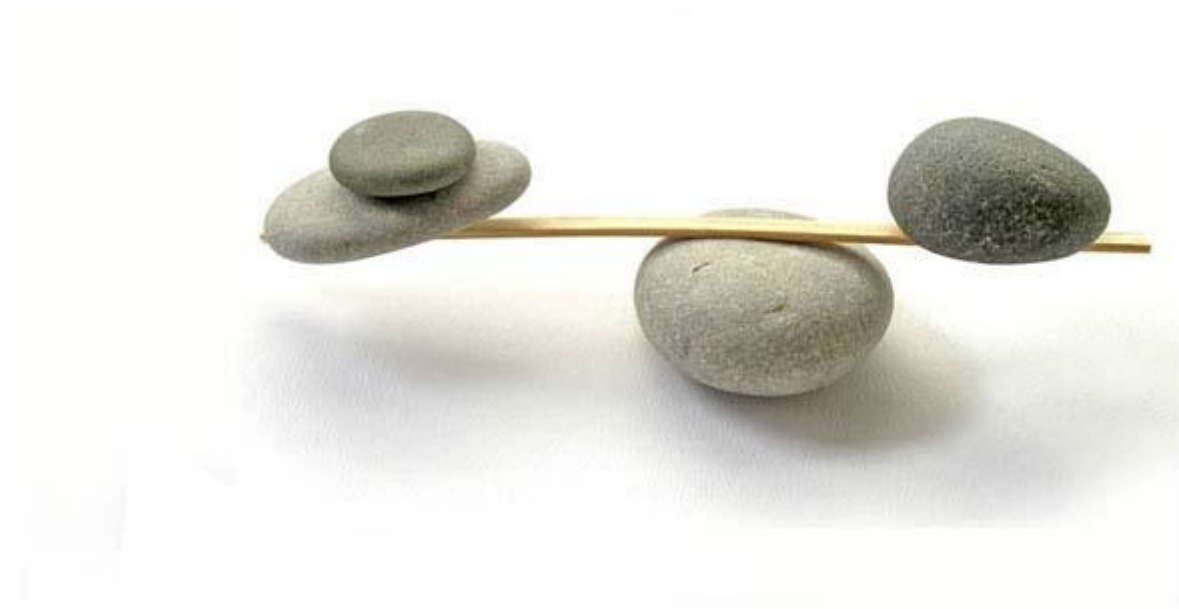


Social Investment Manual

An Introduction for Social Entrepreneurs



Developed by the
Social Investment Task Force

Consisting of

Technical University
Munich

Schwab Foundation
Community of Social
Entrepreneurs*

Schwab Foundation for
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Published: September 2011

The Social Investment Manual can be found at www.schwabfound.org/pdf/schwabfound/SocialInvestmentManual.pdf or ssrn.com/abstract=1884338.

* Please see page 61 for an overview of the task force members of the Schwab Foundation community who contributed to the development of this document.

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We would like to thank Miriam Al-Ali, Andrea Coleman, Gene Falk, Pradeep Jethi, Victoria Kisyonbe, Lisa Müller, Reed Paget, Amitabha Sadangi, Sarah Volk, Heinrich Weninger, Arthur Wood (in alphabetical order) and all participants of the workshop on “Social Investment” organized by the Schwab Foundation for their contributions and willingness to discuss some of the key issues.

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Foreword

The basis for this manual was formed at a Schwab Foundation for Social Entrepreneurship gathering during the World Economic Forum's Annual Meeting of the New Champions 2010 in Tianjin, People's Republic of China. The Schwab Foundation for Social Entrepreneurship comprises nearly 200 of the world's leading social entrepreneurs, who represent the voice of social innovation at the World Economic Forum.

Thirty social entrepreneurs in the Schwab Foundation community came together in Tianjin in September 2010 from around the world to share their current challenges and discuss how these challenges could be addressed together. Subsequently, several task forces were formed by Schwab Foundation social entrepreneurs to address the common challenges. The task force on social investment quickly caught the interest of additional members in the Schwab Foundation community.

The Schwab Foundation recognizes social enterprises that span the spectrum of financial models, including grant-based organizations and revenue-generating organizations, which can be not only financially self-sustainable but also profitable. Social investments reflect the same spectrum on the financing side and are not limited to equity and debt capital. Social entrepreneurs who want to understand social investments are the primary audience of this manual.

The entrepreneurs who participated in the social investment task force had varied and often extensive experience with social investors. Some had conducted long negotiations with social entrepreneurs, learning through trial and error about how best to work with social investors. While networks like the Global Impact Investing Network (GIIN), the Aspen Network of Development Entrepreneurs (ANDE) and the European Venture Philanthropy Association (EVPA) provide opportunities for social investors to exchange experiences, there was little knowledge-sharing among social entrepreneurs. The task force set out to reconcile this through the creation of this manual.

Social investment can offer entrepreneurs the chance to scale up their impact tremendously, but it can also lead to unintended consequences, such as a change in strategic direction, a divergence from the original values and mission of the enterprise, a distancing from direct engagement with the community it is serving, or a loss of control over the organizational culture. Given this, the need for a manual is ever more important for social entrepreneurs.

We hope that this manual provides the basic toolkit for social entrepreneurs to begin these conversations, not only with prospective investors, but also with themselves.

It is our hope that social entrepreneurs will embrace both the challenges and opportunities represented by the social investment space, and use this guide as a launching point.

Given the rapid evolution of this field, the task force welcomes continuous feedback and insights from entrepreneurs to incorporate in the guidebook.

We would like to recognize and thank Andreas Heinecke for driving the task force on social investment as well as the members of the task force. We would like to thank Professor Ann-Kristin Achleitner and Wolfgang Spiess-Knafl at the Technical University Munich for their invaluable support in compiling this manual.

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1 Introduction

Philanthropic donations were previously the major, if not the only, source of funds for a growing social enterprise. As the field of social enterprise has gained credibility and therefore scale, funding sources that can ensure not only the financial sustainability but also the growth in impact of social enterprises have increased in terms of number of funders and size of financing.

“Social Investment” or “Impact Investment”, as this form of financing is often called, represents an important complement to grants or government subsidies. Social investors typically invest in organizations with a strong social change mission, who generate an income, but are not yet considered commercially attractive.

Paradoxically, while successful social entrepreneurs with proven track records face a chronic lack of capital, social investors say the deal opportunities are limited. However, it is more than a simple market inefficiency or matching problem that must be solved. In many cases when social investors and social enterprises do not transact, it is because the skills and expertise required to achieve the objective are not understood. The best of intentions on both sides cannot prevent deals from failing.

The authors of this manual believe that while the problem is multi-faceted, one concrete step forward is to create better information and understanding among both parties that can bring the market together. First, better understanding of the social investment space is needed on both ends. Second, rigorous and mutually agreed upon metrics that will facilitate the social investment transactions and deal flow are imperative.

This manual strives to address this challenge. This document is by no means a scientific treatise on social investment, nor is it an abstract idea. It is written from the perspective of social entrepreneurs, to help them engage better with those who deal with social investment support, to help shorten times to assess expectations and prepare a mutually relevant frame.

Social entrepreneurs have already sought out to address the most pressing problems facing societies today. The goal of this manual is to alleviate an additional challenge to the social entrepreneurs, by having a mutually compatible approach for social entrepreneurs and social investors.

2 Social Investment Landscape

There has been an increased effort in recent years by social entrepreneurs to overcome the challenges of the traditional donation-based philanthropy model through social investment opportunities. To facilitate this, institutions comparable to traditional capital market institutions have been set up in the social sector to reduce the transaction costs and to help allocate capital more efficiently. The institutions in the social sector and their equivalent in the traditional capital markets are shown in the following figure.

Figure 1 Social Capital Markets

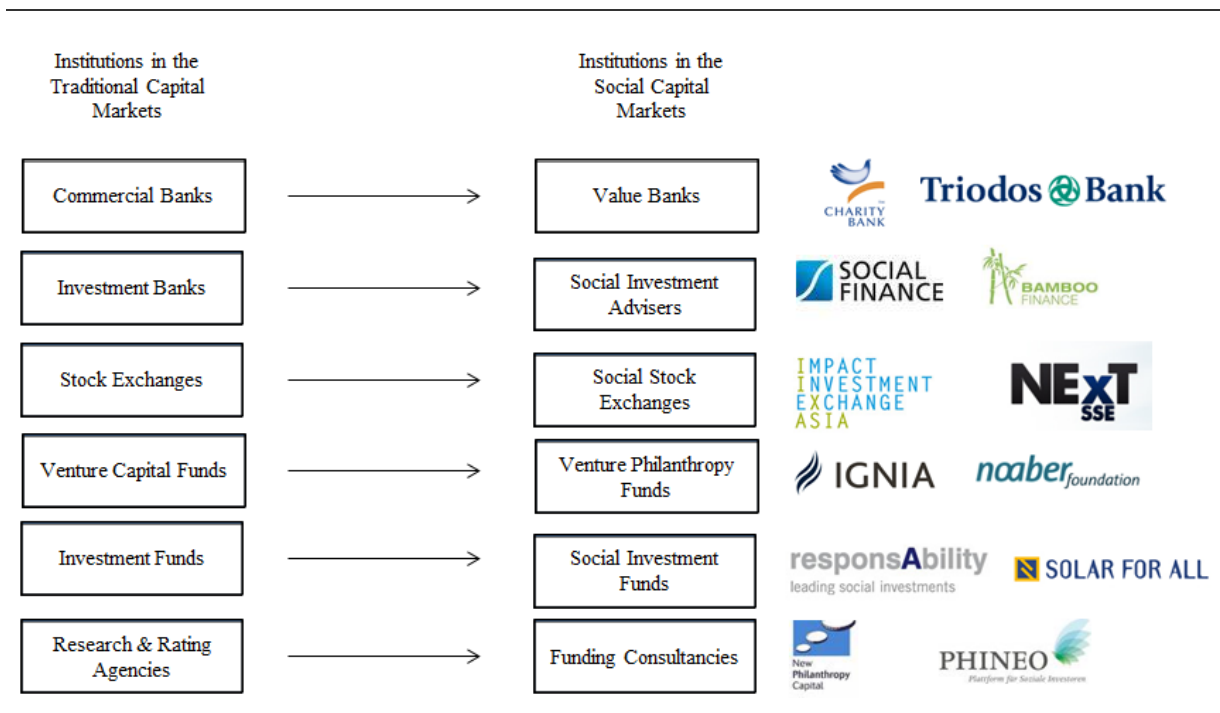


Illustration based on Achleitner & Spiess-Knafl (in press)

Each institution focuses on a specific segment of the social sector. The institutions are described below.

Value banks have the same role as commercial banks in traditional capital markets. They take deposits from savers and give loans to individuals and companies. Since Value Banks focus on the social sector, they have a better understanding of the business models and the specific needs and requirements of social enterprises. In addition, the savers sometimes accept a lower interest rate, which can be passed on to the social enterprise. An overview of those specialized loan providers can be found in chapter 6.5 “Value Banks” on page 48.

The traditional role of investment banks is the financial advisory of corporate clients and the matching of supply and demand. **Social investment advisers** take over the same role in the social sector. They support the social enterprise in setting up an appropriate financing structure and finding the right investors. A list of social investment advisers can be found in chapter 4.7 “Social Investment Advisory” on page 52.

A stock exchange is an efficient public platform to match supply and demand. On stock exchanges, companies can issue shares or bonds which are then traded continuously. Companies have access to a large capital pool and investors can sell their shares or bonds without delay at any time. A **social stock exchange** can be an attractive financing option for social enterprises with a proven business model and significant financing needs. At the moment, four social stock exchanges with trading activities are being incorporated. An overview of social stock exchanges can be found in chapter 4.9 “Social Stock Exchanges” on page 55.

Investment funds act as intermediaries between demand and supply by bundling funds from investors that they subsequently invest in certain asset classes. This approach reduces the transaction costs and the risk through diversification effects. **Social investment funds** apply the same principle in the social sector. They collect funds from individuals or foundations that they invest in a given sector such as microfinance or the solar industry.

Over the last 15 years, high-net-worth individuals and foundations have started to rethink their funding strategies. They began to adopt venture capital techniques for their funding strategies. This new form of financing in the social sector is known as *Venture Philanthropy*, *High Engagement Philanthropy* or *Social Venture Capital*. The term is used differently across the world, but can be defined as having the following characteristics (John, 2006):

- High engagement
- Tailored financing
- Multi-year support
- Non-financial support
- Organizational capacity-building
- Performance measurement

Thus, social investors concentrate their funding, and support only a limited number of social enterprises. Therefore, they can support the social enterprise over a longer period of time and use tailored financing (also including grant funding). Venture Philanthropy funds also support the social enterprise on a non-financial basis with management consulting or pro bono services.

Due to their similarities and a different understanding in different regions of the world, social investment funds and venture philanthropy funds are shown in the same overview. An overview of the social investors can be found in chapter 4.4 “Social Investors with General Investment Focus” on page 27, as well as chapter “

Social Investors with Focus on Microfinance” on page 42.

Rating and research agencies publish ratings and research reports on publicly listed companies to support investors in their capital allocation decisions. In the social sector, **funding consultancies** play this role. They publish research reports on different sectors and advise funders on which organizations to support. An overview of those consultancies can be found in chapter 4.8 “Funding Consultancies” on page 54.

Funding platforms are similar to social stock exchanges as they provide a platform to match demand and supply, but without active trading. The different platforms are described in the chapter 4.9 “Funding Platforms” on page 57.

