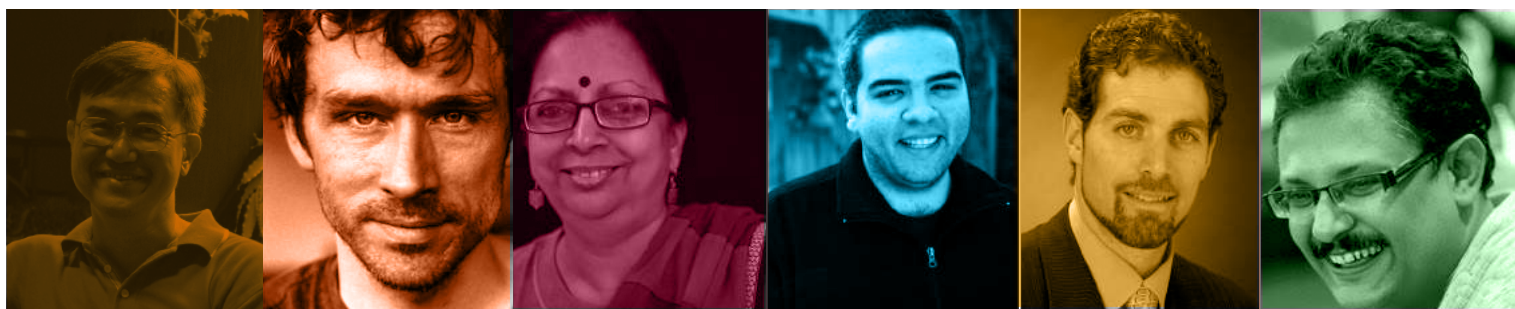


ASHOKA GLOBALIZER

ECONOMIC INCLUSION

ACCELERATING IMPACT WORLDWIDE



ASHOKA INNOVATORS FOR THE PUBLIC

www.ashokaglobalizer.org

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A Note From The eBay Foundation

February 3, 2014

Dear friends,

We're living in an era of seemingly insurmountable challenges. Even with recent global progress that has lifted millions of people out of extreme poverty, more than 1 billion people still live on less than US \$1.25 per day. A generation of young adults in developed and developing countries alike is confronting structural unemployment with a projected global shortfall of 1.8 billion jobs. Vulnerable populations like the disabled, refugees, and women in many parts of the world face significant barriers to entering the workforce. And in the United States, millions of households earn just enough to escape poverty, but are still living paycheck to paycheck.

I'm convinced that these challenges also present tremendous opportunities. Through our core business, eBay Inc. connects individuals and businesses of all sizes to global markets. eBay Foundation launched The Opportunity Project three years ago to enhance and extend the social impact our businesses intrinsically create. The initiative combines strategic grantmaking and skills-based employee volunteerism to support and help scale market-based approaches that unlock economic opportunity in vulnerable, impoverished communities. Because we believe everyone, no matter their skills, abilities or geographic location, should have the ability to participate in the global economy, to earn an income and be self-sufficient.

Ashoka was a key partner in the launch of The Opportunity Project, and collaborating together on this Globalizer program has been an essential step forward for us in fulfilling our vision and goals. We aren't going to eliminate global poverty unless social innovations can be replicated and sustained on a worldwide scale, and until we begin to focus resources on the solutions that have the capacity to have the greatest impact on the greatest number of people. My thanks to everyone who is contributing their time and joining us for the Ecosystem Day and the Accelerator Panels. And I'd like to acknowledge in particular, each of the participating social entrepreneurs for taking a step back from daily operations to invest in your organizations' futures. For your ongoing efforts to identify new solutions, take action, and engage countless others along the way, you are all truly inspirational.

Thank you and we look forward to all the great impact to come.

Amy Millington

President
eBay Foundation

Introducing: The Ashoka Globalizer

The Scaling Challenge

Great business ideas go global to serve customers around the world. In contrast, because market forces do not work as efficiently in the social sector, great social innovations too often remain local or national. Although many of the ideas and the entrepreneurs behind them have the potential for global spread, the social sector still lacks the processes, resources and mechanisms necessary for globalizing ideas successfully.

The Ashoka Globalizer is working to help change this scenario. Founded in 2010, the Globalizer taps into Ashoka's global reach, selection process and network of social and business entrepreneurs to connect "ready to globalize" innovations with the strategic and intellectual support they need to go global rapidly and efficiently.

The Economic Inclusion Challenge

Four billion people – two-thirds of the world's population – live on less than \$3,000 per year. The low-income market at the base of the pyramid is growing rapidly. Yet due to the "poverty penalty," people living in rural areas and slums often still lack access to and face prohibitive prices for basic goods and services. The economic potential in serving these market segments is huge and is slowly being more broadly recognized. Creating economic value locally and increasing the incomes of disadvantaged groups through productive activity are critical steps in lifting individuals and communities out of poverty.

Pattern Changing Innovations With a Potential for Global Spread

Economic inclusion is a topic at the core of Social Entrepreneurship: More than 500 outstanding Ashoka Fellows - 16% of the global Fellowship - work on solutions that engage low-income populations in economic value chains as consumers, producers, and micro-entrepreneurs. The Globalizer has selected 20 of these Fellows with strong potential for

catalyzing global systems change. Their solutions include creating alternative income strategies in rural areas; supporting micro, small and medium enterprises (MSMEs); and building systems to bridge the problem of last-mile retail while simultaneously creating employment.

The Ashoka Globalizer: A Platform for Accelerating Impact Worldwide

The 2014 Globalizer on Economic Inclusion convenes these 20 Fellows in Chennai, India to help them overcome the strategic, operational and personal challenges of accelerating the impact of their ideas. They have spent several months preparing with teams of advisors from Ashoka's community of business sector partners to build robust scaling strategies. Through intensive peer-to-peer exchange and one-on-one conversations with a select group of leading business and social entrepreneurs and executives, Fellows will receive further insights into strategies for rapid and efficient growth. These experienced entrepreneurs will provide powerful advice and contacts for the path ahead.

A special addition to this Globalizer Summit is the Ecosystem Solutions Day focusing on the systemic barriers preventing economic inclusion initiatives from scaling their impact to meet their full demand. Ashoka Fellows will come together with leading minds representing different sectors and industries. They will share their challenges, solutions and new ideas for tackling the systemic barriers together. And it won't stop there. Thanks to GIZ and eBay Foundation, in partnership with Ashoka India and the Ashoka Globalizer, a special pool of funds has been made available for the most outstanding solutions to emerge from their collaborative work. These funds will enable the solutions to flourish and move us closer to an economic inclusion ecosystem that truly allows economic opportunities to thrive where they are most needed.



Paul Basil

Villgro | India

How might we use social entrepreneurship to meet the needs of the poor?



Paul's company Villgro seeks to incubate social enterprises that address the problems of the people living at the bottom of the pyramid. Globally, there are approx. 4 billion people living in this economic segment with an income per capita of less than \$1,500. The number is expected to swell to 6 billion over the next 40 years. Villgro, India's oldest incubator, believes in positively impacting these lives by investing in early-stage, for-profit social enterprises. Since inception in 2001,

Villgro has incubated 94 social enterprises, creating approximately 4000 jobs and touching over 5 million rural lives. With Rs 40 million in seed funding and raising Rs 200 million in subsequent capital, the portfolio of incubated enterprises have generated revenues of Rs 650 million.

