledge Sharing and Networking:** Members improve their effectiveness by sharing and collaborating with one another and through ANDE-facilitated access to key international development partners. ANDE programs and platforms connect member organizations in a variety of ways, including our monthly newsletter, sector-update calls, web-based knowledge library, and Member Portal. ANDE members also convene through regional hubs and issue-area working groups. Currently, ANDE has regional hubs in Brazil, East Africa, South Africa, and Central America/Mexico, and member-led working groups on Capital Aggregation, Technical Assistance, Haiti, Women, and Metrics.



- **Training and Talent Development:** ANDE’s talent development programs build critical skills within member organizations, reduce training costs, and ultimately help create a pool of talented leaders in the SGB sector. Currently, we offer a two day Orientation Training for new hires and summer associates of ANDE members as well as an intensive five-day Investment Manager Training for investment officers based in emerging markets.
- **Metrics and Evaluation:** ANDE is committed to driving transparent, consistent, and high quality measurement of our members’ economic, environmental, and social impact. Our impact report provides the only annual global report on the impact of SGB investors and technical assistance providers while highlighting the accomplishments of our members. ANDE is a strategic partner of the Impact Reporting and Investing Standards (IRIS) initiative to advance a common framework for defining, tracking, and reporting the performance of impact investments. We have identified a set of ANDE Core Metrics and support our members in gathering and reporting these performance metrics in a consistent manner. ANDE has a full time impact assessment manager on staff.
- **Capacity Development Fund:** ANDE administers a US \$1 million Capacity Development Fund from which we disburse grants to members in order to strengthen their capacity and encourage innovation and collaboration among our members. In 2009 and 2010, ANDE disbursed fifteen grants to 23 ANDE members. Activities funded included market research on potential donors/investors in the US, the development of software to support business plan competitions, the development of local market based “innovation scouts” to develop deal flow and due diligence, and a shared curriculum for financial management training.
- **Advocacy and Education:** ANDE is actively working to increase resources for the SGB sector in order to benefit all of our members and their work. We have become a trusted resource for key constituencies (investors, governments, multi/bilateral organizations, and the news media) that influence investment and development aid decisions. For example, in 2010 ANDE was an active partner in the G20 SME Finance Challenge, the Global Entrepreneurship Program at the U.S. Department of State, and the World Bank’s Development Marketplace.

“If we really want to move the needle on economic development, there needs to be some sector-wide initiatives, some sector wide approaches, to developing this field of social entrepreneurship and impact investing, working with small and growing businesses that are going to provide the impact. ANDE is really the first network of its kind in the world that has brought some of the leading and most innovative organizations in the field together to combat these common problems and issues.”

--Ricardo Teran, Agora Partnerships, Nicaragua

“What’s interesting about ANDE, why we joined ANDE in the first place, is that it’s a convening place, nonpartisan, which brought all these people to the table. And through them we met some amazing institutions that we would otherwise not meet because we’re based out in Asia.”

--Yvonne Li, Avantage Ventures, China

“For those of us who were founding members, it’s really been tremendous to see how quickly it’s growing and what good it will generate, and it’s really an auspicious sign of what the next few years will bring.”

