

ECONOMIC AND PRIVATE SECTOR

PROFESSIONAL EVIDENCE AND APPLIED KNOWLEDGE SERVICES

HELPDESK REQUEST

Mapping potential implementing organisations for girls' economic empowerment programme

Janet Hayes

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Abbreviations

AFR	Access to Finance Rwanda
AGRA	Alliance for a Green Revolution in Africa
DFID	Department for International Development (UK)
DIV	Development Innovation Ventures
DM	Development Marketplace
EFInA	Enhancing Financial Innovation and Access
FSD	Financial sector deepening
FSDT	Financial Sector Deepening Trust (Tanzania)
GAFSP	Global Agriculture and Food Security Program
IADB	Inter-American Development Bank
IDRC	International Development Research Centre
IFC	International Finance Corporation
MFI	Microfinance Institution
MIF	Multilateral Investment Fund
OMJ	Opportunities for the Majority
USAID	United States Agency for International Development

1 Introduction

1.1 Background

DFID and the Nike Foundation are working in partnership to address constraints to the empowerment of adolescent girls in developing countries. Economic empowerment is a high priority for both organisations – it is one of the pillars of DFID's Strategic Vision for Girls and Women,¹ a key commitment in DFID's Business Plan,² and 'expanding girls' direct access to economic assets' is a key pillar of the Nike Foundation's Strategy.³ But very few donor programmes are tackling this issue of getting assets directly into girls' hands.

DFID is developing a programme that will stimulate innovation and investment in new and adapted financial services and tangible products for, and ways of getting them directly into the hands of, girls. The aim is to increase the economic assets of girls that enhance their choices and opportunities, protect them from shocks and do not put them at risk. It will test and develop scalable ideas directly with girls, and engage commercial and other partners early, building on the best in development practice and private sector solutions. The programme will also enhance a thin evidence base of what works to economically empower girls. Annual convening events and an online knowledge hub will capture and share the most compelling learning and evidence from and serve as a platform for influencing existing programmes and leveraging additional investment in solutions that get assets directly to girls on a larger scale.

DFID is mapping the landscape to identify potential organisations that could implement a project such as this. Specifically, DFID is looking for organisations with a focus on seeking and supporting innovative ideas from both private and non-profit sectors. The organisations must have experience in awarding grants and/or other forms of finance and technical assistance through a competitive process and in assisting successful applicants in taking their products/programmes to scale. In addition, the review should include (but not be limited to) those organisations with a focus on girls, youth and/or women in developing country contexts.

To inform the design of the above programme, DFID has requested a mapping of the existing organisations that competitively seek innovative ideas (e.g. programmes and products) from both the private and non-profit sectors (potentially to reach girls, youth and/or women in developing country contexts) and then provide support in the forms of finance (e.g. grants) and/or technical assistance to bring their ideas to market or to implementation. The key characteristics of the organisations and platforms of interest include:

- Ability to run open competitions e.g. global challenges (although these could also be country specific);
- Ability to manage and disburse funds (e.g. grants) at various stages of product and programme development;
- History of engaging and working with both private and non-profit sectors;
- Ability to provide technical assistance to successful applicants at a range of stages throughout their product and programme development, and path to scale;

¹ The four pillars are: Delay first pregnancy and support safe childbirth; Get economic assets directly to girls and women; Get girls through secondary school; Prevent violence against girls and women.

² <http://www.dfid.gov.uk/Documents/DFID-business-plan.pdf>

³ <http://nikeinc.com/pages/our-work>

- Developing country knowledge, presence and/or networks (including through partnerships/sub-contractors);
- History of supporting new partnerships (e.g. between NGOs and the private sector); and
- Experience of girls/gender, innovation and/or innovative funding models.

This helpdesk response uses the above criteria to map the existing organisations that competitively seek innovative ideas from public and private sector organisations, or that support individual entrepreneurs, and then provide support in the forms of finance and/or technical assistance to bring their ideas to market.

1.2 Summary of the findings

In the context of this helpdesk query, we understand 'innovation' to mean anything new to the market. This may be in terms of new products and services (including financial services), new business ideas, new sectors, or new management/firm practices. Many of the organisations listed focus particularly on social entrepreneurs as they are widely seen as innovators. Funding for innovation includes direct funding for social entrepreneurs/individuals, and funding for social entrepreneurs of course includes funding for female entrepreneurs, as well as other people who can direct or indirectly help girls.

In the helpdesk query, DFID talks about getting assets into the hand of girls. We understand this to incorporate a whole range of assets, including education, physical capital, natural resources (water and land), etc. Therefore, for example, giving primary education to girls is giving them an asset (human capital) which they can later use in life to become entrepreneurs.

The organisations identified through this mapping process fall into three broad categories: direct funders (including one organisation that funds research in order to drive innovation), investment funds and foundations. Although the first category will be of most immediate interest to DFID and the Nike Foundation when developing the programme we feel that the other two types might also have a potential role to play in the programme.

The particular organisations included under each category are as follows:

Direct funders

- [Ashoka](#)
- [Development Innovation Ventures](#)
- [Development Marketplace](#)
- [Multilateral Investment Fund](#)
- [Opportunities for the Majority](#)
- [FMO \(Netherlands\)](#)
- [Financial Sector Deepening Trusts](#)
- [Alliance for a Green Revolution in Africa](#)
- [Global Agriculture and Food Security Program](#)
- [International Development Research Centre \(IDRC\)](#)

Investment funds

- [Omidyar Network](#)
- [Acumen Fund](#)
- [Triodos](#)

Foundations

- [Ford Foundation](#)

- [Rockefeller Foundation](#)
- [Skoll Foundation](#)
- [Shell Foundation](#)

It is important to note that, in some cases, we have listed the particular programme, rather than the organisation responsible for its implementation. For example, Development Innovation Ventures is the programme of interest, but this is actually implemented by USAID – therefore, DFID and the Nike Foundation would need to consider the implementing organisation (in this example, USAID) as a potential implementing organisation, rather than the programme itself. But the fact that the implementing organisation has experience of implementing a relevant programme is clearly relevant to this response and of use to DFID and the Nike Foundation. Other implementing organisations that fall into this category are the World Bank (including the International Finance Corporation (IFC) and the Inter-American Development Bank (IADB).