3 The Financing Process

The complete financing process includes the following steps:

- Finding the appropriate financing instrument
- Finding the right social investor
- Approaching the social investor
- Screening and due diligence process
- Negotiating the financing terms
- Working with the investor, including performance measurement
- Exit of the investment

Before approaching a social investor, the social entrepreneur should consider first which financing instruments are suitable and then which social investors support the strategy and social mission of the social enterprise.

3.1 Available Financing Instruments

When determining the right financing instrument, social entrepreneurs should ask themselves the following questions (see also Figure 2 below):

- Can we set aside capital that would allow us to repay in a few years any financing received?
- In thinking about ways our organization might grow, can we take on capital that requires annual interest or dividend payments (e.g. 5% interest) throughout the course of the financing?

Figure 2 Classification of available financing instruments

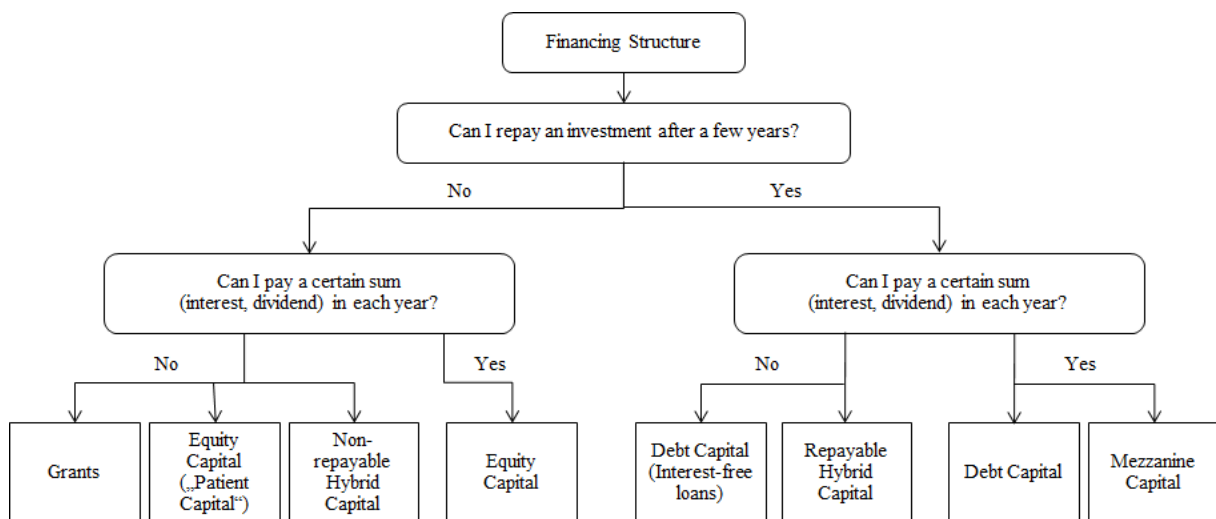


Illustration based on Achleitner, Spiess-Knafl & Volk (2011)

Those financing instruments are described in Table 1 and in more detail below. A short introduction to internal and external financing is given in the appendix on page 21.

Financing Instrument	Term Sheet	Implications for Social Enterprise
Grants	Duration: Short term Annual payments: None Repayment: None	<ul style="list-style-type: none"> - Usually restricted use for predefined projects - High fundraising costs - Low entrepreneurial flexibility
Debt Capital	Duration: Long term (3-7 years) Annual payments: Interest payments (variable) Repayment: Yes	<ul style="list-style-type: none"> - Annual interest payments require low risk business model - No dilution of ownership - Far-reaching rights of capital providers in case of default - High entrepreneurial flexibility in the use of capital
Equity Capital	Duration: Unlimited Annual payments: Dividend payments (variable) Repayment: No	<ul style="list-style-type: none"> - Dilution of ownership - Social investor receives control and voting rights - Profit participation for social investor - Potential impact on corporate culture
Mezzanine Capital	Duration: Long term (3-7 years) Annual payments: Interest payments (variable) Repayment: Yes	<ul style="list-style-type: none"> - Annual interest payments require predictable cash flows - Dilution of ownership only if converted into equity - Mandatory repayment - Profit participation for social investor
Hybrid Capital	Duration: Long term (3-7 years) Annual payments: None Repayment: Depends upon structure	<ul style="list-style-type: none"> - Inexpensive financing instrument - No dilution of ownership - Risk sharing with the social investor - Great structuring flexibility

Table 1: Comparison of Financing Instruments
 Source: Own illustration

Grants are a traditional form of financing in the social sector that are provided by foundations or individuals and continue to be an important funding source for social enterprises. Despite their importance, there are some shortcomings related to grants. Grants are regularly provided only for certain projects and usually exclude overhead costs and expenditures for the development of the social enterprise. Furthermore, grants are usually short-term, not predictable and impose high fundraising costs on the social enterprises.

Equity capital is the financing instrument with the highest risk for the investor. The social investor gives the social enterprise a certain sum in exchange for a share of the company (e.g. 10% of total shareholdings). The social investor receives no regular annual payments but a share of the profits generated by the social enterprise. Besides a share of future profits, the social investor has certain control and voting rights. Control and voting rights depend upon the legal form of the enterprise and are usually structured in the contract between investor and investee.

Debt capital can be used for long-term investments or project financing that promise stable and predictable cash flows over the next years. The stable and predictable cash flows are necessary as the debt capital providers receive an annual interest payment. Debt capital is provided on a temporary basis and requires repayment after a few years. Normally, the loans are provided for five to seven years.

Mezzanine capital combines elements of debt and equity capital and represents a convenient financing alternative if pure equity or debt capital is not applicable. The interest payment can be linked to the profits of the company, whereas the total amount is repaid after a certain time period or converted into equity capital. The structuring flexibility makes mezzanine capital an attractive option for social entrepreneurs as well as social investors.

Hybrid capital contains elements of grants, equity and debt capital. The grant character can be explained through the fact that there are no interest costs and, in certain pre-agreed scenarios, the financing instrument is converted into a grant. Financing instruments with hybrid capital character include recoverable grants, forgivable loans, convertible grants and revenue share agreements described below.

A **recoverable grant** is a loan that must be paid back only if the project reaches certain previously defined milestones. If the milestones are not reached, the recoverable grant is converted into a grant. This mechanism can be used if success of the project enables the social enterprise to repay the loan to the social investor.

A **forgivable loan** is a loan which is converted into a grant in the case of success. If the social enterprise reaches the goals agreed on beforehand by the investor and investee, the loan does not have to be repaid.

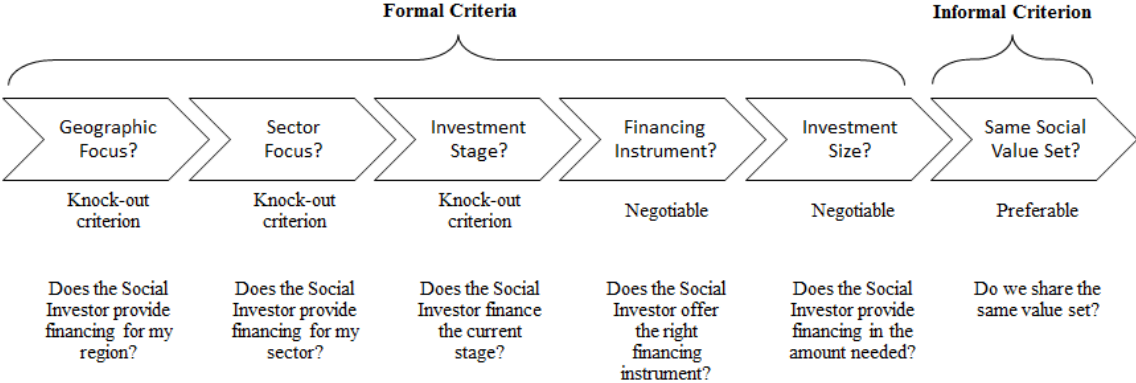
A **convertible grant** is another financing instrument with hybrid capital character. The social investor provides the enterprise with a grant that is converted into equity in the case of success.

Revenue share agreements are financing instruments with which the investor finances a project and receives a share of future revenues. This risk sharing model can be used for the repayment of the financing and gives the social enterprise financial flexibility.

3.2 Finding the Right Investor

When determining whether a prospective investor is the right fit for a social enterprise, the social entrepreneur should consider both formal and informal criteria. The questions in the below figure are designed to help the social entrepreneur make the decision on whether the social investor is the right fit.

Figure 3 Investment fit



Source: Own illustration

Many social investors concentrate their funding on a particular sector or geographic region, thereby deepening their expertise and allowing them to transfer knowledge among the social enterprises. For this reason, the geographic focus and the sector focus tend to be important on the part of the investor, and are usually strict criteria.

Investors tend to focus on a specific investment stage, which can make it difficult to come to an agreement when the social enterprise is at a different business model stage than the social investor’s usual focus. Some social investors only finance a proven business model, while others finance start-ups with a promising concept. In most cases, this “proof of concept” is usually not negotiable.

However, the financing terms and the investment stage do offer room for negotiation. In the case of significant capital needs exceeding a limit of approximately US\$ 1,000,000, social investors can syndicate the investment (simultaneous investment of two or more investors). The different investment stages are Seed, Early Stage/Start-Up and Later Stage/Mature.

The social entrepreneur also has to consider if the social investor shares the same values and has a similar mission. During the first meeting with the social investor or a discussion with other investees, this can be gauged. Some investors compare this process to the steps leading to a marriage, where formal criteria are just a part of the considerations and the subtle or dynamic impressions that the investor and investee have in their interactions determine whether the arrangement is the right fit.

3.3 Approaching the Social Investor

Social investors screen and analyse as many social investment opportunities as possible, in order to find the best investment prospect. For this reason, it is easy to make initial contact with investors, and their websites offer information on how to contact the fund managers.

Box 1

Acumen Fund has a link on its website, "Business Plan Submission", with all relevant information. On this page, Acumen Fund describes the formal criteria such as:

- *Geography*
- *Sector*
- *Size*
- *Stage*

If the social entrepreneur meets these criteria, he/she is asked to send a business plan to businessplans@acumenfund.org addressing the following topics:

- *What is the primary product or service you provide?*
- *Tell us about your team, mission and goals. How are you uniquely qualified and positioned to take on this endeavour?*
- *Tell us about your experience and knowledge working with the market that you would like to serve. What have your experiences been in testing your product in the target market and how has this positioned you to grow from here?*
- *How is the product or service relevant to impacting the lives of the base of the pyramid?*
- *Many well-intentioned ideas to help the poor are not sustainable and do not appropriately address market barriers to success. How has your venture uniquely addressed these issues? What is unique about your approach to the challenges of serving the poor with your product or service?*

Another way to meet social investors is through social investment conferences. In addition to meeting the investors, social entrepreneurs can speak with other investees of the social investor or social investment advisers, which can provide a good overview of the activities of the different social investors.¹

In the appendix on page 22 is an investment template on how to prepare the relevant information. This template structures the relevant information and reduces the time spent for further inquiries.

¹ Also see page 45 for a list of social investment advisers.

3.4 Screening and Due Diligence Process

Social investors may analyse several hundred social enterprises per year and use a multistage selection process through which only a few make it to the final rounds. Within this selection process, fund managers discuss around 50 different selection criteria. According to Heister (2010), the criteria can be grouped into the following categories:

- Concept
- Market
- Financials
- Social Impact
- Social Entrepreneur

“Concept” accounts for a large part of the discussions in the investment committees and is an important selection criterion. Investors want to understand whether the product or service provided will change the relevant sector and help the target group. Relevant questions could include aspects such as access to the target group, empowerment strategies, stakeholder support or innovation.

“Market” discusses the competition and peers of the social enterprise as well as the characteristics of the target group. For this, fund managers want to understand the potential market size to better evaluate future growth strategies and therefore investment.

“Financials” is highly relevant for funds that expect interest payments and/or a future repayment. Fund managers analyse the business model as well as capital requirements to understand how and how much income will be generated during the holding period.

“Social Impact” refers to both the scalability and reach of the business model. Reach is the percentage of the market covered with the “concept”. Scalability refers to certain characteristics of the business model such as the necessary know-how for service provision and the dependence upon certain stakeholders, which could influence the scaling of the social enterprise.

Fund managers discuss different aspects of the “Social Entrepreneur”. The aspects can be generally divided into five groups: strategic skills, professional skills, creativity, attitude and development potential. Important to the overall assessment of the social entrepreneur are his or her commitment to the concept, creativeness in achieving the social impact or reaching the market, and previous track record of success.

A sample of questions to prepare is shown in the following box. For the exchange of confidential information a non-disclosure agreement template can be found on page 24 in the appendix.

Box 2

For the due diligence process, social entrepreneurs should prepare the following 20 questions:

- 1. Is it a new concept?*
- 2. Are there existing or competing offers for the target group?*
- 3. How is it different from other concepts and offers?*
- 4. Does the organization have a clear strategy to solve the social problem?*
- 5. How can the target group be defined and does it have an incentive to accept the offer?*
- 6. Does the concept focus on the strengths of the target group (e.g. special abilities of persons with autism)?*
- 7. Does the concept integrate the target group in the process of the service provision?*
- 8. Are other stakeholders integrated in the concept (e.g. parents, teachers or neighbors)?*
- 9. Does the concept use externals and multipliers for the service provision?*
- 10. Can the target group easily access the offer (low-threshold offer)?*
- 11. Does the concept aim to change the system?*
- 12. Can the concept be copied and scaled easily?*
- 13. What is the potential reach of the concept?*
- 14. Is the offer dependent on the skills, experience and contacts of the founder?*
- 15. What were the motives of the foundation?*
- 16. Is the founder resilient?*
- 17. Does the founder have good communication skills?*
- 18. Has the founder already gained entrepreneurial experience?*
- 19. Is the founder able to delegate duties?*
- 20. Is the founder creative in solving problems?*

3.5 Negotiating the Financing Terms

Once the due diligence finishes positively, the social investor and the social entrepreneur can start the negotiations of the financing terms. In some cases, the social investor provides the financing in separate tranches after the completion of certain milestones (e.g. US\$ 250,000 at the start and US\$ 250,000 after setting up a second location). The financing can also be tied to a business plan, and the social entrepreneur should also consider the consequences of cost overruns or failure to meet the targets of the business plan.