Villgro's following five initiatives provide a strategic pathway for early stage social entrepreneurs to grow their enterprises before raising the second round of funding:

- Unconvention
- Fellowship
- Entrepreneur-in-Residence (EIR)
- SEED
- Incubation Investing

Held across 15 cities, Unconventions inspire budding entrepreneurs, while Fellowships give them the required immersion. EIR, SEED and "Incubation" offer seed funding, mentoring and the network to expand. In addition to an expertise in and an expansive network across the health, education, energy and agri-business sector, Villgro is also an approved incubator by the Government of India. Skymet, India's first private weather forecasting company made it possible to predict and forecast when Cyclone Phailin struck coastal Orissa in India in October. This led to the evacuation of millions of people, and resulting in very few lives lost.



Thanks to Promethean Power Systems, more dairy farmers can now be included in the supply chain by chilling milk at a village level cooperative, thereby creating a cold chain and reducing the loss of milk. Villgro has been behind the impact of both companies due to their programs, resources and trusted support.

In the next 20 years, Villgro aims to enable 100 villgro franchisees across 100 countries, incubating 10,000 innovative social entrepreneurs, and generating over 100,000 jobs with the intended outcome of touching 100 million lives.

Dorien Beurskens & Raj A. Joseph

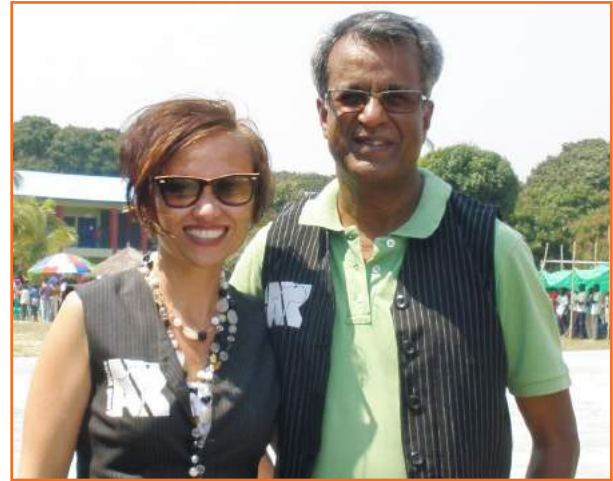
Young Africa | Southern Africa

How might local entrepreneurship help bring needed job skills to young people across Africa and the world?

Southern Africa has 20 million young people between 15 and 25 years of age. Many of them are unemployed. Meanwhile, new industries and businesses in Africa complain of a lack of skilled work force. In this scenario, Dorien Beurskens and Raj A. Joseph founded Young Africa to empower underprivileged young people aged 15-25 in Africa with marketable skills, so that they can pursue self-employment or access opportunities in the job market. Young Africa sets up and runs model skills training centers that bring together local entrepreneurs, students and a community in one place. The centers offer practical and integral training in industrial, agricultural and commercial skills plus a range of services to the local community. YA integrates life skills education and entrepreneurship lessons to prepare youths for (self-)employment. The centers achieve self-sustainability through rent payments from the entrepreneurs who use the facilities for production and training, and serve as a living example of youth empowerment and model for other organizations.



Since 1998, two Young Africa skills training centers in Zimbabwe and one in Mozambique have been set up and very successfully handed over to local management. At these centres, around 24,000 young people have received vocational technical and commercial training. Evaluations done on YA students in Zimbabwe show 80 percent feel economically and socially enriched after their training. 83% of the graduates in Mozambique have found a job or apprenticeship or started their own business through YA's micro-credit scheme. Young Africa Agri Tech in Mozambique is up and coming and has recently started providing skills training in agri-business. The first YA skills center in Namibia has been franchised to train young people in solar power and other green technologies. Youth unemployment



in Sub-Saharan Africa is staggering. The game changer for youths to become economically active is skills training. But vocational education is considered expensive and often lacks market linkage. YA's model is cost-effective allowing each center to become financially self-sustainable. It's a model that already has been implemented by other NGO's and has the interest of various governments. In a nutshell, this model captures essential key players in skills training of young people – the community, the private sector and the entrusting of the responsibility to sustain the project directly to local leaders and managers. It is a model that lends itself easily to replication by other organizations world-over.

To scale YA's operations in Southern Africa and share the model of youth empowerment with authorities in youth development, and other NGO's and private sector partners, YA will expand the organization from 5 centers in 3 countries to 10 more model training centers. Five new centers will be model centers and franchised. Five others will be attached to industries to offer in-training to the company's workers and its community. This will have an impact to reach out to 75,000 in 10 years' time, with a cumulative effect of poverty reduction on at least 300,000 family members. The YA model will be disseminated to 100 other organizations who could replicate it to potentially 500,000 youths over 10 years. The scaling operation will be managed from a hub in Zimbabwe, which will focus on capacity building of franchisees, partners and organizations implementing the YA model.

Svati Bhogle

Sustaintech | India

How might we improve the lives of street food vendors through clean cook stoves?



Sustaintech seeks to improve the livelihoods of street food vendors in India. Street food enterprises are small and low in capital yet have considerable potential for employment opportunities. As a socially conscious for-profit enterprise, Sustaintech markets fuel-efficient wood burning stoves for use in low-end commercial kitchens. Sustaintech's PYRO stoves, developed and field-tested in partnership with TIDE, reduce fuel consumption by 40% thus annually saving eight to tentons of fuel per stove. Moreover, the stoves reduce the emission of air pollutants thereby improving the health and productive lifespans of the cooks and stove owners.

Since April 2011, Sustaintech has sold about 1,900 PYRO stoves valuing USD 550,000. The stoves are available in most parts of Tamil Nadu and coastal Karnataka. According to our impact measurements, 24,230 tons of firewood valuing more USD 1 million were saved, 36,346 tons of CO₂ were abated, and the improved air quality increased the productive life-span for at least 4000 people.

The potential for scaling Sustaintech is large. South India alone has 800,000 low-end commercial kitchens and tea stalls in operation. About one street vendor or commercial

kitchen exists per 1,500 people. The potential for improvements in livelihoods, increased savings through reduced firewood consumption, and reduced air pollution are enormous. Per year, a full-efficient stove can avert five to 15 tons of CO₂ emissions, depending on the type of stove used. The reduction in the consumption of firewood is equally significant assuming that one hectare of forest yields 10 tons of firewood per year.

In order to scale its enterprise, Sustaintech will first identify key challenges in stove production, expanding sales channels, and building organizational capacity. Sustaintech plans on outsourcing production and consumer financing. Furthermore, we will employ a dealership model for scaling in our current locations. In parts of India where the demand or willingness to pay is expected to be lower, Sustaintech will opt for a franchise model.



To reach remote areas, we plan on partnering with local communities. Sustaintech will employ CRM and data based solutions for planning, monitoring and decision-making. We are also exploring a multi-product sales distribution model, including biogas and solar products and household stoves, to further increase our impact and profitability.

Rodrigo Brito & Lina Useche

Entrepreneurs Alliance | Brazil

How might entrepreneurs be supported to increase economic impact in their own communities?

Aliança Empreendedora is a nonprofit organization that operates nationally in the dissemination and strengthening of entrepreneurship in low-income communities in Brazil, enabling new business models and opportunities for work, education and income are generated by promoting improvements in quality of life, inclusion and economic and social development. Through research, design and implementation of inclusive business models and projects with companies, governments and allied social organizations, Aliança Empreendedora contributes to enhancing opportunities and access to Knowledge and Information, Investments and Markets and Networks for entrepreneurs.