It is also interesting to note that none of the organisations listed specifically or exclusively target girls, youth and/or women although all are of course interested in supporting and funding these particular groups. However, it goes without saying that you need to help the parents of girls to access financial services and economically empower their daughters so we do not feel this is a concern regarding the findings of this research.

It is also important to note that DFID has a strong track record of establishing challenge funds and various institutions have managed these on behalf of DFID. DFID challenge funds of relevance to the proposed programme and identified through this research and their host institutions are as follows:

- **Financial Deepening Challenge Fund:** Managed by Enterplan Limited (now Coffey International Development), Deloitte and Touche and Project Northeast;
- **Girls' Education Challenge Fund:** Managed by PriceWaterhouseCoopers (PWC);
- **Civil Society Challenge Fund:** Managed by TripleLine and Crown Agents;
- **Afghanistan Business Innovation Fund:** Managed by Landell Mills Ltd;
- **Construction Ideas Fund (Nigeria):** Includes window on Womens Economic Empowerment. Managed by Coffey International Development;
- **The Africa Enterprise Challenge Fund:** Managed by KPMG.

We have not profiled these organisations as part of this helpdesk response as we assume that DFID is already familiar with these organisations and the services they provide.

Similarly, we have not included the Nike Foundation in our list of foundations which may be of interest as the Nike Foundation is already collaborating with DFID on this programme.

In order to undertake the research, our starting point was profiling the two organisations suggested by DFID (Ashoka and Development Innovation Ventures), in order to gain a clearer understanding of the type of organisation DFID and the Nike Foundation are interested in. We then broadened our search using existing knowledge, suggestions from colleagues of potential organisations to research, and internet-based key word searches. We specifically searched for organisations that provide support in developing country contexts.

For each institution listed, we have started with a description of the institution, including the problem it is setting out to solve. We have then included the following information in tabular format (to enable ease of comparison):

- Support offered to successful applicants
- Country/region(s) of expertise
- Target group and/or sector
- Donor/philanthropic involvement
- Relevant experience facilitating public/private partnerships
- Years established
- Competitions/challenge Funds managed to-date
- Any impact measurement
- Web link.

2 Details of relevant organisations

2.1 Direct funders

Ashoka

Description (including problem to be solved)

Ashoka identifies and supports social entrepreneurs throughout the world. Ashoka was founded as an attempt to start to solve 'the immensity of the problems facing this planet.' Ashoka's hypothesis is that the institutions traditionally expected to solve such problems cannot experiment and afford to fail quickly enough to respond to the ever-changing environment. Ashoka's solution is, therefore, to support and invest in social entrepreneurs. Ashoka believe that entrepreneurs 'are so driven to change an entrenched global problem that they will stop at nothing, and are so creative that they see beyond the existing barriers to change and invent new solutions to global problems'. The aim is then that the ideas, models and movements created by these social entrepreneurs will have a knock-on effect throughout society.

The model Ashoka uses for finding and supporting social entrepreneurs is called 'Venture'. Ashoka was founded on the Venture model 25 years ago and this model remains the core of Ashoka's work. Ashoka's vision is 'Everyone a Changemaker' and that its entrepreneurs have innovative solutions to social problems and the potential to change patterns across society. Ashoka envisions 'a world that responds quickly and effectively to social challenges, and where each individual has the freedom, confidence and societal support to address any social problem and drive change.' Ashoka's mission is 'to shape a global, entrepreneurial, competitive citizen sector: one that allows social entrepreneurs to thrive and enables the world's citizens to think and act as changemakers.'

Ashoka provides the entrepreneurs identified through a competitive process with a living stipend for an average of three years. This allows them to focus full-time on building their institutions and spreading their ideas. These Ashoka 'fellows' are also provided with a global support network of their peers and with partnerships with professional consultants. Ashoka believes that the growth of a global citizen sector begins with the work of individual social entrepreneurs. These entrepreneurs drive the sector forward, responding to new challenges and changing needs. They are rooted in local communities but think and act globally.

In order to ensure that the leading ideas for social change are fully developed and sustained, Ashoka's approach is to offer critical interventions on three levels—the individual, the group, and the sector, as follows:

- **Supporting individual Social Entrepreneurs:** Social entrepreneurs are the engines of social change and role models for the citizen sector. Ashoka identifies and invests in leading social entrepreneurs and helps them achieve maximum social impact;
- **Promoting Group Entrepreneurship:** Groups and networks of social entrepreneurs working together accelerate and spread the social impact. Ashoka engages communities of entrepreneurs and develops patterns of effective collaborations that change entire fields; and
- **Building Infrastructure for the Sector:** A global network of changemakers requires tools and support systems to deliver sustainable social solutions. Ashoka creates needed infrastructure, such as access to social financing, bridges to business and academic sectors, and frameworks for partnerships that deliver social and financial value.

Name	Ashoka
Support offered to successful applicants	(1) A living stipend for an average of three years (2) Access to a global support network of Ashoka-supported peers and partnerships with professional consultants
Country/region(s) of expertise	Worldwide: started in India but now has programmes in Latin America, Africa, Asia, Central and Western Europe, and the Middle East. Now has 3,000 Fellows in over 70 countries around the world.
Target group and/or sector	Target group: Social entrepreneurs – no particular target criteria. Specific programme called 'Youth Venture' targeting youth entrepreneurs. Target sectors: civic engagement, economic development, health, human rights, environment, and learning/education
Donor/philanthropic involvement	Founded by Bill Drayton in Washington, DC. Head office in USA. Financed by individuals, business entrepreneurs and their organisations (65%), foundations (20%), and corporations (15%) from around the world. Does not accept funding from government entities. Individual and institutional endowment funds. Some funding comes from successful business people who become members – membership includes a three-year financial commitment of a minimum of US\$10,000 (actual amount varies by region). Brin Wojcicki Foundation (established by two of the world's leading entrepreneurs, Google co-founder Sergey Brin and Anne Wojcicki, co-founder of 23andMe) pledged a \$2 million grant to Ashoka in 2011.
Relevant experience facilitating public/private partnerships	Yes – most Ashoka 'fellows' will be working across the public and private sectors to bring about the desired social change
Years established	Founded in 1980 (33 years)
Competitions/challenge Funds managed to-date	Welcome nominations of potential social entrepreneurs all year round through website. Also run regular competitions, including 'Global Entrepreneurship Competition' in November 2012, 'Banking on Youth Competition' in July 2012, 'Activating Empathy: Transforming Schools to Teach What Matters Competition' in June 2012.
Any impact measurement	Yes: 2010 Impact Study 'Ashoka Fellows Changing Systems' conducted by Ashoka and the Corporate Executive Board Research (year unspecified): 'Understanding the Impact of Social Entrepreneurs: Ashoka's Answer to the Challenge of Measuring Effectiveness' Noga Leviner, Leslie R. Crutchfield,