The financing terms differ between debt capital (loan) and equity capital (ownership stake).

Equity capital

In exchange for an investment, the social investor buys participation in the equity of the social enterprise. The social entrepreneur has to negotiate the following terms:

- Valuation of the social enterprise
- Dividend payments
- Exit/repayment

In the case of equity investments, the valuation of the social enterprise is key and determines whether the investment is based on nominal or market values. Some social investors provide debt and equity capital at the same time.² In those cases, the equity investment can be based on nominal values and the repayment should also be based on nominal values.

Social investors and social entrepreneurs should discuss what kind of financial return they can expect. The financial return can be realized through an increase of the value of the social enterprise as well as through dividend payments.

In addition, the social entrepreneur should address the issue of control and voting rights. While the investor should be able to influence decisions in the company, the social entrepreneur should maintain the necessary rights for flexible and entrepreneurial decision-making authority for the social enterprise.

Lastly, social entrepreneurs and social investors should discuss the potential options for the investors' future exit strategy and the expected time frame (see more details on page 20).

Debt capital (loan)

A loan is attractive if the social enterprise has access to stable and predictable cash flows. The financing terms include:

- Interest rate
- Repayment schedule
- Financial flexibility
- Default scenarios

The interest rate is the annual payment of the social entrepreneur to the social investor. The interest rate can range from interest-free (e.g. 0%) to market rate return (e.g. about 7% in Western Europe) and depends on the financial return expectations of the social investor.

² The equity ownership gives the social investor control and voting rights.

In some cases, the social entrepreneur must plan for both interest payments during the term of the loan and the loan repayment after the loan term has ended. In a popular model, the social entrepreneur starts to repay the loan (the principal) after two years. Another option is the complete refinancing at the end of the loan period.

The social enterprise should also negotiate the interest payment and principal repayment schedule in case of distress to secure the necessary financial flexibility.³ Options can be a delay of the interest payments or an extension of the credit period to reduce the financial burden.

However, the social entrepreneur must consider the worst-case scenario. In the case of default or bankruptcy, the loan provider's rights to be repaid might take precedence over the social entrepreneur's rights. For this reason, the social entrepreneur should avoid taking on personal liabilities for the social enterprise or negotiating extensive debt to equity swaps in case of default. A debt to equity swap gives the loan provider a certain share of the equity capital (ownership) if the social enterprise defaults on its debt.

Box 3

The dos and don'ts of negotiating the financing terms:

- *Avoid any personal liability*
- *Consider the consequences in case of default*
- *Secure the necessary entrepreneurial flexibility for the operations (voting rights only as far as necessary)*

³ Some contracts include financial covenants which secure that the company operates within certain limits (e.g. certain limits of ratios such as "Net Debt to Operating Profit" or "Operating Profit to Interest Costs").

3.6 Working with Investors

After working out the details of the investment deal, the social entrepreneur would be wise to set up a working relationship with the social investor. Creating an advisory board is both a practical way to involve the social investor in the operations and to give the social investor voting and control rights (e.g. one social enterprise sends a monthly overview of the financial situation to the members of the advisory board, which convenes four times every year).

The members of the advisory board usually include representatives of the social enterprise, representatives of the shareholders and independent experts, who can contribute expertise from either the social or business sector.

The advisory board can strengthen the quality of the entrepreneurial decisions and the accountability of the management by asking tough questions about current practices and suggesting new policies, procedures or approaches. Social investors tend to have extensive knowledge about corporate governance, reporting, controlling and corporate finance, but have limited knowledge of the core activities of the company such as delivering the social services to the target group. For this reason, the social entrepreneur should adjust his or her expectations and use the existing skill sets and network of the social investor.

As described in Box 4, a very important element is the interpersonal relationship between investee and investor. Given the many potential conflicts regarding alignment of the social mission, profit distribution and future development of the enterprise, the social entrepreneur should first be certain that he or she wants to have the social investor as a thought partner before including him or her in a key decision-making role.

Box 4

Achleitner et al. (2008) conducted a study on minority investments of private equity funds in family firms. Similar to social enterprises, family firms have multiple goals. Some of the key findings were:

- *Family firms always install an advisory board (if not existing already) after the investment. Interestingly, the advisory board is kept in place even after the exit of the investor.*
- *The management particularly appreciates the role of the advisory board as sparring partner.*
- *The family firms benefit from the investor's support in corporate governance, controlling, reporting and corporate finance.*
- *A clear common understanding concerning the profit distribution is necessary to minimize the risk of conflicts of interest.*
- *The interpersonal relationship between the investor and the family firm is the single most important selection criterion for the family firm in finding the right investor.*

3.7 Performance Measurement

Performance measurement enables the social investor to control and monitor the work of the social entrepreneur. Social entrepreneurs need to consider their “impact value chain” first. The main questions are shown in the following figure.

Figure 4 Impact Value Chain

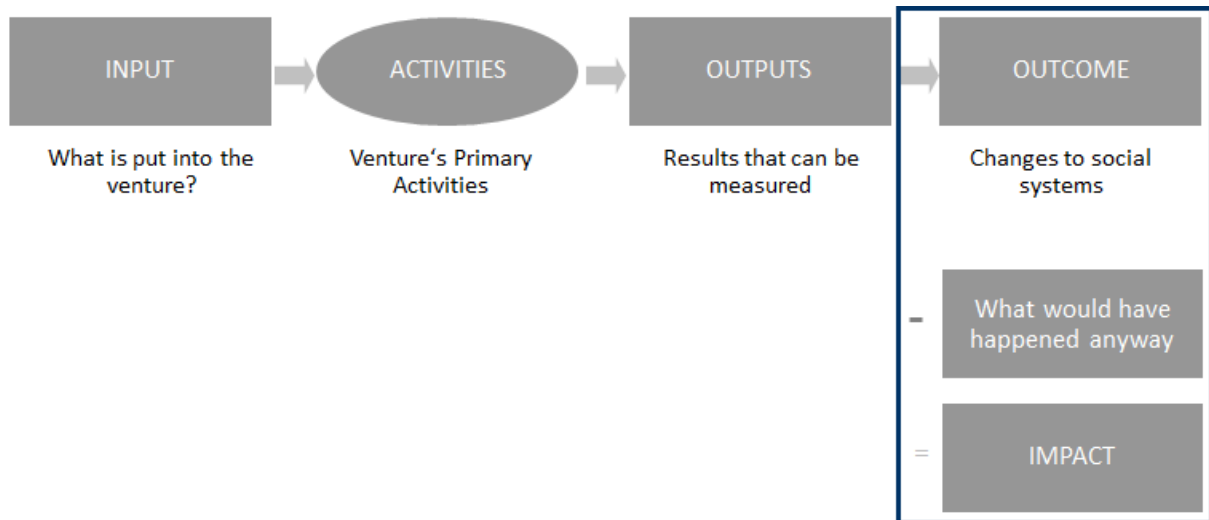


Illustration based on Clark et al. (2004) and Roder (2010)

Inputs are resources that are put directly into the venture (e.g. assets, volunteering or money). Clark et al. (2004) describe outputs and outcomes as follows:

“The key notion of the Impact Value Chain is to differentiate outputs from outcomes. Outputs are results that a company, non-profit or project manager can measure or assess directly. Outputs for an after-school program, for example, could include the number of children participating in the program, the percent that drop out, and the percent that re-enrol the following year.

Outcomes are the ultimate changes that one is trying to make in the world. For the after-school program, desired outcomes could include higher self-esteem for participants or higher educational achievement for participants. Commonly the organization running the program may not have the expertise or resources to evaluate whether an outcome has been achieved, but it is just as important for that organization to define the desired outcomes and figure out which internal output measures are most likely to be correlated with desired outcomes.”

Although the impact value chain is a clear concept, there is not yet a performance measurement method that is globally accepted and applicable. (A catalogue describing the methods to assess the social impact can be found at www.riseproject.org/DBL_Methods_Catalog.pdf.)

Performance measurement methods have similar information requirements as financial analysis that assesses the valuation or the credit rating of a company. Those methods require

solid and comparable information. The traditional capital markets standards, such as the International Financial Reporting Standards (IFRS) or the United States Generally Accepted Accounting Principles (US-GAAP), guarantee that companies are reporting on a comparable basis.

Standards addressing the characteristics of social enterprises have been developed. Yet, there is no globally accepted standard. Two popular standards include the Social Reporting Standard (SRS) developed in Germany (www.social-reporting-standard.de) and the Impact Reporting & Investment Standards (IRIS) developed in the United States, which is described in Box 5.

From the social entrepreneur's perspective, reporting requires at first additional efforts and costs, yet generates long-term benefits. It allows the social entrepreneur to track results, improve processes and have better documentation of the successes of the social enterprise.

Box 5

The Impact Reporting & Investment Standards (IRIS) was founded by Acumen Fund, B Lab and the Rockefeller Foundation to create a common framework for defining and reporting the performance of impact capital. The IRIS framework consists of six parts:

- *Organization description (indicators that focus on the organization's mission, operational model and location)*
- *Product description (indicators that describe the organization's products and services and target markets)*
- *Financial performance (commonly reported financial indicators)*
- *Operational impact (indicators that describe the organization's policies, employees and environmental performance)*
- *Product impact (indicators that describe the performance and reach of the organization's products and services)*
- *Glossary (definitions for common terms that are referenced in the indicators)*

(taken from <http://iris.thegiin.org/iris-standards>)

Standards such as the Impact Reporting & Investment Standard (IRIS) are the basis for the work of institutions which analyse the impact and work of social enterprises. One example is GIIRS (Global Impact Investing Rating System) which assesses the social and environmental impact of companies and whenever possible integrates IRIS metrics in the rating process.

3.8 Exit Consideration

In the chapter “Negotiating the Financing Terms”, a few aspects related to exit considerations were discussed. The exit routes for equity capital, debt capital, and grant funding are shown in the following figure.

Figure 5 Exit considerations

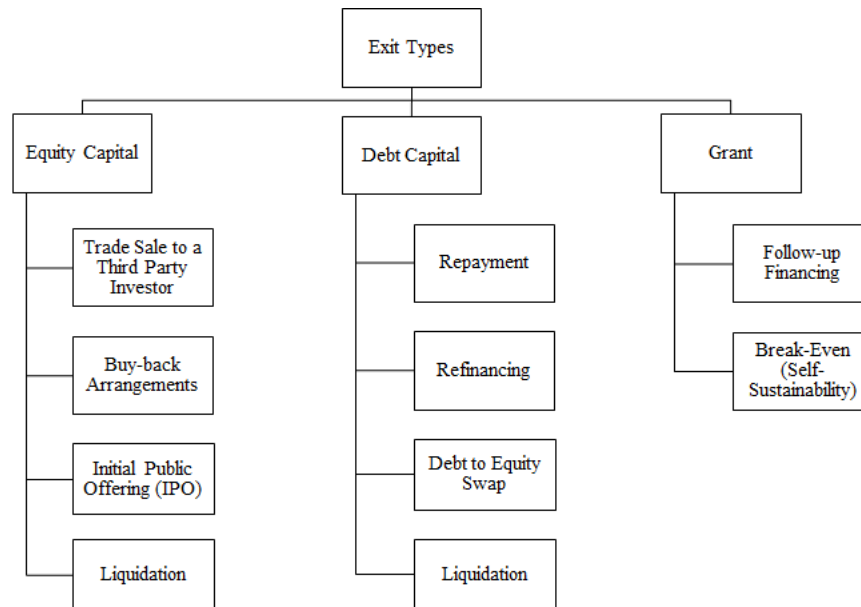


Illustration based on Achleitner & Spiess-Knafl (in press)

In the case of equity capital, there are several exit strategies. There can be a sale of the shares to a third-party investor, the social entrepreneur can buy back equity from the investor, or the parties can pursue an initial public offering on a social stock exchange or liquidate the ownership. The buy-back arrangement implies that the social entrepreneur has sufficient funds to buy back the share of the social investor.

In the case of debt capital, social entrepreneurs can either repay the loan or refinance the loan. If the social entrepreneur pursues refinancing, the same or another social investor must be willing to finance the social entrepreneur for the next few years. If the social enterprise defaults on the loan (e.g. non-repayment of the loan or long-term delay on scheduled payments), there are three scenarios:

- Social investor institutes bankruptcy proceedings to recover part of the loan (“liquidation”)
- Social investor extends the period of the repayment schedule (“financial flexibility”)
- Social investor accepts equity in exchange for the loan (“debt to equity swap”)

Grant funding also presents several exit considerations. A social investor can fund 10% of the total budget or take over part of the overhead costs for a given period of time. After this time, the social enterprise either needs to secure follow-up financing or should have reached financial self-sustainability.