Since 2005, in partnership with more than 40 sponsors and clients, Aliança Empreendedora has supported more than 16,000 low-income microentrepreneurs throughout Brazil, and 80% of entrepreneurs supported had their “Entrepreneurial Inclusion Index” raised. This index measures how much the entrepreneurs evolved in terms of self awareness, knowledge, networks and income. Aliança has bases in Curitiba, São Paulo, Recife and Salvador and built a network of more than 40 social organizations in 15 Brazilian states, that replicates Aliança’s methodology and share knowledge and results. Aliança’s operational budget in 2012 was USD 3.5 million, and it has been recognized with more than 13 national and international awards and honors, from organi-

zations like USB, The Prince’s Youth Business International, Ashoka, and has as partners and clients main companies like Coca-Cola, Natura, Danone, Santander Bank or Gerdau among others.



Around the world there are millions or even billions of micro-entrepreneurs without access to knowledge, capital, networks and markets. Knowing that *entrepreneurship* is not about profile or gift, but a set of skills that can be learned and developed through practice, we have the potential to make supporting organizations, foundations and governments around the world have greater efficacy in investments that are made to develop initiatives to promote entrepreneurship among the poor. The more channels and means of exchange networks, the more resilient is any system (economic), then the more business, more crises the country supports and regenerates from them.

Aliança’s vision is to be a disseminator, working with training and inspiration. It is not to focus solely on *entrepreneurship education*, but also sharing good practice and knowledge about entrepreneurial inclusion and inclusive business models. The three pillars of expansion will be following: first, to develop, organize and disseminate methodologies and processes for entrepreneurial inclusion in a general way and also by sector. Second pillar would be to build a network of organizations (NGOs, institutes, foundations, companies and universities) to apply, share experiences and refresh this base processes and knowledge generated by their practical experience. The third pillar is focused on sharing a set of assets and / or technologies that expand access, so that microentrepreneurs can expand their networks and opportunities. These assets can be linked to markets, investments and / or joint partners, clients, volunteers and investors.

Alice de Freitas

Rede Asta | Brazil

How might we mitigate social inequality and promote conscious consumerism by bridging the gap between informal producers and consumers?



Rede Asta works to bridge the gap between artisans and consumers, using a direct sales approach to distribution, to transform consumption into a tool for social and economic inclusion. Founded in 2005 as a Public Interest Civil Society Organization, it engages artisans from low-income areas in Brazil, consumers, and the salespeople who connect them to one another. It provides women artisans with on-going training and information regarding consumer interest, pricing plans, and design techniques and facilitates production networks and sales channels. Artisans are using recycled materials in the production of the handicrafts. The model valorizes the producers, respects the environment, and builds fair economic relationships across the entire whole supply chain.

Since 2008, Rede Asta has sold \$1.5 million worth in artisanal products currently benefiting 59 artisans' groups (representing over 700 producers). We have mobilized over 150,000 consumers and 400 companies. Rede Asta manages four main sales channels: direct sales utilizing catalogs (including stories of the products), a shop in Rio de Janeiro, online sales, and wholesales of corporate gifts, which are created using the companies' own waste materials.

Despite its recent economic progress, Brazil has one of the highest inequality rates in the world with high levels of poverty, unemployment, and social exclusion. The country is home to approximately 25,000 cooperatives, 36% of which are formed by poor women. Yet gaps in the distribution chain make it difficult for informal producers to reach their intended market. Poor artisans – especially women- have limited access to the necessary financial resources required to expand their production and distribution and lack knowledge of market information. Yet women lead 40% of all

small businesses in Brazil and spend 90% of their income on their families and in their community. Furthermore, Brazil struggles with the disposal of waste products, recycling only 8% of its garbage. Brazil just passed a new law requiring companies to take responsibility for the disposal of its pre- and post-consumption residues. This provides a great opportunity for artisans working with reused materials.

Rede Asta recognizes that in order to foster micro-entrepreneurs, it has to work with professional producers and promote market growth. We seek to build a brand that offers easy access to high quality products. In order to achieve its social impact potential, Rede Asta has to be financially viable. We plan to develop the "School of Producers" model to train artisans' groups on a unique methodology rooted in the market knowledge we acquired over the last eight years, in collaboration with a prestigious business school in Brazil.



The School will become a set of DVDs and will be transformed into small classes with an assisted methodology to be developed by a national organization partner and will be able to be replicated anywhere in Brazil. Rede Asta will also develop and coordinate a Production Network of artisans who are prepared to produce products from companies' waste products together on a large scale. We will also design and implement a communications strategy to turn the recipients of the corporate gifts into retail consumers of Rede Asta's products in our e-commerce through sharing information about our production chain and compelling stories behind our products. To scale geographically a local manager will be hired to open corporate gifts markets and find skilled production groups in new local markets to foster production and corporate consumption in the territory. We hope to transform Rede Asta into a sustainable business that is able to support artisans' groups across Brazil and promote conscious consumerism.

Sam Goldman

d.light | Canada

How might we make renewable energy accessible and affordable to the developing world?

A for-profit social enterprise, d.light manufactures and distributes solar lighting and power products targeting the more than two billion people globally without access to reliable electricity. d.light envisions a future not reliant on fossil fuels or grid-based electricity; a future where all people are empowered to enjoy the freedom and improved quality of life that comes with access to reliable, affordable off-grid light and power.

To date, d.light has sold more than five million solar lanterns, improving over 25 million lives. We are dedicated to providing the most affordable and accessible solar lighting and power systems for the developing world and reaching 100 million people by 2020. d.light was an early partner of Lighting Africa's (a joint IFC and World Bank program) effort to mobilize the private sector and bring lighting to 250 million off-grid people by 2030. In addition, while working to overcome policy barriers to the expansion and access to renewable energy in individual countries, d.light helped found the Global Off-Grid Lighting Association (GOGLA), which supports the quality standards and testing procedures for the industry, as well as the removal of policy and regulatory barriers that limit the expansion of solar-powered lighting.



As sustainability includes planet, profit and people, d.light is also leading the development of social impact measurements for the renewable energy industry. We are the first solar lighting company to successfully complete the Global Impact Investing Rating System (GIIRS) and have led panels at Aspen Institute's Network for Development Entrepreneurs' (ANDE) annual conference on the value of social metrics. Finally, as an active partner in the U.N.'s "Year of Sustainable Energy for All," d.light has committed to bring clean, safe, reliable and affordable light and power to an additional 30 million people in more than 40 countries by 2015.



Access to energy changes lives. The demand for d.light's solar-powered solutions begins with the 1.2 billion people in the world today without access to electricity and the 1.3 billion with only intermittent access. Our products - small-scale, distributed renewable energy solutions designed for households and small businesses/enterprises - are transforming the way people all over the world can use and pay for energy.

For long-term adoption and success, there must be a business case: renewable energy must be affordable to consumers and profitable for entrepreneurs. d.light has created a replicable model of success that can be adopted by the larger renewable energy sector. Our model proves the irrationality of relying on expensive, single-use fossil fuels—both for short-term welfare of individuals and the long-term welfare of the planet. d.light has demonstrated not only the existence of a bottomless market for renewable energy in the developing world but also how to access that market. d.light has regional offices in New Delhi, covering Asia; Nairobi covering Africa and the Middle East; Shenzhen, covering China and Hong Kong; and San Francisco covering North America and Europe. We are working with various social enterprise funds (including Omidyar Fund, Acumen Fund, and Grey Ghost Ventures), universities, foundations, and multilateral organizations to push forward best practices on building distribution and marketing for new products for base-of-the-pyramid consumers. We are committed to understanding and replicating strategies that allow for scale and believe that a for-profit model is the best way to ensure that everybody has access to clean, safe, and renewable energy.