	Diana Wells
Web link	https://www.ashoka.org/

Development Innovation Ventures

Description (including problem to be solved)

The United States Agency for International Development (USAID) launched Development Innovation Ventures (DIV) to find, test, and scale ideas to address global development challenges. DIV's objective is to support the discovery of better ways to solve global development problems: DIV claims that significant development challenges call for action by 'global citizens.' The DIV model aims to help USAID advance what works while avoiding long-term investments in what does not.

DIV holds a quarterly grant competition for innovative ideas. DIV then pilots and tests selected ideas and scales those solutions that demonstrate widespread impact and cost-effectiveness. DIV's tiered-funding model, inspired by the venture capital model, invests comparatively small amounts in relatively unproven concepts, and continues to support only those that are proven to work. The DIV portfolio includes evidence-gathering and scale-up activities in 17 countries and 9 sectors around the world.

DIV recognises that these innovative ideas can come from anywhere — a lab in a university, a local organisation which has deep contextual knowledge, or a passionate entrepreneur. Most organisations in the world are eligible to apply, and their proposals can be for any sector and any country in which USAID operates.

Name	Development Innovation Ventures
Support offered to successful applicants	<p>DIV provides funding for successful applicants to start-up, test, develop and grow their idea. DIV uses a three-tiered staged finance model (as below) and applicants can apply at any stage:</p> <p>Stage 1 - Seed financing: Establishes proof of concept and viability of innovation. Funding is intended to test the real-world viability of an innovative development solution. Projects demonstrate a departure from current practices and are more cost-effective than alternatives. Stage 1 funding requests will typically not exceed \$100,000 per project. Stage 1 projects can propose activities for up to two years;</p> <p>Stage 2 – start-up and testing: Evaluates solution at scale with rigorous impact testing. Stage 2 funding is provided to innovative solutions that have demonstrated success at a pilot or small-scale stage, and now require support to assess whether the solution can achieve larger-scale development impact and whether it can be successfully implemented at a larger scale. Stage 2 projects will typically not exceed \$1 million but are often significantly less. Stage 2 projects can propose activities for up to four years;</p> <p>Stage 3 – transitioning to scale: Stage 3 funding is reserved for innovative solutions that have credible and rigorous evidence of development impacts at significant scale. Stage 3 projects will transition an innovation from large-scale implementation to widespread adoption in one country and/or replication in at least one other country. Applicants must</p>

	provide rigorous evidence that the innovation has demonstrated cost-effective development impacts and that large scale implementation was successful. Stage 3 projects will typically not exceed \$15 million but are often significantly less. Stage 3 projects can propose activities for up to five years.
Country/region(s) of expertise	Currently works in 17 countries around the world: proposals can be for any country in which USAID operates ⁴
Target group and/or sector	Currently works in 9 sectors (Agriculture and Food Security, Democracy, Human Rights and Governance, Economic Growth and Trade, Education, Energy, Environment and Global Climate Change, Gender Equality and Women's Empowerment, Global Health, Water and Sanitation, Working in Crises and Conflict): proposal can be for any sector in which USAID operates ⁵ (i.e. all of above plus Science, Technology & Innovation)
Donor/philanthropic involvement	USAID initiated, houses and funds
Relevant experience facilitating public/private partnerships	DIV is supporting several teams, including public-private partnerships around the developing world. The DIV model expects innovations to eventually scale up through the private sector, the public sector, or in some cases a combination of the two, in order to reach sustainability without DIV support. DIV's portfolio is composed of grantees from the private sector (31%), NGOs (56%), and academic institutions (13%) but almost every grant involves a coalition of partners with distinct skills.
Years established	Launched in October 2010 (2.5 years)
Competitions/challenge Funds managed to-date	Quarterly grant competitions (assuming 9-10 competitions run to date). Have generated 2,008 applications to date.
Any impact measurement	None
Web link	http://www.usaid.gov/div

Development Marketplace

Description (including problem to be solved)

The Development Marketplace (DM) is a competitive grant programme that identifies and funds innovative, early stage development projects that are scalable and/or replicable, while also having high potential for development impact. DM grant beneficiaries are social entrepreneurs with projects that aim to create jobs and/or deliver a range of social and public services to low-income groups. DM also serves as an intermediary and broker to connect its grantees to advisory services and follow-on funding.

⁴ See <http://www.usaid.gov/where-we-work> for details of which countries USAID operates in

⁵ USAID operates in the following sectors: Agriculture and Food Security; Democracy, Human Rights and Governance; Economic Growth and Trade; Education; Environment and Global Climate Change; Gender Equality and Women's Empowerment; Global Health; Science, Technology & Innovation; Water and Sanitation; Working in Crises and Conflict.

Name	Development Marketplace
Support offered to successful applicants	Funding for projects; connection to advisory services and follow-on funding.
Country/region(s) of expertise	Global programme but current focus is on countries in East Africa, Middle East and South Asia.
Target group and/or sector	Each DM competition focuses on a specific theme or sector. Going forward, DM competitions will focus on supporting proposals that aim to create a "Capital +" intermediation infrastructure in regions/countries of current interest to DM.
Donor/philanthropic involvement	Housed in World Bank and administered by the World Bank Institute. Funding partners: UK Aid/DFID, IFC, CIDA, AusAID, ILO, Al Korra, Danida, Ministry of Foreign Affairs of Finland, Sawiris Foundation, SECO.
Relevant experience facilitating public/private partnerships	N/A
Years established	1998 (15 years)
Competitions/challenge Funds managed to-date	Have held country, regional and global competitions. Each competition has specific theme (e.g. current competition is for projects to improve the lives of people living in rural areas of Upper Egypt). Over \$60 million in grants has been provided to more than 1,200 projects.
Any impact measurement	None stated – website claims that 'using DM funding as a launch pad, many projects have gone on to secure additional funding support from other donors, foundations, governments, impact and CSR investors.'
Web link	http://wbi.worldbank.org/developmentmarketplace/

Multilateral Investment Fund

Description (including problem to be solved)

The Multilateral Investment Fund (MIF) of the Inter-American Development Bank (IADB) Group invests in microfinance and venture capital funds for small businesses and provides technical assistance to the private sector in Latin America and the Caribbean. The MIF (or FOMIN in Spanish) works with local, mostly private, partners to help fund and execute projects that benefit the poor (at business, farm and household level). The MIF does not directly finance micro and small enterprises.