4 Appendix

4.1 Internal and External Financing

Access to capital can be classified as:

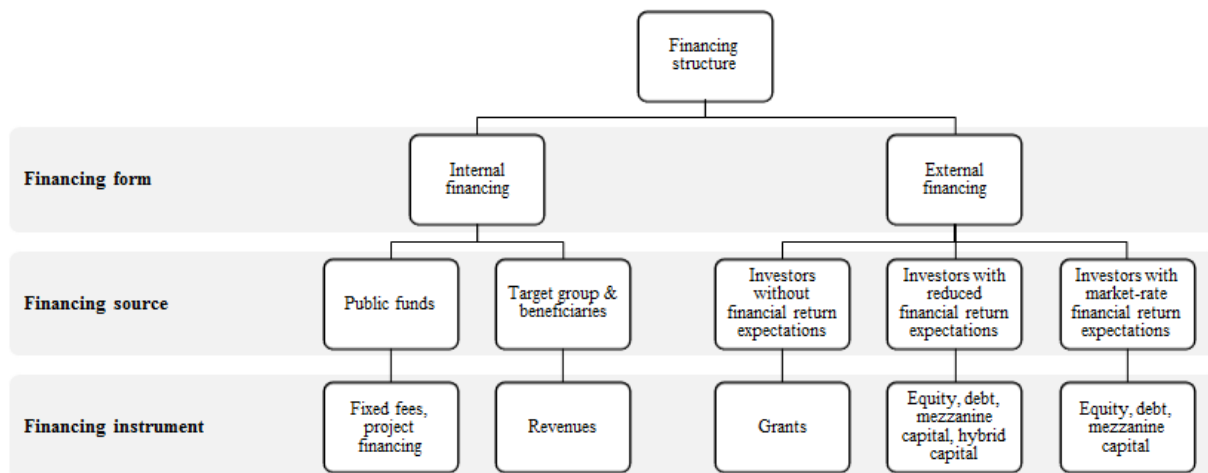
- Internal financing
- External financing

Internal financing is provided by cash flows generated through the operating activities of the social enterprise. The service is either paid by the target group, third-party beneficiaries or public authorities.

External financing is either used to cover negative operating cash flows or to finance long-term investments such as buildings, equipment or infrastructure.

The different financing sources and instruments are shown in the following figure.

Figure 6 Classification of the financing structure



Source: Achleitner, Spiess-Knafl & Volk (2011)

4.2 Investment Template

Name of the organization: [add the name of the organization]

1. Information about the founder

[add information on the founder and the idea that led to the foundation]

2. Business model

[add information on the business model, including access to the target group and description of the target group]

3. Year of foundation

The organization was established in _____. The headquarters are in _____

4. Number of employees

_____ employees

5. Streams of revenues (including donations and governmental money) of the past three years

2008: US\$ _____

2009: US\$ _____

2010: US\$ _____

6. Description of markets

a) Current market

[add information on the current market]

b) Market potential/growth opportunities

[add information on the potential national/international demand and potential growth strategies]

c) Competitors

[add information on competitors and explain the differences in approaches]

6. Governance structure

Board of Directors/Advisory Board

- _____ _____, Chair, role outside of social enterprise
- _____ _____, role outside of social enterprise
- _____ _____, role outside of social enterprise
- _____ _____, role outside of social enterprise
- _____ _____, role outside of social enterprise

Management

- _____ _____, Executive Director
- _____ _____, role within social enterprise
- _____ _____, role within social enterprise

7. Reporting system

[add information on the specific reporting system being used; can include the key figures being monitored on a regular basis or information that is reported to the board of directors/advisory board]

8. Grants and awards

[add information on the grants and awards that the social enterprise has received]

9. Requested amount of money

US\$ ____

10. Use of capital

[add information on how the capital will be used]

11. Type of investment requested (loan or equity)

4.3 Non-Disclosure Agreement Template

(Provided generously by IGNIA Partners)

This confidentiality agreement (“agreement”) is entered into by IGNIA Partners LLC, hereafter known as “IGNIA”, represented in this document by “”, and “” known as “”, represented by “” in accordance with the following statements and clauses:

STATEMENTS

The representatives of IGNIA and “” in their individual capacities respectively, represent to each other that:

- a) The companies that each of them represents respectively, are duly established in accordance with the laws of the United States of America and of the *Estados Unidos Mexicanos*, respectively and each of them has the faculties required to enter into this Agreement.
- b) The representative of “” represents that the object of the company he represents consists in: “”.
- c) The representative of IGNIA represents that the object of the company he (she) represents consists in: investment management.
- d) The representatives of each company agree that will deliver the Confidential Information (as defined herein below) in accordance with the conditions established in this agreement.

Having made the aforementioned representations, both parties agree as follows:

C L A U S E S

1. CONFIDENTIAL INFORMATION

For the purposes of this Agreement, Confidential Information shall include, without limitation, all information that is written, oral, graphic or contained in written, electronic or electromagnetic media, including but not limited to technical, financial and commercial information, business proposals, business strategies organizational structures, company and corporate structures, reports, plans, market forecasts, data and any other industrial information, along with formulas, mechanisms, models, methods, techniques, analysis processes, registered or unregistered trademarks, trade names, work documents, compilations, comparisons, studies or any other document(s) prepared and conserved as confidential by the Parties or any of its subsidiaries or affiliates.

2. OBJECT

The purpose of this Agreement is to maintain the confidentiality of information that has been and will continue to be shared between the Parties as may be necessary to initiate and/or maintain a successful business relationship. Except as expressly authorized in this Agreement, under no circumstances may any party disclose any portion or all of the Confidential Information provided to any party directly or indirectly by the other party or its subsidiaries or affiliates to any person(s) without the prior written consent of such party.

3. OWNERSHIP OF INFORMATION

Both parties acknowledge that all the Confidential Information provided to it by the other party belongs exclusively to such party, and it is considered by each party as intellectual and industrial

secrets or trade secrets.

Both parties agree that under no circumstances shall the Confidential Information that is subject to this Agreement belong to anyone else but to the party that provides such information.

4. CONFIDENTIALITY OF INFORMATION

Notwithstanding the restriction set forth in Clause 2 above, the parties are only authorized to disclose the Confidential Information to its, and its subsidiaries and affiliates, directors, officers, employees, attorneys at law, tax advisors, and accounting advisors (collectively “The Parties Employee’s”) who have a need to know the Confidential Information in connection with the object of this agreement, as set forth in Clause 2 above.

Each party shall at any time have the right to insist that said Confidential Information be destroyed or returned, whether or not the Confidential Information was delivered before or after this Agreement is signed.

The parties may not make copies of the Confidential Information without the prior written consent of the other party. Notwithstanding the foregoing, the parties may make copies of the Confidential Information without the prior written consent of the other party provided that such copies are for The Parties Employee’s and for the purpose set out in Section 2.

Any Confidential Information previously delivered by any party shall receive the same treatment subsequent to the signing of this Agreement as the information covered by the terms hereof.

Notwithstanding anything in this Agreement, any party shall have no obligations of confidentiality with respect to any Confidential Information in the following cases:

- a) If it is developed or elaborated independently by or for any party free of any restrictions by other sources with the right to disclose it;
- b) If it is or becomes public without any party having failed to comply with this Agreement; and
- c) If it is received from a third party and its disclosure does not transgress or violate any confidentiality obligations.

If any governmental or judicial authority should ask any party to disclose all of any portion of the Confidential Information, such party shall notify the other party immediately so that such party can take any measures it considers pertinent to prohibit or limit such disclosure.

In the foregoing cases, such party shall only provide the Confidential Information that has been requested and, if the authority has not delimited the information solicited, shall do its utmost to limit the scope of the Confidential Information to be provided.

5. TERMINATION OF BUSINESS RELATIONSHIP

If the parties should terminate their business relationship for any reason whatsoever, the parties shall not be exonerated from all of the obligations included in this Agreement.

6. DAMAGES AND LOSSES

If any party, including its subsidiaries, affiliates, and/or the Parties Employees, should fail to fulfill any of the stipulations included in this Agreement, such party shall pay the other party damages and

losses as are awarded by a court of competent jurisdiction.

7. TRANSFER

The rights and obligations included in this Agreement may not be assigned at any time by the parties without the prior written consent of the other party.

8. VALIDITY

This Agreement shall be in force as of the date of signing and shall remain in force for a period of five (5) years, even after the business relationship has been terminated. Each party’s obligations set forth in this Agreement shall survive termination of this Agreement for any reason, even if such Confidential Information is returned or destroyed.

9. NOTICES AND PLACES OF RESIDENCE

Any notice or requirement with regard to this Agreement shall be in writing and shall be delivered by hand, registered airmail, confirmed telegram, telex or fax or by reputable air courier.

For these effects the parties declare their places of residence to be the following:

IGNIA Partners LLC “”
Ave. Ricardo Margain 575,
Parque Corp. Santa Engracia,
66267, Monterrey, NL .

Notices to the Advisor must be sent to the attention of its Legal Representative. If either of the parties should change its place of residence, it is obliged to inform the other party in writing promptly.

10. COMPLETE AGREEMENT

The parties agree that the present Agreement contains the complete agreement between the parties with regard to the object established in Section 2 and cancels all prior agreements, negotiations, contracts and writings regarding the matters included in this agreement between the parties.

11. LANGUAGE

This Agreement will be signed in a Spanish and English version, the Spanish version shall prevail in case of any controversy between the parties.

12. JURISDICTION




For the interpretation and fulfillment of this agreement, the parties submit themselves expressly to the appropriate laws and tribunals of Mexico, Federal District and renounce any other jurisdiction that could be applicable due to present or future places of residence.




Both parties having read and been informed of each and every one of the clauses and contents and legal scope of this Agreement, sign their conformity recognizing the signatures below as being those used for all legal documents in Mexico City, Federal District on November 16, 2007.




IGNIA Partners LLC, “”




WITNESSES




4.4 Social Investors with General Investment Focus




<i>Social Investor with Short Mission Statement</i>	<i>Main Financing Instruments</i>	<i>Geographical Focus</i>	<i>Main Sector Focus</i>	<i>Contact Details</i>
 <p>Acumen Fund is a non-profit global venture fund that uses entrepreneurial approaches to solve the problems of global poverty. Small amounts of philanthropic capital, combined with large doses of business acumen, can build thriving enterprises that serve vast numbers of the poor.</p>	<ul style="list-style-type: none"> - Debt capital - Equity capital - Guarantees - “Lab Investments” (experimental investments) 	<p>East Africa India Pakistan</p>	<ul style="list-style-type: none"> - Water - Health - Agriculture - Energy - Housing 	<p>Acumen Fund 76 Ninth Avenue, Suite 315 New York, NY 10011 USA +1 212 566 8821 mtada@acumenfund.org www.acumenfund.org</p>
 <p>Adobe Capital is an impact investment fund focused on supporting the early growth of social and environmental small and growing businesses with a specific emphasis on companies operating in underprivileged base-of-the-pyramid communities.</p>	<ul style="list-style-type: none"> - Debt capital - Equity capital 	<p>Mexico</p>	<ul style="list-style-type: none"> - Agribusiness - Base of the pyramid - Water - Recycling - Clean tech and energy - Ecotourism 	<p>Adobe Capital Corina 59, Colonia del Carmen Mexico City CP 04100 Mexico +52 55 5604 5555 contact@adobecapital.org www.adobecapital.org</p>
 <p>AlphaMundi is a Swiss commercial enterprise with a social mission. Its mission is to help achieve significant and self-sustaining poverty reduction and environmental preservation in developing countries.</p>	<ul style="list-style-type: none"> - Debt capital - Equity capital 	<p>Latin America</p>	<ul style="list-style-type: none"> - Microfinance - Sustainable agriculture - Renewable energy - Rural development - Education 	<p>AlphaMundi Group Augustinergasse 21 CH-8001 Zurich +41 44 5080 556 info@alphamundi.ch www.alphamundi.ch</p>




<i>Social Investor with Short Mission Statement</i>	<i>Main Financing Instruments</i>	<i>Geographical Focus</i>	<i>Main Sector Focus</i>	<i>Contact Details</i>
 <p>The Artha program strives to support high-impact, sustainable enterprises that are validating the market niche for providing goods and services to the bottom of the pyramid in India, with an emphasis on agriculture, energy and livelihoods.</p>	<ul style="list-style-type: none"> - Equity capital - Convertible grant 	India	<ul style="list-style-type: none"> - Agriculture - Cleantech - Livelihoods - Water 	<p>Artha Initiative Leconfield House, Curzon Street, Third Floor London W1J 5JA United Kingdom +44 20 7016 4300 anna.mustoe@ riantacapital.com www.arthaplatform.com</p>
 <p>Auridis invests globally in endeavours, which sustainably improve the life opportunities for socially disadvantaged children.</p>	<ul style="list-style-type: none"> - Grants - Debt capital - Interest-free loans 	German-speaking countries	<ul style="list-style-type: none"> - Support of young children from socially-disadvantaged families 	<p>Auridis Grünstrasse 18 41460 Neuss Germany +49 2131 1511842 info@auridis.de</p>
 <p>BonVenture funds companies and organizations with a social purpose in German-speaking countries. The foundation seeks projects that are innovative with a strong social impact, are led by motivated and committed social entrepreneurs, and will be financially self-sustaining in the long term.</p>	<ul style="list-style-type: none"> - Equity capital - Mezzanine capital - Debt capital - Grants 	German-speaking countries	<ul style="list-style-type: none"> - Children, young people and the elderly - Employment and education - Marginalized groups - Ecology 	<p>BonVenture Pettenkoferstrasse 37 D-80336 München Germany +49 89 2 00 01 2530 info@bonventure.de www.bonventure.de</p>