--Margot Brandenburg, Rockefeller Foundation, USA



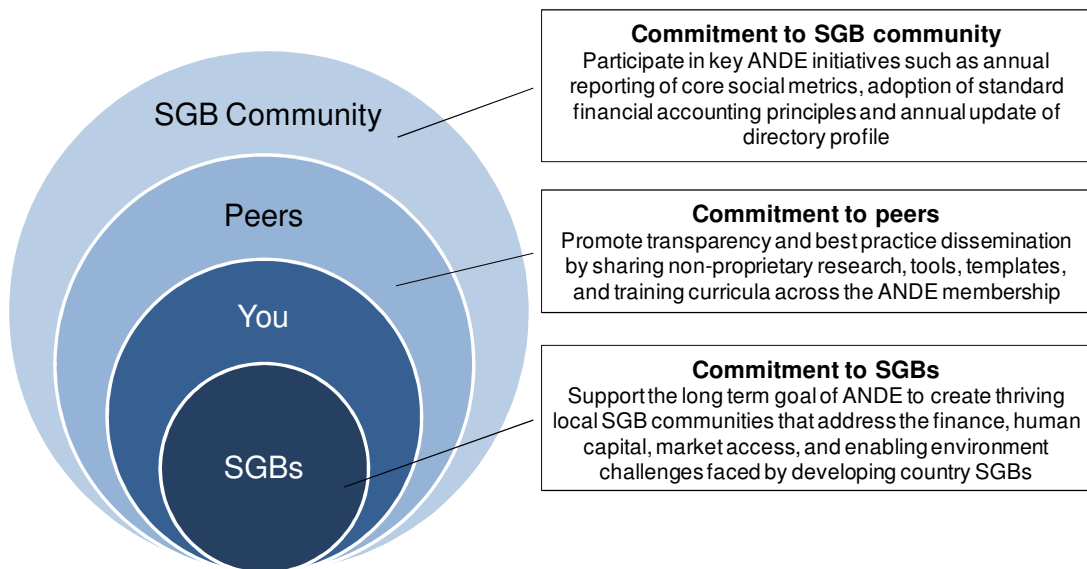
ANDE MEMBER BENEFITS

ANDE is the only global organization dedicated to both advocating for the growth of the SGB sector and offering services and programs to support the organizations operating in the space. Operating in over 130 countries, our 100+ members offer a diverse set of resources to support SGBs, and through the network, provide unmatched resources to each other. ANDE develops initiatives and programs to address systemic challenges and opportunities that can only be approached through collective action. In addition to participation in the programs outlined above, ANDE members have access to:

- Scholarships to ANDE-sponsored events and/or sector-wide events with which ANDE has partnered
- Early registration for ANDE events and invitation-only opportunities
- Access to the ANDE Member web portal, that includes a detailed searchable database of potential funders and partners as well as various other tools

ANDE MEMBERSHIP EXPECTATIONS

To reinforce ANDE's mission to build the SGB sector, all members are expected to commit to supporting SGBs, their peer organizations, and the broader community (including funders, service providers, etc). ANDE's governing framework describes each of these commitments:



These governing principles are designed to increase ANDE's impact as well as our value to your organization.



ANDE MEMBER TYPES AND FEES

The ANDE network is made up of a variety of different types of organizations. Our current member categories are:

Type	Definition	Annual Member Dues
Investor	Funds that focus on providing capital to SGBs in developing countries. Investments include debt, equity and quasi-equity and are generally under US\$ 2M. In addition, some "Investor" members also provide technical assistance.	<ul style="list-style-type: none"> Headquartered in US/EU or headquartered in a developing country with US \$25M or more in assets under management (AUM) - \$5,000 Headquartered in a developing country with less than \$25M AUM - \$2,500
Technical or Business Assistance Provider	Organizations that provide business development and advisory services to SGBs, but do not provide direct investment.	<ul style="list-style-type: none"> Headquartered in the US or EU - \$5,000 Headquartered in a developing country - \$2,500
Foundation	Foundations, high net worth individuals, international financial institutions and other organizations that invest in funds or technical assistance providers that support SGBs.	<ul style="list-style-type: none"> \$10,000
Corporate/Research/Academic	SGB sector conveners, experts, consultants, universities, service providers and corporations that are supportive of SGBs.	<ul style="list-style-type: none"> For profit with revenues over \$5M - \$10,000 For profit with revenues under \$5M - \$5,000 Non profit - \$5,000
Individual	Individuals who are unaffiliated with any specific ANDE-eligible organization, but are actively working to support the SGB sector through their own investments and/or charitable contributions.	<ul style="list-style-type: none"> \$2,500

ANDE also offers a *Strategic Partner* affiliation for government agencies and bilateral or multilateral development agencies. These partnerships are established on a case by case basis.

Special Agreement with the Global Impact Investing Network (GIIN): To reflect our shared goals and close working relationship, ANDE and GIIN have developed a joint membership model. If an investment fund decides to join both networks, they will receive a 25% discount off the normal dues structure from both organizations.

For additional information on ANDE membership, please see www.aspeninstitute.org/ande or contact Joanna Herrmann at joanna.herrmann@aspennstitute.org.