Prema Gopalan

Swayam Shikshan Prayog | India

How might we empower rural women to become social and environmental entrepreneurs?



Swayam Shikshan Prayog (SSP – Self-Education for Empowerment) empowers women from marginalized communities to become social and environmental leaders and entrepreneurs. In particular, it supports women-led initiatives that build community resilience in the most vulnerable and climate threatened areas and that seek to counter climate change. SSP works in 13 districts across four states in India.

Keeping women entrepreneur networks at the centre since 2009, SSP's four associate social enterprises provide micro-finance services, entrepreneurial skills training for women and youth, marketing and distribution of clean energy, solutions to water and sanitation, and community health services thus improving of the lives over 5,00,000 families in the BoP. Through wPOWER, a partnership program with USAID, SSP plans support 1,000 women entrepreneurs or "Sakhis" by 2015, to improve awareness and access to clean energy in rural Maharashtra and Bihar. SSP enrolls rural high schooled women, provides onsite training, finance and network support. SURE incubates these women-led clean energy ventures and provides marketing support through demonstrations and weekly market stalls. Sakhis invest in their business by educating consumers, marketing clean and green solutions, and providing product servicing.

SSP enables women and rural households to improve their health conditions and gain increased access to and control over energy sources for lighting and cooking. This results

in a reduction of costs associated with poor health and fuel materials such as wood and kerosene. Women earn an additional income stream, gain professional training and confidence, and become decision makers and agents of change within their communities.

To scale up impact, SSP seeks to employ a co-creation model for the BoP that allows rural women entrepreneurs to directly collaborate with private corporations. The Clean Energy Hub is an innovative platform designed to provide a one-stop-shop to the private sector for accessing the rural market and significantly improve clean energy access through the network of Sakhis.

The resulting Local Platforms or business networks will evolve into Sakhi business hubs, which are governed by women entrepreneurs and provide corporations with the social infrastructure to enter and grow in emerging markets.



As the business expands from one district to multiple districts and States the following will ensure the sustainability of our model: 1) The technology partner will become critical to the rural entrepreneur's value proposition and vice versa; 2) the businesses will build social legitimacy for corporations, expand the impact of SSP, and synergistically increase the rural entrepreneurs' incomes; and 3) the businesses create a virtuous cycle in which social value creation leads to commercial success. Expanding the impact beyond India, SSP will transfer learning and innovations from wPOWER India, through a USAID supported global wPOWER program to its partners working in Africa this year.

Jordan Kassalow

VisionSpring | U.S.A

How might we ensure affordable eyewear to the 700 million people who need it?

VisionSpring's mission is to ensure affordable access to eyewear - everywhere. We strive to create economically viable business models that can scale through market forces. We see vision as a key driver of socio-economic development. This link is demonstrated by the relationship between proper vision and economic productivity as well as learning. If you can't see, you can't work; and if you can't see, you can't learn.

VisionSpring's work falls into two broad models. In the hub-and-spoke model, we control all operations and own optical stores from which our vision entrepreneurs conduct outreach into the surrounding communities. Through this model, which operates in El Salvador and India, we provide both prescription and non-prescription eyeglasses. In our partnership model, we teach other organizations that have pre-existing distribution networks how to integrate eyeglasses into their product mix. We work with several dozen partner organizations in over 20 countries. Through these two models, we have sold over 1.5 million eyeglasses in the last ten years. About 33% of these glasses were distributed in 2013.



Uncorrected refractive error affects over 700 million people worldwide. Research shows that a person in need of glasses can have their income increase as much as 20% due to the increased productivity that comes with corrected vision.



In addition, recent research conducted in China found that correcting vision among primary school pupils significantly increases test scores, with impacts equivalent to as much as a half year of schooling. Clear vision also plays a critical role in alleviating traffic accidents, the efficacy of adult literacy programs, workplace safety, and adoption of mobile technologies.

VisionSpring is focused on two initiatives to scale our impact. In the Coalition initiative, we seek to scale our hub-and-spoke and partnership strategies by engaging the necessary stakeholders required to catalyze our existing work. This will provide an enabling environment that will support market building and accelerate our impact to scale from 1.5 million reached to over 10 million reached over the next 10 years. In the Ecosystem initiative, the 700 million person problem is central, and VisionSpring is one of the many actors that will come together to create and enact public policy and advocacy-based initiatives to highlight the importance of vision issues within the global socio-economic development agenda.

Katherine Lucey

SolarSisters | Uganda

How can women micro-entrepreneurs help improve the health, economic and environmental conditions of other women?



Starting with solar lighting in Uganda, Katherine is tackling energy poverty in Africa by mobilizing women as key agents in accelerating the adoption of renewable energy and energy conservation solutions. Katherine is using a micro franchise model to distribute these products, and in the process has launched a cadre of female micro-entrepreneurs, improved health, reduced household expenses, and made rural women comfortable with technology and the importance of reducing carbon emissions. Katherine is targeting women as the exclusive distributors and consumers in this market, thereby shifting market dynamics and putting women at the center of a previously male-dominated space. By leveraging their decision-making and social-networking power, Katherine is unlocking the untapped potential for women to drive change in the rural energy space.

Solar Sister Entrepreneurs can double their household income with their solar business. There is a 30% reduction in household expenses when customers use solar lamps to replace expensive kerosene. Replacing kerosene with solar light provides 3 hours more of study time for children every day. For every \$1 invested in a Solar Sister Entrepreneur, \$46 of economic impact is generated. To date, Solar Sister has empowered over 500 women as entrepreneurs by helping them to start their clean energy businesses in three countries: Uganda, Tanzania and Nigeria. This network of women entrepreneurs has brought the benefits of clean energy to over 100,000 people. There are currently 150 solar sisters around Uganda, with expansion into Rwanda

already taking hold. Katherine looks forward to expanding all over Africa over the next decade to create the largest single network of women that are promoting the shift from wood fuel to renewable energy products. She is also looking to expand the product line from lighting systems to cooking, heating, water pumping and irrigation solutions so as to give households a holistic energy solution.

Solar Sister has been successful in establishing a social business that emphasizes impact through women's economic empowerment and the development of a sustainable distribution system that provides access to the transformative clean energy technologies to people who most need it. The dual impacts of women empowerment and clean energy access for households are intertwined and provide a multiplier of impact. There are three main strategies to scale this impact globally: (1) Go deeper into the market, i.e. growing the size and reach of the network within the three countries where Solar Sister has already established a presence. Solar Sister laid the groundwork by investing in the leadership, systems and training and anticipates tripling the size of the network of Entrepreneurs by the end of 2014.



(2) Expand Solar Sister's reach by entering new markets, across sub-Saharan Africa, and even beyond, either through establishing new outposts, or working with partners, or developing a franchising model. (3) Build awareness about the success of the Solar Sister model of women clean energy entrepreneurs so that they influence other organizations to also make deliberate and intentional investments in women entrepreneurs.