Financing and/or technical cooperation is also provided through the MIF's Social Entrepreneurship Programme. The programme focuses on piloting initiatives with a business approach to increase financing and market access to marginalised rural communities and improve access to basic services.

The MIF finances about 100 projects per year, with a total financing of about \$100 million. As of June 30th 2012, the MIF had an active portfolio of 51 funds. These funds

have provided capital for over 350 individual small businesses, generating over \$1 billion in revenues and creating more than 28,000 jobs.

Name	Multilateral Investment Fund
Support offered to successful applicants	Finance (mostly grants (of up to \$2 million per project) but also loans (of up to \$1 million), guarantees, equity or quasi-equity finance (of up to \$5 million)); advisory services
Country/region(s) of expertise	Latin American and Caribbean (specifically the 26 borrowing member countries of the IADB Group ⁶)
Target group and/or sector	Supports business associations, non-governmental organisations, foundations, public sector agencies, financial institutions, private sector firms. Finances projects that increase access to finance, markets and capabilities and basic services.
Donor/philanthropic involvement	Managed and housed by IADB but funded by 39 member countries ⁷
Relevant experience facilitating public/private partnerships	Yes - specific projects/initiatives to build public/private partnerships: see http://www5.iadb.org/mif/portals/0/Topics/PPP-infographic-eng.jpg
Years established	1992 (21 years)
Competitions/challenge Funds managed to-date	Does not launch particular competitions - funding applications accepted throughout the year
Any impact measurement	Yes - a series of measures are in place to continuously improve MIF's development effectiveness and quantify impact. These include online project status reports and external evaluations of particular projects. Further details (and data on impacts at beneficiary level) can be found at: http://www5.iadb.org/mif/en-us/home/impact.aspx Also 2012 Development Effectiveness Report available online (link does not work)
Web link	http://www5.iadb.org/mif/en-us/home.aspx

Opportunities for the Majority

Description (including problem to be solved)

Opportunities for the Majority (OMJ) promotes and finances market-based, sustainable business models that engage private sector companies, local governments and communities in the development and delivery of quality products and services for the Base of the Pyramid in Latin America and the Caribbean. OMJ projects seek to increase productivity, bring low-income populations into the formal economy, create jobs, address

⁶ List of borrowing member countries is at: <http://www.iadb.org/en/about-us/borrowing-member-countries,6005.html>

⁷ Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Canada, Chile, China, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, France, Guatemala, Guyana, Haiti, Honduras, Italy, Jamaica, Japan, Korea, Mexico, Netherlands, Nicaragua, Panama, Paraguay, Peru, Portugal, Spain, Suriname, Sweden, Switzerland, Trinidad and Tobago, United Kingdom, United States, Uruguay and Venezuela.

market failures that raise costs for those least able to afford them, and bring them quality goods and services.

Since its inception, OMJ has financed projects in various economic sectors that demonstrate that investments in underserved markets can be profitable and can generate business and social returns. As well as issuing loans and credit guarantees, OMJ implements grants, or technical cooperation projects, in partnership with the private and public sectors to support its credit operations. Through these grant projects OMJ is able to:

- 1 Support loans and guarantees by funding activities that will enhance the structure of the credit projects and maximize their impact, including feasibility studies, market segmentation studies, and the identification of baseline and impact indicators;
- 2 Pilot new, pre-commercial initiatives that could mature into business-based solutions for low income markets and thus qualify for OMJ loans and guarantees;
- 3 Fund knowledge generation and dissemination activities that promote market-based, sustainable solutions for the base of the pyramid.

At the beginning of 2012, OMJ has a portfolio of technical cooperation projects of more than 30 projects with a total value of \$6.07 million.

Name	Opportunity for the Majority Initiative
Support offered to successful applicants	Loans (\$3 million to \$20 million), guarantees (\$3 million to \$20 million), technical cooperation (\$100,000 - \$500,000)
Country/region(s) of expertise	Latin America and the Caribbean
Target group and/or sector	Private sector, NGOs, financial institutions. Sectors: Agriculture, Education, Energy, Financial Services, Health, Housing, ITC, Infrastructure, Private Sector Development, Retail Services.
Donor/philanthropic involvement	Established and funded by IADB
Relevant experience facilitating public/private partnerships	Works with both public and private sectors but no specific projects facilitating public/private partnerships
Years established	2007 (6 years)
Competitions/challenge Funds managed to-date	Does not run competition rounds: continuous search for investable projects
Any impact measurement	Yes: Report entitled 'Using the Impact Reporting and Investment Standards (IRIS) to Track Social and Environmental Portfolio Performance across the Opportunities for the Majority Portfolio' (downloadable at http://www.iadb.org/en/topics/opportunities-for-the-majority/publications-and-studies,1473.html)
Web link	http://www.iadb.org/en/topics/opportunities-for-the-majority/idb-opportunities-for-the-majority-serving-the-base-of-the-pyramid-in-latin-america,1377.html

FMO (Netherlands)**Description (including problem to be solved)**

FMO is an entrepreneurial development bank based in the Netherlands. FMO provides financing for businesses in both developed and developing countries. FMO recognises that entrepreneurs in developing and emerging markets need financial access in order to set up and grow their businesses but commercial financiers are often reluctant to commit to these higher risk categories – limiting the potential for these businesses to mature and positively affect their local communities. FMO's participation, experience, and success in higher-risk markets then gives other financial institutions and commercial banks the confidence/security to also fund them. FMO therefore claims to mobilise more funding and catalyse commercial and institutional investors to frontier markets.