<i>Social Investor with Short Mission Statement</i>	<i>Main Financing Instruments</i>	<i>Geographical Focus</i>	<i>Main Sector Focus</i>	<i>Contact Details</i>
 <p>Bridges Ventures is a sustainable growth investor whose commercial expertise is used to deliver both financial returns and social and environmental benefits. We believe that market forces and entrepreneurship can be harnessed to do well by doing good. We currently have three types of funds under management.</p>	<ul style="list-style-type: none"> - Equity capital - Equity-like capital 	United Kingdom	<ul style="list-style-type: none"> - Sustainable sectors & regeneration (Venture Funds) - Entrepreneurial property (Sustainable Property Fund) - No sector focus (Social Entrepreneurs Fund) 	<p>Bridges Ventures Ltd 1 Craven Hill London W2 3EN +44 020 7262 5566 info@bridgesventures.com www.bridgesventures.com</p>
 <p>The Children's Investment Fund Foundation aims to demonstrably improve the lives of children living in poverty in developing countries through large-scale and sustainable impact.</p>	<ul style="list-style-type: none"> - Grants 	Africa Asia Mid-Americas	<ul style="list-style-type: none"> - Children living in poverty in developing countries - specifically HIV/AIDS, education, water, sanitation, emergency, hygiene and humanitarian aid 	<p>The Children's Investment Fund Foundation 7 Clifford Street London W1S 2WE United Kingdom +44 207 440 2357 info@ciff.org www.ciff.org</p>
 <p>CAF Venturesome is a social investment fund that provides investment to help charities and social enterprises deliver on their mission.</p>	<ul style="list-style-type: none"> - Debt capital - Equity-like capital 	United Kingdom	<ul style="list-style-type: none"> - No sector focus 	<p>Charities Aid Foundation 7th Floor, St Andrew's House, 18-20 St Andrew Street London EC4A 3AY United Kingdom +44 3000 123 300 venturesome@cafonline.org www.venturesome.org</p>




<i>Social Investor with Short Mission Statement</i>	<i>Main Financing Instruments</i>	<i>Geographical Focus</i>	<i>Main Sector Focus</i>	<i>Contact Details</i>
 <p>Calvert Foundation's mission is to maximize the flow of capital to disadvantaged communities to create a more equitable and sustainable society. By creating innovative financial products and services, the foundation has made it possible for everyday people, not just institutions, to participate in financial instruments that directly serve communities.</p>	- Debt capital	Worldwide	<ul style="list-style-type: none"> - Affordable housing - Community development financial institutions/small business - Environment - Fair trade - Microfinance 	<p>Calvert Foundation 7315 Wisconsin Avenue Suite 1100W Bethesda, MD 20814 +1 800 248 0337 info@calvertfoundation.org www.calvertfoundation.org</p>
 <p>Convivatus Social Capital provides successful social entrepreneurs the strategic and financial basis for sustainable growth. In this way, Convivatus wants to be a catalyst for positive social change.</p>	<ul style="list-style-type: none"> - Debt capital - Mezzanine capital - Equity capital 	German-speaking countries	<ul style="list-style-type: none"> - Compatibility of family and work - Young people - Services for the elderly 	<p>Convivatus Social Capital Schnabelweg 60 8832 Wilen Switzerland + 41 44 380 1650 frank.hinrichs@convivatus.com www.convivatus.com</p>
 <p>Core Innovation Capital invests in the most innovative companies serving underbanked consumers. CIC focuses on early growth-stage for-profit companies whose management shares its vision that technology-driven solutions focused on delivering the highest value to underbanked people can create great businesses and strengthen the American middle class.</p>	- Equity capital	USA	<ul style="list-style-type: none"> - Financial technology companies providing consumer finance products 	<p>Core Innovation Capital 611 Broadway New York, NY 10012 USA +1 212 780 0193 info@corevc.com www.corevc.com</p>



<i>Social Investor with Short Mission Statement</i>	<i>Main Financing Instruments</i>	<i>Geographical Focus</i>	<i>Main Sector Focus</i>	<i>Contact Details</i>
 <p>d.o.b foundation invests in and supports social entrepreneurs who identify commercial opportunities in social issues. The foundation strives for a structural improvement of the well-being of people who are marginalized or living in poverty.</p>	<ul style="list-style-type: none"> - Debt capital - Convertible loans - Mezzanine finance - Equity capital - Convertible grants 	<p>The Netherlands Africa</p>	<p>- No focus</p>	<p>d.o.b Foundation IJseldijk 1 8194 LA Veessen The Netherlands +31 578631111 info@dobfoundation.nl www.dobfoundation.nl</p>
 <p>E+Co makes clean energy investments in developing countries. With 15 years of experience and offices in eight locations, E+Co's innovative business model provides lasting solutions to climate change and poverty.</p>	<ul style="list-style-type: none"> - Debt capital - Equity capital 	<p>Africa Asia Latin America</p>	<p>- Clean energy</p>	<p>E+Co U.S. 383 Franklin Street Bloomfield, NJ, 07003 USA +1.973.680.9100 EandCo.USA@EandCo.net eandco.net</p>
 <p>Beyond Capital Fund's goal is to be the partner of choice for both social entrepreneurs and social philanthropists in sourcing, supporting and scaling innovative ideas that directly and positively impact the lives of the world's most impoverished people.</p>	<ul style="list-style-type: none"> - Debt capital - Equity capital - Convertible debt 	<p>Africa Asia</p>	<p>- Bottom of the pyramid</p>	<p>Beyond Capital Fund info@beyondcapitalfund.org</p>

<i>Social Investor with Short Mission Statement</i>	<i>Main Financing Instruments</i>	<i>Geographical Focus</i>	<i>Main Sector Focus</i>	<i>Contact Details</i>
 <p>ennovent promotes for-profit innovations for sustainability at the base of the economic pyramid. We assist entrepreneurs, investors and experts to discover, finance and scale up the best solutions in energy, water, food, health and education. Our services help spot the best innovations globally, invest financial resources and provide support to maximize social, economic and environmental impact.</p>	<ul style="list-style-type: none"> - Equity capital - Debt capital - Hybrid capital 	India	<ul style="list-style-type: none"> - Energy - Food - Water - Education - Health 	<p>ennovent Am Burgfried 14 4910 Ried im Innkreis Austria +43 699 1913 7770 office@ennovent.com www.ennovent.com</p>
 <p>Equitas Ventures aims to become an innovative alternative for the financing and promotion of profitable companies with a clear positive social and/or environmental impact, working together with investors helping Argentina and South America embrace the path to sustainability and equitability.</p>	<ul style="list-style-type: none"> - Equity capital - Debt capital 	Argentina Uruguay	<ul style="list-style-type: none"> - Bottom of the pyramid - Fair trade - Housing - Health 	<p>Equitas Ventures contacto@equitasventures.com www.equitasventures.com</p>
 <p>Ferd Social Entrepreneurs supports social entrepreneurs who work to help ensure that children and young people can realize their goals and recognize that they have opportunities.</p>	<ul style="list-style-type: none"> - Grants - Guarantees - Convertible loan - Equity capital - Convertible grants 	Norway	<ul style="list-style-type: none"> - Children and young people 	<p>Ferd Social Entrepreneurs P.O. Box 34 1324 Lysaker Norway +47 67 10 80 50/+47 957 21 740 kgf@ferd.no www.ferd.com</p>

<i>Social Investor with Short Mission Statement</i>	<i>Main Financing Instruments</i>	<i>Geographical Focus</i>	<i>Main Sector Focus</i>	<i>Contact Details</i>
 <p>Fondation Demeter helps charities improve their operating processes and governance principles to make the best use of their resources and move towards self-sufficiency.</p>	<ul style="list-style-type: none"> - Interest-free loans - Grants 	Worldwide	<ul style="list-style-type: none"> - Children and young people - Microfinance 	Fondation Demeter 44, rue Vaneau 75007 Paris France +33 14548 8856 contact@ fondationdemeter.com
 <p>Fondazione Oliver Twist Onlus operates in the social field by setting up and supporting projects designed to help minors in difficult circumstances.</p>	<ul style="list-style-type: none"> - Grants 	Italy	<ul style="list-style-type: none"> - Children and young people 	Fondazione Oliver Twist Onlus Via Bigli, 21 20121 Milan Italy +39 277718726 info@fondazioneolivertwist.org www.fondazioneolivertwist.org
 <p>Good Capital is an investment firm that increases the flow of capital to innovative ventures creating market-based solutions to inequality and poverty. Using a high engagement model, we invest in the most promising social enterprises and give them the tools and guidance they need to succeed.</p>	<ul style="list-style-type: none"> - Equity capital - Equity-like capital 	United States (Business headquarters should be in the United States)	<ul style="list-style-type: none"> - Reduction of inequality 	Good Capital c/o Hub SOMA 901 Mission Street, Suite 105 San Francisco, CA 94103 +1 415 706 4714 portfolio@goodcap.net www.goodcap.net




<i>Social Investor with Short Mission Statement</i>	<i>Main Financing Instruments</i>	<i>Geographical Focus</i>	<i>Main Sector Focus</i>	<i>Contact Details</i>
 <p>The Grassroots Business Fund strives to create a world where economic opportunity reaches everyone. GBF builds and supports high-impact businesses that provide sustainable economic opportunities to millions of people at the base of the economic pyramid.</p>	<ul style="list-style-type: none"> - Equity capital - Debt capital - Convertible loans - Royalty-based loans - Guarantees 	<p>Africa (Kenya, Tanzania, Zambia, Ghana) Asia (India, Cambodia, Indonesia) Latin America (Bolivia, Colombia, Guatemala, Peru)</p>	<ul style="list-style-type: none"> - Agribusiness - BoP Services - Innovations in finance - Artisanal 	<p>Grassroots Business Fund 1601 Connecticut Avenue NW Suite 501 Washington, DC 20009 USA +1 202 518 6865 www.gbfund.org</p>
 <p>Gray Ghost Ventures is an impact investment firm dedicated to providing market-based capital solutions to entrepreneurs who are addressing the needs of low-income communities in emerging markets.</p>	<ul style="list-style-type: none"> - Equity capital - Debt capital 	<p>India South Asia Worldwide (Microfinance)</p>	<ul style="list-style-type: none"> - Microfinance - Information and Communications Technology (new application of proven technologies) - Affordable private schools 	<p>Gray Ghost Ventures 2200 Century Parkway, Suite 100 Atlanta, GA 30345 +1 678 365 4700 info@grayghostventures.com www.grayghostventures.com</p>
 <p>IGNIA is a Mexian venture capital investment firm that supports the founding and expansion of high-growth social enterprises that serve the base of the socio-economic pyramid.</p>	<ul style="list-style-type: none"> - Debt capital - Equity capital 	<p>Latin America</p>	<ul style="list-style-type: none"> - Base of the pyramid 	<p>IGNIA Partners Av. Ricardo Margain 575 Parque Corp. Santa Engracia San Pedro Garza García, N.L. México 66267 +52 81 8000 7165 info@ignia.com.mx www.ignia.com.mx</p>




<i>Social Investor with Short Mission Statement</i>	<i>Main Financing Instruments</i>	<i>Geographical Focus</i>	<i>Main Sector Focus</i>	<i>Contact Details</i>
 <p>Impetus Trust invests in ambitious charities and social enterprises that fight economic disadvantage. Impetus achieves this through its highly effective model of venture philanthropy that has three key components: unrestricted strategic funding; very hands-on support from the Impetus investment team and specialist support for capacity building.</p>	<ul style="list-style-type: none"> - Grants 	<p>United Kingdom</p>	<ul style="list-style-type: none"> - Poverty reduction 	<p>Impetus Trust 20 Flaxman Terrace London WC1H 9PN United Kingdom +44 203 3843940 info@impetus.org.uk www.impetus.org.uk</p>
 <p>Inspiring Scotland aims to change people's lives for the better through significant long-term funding and development support for Scotland's charities. It seeks to create sustained change and to achieve long-lasting impact for Scotland's most vulnerable people and communities through partnership and collaboration and by tackling tough social issues.</p>	<ul style="list-style-type: none"> - Grant 	<p>Scotland</p>	<ul style="list-style-type: none"> - Children - Youth 	<p>Inspiring Scotland Riverside House 502 Gorgie Road Edinburgh EH11 3AF United Kingdom +44 131 442 8760 enquiries@inspiringscotland.org.uk www.inspiringscotland.org.uk</p>
 <p>The objective of LGT Venture Philanthropy is to raise the sustainable quality of life of less advantaged people, especially those in the developing world.</p>	<ul style="list-style-type: none"> - Grants - Debt capital - Equity capital 	<p>Africa China India South-East Asia Latin America</p>	<ul style="list-style-type: none"> - Relief of human suffering - Education - Creation of sustainable livelihoods 	<p>LGT Venture Philanthropy Städle 28 9490 Vaduz Principality of Liechtenstein +41 44250 8281 lgt.vp@lgt.com www.lgt.com</p>