Brendan Martin

The Working World | Argentina | U.S.A

How might we allow the poor to grow their way out of poverty through innovative financing methods?

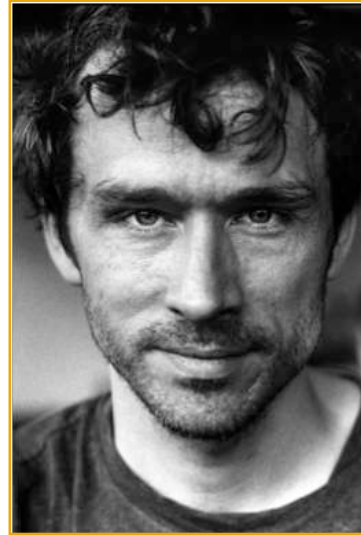
The Working World is pioneering techniques to radically increase the impact of investment credit to the poor and has developed a method of finance that truly builds wealth in the low-income communities in which it works. Our program incorporates innovations including: the nurturing of democratically run businesses and cooperatives, investment-style lending partnerships, credit to mid-sized businesses in poor areas, a nimble business-planning approach called “just-in-time-credit”, and risk-sharing with zero debt creation. Together, the aim is to transform the impact of credit to the poor to ensure consistent and meaningful local wealth creation from the ground up.

The Working World was launched in Argentina in 2005 to support people in rebuilding after the Argentine economic collapse. Starting out with only 14 investments in that first year with a value of USD 50,000, the project has made over 780 investments totaling over USD 4 million and has created projects for over 10,000 business owners and workers since then.



We opened a second branch in Nicaragua in 2009 and a third in the United States in 2011. Throughout the history of the project, 98% of investments have come to maturity and paid themselves off, and zero debt has been created.

In the changing economy of the 21st century, large, top-down economic projects have not proven as successful as in the past, leaving many development experts to look to dynamic, locally-directed growth to fill the gap. This is true both in the developing world, where poverty has



stubbornly failed to abate, and in the developed world where wages have largely stagnated. An estimated two billion people worldwide could use credit to grow their way out of poverty. While the microcredit industry has grown substantially, it has not experienced equal growth in the sophistication of its practices. The goal of The Working World is to innovate and test methods that can be used by the entire industry to reach those two billion people and effectively create real wealth where it is needed.

To scale these advances in the financing, we have begun putting in place a two-pronged strategy. First, we will seek to solidify our innovations by scaling both horizontally - to further vet new techniques in different economic contexts - and vertically - to raise a larger fund that can further innovate with bigger investments with an even deeper impact. Second, we will codify and share proven innovations of The Working World through open-source access to our records and a forthcoming handbook which would allow organizations with similar goals to borrow, replicate, and perhaps improve upon our experience. The result will be a battery of financing methods that have been rigorously proven in different contexts, ready to be used by any organization aiming to enable the poor to grow their own way out of poverty.

Satyan Mishra

Drishtee | India

How might we meet the needs of rural communities through microenterprises?



For the past 12 years, Drishtee has been supporting sustainable rural communities in India. Because the main impediment to sustainability in rural India is the lack of adequate livelihood opportunities, Drishtee centers on promoting these opportunities by adopting the 4Cs model: Capacity building, capital allocation, channel provisioning, and community engagement.

Currently, Drishtee is focused on providing products and services to rural communities through a network of micro-entrepreneurs. Drishtee is mainly active in the three north and north-eastern Indian states of Uttar Pradesh, Bihar and Assam, where its network extends to over 5,000 villages with approximately 14,000 entrepreneurs. We provide banking, microfinance, education, and health services to these areas and sell fast moving consumer goods (FMCG) and consumer durables through our network. Following the 4Cs approach, Drishtee is now actively building stronger and more engaging relationships with the communities.

The rural poor of India account for more than 800 million people living in 600,000 villages across the nation. More than 40% of these villagers live proudly on less than USD 1 a day. Drishtee aims to create a snowballing effect in the rural market by strengthening and expanding the supply chain network. By creating efficiency and including a large

base of rural entrepreneurs, the overall risk of the entire ecosystem system is lowered. Since the same network will procure from village-based micro-enterprises, it will enhance their sustainability as well as positively impact Drishtee's net margins and bargaining ability with urban manufacturers of similar product categories. Working with local entrepreneurs, both the village-based small retailers and micro-enterprises, makes our model socially and politically sensitive to the rural environment. It distributes wealth across the spectrum rather than concentrating it in the hands of a few companies, unlike organized retail and procurement from only urban producers. This will become Drishtee's key differentiator in the space for years to come.

The last mile distribution to the low-income markets has been a challenge for decades. Drishtee has innovated a low cost non-captive system of a two-way supply chain, which relies on offering significant value to all stakeholders. The community is the biggest beneficiary as Drishtee's distribution model provides them access to the basic products and services right at their doorstep.



The entrepreneurs are able to save as they are spared of making individual trips to the market to buy their stock. In addition, they also get better margins in a more transparent manner. Moreover, the entrepreneurs, producing locally, have a more reliable and efficient supply chain for selling their products outside of the village. The other key stakeholders are the large, fast-moving consumer goods manufacturers who acquire access to a new market. They are able to gain insight into a new segment of customers and their needs.

Gonzalo Muñoz

TriCiclos | Chile

How might we create a future without waste?

TriCiclos, the first B Corp certified in South America, seeks to promote positive behavior change towards more sustainable practices. TriCiclos establishes affordable, community-organized waste collection and recycling points and raises awareness about the environmental benefits of recycling and the need to reduce waste through educational measures. Our target population are all citizens worldwide that want to engage in more sustainable practices and street waste pickers that run some of our recycling stations.

The idea is now a proven model and in the scaling up phase. In Chile we currently have 42 recycling points. We have recycled more than 3,000 tons between 2010 and 2013. Each month, we receive more than 17,000 visitors from the north of Chile to the southernmost facility in the island of Castro who are eager to recycle up to 90% of their domestic waste. We also have offices in Argentina, Brazil and Colombia.



We have important partnerships with Sodimac (retailer) with 16 recycling facilities in Chile; Fundación de la Familia (NGO) with 11 recycling facilities in socially vulnerable areas; and five multinational corporations - Walmart, Unilever, Coca Cola, Pepsico and Nestlé - with 5 recycling facilities as a pilot project for the Extended Producer Responsibility Law (EPR).



Waste is a global and growing problem. Companies play an important role in how their own customers manage the end-of-life stage of the products they produce. Local legislation, like the EPR Law in Chile, is helping to increase the demand for sustainable solutions. Our potential to scale up our recycling facilities, eco-design programs, and sustainable consultancy projects related to other areas of the product life-cycle is high.

TriCiclos is expanding to Argentina, Brazil and Colombia by creating an international holding with very strong partners. We are also constantly in the process of developing better technology that improves the recycling capacity of our facilities and helps us scale more effectively at a national and global level. We have developed a software that allows us to register our visits, gain insights into our customer base, and manage our daily operations electronically. We plan to develop an electronic inventory of our materials and visitors, which will facilitate the movement and delivery of our products and services to our clients and increase the value of that data. Our scaling up strategy depends on where we are expecting to open new facilities and how we consider the local culture and existing solutions. For us it is paramount to understand that and work together with local actors, especially if they are informal recyclers who we can then help to formalize and develop.

Biplab Paul

Bhungroo Vikas | India

How might we improve the livelihoods of waste pickers through innovative recycling technology?