Name	FMO
Support offered to successful applicants	Principally provides long-term finance, although also offer shorter-term project financing. As well as regular loans, FMO provide high-risk, innovative financing structures such as mezzanine and equity. They work with clients to understand their specific needs, tailoring the financial package to fit. Also run capacity development programme.
Country/region(s) of expertise	Based in the Netherlands; projects worldwide with particular focus on developing countries/emerging markets
Target group and/or sector	Sectors: Financial Institutions, Energy and Agribusiness, Food & Water.
Donor/philanthropic involvement	Public-private development bank. The Dutch government is major shareholder (51%). Other shareholders include large Dutch banks, employers' associations, trade unions and individual investors. Capacity development programme funded by Dutch government.
Relevant experience facilitating public/private partnerships	N/A
Years established	1970 (43 years)
Competitions/challenge Funds managed to-date	N/A
Any impact measurement	None available on website
Web link	http://www.fmo.nl/

Financial Sector Deepening Trusts**Description (including problem to be solved)**

There are several financial market development programmes across Africa whose explicit aim is to increase financial inclusion (both in terms of depth and access) in the countries in which they operate. The problem they are trying to solve is the high level of financial exclusion, particularly of poor people, and specific groups such as women and youth. These organisations were initiated by DFID but have since been converted into multi-donor trust funds. There are currently established financial sector deepening (FSD) organisations in Southern Africa⁸ (FinMark Trust), Kenya (FSD Kenya), Tanzania (FSDT), Rwanda (Access to Finance Rwanda (AFR)) and Nigeria (Enhancing Financial Innovation and Access (EFInA)). A further trust is being established in Zambia and Financial Sector Deepening Africa (FSD Africa) has recently been established as an umbrella organisation/coordinating body for all the Africa FSDs. These programmes share a common vision of making financial markets work for the poor, increasing access by poor people to savings, credit, agriculture finances, insurance and payments services.

Name	Financial Sector Deepening Trusts
Support offered to successful applicants	Grants and technical assistance
Country/region(s) of expertise	Southern Africa (FinMark Trust), Kenya (FSD Kenya), Tanzania (FSDT), Nigeria (EFInA), Rwanda (A2F Rwanda).
Target group and/or sector	Financially excluded people, including women and youth Financial institutions (formal, semi-formal and informal), public sector institutions
Donor/philanthropic involvement	<p>Established by DFID, now run as independent trust funds with the following donor support:</p> <p>FinMark Trust: primary funding relationship is with DFID, which has funded the trust since it was founded in 2002. Has also received co-funding from the private sector, government and other donors for specific projects.</p> <p>FSD Kenya: DFID, The Government of Kenya, The World Bank, Swedish International Development Agency (SIDA), Bill and Melinda Gates Foundation, Agence Francaise de Developpement</p> <p>FSDT: Canada, DFID, Sweden, the Netherlands and Denmark, in close collaboration with the Bank of Tanzania and the Government of Tanzania</p> <p>EFInA: DFID, Ford Foundation</p> <p>AFR: DFID, World Bank, Government of Rwanda</p> <p>FSD Africa: Initially operating as a project of FSD Kenya but will shortly be established as an independent trust</p>
Relevant experience facilitating public/private partnerships	Not specifically but all aim to facilitate closer cooperation between the public and private sectors
Years established	<p>FinMark Trust: 2002</p> <p>FSD Kenya: 2005</p>

⁸ FinMark Trust is based in South Africa and its original focus was Southern Africa. There is also FinMark Trust Zambia. However, an increasing proportion of the trust's work has been directed towards projects for the benefit of the wider region.

	<p>FSDT: 2004</p> <p>EFinA: 2007</p> <p>AFR: 2010</p> <p>FSD Africa: 2012</p>
Competitions/challenge Funds managed to-date	<p>FSD Kenya: managed Social Protection Payments Challenge Fund in conjunction with the Consultative Group to Assist the Poor (CGAP) to promote the development of innovative payment solutions in Kenya. Established in 2007.</p> <p>FSDT: launched SME Finance Innovation Challenge Fund (\$2.4 million) in June 2011 and has run 2 rounds to date.</p> <p>EFinA: Launched Innovation Fund in 2009 to encourage financial service providers to develop and launch new products and services targeting the under-banked and un-banked low-income population – provides both grants and technical assistance.</p>
Any impact measurement	<p>FinMark Trust: http://dev.m4phub.com/userfiles/file/Maya%20Makanjee%20Empress.pdf</p> <p>FSD Kenya: http://www.fsdkenya.org/pdf_documents/10-03-15_FSD_Impact_assessment_public_report.pdf</p>
Web link	<p>FinMark Trust: http://www.finmark.org.za/</p> <p>FSD Kenya: http://www.fsdkenya.org/</p> <p>FSDT: http://www.fsd.or.tz/</p> <p>EFinA: http://www.efina.org.ng/</p> <p>AFR and FSD Africa do not yet have functioning websites</p>

Alliance for a Green Revolution in Africa (AGRA)

Description (including problem to be solved)

AGRA works to achieve a food secure and prosperous Africa through the promotion of rapid, sustainable agricultural growth based on smallholder farmers. AGRA aims to ensure that smallholders have what they need to succeed: good seeds and healthy soils; access to markets, information, financing, storage and transport; and policies that provide them with comprehensive support.

Through developing Africa's high-potential breadbasket areas, while also boosting farm productivity across more challenging environments, AGRA works to transform smallholder agriculture into a highly productive, efficient, sustainable and competitive system, while also protecting the environment.

AGRA provides grants to organisations (not individuals) to implement projects designed to help attain its various programmatic goals which in turn work towards a food secure Africa. AGRA invests in projects that can have measurable impact and can create meaningful, transformative change in the agriculture sector.

