

## **ANDE Capacity Development Fund Round III Grants: October 2011**

### **“Building a Knowledge Market through a Time Credit Facility”**

Oxfam GB (lead), Yo Emprendedor, New Ventures Mexico, IGNIA, Oxfam America, Root Change, RTI Consulting, new economics foundation, makingspaces.org

Awarded \$27,100

This project will support the creation of a regional “knowledge market” in the Central America/Mexico ANDE Chapter through the development of a prototype Time Credit Facility and Logistics Fund. This Facility will enable the exchange of human capacity (knowledge and expertise) between ANDE member organizations where this adds value to existing and planned initiatives aimed at improving support to and investment in SGBs. This project will facilitate and incentivize the exchange of human capital between organizations within ANDE, to be piloted in the Central America and Mexico region, by ensuring a liquid market for the exchange of human capital between organizations, a logistics fund to reduce transaction costs, a broker to bring supply and demand together and manage the database, and an audit to analyze potential availability of human capacity.

### **“Capacity Development and Investment Readiness for Social Businesses”**

Dasra (lead), Village Capital, IFC, Villgro, UnLtd. India

Awarded \$50,000

Over the past five years, over 100 organizations have been through Dasra Social-Impact, a program that runs over a 6-9 month period and offers three residential weeks of learning, peer-to-peer interactions, mentorship and networking, with the aim of building a business plan for growth and the skills to become investment ready. Dasra will refine and create modules from the existing program syllabus, and a train-the-trainer capacity that will enable them to share intellectual capital in this space. The three phased programs will be piloted in partnership with ANDE members and be ready to open source. The goal of this project is to codify the DSI program with a modular approach so that the course can be delivered as a whole or in part to different audiences with differing needs. Three toolkits will result: DSI Program: Executive Education for Social Entrepreneurs, DSI Social Business Assistance Program, and An Outcomes Assessment Process.

### **“Management Best Practices Training for the Social Sector”**

Acumen Fund and Root Capital

Awarded \$63,825

Acumen Fund and Root Capital will design and implement a training program for managers (i.e. staff members who have direct reports) at ANDE member organizations. This training will concentrate on equipping supervisors with best practices for effective management in multi-cultural, geographically dispersed, and resource scarce organizations. This training will be implemented through training sessions in Kenya, India, and Costa Rica, which will be open to participants from all ANDE members and will

foster generative dialogue among a diverse set of participations. The training participants will be equipped to replicate the training within their organization, at investee organizations, and with other stakeholders after they complete the program.

### **“Feasibility Assessment and Structuring of Africa Talent Fund”**

D. Capital Partners of The Dalberg Group

Awarded \$37,500

D. Capital Partners will undertake a feasibility assessment for the Africa Talent Fund, a new concept for developing and structuring a dedicated pool of capital that will be used to stimulate high potential middle-management and top management talent to take on senior-level positions in African SGBs. The underlying premise for this fund is to develop scarce human capital by investing in people, not just the companies they work for. The Talent Fund will be designed to overcome opportunity costs faced by talented African Diaspora and young, high potential business leaders to incentivize them to devote a crucial period of their career to managing an SGB in Africa. The Fund will provide capital to invest high-risk early-stage equity, debt, and/or quasi-equity capital in the company that the individuals are placed, equal to the base salary of the individual for a specified number of years. This capital will allow the company to cover the compensation of the manager for a guaranteed period. Over time as targets are met, the manager will have the option to buy or earn back part of the equity invested by the Fund.

### **“Developing and Assessing an Impact Measurement Curriculum for SGBs”**

B Lab/GIIRS

Awarded \$42,500

The intent of this proposal is to develop an innovative, easy-to-use Impact Measurement Curriculum for SGBs which seeks to: (a) educate and raise the self-awareness of companies regarding social and environmental best practices and standards; (b) help companies identify and implement specific policies and practices in order to maximize impact across their business structure; (c) measure the effectiveness of the Curriculum in assisting companies by working with 10-15 ANDE Member Companies using an ex-ante/ex-post methodology to measure the extent of the Curriculum’s effectiveness; (d) report on the usefulness of the Curriculum, make improvements to the Curriculum as recommended by companies, and present this information the ANDE community. The Impact Measurement Curriculum will provide best practice guides, tools, and templates covering the five impact areas of: governance, workers, community, environment, and consumer.

### **“GII-MAP: A global resource for mapping the SGB ecosystem”**

Root Change

Awarded \$32,356

This project will develop a collaborative platform for mapping the key actors embedded within the impact investing space, including funders, investors, capacity development providers, consultants, researchers, and SGBs. The Global Impact Investment Networking Mapping Platform (GII-MAP) will include a free-to-use resource that provides both individuals and organizations the ability to create visual maps of their social, professional, and business networks, backed by powerful network analysis-derived statistical metrics. Oxfam GB will work closely with Root Change as a full implementing partner by

providing local context and design input on the development of GII-Map. The tool will be piloted in the ANDE Central America/Mexico Chapter.

### **“Direct Beneficiary Social Metrics Capture Using Mobile Technology”**

Grassroots Business Fund and Acumen Fund

Awarded \$42,113

Acumen Fund and Grassroots Business Fund, in partnership with mSwali.org, Juhudi Kilimo, and the GIIN, will: 1) build mSwali, a functional web-based, IRIS compliant survey platform that uses mobile phone technology to transform data collection at the end of the social metrics chain of accountability between social enterprises and beneficiaries; 2) Pilot the mSwali tool with three SGBs to determine if it is a viable, cost-effective service for SGBs to accurately collect customer-level data and measure social impact; and, 3) Pilot the Progress out of Poverty Index survey in the SGB sector and collect customer-level IRIS metrics to develop a deeper understanding of SGB clients and the true social impact of market-based solutions to poverty.

### **“Knowledge and Human Capital Platform”**

IGNIA

Awarded \$8,000

IGNIA will design and share a complete platform for impact investment firms to structure knowledge sharing and increase collaboration among team members. IGNIA looks to work with SharePoint 2010 to create a platform that will serve as a template for ANDE members who are interested in utilizing the tool. The goal is to minimize analyst’s work schedules by simplifying communication, document access, team integration, task management, portfolio supervision, and overall organization. The platform will allow for limited external access so internal analysts can share documents with external entrepreneurs.

### **“Making Financial Literacy Capacity Building Sustainable”**

TechnoServe, Inc.

Awarded \$45,000

In the past year, TechnoServe developed and piloted Keys to Financial Success (K2FS), with the generous support of ANDE and the IFC. K2FS is a program to train small businesses and farmer groups in the financial management skills they need to grow and sustain their businesses. To date, nearly 60 staff members have been trained to facilitate the curriculum and over 300 of our clients have been trained. This project will leverage the capacity building fund’s previous investment, which supported the creation of the Keys to Financial Success tool-kit, to improve and institutionalize the use of the tool-kit with small and growing businesses. This grant will enable us to develop new modules, provide on-going coaching to trainers to improve quality and to train more trainers. ANDE members will benefit with opportunities to participate in the workshops we run and access to the new training materials developed. TechnoServe will offer a webinar series in English and Spanish to all ANDE members and use e-learning to teach people how to facilitate the training and basic facilitation skills.