Let's Recycle, an Indian social enterprise, assists roadside waste pickers in overcoming financial and social exploitation by waste middlemen through advanced mobile technology, which facilitates waste segregation and trading.

Let's Recycle, in collaboration with NEPRA Foundation, has enabled poor waste pickers in Ahmedabad, India to double their incomes. Moreover, it has significantly reduced the environmental impact of waste products. 6750 metric tons of dry waste have been averted from the landfill, generating USD 1.72 million and averting 8700 metric tons of carbon emissions. Let's Recycle's approach has also enabled the state government to tap into a new revenue source. Moreover, the municipal corporation has saved up to USD 62,700 in landfill waste transportation costs.

These successes have garnered global attention in the form of broad media coverage, high value impact investment, and a reputed international innovation award. The demand for Let's Recycle's technology is large. During the past year, we have successfully forged partnerships with a wide variety of actors. We have partnered with nonprofit organizations to reach out to new communities of waste pickers; profit see-

king agencies seeking complimentary waste management services; utility service companies to increase their functional efficiency through capacity building of staff members in waste audit and recycling options; government on creating BOOT models of waste management in smaller municipalities; and private recyclers' to improve their profitability by creating an appropriate waste market based on minimum operation quantity along with specific waste quality. Let's Recycle has successfully created a standard operation protocol along with divisible expansion modules backed by appropriate system management for scalability.

Let's Recycle plans to reach 100,000 waste pickers in India. In order to reach this goal, we will partner with impact investors, corporations, and utility service providers through equity investment and joint ventures. Besides, we will collaborate with academic and research institutes.



Let's Recycle is keen on developing partnerships with like-minded non-profit and for-profit social enterprises to create new sustainable solutions for improving the lives of the urban poor.

Ben Powell

Agora Partnerships | U.S.A

How might we empower people to use the power of business to effect change in their local communities and beyond?

Agora Partnerships accelerates high-potential early-stage companies in Latin America that are intentionally creating positive impact in their communities, helping to accelerate the shift towards a more durable and prosperous economy. Through its flagship Accelerator program, Agora creates impact on four levels - individual, firm, community, and system - by helping entrepreneurs to build a network and to raise capital and resources to grow their businesses. More broadly, Agora is a community of entrepreneurs, investors, mentors, fellows, partners, and individuals dedicated to using the power of business to effect change in their local communities and beyond.

In the past 3 years, the Agora Accelerator has served 45 companies working in 13 countries throughout Latin America. In that time, we have almost doubled our staff from 13 to 20 and opened a new office in Mexico to work alongside our current Nicaragua and Washington, D.C. offices. Our budget has grown at an annual compound rate of 26.6% since 2011 and will hit one million in 2014. Since the Accelerator launched in 2011, Agora has driven \$11.6 million in investment into 13 companies and grown its investor network from 40 in 2012 to 170 currently.



Agora entrepreneurs have created hundreds of direct jobs and thousands of indirect jobs, and they are just getting started. Young entrepreneurs globally want to build great companies that solve real social problems and bring purpose to their lives. Impact investors want to invest in them.



Demand for acceleration services is surging and will only grow as a new generation of changemakers seeks to accelerate the shift towards a more sustainable and prosperous economy.

The 2014 accelerator received 130 applications from dozens of partners and 17 countries for 30 spots - with a \$5,500 price tag for the full program. The accelerator model is replicable in other target markets and in other industries.

Agora has now developed a prospectus to raise funding to scale its capacity to work with 30 entrepreneurs a year to 100. Our scaling plan will rely on improving internal processes, outsourcing non-core capabilities, attracting top talent - especially in Latin America, opening an office in Colombia, and working very closely with partners and governments to strengthen the emerging impact entrepreneurship ecosystem in Latin America. Agora will also continue to convene key ecosystem stakeholders at conferences we convene such as Impact Investing in Action. Once we have successfully solidified our team culture and scaled throughout Latin America, we will look to other regions that lack effective intermediation between entrepreneurs and resources.

Ananya Raihan

Dnet | Bangladesh

How might technology be used by women entrepreneurs to empower other marginalized women?



Ananya Raihan and his team at Dnet, have invented a social entrepreneurship model envisaging woman as the change agent at community level, branded as 'Infolady' (in Bangla 'Tathyakallyani'). Infolady is a model of Info-preneurship for women in rural areas, where an educated woman can create a multi-layer impact on the lives of her community people. The Infolady model helps women to overcome structural constraints, creates opportunities for informed choice through access to information at the doorstep, combined with relevant services and products and, consequently, greatly improves their general quality of life.

The access to internet and high penetration of mobile telephony in rural and marginalized communities presents a big opportunity to create and offer services to community members, particularly women. Moreover, there is an army of educated young women in these communities who can gain the skills and offer various services using technological tools. This model has created more than 50 women entrepreneurs in Bangladesh, who earn \$150 per month, who have reached over 300,000 rural citizens to date. Asia, Africa and Latin America are potential markets for scale-up. Social enterprises and various research and development agencies have shown interest in scaling this model. Commercial organizations are also interested to channel their products through the Infoladies.

In parallel, the model created impact on the wellbeing (family planning, hygiene, healthcare during pregnancy, agriculture, education, entertainment etc.) and improved citizenship or agency of women in rural communities. The benefit of the community in financial terms, coined as Benefit of Investment (BOI) was 15 times higher on the original investment. The endeavor has enabled rural women to challenge the status-quo by establishing rights to ride bicycles in 400 communities.

In Bangladesh, 24 million women (14 years and older) could directly be the clients or beneficiaries of the Infolady model, where 13,500 Infoladies could be deployed. Beyond Bangladesh, we are partnering with an increasing number of development partners in South Asia that allow us to scale up. Organizations who are working for social and economic empowerment of marginalized women could be the natural partners for scaling Infolady model as this can help them increase their program outreach.



Dnet has been working to identify best-fit scaling approach and decided to use primarily an 'open access' approach. Dnet is also planning to offer services to potential replicating institutions for spreading the model. An Open Access approach will help to share and spread the idea faster to the potential stakeholders through a number of channels, including online platform and social media. The initiative will be promoted through various congregations of social innovators. Dnet will actively work with institutions for building partnerships to mobilize resources for replication of the model. A network of institutions will be built up for improvement of the model and offering support to the new institutions.

Brian Richardson

WIZZIT | South Africa

How might we financially empower people through mobile technology?

WIZZIT is an established social enterprise aimed at financial inclusion through the use of mobile technology. WIZZIT was the first to launch using USSD technology and is recognized globally as a pioneer in the mobile banking space. The use of USSD makes mobile banking available to all, regardless of their wealth and use of handset, SIM card, or network subscription. The target market of the unbanked and underbanked - about three billion people - suffer extreme physical and economic hardship because of their exclusion from mainstream banking services. With WIZZIT-provided access, a basic bank account enables rural communities to make remittances without having to visit a bank branch, provides a secure place to keep money, and helps rural entrepreneurs to start a business, pay suppliers and receive credit. Currently WIZZIT operates in eight countries across Africa, Eastern Europe and Central America - with over five million customers - and processes millions of transactions per month through its platform.