Name	AGRA
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Support offered to successful applicants	Grants (size unspecified)
Country/region(s) of expertise	Priority countries: Ghana, Mali, Mozambique and Tanzania Other countries: South Africa, Malawi, Zambia, Uganda, Kenya, Ethiopia, Rwanda, Nigeria, Niger and Burkina Faso
Target group and/or sector	Target group: smallholder farmers Target sector: Agriculture (specific programmes include seed systems, soil health, access to markets, policy and partnerships, innovative financing, Farmer Organisations Support Centre)
Donor/philanthropic involvement	Founded by Rockefeller Foundation and the Bill & Melinda Gates Foundation. Donors: Bill & Melinda Gates Foundation, Rockefeller Foundation, Swedish Ministry of Foreign Affairs (SIDA), DFID, Danish Ministry of Foreign Affairs (DANIDA), U.S. Agency for International Development (USAID), Partners for Seed in Africa (PASA), International Development Research Centre (IDRC), Central Bank of Nigeria, Millenium Development Authority Ghana (MIDA), New Venture Fund (NVF), International Institute of Tropical Agriculture (IITA), Econet Wireless Global, The Government of Grand-Duchy of Luxembourg, International Fund for Agricultural Development (IFAD), Government of Kenya.
Relevant experience facilitating public/private partnerships	Bring together governments, private sector, civil society and farmers to develop stable, sustainable growth for Africa's smallholder farmers. AGRA's work is focused on catalyzing public and private partnerships to effectively concentrate investment.
Years established	2008 (5 years)
Competitions/challenge Funds managed to-date	AGRA normally seeks grantees rather than soliciting applications. Can apply for grants but AGRA only occasionally fund unsolicited grant applications.
Any impact measurement	Yes – several resources available at http://www.agra.org/our-results/
Web link	http://www.agra.org/

Global Agriculture and Food Security Program (GAFSP)

Description (including problem to be solved)

The Global Agriculture and Food Security Program (GAFSP) is a multilateral mechanism to assist the G20's support for agriculture and food security. GAFSP's objective is to address the underfunding of country and regional agriculture and food security strategic investment plans already being developed by countries in consultation with donors and other stakeholders at the country-level. The GAFSP includes both public and private sector financing windows.

The public sector window assists strategic country-led or regional programmes that result from sector-wide country or regional consultations and planning exercises such as

the Comprehensive Africa Agriculture Development Program (CAADP) in Africa. The public sector window is under the external governance of a Steering Committee composed of an equal number of voting donor and recipient representatives, and non-voting representatives.⁹

The private sector window provides long and short term loans, credit guarantees and equity to support private sector activities for improving agricultural development and food security. The private sector window is managed by the International Finance Corporation (IFC) with the annual investment plans submitted to and endorsed by the public sector window Steering Committee.

A total of \$1.3 billion (of which \$940.8 million to the Public Sector Window, \$308.7 million to the Private Sector Window, and \$68.5 million remains unassigned) has been pledged to the programme. As of May 31, 2012 \$26.4 million dollars had been disbursed.

Name	GAFSP
Support offered to successful applicants	Grants (public sector window); loans (private sector window)
Country/region(s) of expertise	Active in: Bangladesh, Burundi, Cambodia, Ethiopia, The Gambia, Haiti, Kyrgyz Republic, Liberia, Malawi, Mongolia, Nepal, Niger, Rwanda, Senegal, Sierra Leone, Tajikistan, Tanzania, Togo
Target group and/or sector	Public sector organisations (public sector window) or private firms and financial intermediaries (private sector window) in IDA countries that have a strong agriculture investment plan. Sector: Agriculture
Donor/philanthropic involvement	Implemented as a Financial Intermediary Fund for which the World Bank serves as Trustee. The World Bank also hosts a small coordination unit that provides support to the GAFSP Steering Committee. Eight donors to the Public Sector Window (Australia, the Bill & Melinda Gates Foundation, Canada, Ireland, South Korea, Spain, the United Kingdom and the United States) Five donors to the Private Sector Window (Canada, Japan, the Netherlands, the United Kingdom and the United States)
Relevant experience facilitating public/private partnerships	Not stated on website/in factsheet
Years established	2010 (3 years)
Competitions/challenge Funds managed to-date	Public sector window currently has its third call for proposals; Private Sector Window is currently reviewing proposals received during the second call for proposals.
Any impact	No report available on website but factsheet claims that 18 public sector projects are expected to impact more than 8.2

⁹ Including the Trustee, UN agencies, potential Supervising Entities (MDBs, World Bank, IFAD), and Civil Society Organisations.

measurement	million beneficiaries.
Web link	http://www.gafspfund.org/

International Development Research Centre (IDRC)

Description (including problem to be solved)

The International Development Research Centre (IDRC) believes that research and innovation hold the keys to progress in developing countries. IDRC therefore:

- Provide researchers in developing countries with financial resources, advice, and training that will help them find solutions to the local problems they identify;
- Encourage sharing knowledge with policymakers, other researchers, and communities around the world;
- Foster new talent by offering fellowships and awards;
- Disseminate research findings and strive to get new knowledge into the hands of those who can use it.

IDRC works closely with the Department of Foreign Affairs and International Trade, the Canadian International Development Agency, and other government departments and agencies.

Name	IDRC
Support offered to successful applicants	Provide researchers with financial support, advice and training
Country/region(s) of expertise	Worldwide: HQ in Canada and has four regional offices (Cairo, Egypt; Nairobi, Kenya; New Delhi, India; Montevideo, Uruguay). Works closely with researchers in Asia, Latin America and the Caribbean, Middle East and North Africa and Sub-Saharan Africa.
Target group and/or sector	Researchers Agriculture and Environment, Global Health Policy, Science and Innovation, Social and Economic Policy.
Donor/philanthropic involvement	Majority funded by Canadian government; some donor contributions (main donors: CIDA, DFID, Bill and Melinda Gates Foundation, William and Flora Hewlett Foundation)
Relevant experience facilitating public/private partnerships	N/A
Years established	1970 (43 years)
Competitions/challenge Funds managed to-date	Runs many competitions and awards for developing-country researchers, institutions, and Canadian researchers. Many are offered annually.
Any impact measurement	Not as such but some results are available at: http://www.idrc.ca/EN/Results/Pages/default.aspx
Web link	http://www.idrc.ca/EN/Pages/default.aspx

2.2 Investment funds

Omidyar Network

Description (including problem to be solved)

Omidyar Network believes that every person has the power to make a difference and therefore aims to create opportunity for people to realise that power and improve the quality of their lives. The network's ultimate desired outcome is individual participation that can catalyse economic and social advancement on a global scale. The network believes that when people take the initiative to make life better for themselves, they can share the benefits with their families, become more active in their communities, and be a more positive force in society.