<i>Social Investor with Short Mission Statement</i>	<i>Main Financing Instruments</i>	<i>Geographical Focus</i>	<i>Main Sector Focus</i>	<i>Contact Details</i>
 <p>New Profit exists to help innovative social entrepreneurs and their organizations dramatically improve opportunities for children, families and communities.</p>	<ul style="list-style-type: none"> - Grants 	USA	<ul style="list-style-type: none"> - Education - Workforce development - Public health 	New Profit Inc. 2 Canal Park Cambridge, MA 02141 USA +1 617 252 3220 info@newprofit.com www.newprofit.com
 <p>The noaber Foundation aims to initiate and support the acceleration of innovations in the civil society where “noabership” (neighbourship) is key. These innovations are related to health and care, education and community building. To reach its aims, the foundation act as an “entrepreneurial philanthropist”.</p>	<ul style="list-style-type: none"> - Debt capital - Equity capital - Grants 	Europe Africa Asia North America	<ul style="list-style-type: none"> - Culture and recreation - Education and research - Health 	noaber Foundation Dorpsstraat 14, PO BO 20 6740 AA Lunteren The Netherlands + 31 31859 6400 poostlander@noaber.com www.noaber.com
<p>The Oasis Fund (advised by Bamboo Finance) invests in commercially viable companies that deliver essential goods and services, which directly benefit low income communities by providing access to affordable housing, healthcare, education, energy, livelihood opportunities, water, sanitation and the like.</p>	<ul style="list-style-type: none"> - Equity capital - Debt capital 	Africa Asia Central America	<ul style="list-style-type: none"> - Affordable housing - Healthcare - Education - Energy - Livelihood opportunities - Water - Sanitation 	Bamboo Finance 32 rue de Malatrex 1201 Geneva Switzerland +41 22 596 4750 info@bamboofinance.com www.bamboofinance.com

<i>Social Investor with Short Mission Statement</i>	<i>Main Financing Instruments</i>	<i>Geographical Focus</i>	<i>Main Sector Focus</i>	<i>Contact Details</i>
<p>The One Foundation</p> <p>The One Foundation aims to improve the life chances of disadvantaged children and young people. The One Foundation is a private philanthropic fund that will spend down its capital over 10 years (2004-2013).</p>	- Grants	Ireland Asia	<ul style="list-style-type: none"> - Poverty and disadvantage - Mental health - Integration of minorities 	<p>The One Foundation 35 Barrow Street Dublin 4 Ireland +353 1 8088800 info@onefoundation.ie www.onefoundation.ie</p>
<p>PhiTrust</p> <p>PhiTrust is dedicated to funding and mentoring companies in the fields of social business through its foundation and social investment funds. Phitrust focuses its investments both at a European level and a worldwide level.</p>	<ul style="list-style-type: none"> - Equity capital - Debt capital 	Worldwide	<ul style="list-style-type: none"> - Development and housing - Environment - Health - Cleantech - Microfinance - Employment 	<p>PhiTrust Active Investors 41 rue Boissyd'Anglas 75008 Paris France +33 15535 0755 martina.vonrichter@phitrust.com www.phitrustpartenaires.com</p>
<p>privateequityfoundation Empowering young people to reach their full potential</p> <p>The Private Equity Foundation's core mission is to reduce the number of young people not in education, employment or training (NEET) so they can reach their full potential. It recognizes that young people face a journey from birthplace to workplace, with numerous obstacles preventing them from reaching their full potential.</p>	- Grants	Europe	- Children and young people	<p>Private Equity Foundation 2 Bath Place, Rivington Street London EC2A 3DB United Kingdom +44 845 838 7330 info@privateequityfoundation.org www.privateequityfoundation.org</p>

<i>Social Investor with Short Mission Statement</i>	<i>Main Financing Instruments</i>	<i>Geographical Focus</i>	<i>Main Sector Focus</i>	<i>Contact Details</i>
<p style="text-align: center;">quadia</p> <p>Quadia is a wealth manager specialized in impact investing. It combines the tradition of private banking, the sophistication of venture capitalists and the on-the-ground expertise of development organizations to achieve competitive financial returns and a measurable impact of the investments.</p>	<ul style="list-style-type: none"> - Debt capital - Equity capital 	<p>Europe India Latin America Africa</p>	<ul style="list-style-type: none"> - Organic nutrition - Inequality - Social housing - Biodiversity - Responsible consumer goods - Smart water use - Education - Clean energy supply - Healthcare access 	<p>Quadia 34 Rue de Candolle 1204 Geneva Switzerland +41 22 888 12 00 contact@quadia.ch www.quadia.ch</p>
<p style="text-align: center;">REDF</p> <p>REDF is a San Francisco-based venture philanthropy organization that invests in non-profit-run businesses. It gives funding and business assistance to a carefully selected portfolio of social enterprises that employ young people disconnected from school and work, and adults who are overcoming barriers to employment.</p>	<ul style="list-style-type: none"> - Equity capital - Grants 	<p>California, USA</p>	<ul style="list-style-type: none"> - Children, youth - Education and research - Employment 	<p>REDF 631 Howard Street, Suite 320 San Francisco, CA 94105 USA +1 415 561-6677 www.redf.org</p>
<p style="text-align: center;">responsAbility leading social investments</p> <p>responsAbility provides commercial finance to organizations and initiatives that give people at the base of the pyramid access to services, markets, products and information. ResponsAbility is constantly on the lookout for entrepreneurial, innovative business models in developing countries and emerging markets.</p>	<ul style="list-style-type: none"> - Debt capital - Equity capital 	<p>Worldwide</p>	<ul style="list-style-type: none"> - Microfinance institutions - Fair trade producers - Small and medium-sized enterprises in developing countries 	<p>responsAbility Social Investments Josefstrasse 59 8005 Zurich Switzerland +41 44250 9930 info@responsAbility.com www.responsability.com</p>

<i>Social Investor with Short Mission Statement</i>	<i>Main Financing Instruments</i>	<i>Geographical Focus</i>	<i>Main Sector Focus</i>	<i>Contact Details</i>
 <p>Robin Hood targets poverty in New York City by finding and funding the best and most effective programmes and partnering with them to maximize results.</p>	- Grants	New York City, USA	<ul style="list-style-type: none"> - Children, youth - Education and research - Poverty - Health 	Robin Hood Foundation 826 Broadway, 9th Floor New York, NY 10003 USA +1 212 227-6601 info@robinhood.org www.robinhood.org
 <p>Root Capital is a non-profit social investment fund that is pioneering finance for grassroots businesses in rural areas of developing countries. It provides capital, delivers financial training and strengthens market connections for businesses that build sustainable livelihoods and transform rural communities in poor, environmentally vulnerable places.</p>	- Debt capital	Latin America Africa	- No focus	Root Capital 955 Massachusetts Ave. 5th floor Cambridge, MA 02139 USA +1 617 661 5792 finance@rootcapital.org www.rootcapital.org
 <p>sitawi is a social fund that increases the impact of organizations and companies committed to social and environmental causes. It does this by aggregating donations and providing low interest rate loans and advice to organizations and companies, introducing a new form of social financing in Brazil.</p>	- Debt capital	Brazil	<ul style="list-style-type: none"> - Health - Civil rights - Environment - Social sector development - Education - Arts and culture - Employment 	sitawi R. Maria Quitéria, 121/402 Ipanema, Rio de Janeiro 22410-040 Brazil +55 21 2247 1136 contact@sitawi.net www.sitawi.net

<i>Social Investor with Short Mission Statement</i>	<i>Main Financing Instruments</i>	<i>Geographical Focus</i>	<i>Main Sector Focus</i>	<i>Contact Details</i>
 <p>Social Investors Club is a social investment company established in Hong Kong in 2010. Formed by socially-minded investors with diverse business, finance, social service and academia backgrounds, SIC invests in social enterprises driven by clearly defined missions for creating positive social or environmental impact.</p>	<ul style="list-style-type: none"> - Debt capital - Equity capital - Mezzanine capital 	Hong Kong	- No focus	<p>Social Investors Club 29/F, 8 Wyndham Street Central, Hong Kong +852 21568876 info@socialinvestorsclub.com www.socialinvestorsclub.com</p>
 <p>Solar for All is a global initiative that takes a big step ahead in making solar energy affordable to the 1.6 billion people without access to electricity. More than single social entrepreneurs have to be supported to accomplish a systemic change; therefore, the general approach comprises the entire solar PV value chain and related financial services.</p>	<ul style="list-style-type: none"> - Debt capital - Equity capital 	Latin America Africa Asia	- Solar industry	<p>Canopus Foundation Grünwälderstr. 10-14 79098 Freiburg Germany +49 761 2020 172 contact@sfa-pv.org www.sfa-pv.org</p>
 <p>The Social Venture Fund invests in social businesses that have innovative and entrepreneurial-driven solutions for urgent social and environmental challenges. The Fund provides support when it is not possible to acquire traditional sources of capital.</p>	<ul style="list-style-type: none"> - Debt capital - Equity capital - Mezzanine capital 	Europe	- No focus	<p>Social Venture Fund Sendlingerstr. 7 80331 Munich Germany +49 6960 9184-15 info@socialventurefund.com www.socialventurefund.com</p>










<i>Social Investor with Short Mission Statement</i>	<i>Main Financing Instruments</i>	<i>Geographical Focus</i>	<i>Main Sector Focus</i>	<i>Contact Details</i>
 <p>The Tony Elumelu Foundation</p> <p>The Tony Elumelu Foundation is an independent, not-for-profit institution dedicated to the promotion and celebration of excellence in business leadership and entrepreneurship across Africa. It identifies and grooms African business leaders and entrepreneurs to achieve the central objective of meaningfully affecting Africa’s prosperity.</p>	<ul style="list-style-type: none"> - Debt capital - Equity capital - Grants 	Africa	<ul style="list-style-type: none"> - Agriculture - Financial services - Emerging technologies 	<p>The Tony Elumelu Foundation 1, MacGregor Road Ikoyi Lagos, Nigeria info@tonyelumelufoundation.org www.tonyelumelufoundation.org</p>
 <p>Village Capital</p> <p>Village Capital improves entrepreneurial success with social ventures and accelerates the impact investing space by building peer support organizations for entrepreneurs in cities throughout the world. Inspired by early microfinance lending groups, where entrepreneurs select loan recipients from their own group, ViCap “crowd-sources” the most investable companies for investor partners.</p>	<ul style="list-style-type: none"> - Equity capital - Debt capital - Grants 	Worldwide	<ul style="list-style-type: none"> - No sector focus 	<p>Village Capital www.vilcap.com</p>
 <p>WILLOW TREE IMPACT INVESTORS</p> <p>WillowTree operates as an impact investment firm. WillowTree Funds invest in for-profit companies that are committed to generating positive, sustainable and demonstrable social and environmental impact while complying with a commercial imperative.</p>	<ul style="list-style-type: none"> - Equity capital 	Middle East Africa South Asia	<ul style="list-style-type: none"> - Education - Health - Food and nutrition - Community development - Environment - Poverty alleviation 	<p>Willow Tree 2504 The Fairmont Sheikh Zayed Road P.O.BOX 192007 Dubai, United Arab Emirates +971 4 358 7450 info@willowimpact.com www.willowimpact.com</p>




Table 2: List of social investors



Source: EVPA, Websites

4.5 Social Investors with Focus on Microfinance

<i>Social Investor with Short Mission Statement</i>	<i>Main Financing Instruments</i>	<i>Geographical Focus</i>	<i>Main Sector Focus</i>	<i>Contact Details</i>
 <p>Alitheia Capital is an impact investment firm focused on enabling access to finance, housing and energy for low income households, and small and growing businesses.</p>	<ul style="list-style-type: none"> - Debt capital - Equity capital 	West Africa	<ul style="list-style-type: none"> - Microfinance - Housing - Energy 	Alitheia Capital 2nd floor (UBA Building) 22b, Idowu Taylor Street, Victoria Island, Lagos Nigeria +234 1 4627 7367 www.thealitheia.com
 <p>AlphaMundi is a Swiss commercial enterprise with a social mission. Its mission is to help achieve significant and self-sustaining poverty reduction and environmental preservation in developing countries.</p>	<ul style="list-style-type: none"> - Debt capital - Equity capital 	Latin America	<ul style="list-style-type: none"> - Microfinance - Sustainable agriculture - Renewable energy - Rural development - Education 	AlphaMundi Group Augustinergasse 21 CH-8001 Zurich +41 44 5080 556 info@alphamundi.ch www.alphamundi.ch
 <p>The ASN-Novib Fund aims to promote a broad participation of all groups in the market economy of developing countries. To achieve this, the fund makes capital available to financial institutions providing credit to clients with economic opportunities but limited access to financial services.</p>	<ul style="list-style-type: none"> - Guarantees - Debt capital - Equity capital 	Africa Asia Latin America Former Soviet Union Eastern Europe	<ul style="list-style-type: none"> - Microfinance institutions 	ASN Bank Alexanderstraat 28 2514 JM Den Haag The Netherlands +31 70 356 933 www.asnbank.nl

<i>Social Investor with Short Mission Statement</i>	<i>Main Financing Instruments</i>	<i>Geographical Focus</i>	<i>Main Sector Focus</i>	<i>Contact Details</i>
 <p>Calvert Foundation's mission is to maximize the flow of capital to disadvantaged communities to create a more equitable and sustainable society. By creating innovative financial products and services, the foundation has made it possible for everyday people, not just institutions, to participate in financial instruments that directly serve communities.</p>	- Debt capital	Worldwide	<ul style="list-style-type: none"> - Affordable housing - Community development financial institutions / small business - Environment - Fair trade - Microfinance 	Calvert Foundation 7315 Wisconsin Avenue Suite 1100W Bethesda, MD 20814 +1 800 248 0337 info@calvertfoundation.org www.calvertfoundation.org
 <p>The Dexia Microcredit Fund is the first commercial investment fund designed to finance microfinance institutions specialized in financial services to small companies in emerging markets (co-managed by BlueOrchard Finance).</p>	- Debt capital	Africa Asia Central and Eastern Europe Latin America	- Microfinance institutions	Dexia Microcredit Fund 32 Rue Malatrex 1201 Geneva Switzerland +41 22 596 4777 info@blueorchard.com www.blueorchard.com
 <p>The Dual Return Fund has a double bottom line strategy. The fund maximizes both the risk-return profile to benefit the investor and the social outreach in breadth and depth to micro, small and medium enterprises in emerging and least developed economies.</p>	- Debt capital	Worldwide	- Microfinance institutions	Dual Return Fund Absolute Portfolio Management Wallnerstraße 3/17 1010 Vienna Austria +43 1 533 59 76 info@visionmicrofinance.com www.visionmicrofinance.com