WIZZIT's vision is to ensure full economic citizenship and financial empowerment by bringing the bank to the people. WIZZIT partners with existing banks in deploying not only the WIZZIT technology but also its proven branchless banking model. Due to the organization's efforts, emphasis on financial inclusion has begun to put pressure on banks. Regardless of their motivation, mobile network operators are also participating, thus creating a clear threat to the payment business that banks have typically controlled. This presents a great opportunity for WIZZIT to assist the banks in countering this threat with a model that is proven, affordable



and able to be implemented within 12 weeks with minimal disruption to the bank.

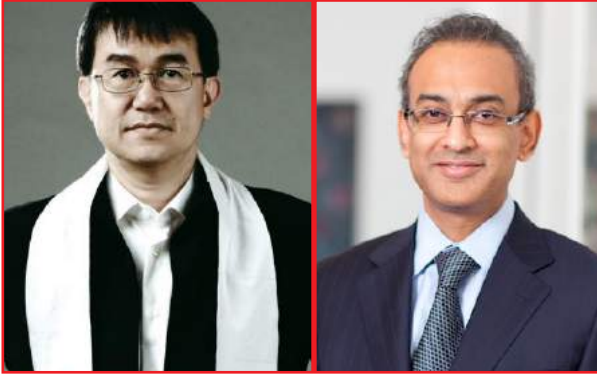
Three billion people have been financially excluded from the traditional system due to a lack of affordability, accessibility, and availability. Yet, all of these challenges can be effectively addressed through innovative technology that 5.6 billion people already have: mobile phones. WIZZIT provides more than technology and a mobile banking platform. We provide the strategic thinking, business model and templates to assist our bank partners in being commercially successful in their efforts for BoP financial empowerment.

WIZZIT is ready to take its concept to scale and has set a target of implementing its model in 100 banks over the next five years. We are targeting emerging markets in Africa, Latin America, Southeast Asia, India and Eastern Europe, all areas with a large number of unbanked people and high cell phone penetration. The strategy is three-pronged: 1) Become the market leader in Africa; 2) focus on homogeneous banks; and 3) target homogeneous countries in terms of maturity of regulation, mobile network operators, and banking infrastructure. We plan to expand to South Africa, where one of our teams is already working. Existing strategies from the South African team will be deployed through appointed distribution and implementation partners within the other target markets. A launch in Nigeria is already underway. Our goal for 2014 is building on partnerships in Central America.

Jack Sim & Sundeep Vira

World Toilet Organization | Singapore

How might we improve sanitation in rural areas worldwide?



World Toilet Organization (WTO), founded in 2001, is a global non-profit committed to improving toilet and sanitation conditions. WTO empowers individuals through education, training and by building local marketplace opportunities to advocate for clean and safe sanitation facilities in their communities. The SaniShop business model creates a holistic sanitation ecosystem within pre-selected rural communities in which micro-entrepreneurs are trained to promote and sell toilets to the villages in their respective communities or territories. WTO and the local SaniShop flagship office are responsible for selecting NGO field partners, and for providing training, technology and guidance to launch and monitor the building and selling of these toilets. The SaniShop entrepreneur ensures the production of toilets at an affordable price and oversees the professional installation of toilets at households. By adhering to high quality control standards and making toilets accessible to rural communities, this model is scalable across different regions. The target population exceeds 2.5 billion people worldwide who do not have access to toilets.

In 2009, WTO launched SaniShop in Cambodia in collaboration with the University of North Carolina, iDE, and Lien Aid. Over the past five years, 10,800 toilets have been installed in Cambodia in seven provinces. During this time, over 500 sales entrepreneurs have been trained to set up their own businesses. As a result, 65,600 lives have been positively impacted in terms of health benefits, including improved conditions of hygiene and less cases of diarrhea (which is a major cause of child mortality). SaniShop's social reach also extends to increased attendance in school and ensuring privacy and dignity in the lives of girls. In the past five years, WTO has gained global recognition for its work in SaniShop, as a finalist for the Harvard Kennedy School Roy Award. Its partners include the Michael and Susan Dell

Foundation, Unilever, CLSA Asia Pacific Markets, Rotary International, Toilet Hackers, and the Singapore High Commission, New Delhi.

Many global organizations exist that promote demand creation and awareness campaigns for sanitation in this region (India and ASEAN). However, few are focused on toilet installations and supply management. Even fewer are providing an integrated model covering hygiene awareness training and an integrated value chain approach like the business model offered by SaniShop. After scaling SaniShop, the last mile distribution system is supported by local entrepreneurs and when the sanitation market saturates, other products can also be scaled through the same delivery system. The incentive and financial system for the SaniShop model is maintained by consumer finance, micro-entrepreneur's seed capital, profits from sales and franchise fees collected by WTO which allows the local SaniShop flagship store to be self-sustainable over a multi-year donor relationship. In order to scale globally, WTO and SaniShop have chosen



to strengthen their presence in the Indian and ASEAN regions. This approach allows the model to be fine-tuned before expanding globally. SaniShop has to be customized for a national context based on consumer needs, expectations, financing options, suppliers, sanitation technologies, and other factors. In addition to scaling by working directly with NGO and implementation partners, SaniShop offers consulting assignments in which they act solely as the initial partner to launch the model of SaniShop or variations based on demand and interest. In this context, SaniShop has consulted for projects in Bangladesh, Nigeria, Vietnam, South Africa and Mozambique, which is expected to launch in 2014 in partnership with the Italian government. We have created our process management materials on a local context and our training materials in multiple languages to help others emulate. Our open source mindset motivates others to join us in our collective work to end the sanitation crisis.

Arbind Singh

NIDAN-ANGANA | India

How might we improve the lives of home-based workers and artisans through market-based opportunities?

Angana seeks to transform the lives of informal workers and their children through organizing, utilizing their skills, and exposing them to a wide range of market-based opportunities. Angana started as an initiative of Nidan, which was founded by Arbind Singh in 1996 and is currently working for the rights of more than 300,000 informal workers across nine states in India. Since 2007, Angana, as an independent NGO, works with women artisans and home-based workers and seeks to showcase the regional traditional arts of Bihar through different channels across India.

Angana has a unique organizational model. Artisans and home-based workers serve as board members and thus have collective ownership over the organization. We enable artisans to sell their products through our retail outlets avoiding the use of middlemen and thus increasing their revenues. Artisans also gain exposure to markets through different exhibitions and are able to sharpen their selling skills. Moreover, we employ a peer-to-peer mentoring model in which trained artisans pass on their skills to others.



We work with over 20,000 women home-based workers and artisans, 1,350 of which are directly linked across nine districts in Bihar. We also help artisans to obtain a government-issued artisan card that entitles them to benefits and links them with many social security and health schemes.



Having proven its success across Bihar, Angana seeks to empower home-based workers and artisans across India. Most informal workers have insecure livelihoods. We seek to give them the support needed to avail themselves of their rights and make their voices heard. The arts and handicraft market in India is quite large and is growing at a healthy rate. With an increasing trend to purchase goods that benefit good causes, interest in traditional arts and crafts is surging.