Omidyar Network is a philanthropic investment firm, supporting market-based approaches with the potential for large-scale, catalytic impact. The network invests in for-profit companies as well as providing grants to non-profit organisations. Regardless of the sector, they invest in organisations that have the potential to embody innovation, scale, and sustainability or help bring them about within their industry.

Omidyar Network focuses its investments where they have direct experience and can have the greatest impact. In emerging markets, they create economic opportunity for the base of the pyramid through access to capital. In the developed world, they encourage individual participation in media, markets, and government. In either case, their focus is on what they believe are the most significant drivers of overall well-being and quality of life. Regardless of the sector, the network invests in organisations that have the potential to embody innovation, scale, and sustainability or help bring them about within their industry.

In addition to its investment activities, Omidyar Network enables people to access credible information and resources, connect with others over shared interests, and take constructive action on the issues that matter to them.

Name	Omidyar Network
Support offered to successful applicants	Investment (for-profits), grants (not-for-profits) and information exchange
Country/region(s) of expertise	US-based; invests worldwide (emerging and developed markets)
Target group and/or sector	Target group: for-profit companies and not-for-profit organisations. Target sectors: Consumer Internet & Mobile, Entrepreneurship, Financial Inclusion, Government Transparency, Property Rights.
Donor/philanthropic involvement	Established by eBay founder Pierre Omidyar and wife Pam as philanthropic venture.
Relevant experience facilitating public/private partnerships	N/A
Years established	1995 (15 years)
Competitions/challenge Funds managed to-date	N/A

Any impact measurement	None
Web link	http://www.omidyar.com/

Acumen Fund

Description (including problem to be solved)

Acumen Fund invests in social enterprises, emerging leaders, and innovative ideas in order to fulfil its mission to 'create a world beyond poverty.' The fund's vision is that 'one day every human being will have access to the critical goods and services they need – including affordable health, water, housing, energy, agricultural inputs and services – so that they can make decisions and choices for themselves and unleash their full human potential.'

Acumen Fund aims to extend the benefits of the global economy to the majority of the world's population that lives on less than four dollars a day. They believe that pioneering entrepreneurs will ultimately find the solutions to poverty and thus support entrepreneurs focused on offering critical services – water, health, housing, and energy – at affordable prices.

Acumen Fund uses philanthropic capital to make investments that yield both financial and social returns. Any financial returns received are recycled into new investments.

Name	Acumen Fund
Support offered to successful applicants	Loans, equity (not grants): usually \$200,000 - \$2 million
Country/region(s) of expertise	India, Pakistan, East Africa, West Africa
Target group and/or sector	Social entrepreneurs: businesses that bring essential goods and services, such as access to clean water, reliable health services, or formal housing options, to customers at the bottom of the pyramid. Sectors: Water, education, agriculture, health, housing, and energy.
Donor/philanthropic involvement	Founded with seed capital from the Rockefeller Foundation, Cisco Systems Foundation and three individual philanthropists. Now has network of investors including wide range of individuals and organisations (listed at http://www.acumenfund.org/about-us/partners.html).
Relevant experience facilitating public/private partnerships	N/A
Years established	2001 (12 years)
Competitions/challenge Funds managed to-date	None – businesses apply for loans/equity
Any impact measurement	No single report or explanation of impact measurement but lots of stories etc at: http://www.acumenfund.org/knowledge-center/knowledge-center.html

Web link	http://www.acumenfund.org/ten/
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Triodos

Description (including problem to be solved)

Triodos is a bank which only lends to and invests in organisations that benefit people and the environment. Triodos connect savers and investors who want to change the world for the better with entrepreneurs and sustainable companies doing just that. Triodos is the only specialist bank to offer integrated lending and investment opportunities for sustainable sectors.

Triodos Investment Management is a wholly owned subsidiary of Triodos Bank and is a globally recognised leader in impact investing. At the end of 2012, Triodos Investment Management was managing 18 sustainable investment funds, with a total value of €2.2 billion. Their mission is to make money work for positive and sustainable change. More specifically, their aim as an investor is to 'serve as a catalyst in the transition to an economy where planet and people come first.' In order to achieve this, Triodos Investment Management connects individual and institutional investors who want to change society with innovative entrepreneurs and sustainable businesses who are already doing so.

Triodos also invests in microfinance institutions (MFIs) in emerging markets with the explicit aim of increasing access to finance, including to women.

Name	Triodos (including Triodos Investment Management)
Support offered to successful applicants	Connect savers and investors; provide full range of banking services (sustainable banking services including savings accounts, payments, lending and investments for Personal and Business Banking customers). Triodos Investment Management invests in organisations that are building or want to build a sustainable future.
Country/region(s) of expertise	Headquartered in Netherlands. Has specific emerging markets portfolio (of almost €400 million) to increase access to finance as well as pursuing a broader impact investing agenda, particularly in agriculture and renewable energy. At year-end 2011, provided finance to 95 up and coming and well established microfinance institutions and banks in 43 countries in Latin America, Asia, Africa and Eastern Europe.
Target group and/or sector	Organisations that benefit people and the environment; emerging markets portfolio targets MFIs serving underserved client groups
Donor/philanthropic involvement	None –presumably funded from bank profits/own investment
Relevant experience facilitating public/private partnerships	N/A
Years established	Emerging markets portfolio since 1994 (19 years)
Competitions/challenge Funds	N/A

managed to-date	
Any impact measurement	As part of 2011 Annual Report: http://report.triodos.com/en/2011/impactandengagement/impactinanutshell.html
Web link	www.triodos.co.uk http://www.triodos.com/en/investment-management/ http://www.triodos.com/en/investment-management/impact-investment/our-sectors/emerging-markets/

2.3 Foundations

Ford Foundation

Description (including problem to be solved)

The Ford Foundation supports 'visionary leaders' and organisations bringing about social change. We believe all people should have the opportunity to reach their full potential, contribute to society, and have voice in the decisions that affect them.