<i>Social Investor with Short Mission Statement</i>	<i>Main Financing Instruments</i>	<i>Geographical Focus</i>	<i>Main Sector Focus</i>	<i>Contact Details</i>
 <p>The European Fund for Southeast Europe aims to foster economic development and prosperity through the sustainable provision of additional development finance. The fund offers long-term funding instruments to qualified partner lending institutions to better serve the financing needs of micro and small enterprises and low-income private households.</p>	<ul style="list-style-type: none"> - Debt capital - Equity capital 	Southeast Europe	<ul style="list-style-type: none"> - Microfinance institutions 	<p>European Fund for Southeast Europe Eschersheimer Landstr. 6 60322 Frankfurt am Main Germany +49 69 9778765026 s.djikic@finance-in-motion.com www.efse.lu</p>
 <p>Fondation Demeter helps charities improve their operating processes and governance principles to make the best use of their resources and to move towards self-sufficiency.</p>	<ul style="list-style-type: none"> - Interest-free loans - Grants 	Worldwide	<ul style="list-style-type: none"> - Children and young people - Microfinance 	<p>Fondation Demeter 44, rue Vaneau 75007 Paris France +33 14548 8856 pascal@ceresfinance.com</p>
 <p>Gray Ghost Ventures is an impact investment firm dedicated to providing market-based capital solutions to entrepreneurs who are addressing the needs of low-income communities in emerging markets.</p>	<ul style="list-style-type: none"> - Equity capital - Debt capital 	<p>India South Asia Worldwide (Microfinance)</p>	<ul style="list-style-type: none"> - Microfinance - Information and communications technology (new application of proven technologies) - Affordable private schools 	<p>Gray Ghost Ventures 2200 Century Parkway, Suite 100 Atlanta, GA 30345 +1 678 365 4700 info@grayghostventures.com</p>

<i>Social Investor with Short Mission Statement</i>	<i>Main Financing Instruments</i>	<i>Geographical Focus</i>	<i>Main Sector Focus</i>	<i>Contact Details</i>
 <p>MicroVest was created as a capital-mobilizing intermediary for microfinance institutions. We are organized along commercial lines with a strong private sector board. Our objectives are to provide capital to low-income finance institutions, including microfinance institutions and to help build capital markets serving individuals at the base of the economic pyramid.</p>	<ul style="list-style-type: none"> - Debt capital - Equity capital 	Worldwide	<ul style="list-style-type: none"> - Microfinance institutions 	<p>MicroVest 7514 Wisconsin Avenue Suite 400 Bethesda, MD 20814 USA +1 301 664 6680 info@microvestfund.com www.microvestfund.com</p>
 <p>Oikocredit, as a worldwide cooperative society, promotes global justice by challenging people, churches and others to share their resources through socially responsible investments and by empowering disadvantaged people with credit.</p>	<ul style="list-style-type: none"> - Debt capital 	Africa Asia Europe Latin America	<ul style="list-style-type: none"> - Microfinance institutions 	<p>Oikocredit P.O. Box 2136 3800 CC Amersfoort Netherlands +31 33422 4040 info@oikocredit.org www.oikocredit.org</p>
<p>Omidyar-Tufts Microfinance Fund</p> <p>The Omidyar-Tufts Microfinance Fund was launched in 2005 through a unique partnership between Pierre and Pam Omidyar and Tufts University. The Omidyars gave the university US\$ 100 million to create a fund that would be invested entirely in international microfinance initiatives.</p>	<ul style="list-style-type: none"> - Debt capital - Equity capital 	Worldwide	<ul style="list-style-type: none"> - Microfinance institutions 	<p>Omidyar-Tufts Microfinance Fund microfinance@tufts.edu www.tufts.edu/microfinancefund</p>








<i>Social Investor with Short Mission Statement</i>	<i>Main Financing Instruments</i>	<i>Geographical Focus</i>	<i>Main Sector Focus</i>	<i>Contact Details</i>
<p>responsAbility leading social investments</p> <p>responsAbility provides commercial finance to organizations that give people at the base of the pyramid access to services, markets, products and information. responsAbility is constantly searching for entrepreneurial, innovative business models in developing countries and emerging markets, investing in these ideas directly or indirectly.</p>	<ul style="list-style-type: none"> - Debt capital - Equity capital 	Worldwide	<ul style="list-style-type: none"> - Microfinance institutions - Fair trade producers - Small and medium-sized enterprises in developing countries 	<p>responsAbility Social Investments Josefstrasse 59 8005 Zurich Switzerland +41 44250 9930 info@responsAbility.com www.responsability.com</p>
<p>SNS  Asset Management</p> <p>The SNS Institutional Microfinance Fund aims at providing resources for small, self-employed operators in a large number of developing countries against rates that are in accordance with the market. The fund does not grant loans to individual businesses but lends money to or invests in the share capital of microfinance institutions.</p>	<ul style="list-style-type: none"> - Equity capital - Debt capital 	<p>Africa Eastern Europe Latin America South-East Asia</p>	<ul style="list-style-type: none"> - Microfinance institutions 	<p>SNS Institutional Microfinance Fund Pettelaarpark 120 5216 PT 's-Hertogenbosch The Netherlands +31 73683 3355 www.snsam.nl</p>




Table 3: List of social investors




Source: Websites

4.6 Value Banks

Bank, including Short Mission Statement	Geographical Focus	Main Lending Focus	Contact Details
 <p>The Alternative Bank Schweiz emphasizes ethical principles instead of maximum profits. As the leading provider of ethical banking services and a pioneer in the implementation of social and environmental standards, ABS gives encouragement to the Swiss banking and financial markets.</p>	Switzerland	<ul style="list-style-type: none"> - Social or ecological housing - Organic agriculture - Renewable energy 	<p>Alternative Bank Schweiz Amthausquai 21 4601 Olten Switzerland +41 62 206 16 16 contact@abs.ch www.bas.ch</p>
 <p>Banca Popolare Etica was created in 1999 by a big coalition of the major Italian social organizations who wanted to create a place where savers, driven by the common desire of a more transparent and responsible management of financial resources, may meet socio-economic initiatives, inspired by the values of a sustainable social and human development.</p>	Italy	<ul style="list-style-type: none"> - Organizations operating within the third-sector that carry out civil society oriented economic projects 	<p>BancaPopolareEtica Via NiccolòTommaso 7 35131 Padova Italy +39 498771111 www.bancaetica.it</p>
 <p>Banco Sol is a bank that offers opportunities to the lowest-income sectors for a better future, providing them with high-quality, integrated financial services.</p>	Bolivia	<ul style="list-style-type: none"> - Entrepreneurs with a small capital base but with dynamic adjustment capabilities 	<p>BancoSol CalleNicolás Acosta No. 289 P.O. Box: 13176 La Paz - Bolivia +5912 2484242 info@bancosol.com.bo www.bancosol.com.bo</p>

<i>Bank, including Short Mission Statement</i>	<i>Geographical Focus</i>	<i>Main Lending Focus</i>	<i>Contact Details</i>
 <p>Brac Bank aims to build a profitable and socially responsible financial institution focused on market and business with growth potential, thereby assisting BRAC and stakeholders build a “just, enlightened, healthy, democratic and poverty free Bangladesh”.</p>	Bangladesh	<ul style="list-style-type: none"> - Microfinance (in a related programme) - SME, retail and corporate 	BRAC Bank 1 Gulshan Avenue Gulshan-1 Dhaka 1212 Bangladesh +880 2885 2233 enquiry@bracbank.com www.bracbank.com
 <p>Charity Bank finances social enterprises, charities and community organizations, with the support of depositors and investors who want to use their money to facilitate real social change.</p>	United Kingdom	<ul style="list-style-type: none"> - No focus 	Charity Bank 194 High Street Tonbridge Kent TN9 1BE United Kingdom +44 1732 774040 enquiries@charitybank.org www.charitybank.org
 <p>Compartamos Banco is a bank that generates social, economic and human value. It is committed to people, and generates opportunities for development within low-income segments of the population. These opportunities are based on innovative and efficient, large-scale business models and on transcendental values that generate an internal and external culture while building lasting relationships and trust, therefore contributing to a better world.</p>	Mexico	<ul style="list-style-type: none"> - No focus 	Compartamos Banco +52 1 800 220-9000 servicioalcliente@compartamos.com www.compartamos.com

<i>Bank, including Short Mission Statement</i>	<i>Geographical Focus</i>	<i>Main Lending Focus</i>	<i>Contact Details</i>
 <p>Cultura Bank's main task is to finance projects that benefit society and contribute to a better natural environment. The bank emphasizes building alliances between depositors and lenders and, to underpin this, it practises transparency as a carrying principle.</p>	Norway	<ul style="list-style-type: none"> - Education (private schools) - Agriculture - Healthcare - Housing - Microfinance 	<p>Cultura Bank Holbergsplass 4 i Oslo 0130 Norway +47 2299 5199 cultura@cultura.no www.cultura.no</p>
 <p>For GLS Bank, conducting a professional, sustainable banking business means the incorporation of social, ecological and economic criteria. The money of our customers is invested exclusively in companies and projects whose performance under the above-mentioned criteria is outstanding.</p>	Germany	<ul style="list-style-type: none"> - Agriculture - Development aid - Education - Healthcare - Social welfare 	<p>GLS Bank Christstr. 9 44789 Bochum Germany +49-234-5797-0 www.gls.de</p>
 <p>Merkur Cooperative Bank is founded on the idea of conscious handling of money, and on criteria that include environmental, social and ethical aspects in addition to financial considerations. Merkur pursues a situation where the individual, based on personal insight, meets the needs of others in a dignified way.</p>	Denmark	<ul style="list-style-type: none"> - Environmental, social and cultural sectors 	<p>Merkur Cooperative Bank Vesterbrogade 40, 1. 1620 Copenhagen V Denmark +45 7027 2706 kbh@merkur.dk www.merkur.dk</p>



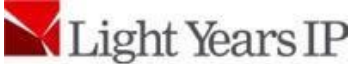
<i>Bank, including Short Mission Statement</i>	<i>Geographical Focus</i>	<i>Main Lending Focus</i>	<i>Contact Details</i>
 <p>Mibanco is committed to offering their communities opportunities for progress and access to the financial system.</p>	Peru	- No focus	<p>Mibanco Banco de la Microempresa Av. Domingo Orue 165 Surquillo Peru +51 319 9999 www.mibanco.com.pe</p>
 <p>new resource bank's mission is to advance sustainability with everything it does – the loans it makes, the way it operates, and its commitment to putting deposits to work for good. To the bank, banking is not just a service – it is a way to create a better world.</p>	USA	- No focus	<p>New Resource Bank 405 Howard Street, Suite 110 San Francisco, CA 94105 USA +1 415 995 8100 ggroff@newresourcebank.com www.newresourcebank.com</p>
 <p>OneCalifornia Bank will improve economic opportunity for low to moderate income communities throughout California. It will partner with respected community institutions to provide banking services to small and medium-sized businesses, non-profit organizations, community facilities, affordable-housing developers, individuals and families.</p>	USA	<ul style="list-style-type: none"> - Housing - Green industries 	<p>OneCalifornia Bank 1438 Webster Street, Suite 100 Oakland, CA 94612-3206 USA +1 51055 08400 mybank@OneCalBank.com www.OneCalBank.com</p>

<i>Bank, including Short Mission Statement</i>	<i>Geographical Focus</i>	<i>Main Lending Focus</i>	<i>Contact Details</i>
<p>Triodos Bank</p> <p>Triodos Bank finances companies, institutions and projects that add cultural value and benefit people and the environment, with the support of depositors and investors who want to encourage corporate social responsibility and a sustainable society. Triodos Bank’s mission is to help create a society that promotes peoples’ quality of life and has human dignity at its core.</p>	<p>Africa Asia Europe South America</p>	<ul style="list-style-type: none"> - Nature and the environment sectors (organic agriculture, wholesale, health food stores and renewable energy) - Social business - Culture and society - North-South projects (fair trade, microfinance) 	<p>Triodos Bank Nieuweroordweg 1 3704 EC Zeist The Netherlands +31 30 693 65 00 www.triodos.com</p>
<p>Vancity</p> <p>Vancity aims to be a democratic, ethical, and innovative provider of financial services to its members. Through strong financial performance, it serves as a catalyst for the self-reliance and economic well-being of its membership and community.</p>	<p>Canada</p>	<ul style="list-style-type: none"> - No focus 	<p>Vancity PO Box 2120 Station Terminal Vancouver, BC V6B 5R8 Canada +1 604 877 7000 www.vancity.com</p>
<p>XacBank Зөв Банк</p> <p>Xac Bank aims to contribute to the sustainable development of Mongolia that can come only from educated and skilled people and competitive and dynamic businesses concerned equally about the planet, people, and profit.</p>	<p>Mongolia</p>	<ul style="list-style-type: none"> - Education - Environment 	<p>XacBank Prime Minister Amar’s Street Sukhbaatar district P.O.Box-46/721 Ulaanbaatar – 14200 Mongolia +97611 318185 www.xacbank.mn</p>