Over the next five years, Angana wants to connect over 100,000 women home-based workers and artisans across at least 10 states of India through an artisan-owned and led organizational model. Artisans have majority shareholding and take primary responsibility for purchasing raw materials, production, and marketing. Angana seeks to establish partnerships with retail networks, which deal with similar products and have a large retail network to provide market access. A key pillar of our model involves training and up-skilling home-based workers. We will provide both technical arts trainings as well as functional trainings in areas such as sales and marketing, supply chains, and others. We hope to set up this training architecture in a decentralized way. We are passionate about pursuing our vision of a world of empowered women home-based workers and artisans, who collectively act and utilize their skills to understand and tap the growing opportunities of the market.

eBay Foundation Grantee

Emily Tucker

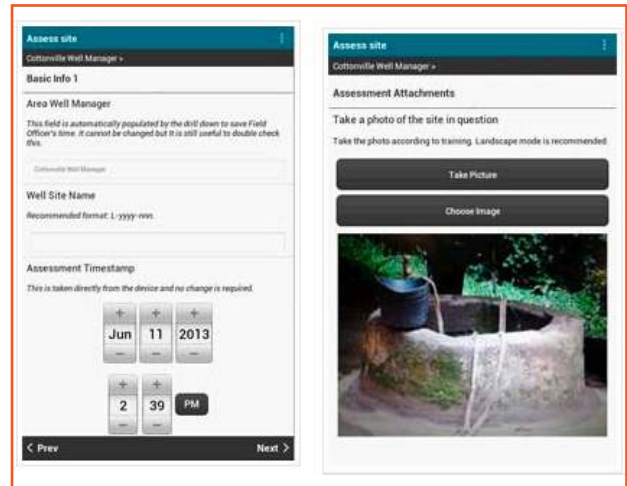
TaroWorks | U.S.A

How might we use mobile technology to facilitate the work of development practitioners in remote areas?

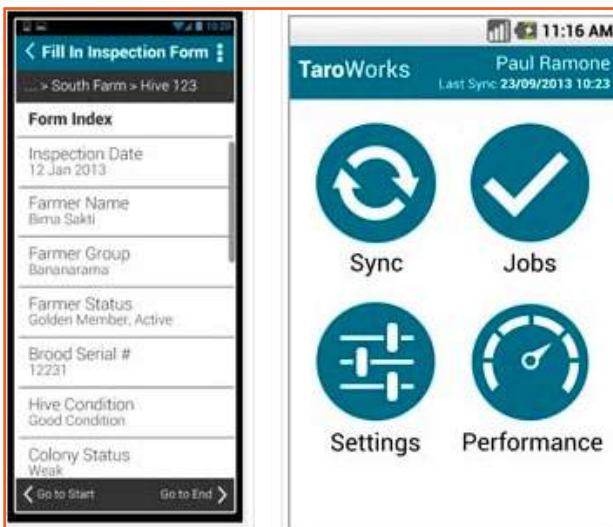


Launched in 2013, TaroWorks emerged from the Grameen Foundation’s efforts to overcome challenges its own programs faced while collaborating with service organizations in regions beyond the reach of wireless communications. Now with 31 customers across 11 countries, we have helped our customers to increase their incomes and drive the distribution of life-enhancing goods and services in sectors like agriculture, healthcare, renewable energy, sanitation, and finance.

TaroWorks is improving the delivery of crucial services to impoverished communities by equipping nonprofits and social enterprises with the mobile technology and data analysis tools needed to manage far-flung field staff and glean important business insights from information collected in remote areas. Built on the powerful Salesforce platform and accessible in the field via Android devices, TaroWorks helps solve problems poverty-focused practitioners have grappled with for years: getting real-time data, efficiently managing staff, understanding constituents’ needs, and monitoring program results.



TaroWorks is embarking on an ambitious effort to reach economic sustainability by significantly increasing our customer base, further expanding our product focus in areas like performance management and data aggregation, and becoming an indispensable tool for any organization operating in “the last mile.”



Greg van Kirk

Community Enterprise Solutions | U.S.A

How might we unleash the potential of rural entrepreneurs across the developing world?

The MicroConsignment Model (MCM) is an innovative distribution model that creates unprecedented, first-time village-level access to health and energy-related technologies by fostering entrepreneurship in developing countries. The MCM is more an approach than a strategy. The model shifts financial risk appropriately and provides training, products, support, and marketing resources to local, often first-time entrepreneurs at no upfront cost. It thus circumvents the burden of debt payments that commonly push rural entrepreneurs further into poverty. Once the entrepreneur completes a sale, she pays the local social enterprise that is created, pockets her profits, and then restocks her inventory. The model combines economic, public health and energy benefits – creating income and cost savings for local entrepreneurs and consumers and delivering life-changing products, services and knowledge to underserved markets. The MCM creates a fully aligned approach and is a powerful diagnostic tool for vetting technologies based on the needs, wants and desires of community members regardless of the cultural context. Furthermore, the majority of MicroConsignment entrepreneurs are women who otherwise have no opportunity to generate additional household income.



Through MCM, local entrepreneurs have successfully sold eyeglasses, wood-burning stoves, solar lights, and water filters, among other items, in over 3,500 remote communities at affordable prices. Moving beyond core operations in Guatemala, we now have leadership teams in Ecuador, Nicaragua, the Dominican Republic, and Haiti. We are also supporting local partners in Mexico, Peru, and Senegal. Over the course of the next 12 months, we will be reaching over 1,000 communities in these countries.



We are now looking to spread our operations to at least ten additional countries in Latin America, Africa and Southeast Asia. With over ten years of practical, field-based experience, our expertise lies in understanding how to get the right things to the right people in the right way by empowering local human capital. Rather than growing our own organization significantly, we hope to empower other organizations with our knowledge and approach. We have created an online free resource about the MCM. Our team recently built an online free database of hundreds of technologies for developing world communities in English and Spanish at Tecnconect.org. Moreover, we are currently designing an online certificate course with Columbia Business School and NYU in both social entrepreneurship and the MicroConsignment Model. We also work with dozens of university partners through our sister organization, Social Entrepreneur Corps. Over 750 student interns and apprentices have supported our team in the field through these university partnerships. Our goal is to create a holistic means by which organizations around the world can gain the knowledge, tools and resources they require to create continuous and sustainable access to essential products and services in underserved communities. We seek to unleash the potential of rural entrepreneurs across the developing world.

Partners and Sponsors



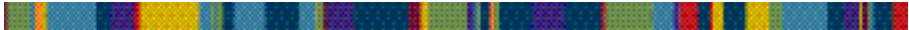
The first corporate foundation to be endowed with pre-IPO stock, eBay Foundation was established in 1998, underscoring the company's early commitment to philanthropy. Over the years, eBay Foundation has extended its commitment to creating economic opportunity through strategic investments in disruptive new initiatives working toward enabling all people, in developed and developing countries alike, to participate in the economy. Through The Opportunity Project, an initiative of eBay Foundation, we share our resources – from funding to technology, mentoring to training – to help promising social innovations scale and spread their impact. Since inception, the Foundation has contributed more than \$30 million to nonprofit organizations worldwide.



GIZ offers customised solutions to complex challenges. GIZ is an experienced service provider and assists the German Government in achieving its objectives in the field of international cooperation. GIZ offers demand-driven, tailor-made and effective services for sustainable development. GIZ operates in many fields: economic development and employment promotion; governance and democracy; security, reconstruction, peacebuilding and civil conflict transformation; food security, health and basic education; and environmental protection, resource conservation and climate change mitigation. We also support our partners with management and logistical services, and act as an intermediary, balancing diverse interests in sensitive contexts. In crises, we carry out refugee and emergency aid programmes. As part of our services, we also second development advisors to partner countries.



The New World Fight Club is a business innovations firm based in Europe, USA, & Asia. They use Design Thinking to trigger innovation to help solve complex business challenges for companies, NGOs and governments. They ensure that their solutions create shared value for people, business and the planet.



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