The foundation's goals are to:

- Strengthen democratic values
- Reduce poverty and injustice
- Promote international cooperation
- Advance human achievement

In order to achieve these goals, the Ford Foundation encourages initiatives by those living and working closest to where there are social problems and ensures participation by men and women from diverse communities and all levels of society. The foundation works mainly by providing grants or loans that build knowledge and strengthen organisations and networks.

Name	Ford Foundation
Support offered to successful applicants	Three types of support offered: (1) Individuals: Provide very limited number of fellowship opportunities for individuals, focusing on advanced degrees in areas of interest to the foundation. (2) Organisations: Provide organisations with grants to further the work on one of the foundation's initiatives. Types of grants awarded are: General/core support, Project, Planning, competition, Matching, Recoverable, Individual, Endowment, Foundation-administered project, Program-related investment. Range from few thousand to millions of dollars. (3) Programme-related investments (PRIs): use low-cost loans, loan guarantees and equity investments to strengthen the work of our grantees and to provide risk-capital for cutting-edge initiatives.
Country/region(s) of expertise	Program offices in the United States, Africa, the Middle East, Asia and Latin America. Make grants in USA and, through 10 regional offices around the world, support programmes in more than 50 countries.
Target group and/or sector	Anyone working at 'the frontline' of social change
Donor/philanthropic involvement	US-based. Created with gifts and bequests by Edsel and Henry Ford but is an independent NGO with its own board. Entirely separate from the Ford Motor Company.
Relevant experience facilitating public/private	The foundation promotes collaboration between the non-profit, government and business sectors

partnerships	
Years established	1936 (77 years)
Competitions/challenge Funds managed to-date	None
Any impact measurement	Sets out approach to impact measurement at http://www.fordfoundation.org/impact/approach but no report available
Web link	http://www.fordfoundation.org/

Rockefeller Foundation

Description (including problem to be solved)

The Rockefeller Foundation aims to enhance the impact of individuals, institutions and organisations working to change the world. The foundation supports innovative thinkers and actors by providing the resources, networks, convening power, and technologies to move innovation from idea to impact.

The foundation has four goals: to revalue ecosystems; to advance health; to secure livelihoods; and to transform cities.

Name	Rockefeller Foundation
Support offered to successful applicants	Grants, usually for 3 to 5 years
Country/region(s) of expertise	Unclear from website – offices in USA, Kenya, Thailand. Programmes in Africa and Asia.
Target group and/or sector	Innovative thinkers/actors Sectors: Ecosystems; Health; Secure Livelihoods; Transformation of cities.
Donor/philanthropic involvement	Philanthropic organisation
Relevant experience facilitating public/private partnerships	Unclear from website/annual report
Years established	1913 (100 years)
Competitions/challenge Funds managed to-date	N/A – people apply for grants throughout the year
Any impact measurement	Ongoing M&E but no impact measurement report available on website
Web link	http://www.rockefellerfoundation.org/

Skoll Foundation

Description (including problem to be solved)

The Skoll Foundation's vision is a sustainable world of peace and prosperity. Its mission is to drive large-scale change by investing in, connecting and celebrating social entrepreneurs and the innovators who help them solve the world's most pressing problems. By identifying the people and programmes already bringing positive change around the world, the foundation aims to empower them to extend their reach, deepen their impact and fundamentally improve society.

The Skoll Foundation presents the Skoll Awards for Social Entrepreneurship each year to a select few social entrepreneurs whose proven innovations have demonstrated impact on some of the world's most pressing problems. The Skoll Award recognises organisations with the potential to not only be individually successful, but also to catalyse large-scale, system-level change.

The Skoll Foundation has awarded more than \$358 million to around 100 social entrepreneurs and 80 organisations on five continents.

Name	Skoll Foundation
Support offered to successful applicants	Grants and connection to Skoll's network of 900-plus social entrepreneurs and other innovators who attend the annual Skoll World Forum on Social Entrepreneurship in Oxford and through the Skoll World Forum Online.
Country/region(s) of expertise	Global
Target group and/or sector	Organisations that focus on one or more of the following areas: Deforestation, Education and Economic Opportunity, Effective Development, Healthcare Access and Treatment, Smallholder Productivity and Food Security, Peace and Human Security, Sustainable Markets, Water and Sanitation.
Donor/philanthropic involvement	Founder and chairman is Jeff Skoll: a philanthropist and social entrepreneur. He was the first full-time employee and first President of eBay.
Relevant experience facilitating public/private partnerships	N/A
Years established	1999 (14 years)
Competitions/challenge Funds managed to-date	Run annual competition
Any impact measurement	None
Web link	http://www.skollfoundation.org/

Shell Foundation

Description (including problem to be solved)

The Shell Foundation has an 'enterprise-based approach' to tackling global development and environmental challenges. It has a specific focus on global development and

environmental challenges linked to the impact of energy and globalisation. Since its launch in 2000, the foundation has invested in many sustainable solutions to poverty and environment-related challenges. It tends to work through external strategic partners who deliver and manage initiatives, and who, wherever possible and appropriate, are able to make financial and in-kind investments themselves.

The foundation's 'Aspire' programme works explicitly to support small and medium enterprises (SMEs) in developing countries to fulfil their potential by providing them with integrated risk capital and business development services.

Name	Shell Foundation
Support offered to successful applicants	Financial support, including grants, loans, guarantees and other vehicles. Business development services to SMEs.
Country/region(s) of expertise	Worldwide
Target group and/or sector	SME development, indoor air pollution, creation of sustainable supply chains, congestion and pollution in cities, clean energy solutions, and climate change
Donor/philanthropic involvement	Established by the Shell Group in 2000 as an independent, UK registered charity operating with a global mandate.
Relevant experience facilitating public/private partnerships	N/A
Years established	2000 (13 years)
Competitions/challenge Funds managed to-date	Have moved away from being a traditional "reactive" or passive grant maker towards taking a proactive approach in identifying strategic partners and in the development and design of the initiatives they want to support.
Any impact measurement	None available on website
Web link	http://www.shellfoundation.org/

References

[All websites consulted are included in boxes in main body of report]

Ashoka (2011) *Everyone a Changemaker™ 2011 Annual Report*

GAFSP (2013) *GAFSP Fact Sheet: Public and Private Sector Windows*

IDRC (2012) *2011 – 2012 Annual Report*

The Rockefeller Foundation (2011) *Annual Report 2011*