Table 4: Value Banks

Source: Websites, Global Alliance for Banking on Values

4.7 Social Investment Advisory

Social Investment Advisory with Short Mission Statement	Geographical Focus	Main Sector Focus	Contact Details
 <p>avant-gardist identifies, designs and implements social projects that help foundations, corporations, banks and non-profits increase their social impact. It assists clients' distinctive and sustainable values across the globe. It leverages clients' expertise and insights to benefit society and sharpen their competitive advantage.</p>	Global	- No Sector focus	Avant Gardist Johannesgasse 18 1010 Vienna Austria +43 1229 7139 office@avant-gardist.com www.avant-gardist.com
 <p>Bamboo Finance's mission is to create value for its investors, its partners and the field of social entrepreneurship. It achieves this by promoting appropriate finance for the growth of enterprises that are having a direct, positive impact on society.</p>	Global	- Services for low income communities by providing access to affordable housing, healthcare, education, energy, livelihood opportunities, water, sanitation and the like	Bamboo Finance S.à.r.l. 32 rue de Malatrex 1201 Geneva Switzerland +41 22 596 4750 info@bamboofinance.com www.bamboofinance.com
 <p>Light Years IP is a non-profit organization dedicated to alleviating poverty by assisting developing country producers gain ownership of their intellectual property and to use the IP to increase their export income and improve the security of that income.</p>	Developing countries	- IP tools (patents, trademarks and licenses) to secure more sustained and higher export income	Light Years IP 1700 N Moore St. Suite 1610 Arlington, VA 22209 USA +1 703 600 8324 info@lightyearsip.net www.lightyearsip.net



<i>Social Investment Advisory with Short Mission Statement</i>	<i>Geographical Focus</i>	<i>Main Sector Focus</i>	<i>Contact Details</i>
 <p>Many charities and social enterprises face serious financial challenges that stop them from carrying out their work effectively. Social Finance believes that, if social problems are to be tackled successfully, organizations seeking to solve them need sustainable revenues and investment to innovate and grow. Social Finance’s role is to devise the financial structures and raise the capital to enable this to happen.</p>	United Kingdom	- No Sector focus	Social Finance Ltd 131-151 Great Titchfield Street London, W1W 5BB United Kingdom +44 207 667 6370 info@socialfinance.org.uk www.socialfinance.org.uk
 <p>Total Impact Advisors’ mission is to advise both entrepreneurs and those seeking to maximize the social impact of their capital. With their deep roots in banking, development, innovation, public policy and private investment, Total Impact Advisors believe they have a team that can find the nexus where “social purpose meets financial promise”.</p>	Global	- No Sector focus	Total Impact Advisors mbrownrigg@ totalimpactadvisors.com www.totalimpactadvisors.com

Table 5: Social Investment Advisory

Source: Websites

4.8 Funding Consultancies






<i>Funding Consultancy with Short Mission Statement</i>	<i>Geographical Focus</i>	<i>Main Consulting Focus</i>	<i>Contact Details</i>
 <p>New Philanthropy Capital (NPC) is a consultancy and think tank dedicated to helping funders and charities achieve greater impact. NPC's mission is to put effectiveness at the heart of how charities work and how funders give, so that more lives can be changed for the better.</p>	- Worldwide	- No Focus	<p>New Philanthropy Capital 185 Park Street 3rd Floor London SE1 9BL United Kingdom +44 20 7620 4850 info@philanthropycapital.org www.philanthropycapital.org</p>
 <p>PHINEO <small>Plattform für Soziale Investoren</small></p> <p>PHINEO's mission is to strengthen the non-profit sector and civil society. Using its unique, multistage analysis process, it builds bridges between social investors and non-profit organizations.</p>	Germany	- No Focus	<p>Phineo Anna-Louisa-Karsch-Straße 2 10178 Berlin Germany +49 30 520065400 info@phineo.org www.phineo.org</p>

Table 6: Funding Consultancies

Source: Websites

4.9 Social Stock Exchanges




Social Stock Exchange with Short Mission Statement	Trading Centre	Focus	Contact Details
 <p>Impact Investment Exchange Asia aims to provide social enterprises in Asia with greater access to capital, allowing them to more rapidly expand the impact of their activities.</p>	Singapore	- No trading yet	Impact Investment Exchange (Asia) 93A Amoy Street Singapore 069913 +65 6221 7051 info@asiaiix.com www.asiaiix.com
 <p>NExt SSE is a project committed to bringing capital to social ventures – organizations with a social, ethical or ecological focus and a sound business model. In the months to come, legal requirements for establishing a “real” exchange are being clarified in collaboration with BaFin (the German federal financial supervisory agency).</p>	Berlin	- No trading yet	NExT SSE c/o KonvergentaInterZero GmbH Rungestr. 19 10179 Berlin Germany +49 30 6098810 10 info@nextsse.com www.nextsse.com
 <p>NeXii Where capital meets impact</p> <p>Nexii provides impact investment platforms with trusted regulatory oversight to facilitate the transparent flow of capital to high impact businesses that address critical global social and environmental challenges.</p>	Mauritius South Africa	<ul style="list-style-type: none"> - The Impact Board (regulated public stock exchange) - Nexii Impact Opportunities Platform (unlisted debt or equity) - NeXii Impact Ventures (grant capital or convertible grants for early stage enterprises) 	NeXii Global Investment Solutions Postnet Suite 553 Private Bag X16 Constantia 7848 Cape Town South Africa +27 21 794-0451 Tamzin@NeXii.com www.nexii.com




<i>Social Stock Exchange with Short Mission Statement</i>	<i>Trading Centre</i>	<i>Focus</i>	<i>Contact Details</i>
<p>Social Stock Exchange</p> <p>The Social Stock Exchange is designed to provide access to capital – specifically risk capital – for organizations that are for-profit social purpose businesses, most likely to be from sectors that create social value such as health, leisure, transport, housing, green and ethical consumerism, and clean and green technology.</p>	London	- No trading yet	Pradeep Jethi, CEO: pjethi@gmail.com




Table 7: Social Stock Exchanges

Source: Websites, Personal information

4.10 Funding Platforms

<i>Funding Platform with Short Mission Statement</i>	<i>Main Financing Instruments</i>	<i>Geographical Focus</i>	<i>Main Sector Focus</i>	<i>Contact Details</i>
 <p>33needs is turning the focus of crowdfunding entirely on companies with a social mission, and allowing ordinary people to invest, make a social impact and earn financial rewards.</p>	- Variable	Worldwide	<ul style="list-style-type: none"> - Environment - Education - Community - Health - Opportunity - Sustainable food 	33needs www.33needs.com
 <p>BiD Network engages thousands of entrepreneurs, experts and investors from all over the world to stimulate entrepreneurship and economic growth in emerging markets.</p>	- Equity capital	Worldwide	- No sector focus	Stichting BiD Network De Ruyterkade 107 - 1011 AB Amsterdam The Netherlands +31 20 7555 000 info@bidnetwork.org www.bidnetwork.org
 <p>Kickstarter is the largest funding platform for creative projects in the world. We're a great way for artists, filmmakers, musicians, designers, writers, illustrators, explorers, curators, performers, and others to bring their projects, events, and dreams to life.</p>	- Variable	Worldwide	- Creative projects	Kickstarter www.kickstarter.com

<i>Funding Platform with Short Mission Statement</i>	<i>Main Financing Instruments</i>	<i>Geographical Focus</i>	<i>Main Sector Focus</i>	<i>Contact Details</i>
 <p>IndieGoGo is an easy online platform for anybody in the world to raise more money, from more people, fast. With IndieGoGo, you can turn your passion into a funding campaign, promote your idea, engage a fan base, and get funded.</p>	<ul style="list-style-type: none"> - Variable 	Worldwide	<ul style="list-style-type: none"> - No sector focus 	IndieGoGo 1383A 9th Avenue San Francisco CA 94122 support@indiegogo.com www.indiegogo.com
 <p>InVenture unleashes the potential of developing entrepreneurs to lift themselves and their communities out of poverty by connecting individuals directly with these entrepreneurs, thus enabling the opportunity to create long-term substantial impact.</p>	<ul style="list-style-type: none"> - Equity capital 	Worldwide	<ul style="list-style-type: none"> - No sector focus 	inVenture info@inventure.org www.inventure.org
 <p>Mission Markets' mission is to provide the necessary infrastructure to scale the social and environmental markets by facilitating transparency, efficiency and impact measurement.</p>	<ul style="list-style-type: none"> - Debt capital - Equity capital 	Worldwide	<ul style="list-style-type: none"> - No sector focus 	Mission Markets Inc. 333 Hudson St., 6th Floor New York NY 10013-1006 USA info@missionmarkets.com www.missionmarkets.com

<i>Funding Platform with Short Mission Statement</i>	<i>Main Financing Instruments</i>	<i>Geographical Focus</i>	<i>Main Sector Focus</i>	<i>Contact Details</i>
 <p>Slovenian Goodwill Exchange's purpose is to establish a market of demand and supply of financial investment and to strengthen relations between investors, social economy organizations, social innovators and the public sector.</p>	<ul style="list-style-type: none"> - Debt capital - Donations 	Worldwide	<ul style="list-style-type: none"> - No sector focus 	<p>Slovenian Goodwill Exchange Britof 469 4000 Kranj Slovenia + 386 4 23 448 04 info@dobraborza.si www.dobraborza.si</p>
 <p>Soential, a social impact organization, acts as an intermediary in the areas of philanthropy and social entrepreneurship. Its goal is to empower innovative solutions to social issues, by enabling social entrepreneurs to find the necessary resources and support for their projects.</p>	<ul style="list-style-type: none"> - Grants - Debt capital 	Worldwide	<ul style="list-style-type: none"> - Education - Children and youth - Work integration and empowerment - Environment and natural resources - Infrastructure and economic development 	<p>Soential Postfach 1903 CH-8021 Zürich Switzerland info@soential.org www.soential.org</p>
 <p>Venture Capital for Africa believes that entrepreneurship should be the main driver in Africa's economic growth, in particular the small and medium sized enterprises (SMEs) that provide much of Africa's employment, income and hope for a better future.</p>	<ul style="list-style-type: none"> - Equity capital - Debt capital 	Africa	<ul style="list-style-type: none"> - No sector focus 	<p>Venture Capital for Africa ben@vc4africa.com www.vc4africa.com</p>


<i>Funding Platform with Short Mission Statement</i>	<i>Main Financing Instruments</i>	<i>Geographical Focus</i>	<i>Main Sector Focus</i>	<i>Contact Details</i>
 <p>Toniic is an international impact investor network promoting a sustainable global economy by investing in entrepreneurs addressing the fundamental needs of people and the planet.</p>	<ul style="list-style-type: none"> - Impact investments 	Worldwide	<ul style="list-style-type: none"> - Poverty - Healthcare - Environment - Housing 	<p>Toniic 555 Bartlett Suite 224 San Francisco, CA USA 94110 morgan.simon@toniic.com www.toniic.com</p>

Table 8: Funding Platforms

Source: Websites, Personal information

5 Task Force Members of the Schwab Foundation Community

Martin Burt

Fundación Paraguaya



Macarena Currin

Rodelillo Foundation



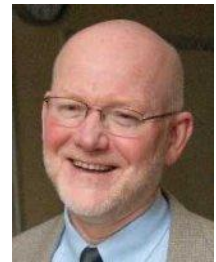
Enayetullah Iftekhar

Waste Concern



Christopher J. Elias

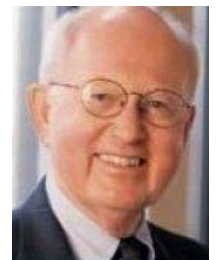
*PATH (Programme for
Appropriate Technology in
Health)*



David Green



Ronald Grzywinski



Andreas Heinecke

*Dialogue Social
Enterprise*



Garth C. Japhet

Heartlines



Timothy Ma Kam Wah
*Senior Citizen Home
Safety Association
(SCHSA)*



Shona McDonald
Shonaquip



Kovin Naidoo
*International Center for
Eye Care Education
(ICEE)*



Ziad Refai
Tamweelcom



**Álvaro Rodríguez
Arregui**
*IGNIA
Compartamos Banco*



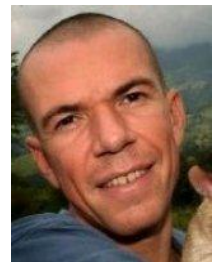
Pierre Tami
Hagar International



Silverius Oscar Unggul
Telapak



Bart Weetjens
HeroRAT



Ariel Zylbersztejn
Cinepop



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The content is based on a survey of Schwab Fellows conducted in December 2010, interviews with Schwab Fellows and the following literature:

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| Global Alliance for Banking on Values (GABV) | www.gabv.org |
| Schwab Foundation for Social Entrepreneurship | www.schwabfound.org |



SCHWAB FOUNDATION FOR **SOCIAL ENTREPRENEURSHIP**

THE VOICE OF SOCIAL INNOVATION

The Schwab Foundation for Social Entrepreneurship provides unparalleled platforms at the regional and global level to highlight and advance leading models of sustainable social innovation. It identifies a select community of social entrepreneurs and engages it in shaping global, regional and industry agendas that improve the state of the world in close collaboration with the other stakeholders of the World Economic Forum.

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