

ANNUAL REPORT

# 2009



GRASSROOTS  
BUSINESS FUND

Bottom-Line Solutions to Poverty

## Abbreviations

**BFP:** Barefoot Power

**BFP TFF:** Barefoot Power Trade Finance Fund

**BoP:** Base of the Pyramid

**CAPCEM:** Capital para el Crecimiento Empresarial

**CIF:** Crafts Incubator Facility

**FY '09:** Fiscal Year 2009

**FY '10:** Fiscal Year 2010

**G&A:** General & Administrative

**GBF:** Grassroots Business Fund

**GBI:** Grassroots Business Initiative

**GBOs:** Grassroots Business Organizations

**IFC:** International Finance Corporation

**iPAL:** Impact Planning, Assessment and Learning

**iPAL/KM:** Impact Planning, Assessment and Learning/  
Knowledge Management

**KDA:** K-Rep Development Agency

**LAC:** Latin America and the Caribbean

**LN:** LabourNet

**MIS:** Management Information System

**MSEs:** Micro and Small Enterprises

**MSMEs:** Micro, Small and Medium Enterprises

**MT:** Mobile Transactions Zambia Limited

**SELFINA:** Sero Lease and Finance Limited

**SGBs:** Small and Growing Businesses

**SRI:** Socially Responsible Investors

**TA:** Technical Assistance

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## Hello Friends,

We are happy to present the Grassroots Business Fund's first Annual Report, which summarizes the achievements we've made in just one year. The report sets out our progress in building an organization that can help deliver well-defined, high-impact approaches to social and economic development in the world's poorest communities.

GBF invests in an important-but-underserved segment of the worldwide development equation—grassroots business organizations (GBOs) that serve as regional catalysts for local wealth creation and social service delivery. GBOs help large numbers of the poor gain access to markets, affordable goods and services, and up-to-date financial products. They do this by developing scalable, innovative business models that provide practical solutions to challenging global problems—solutions that accelerate social and economic development.

Once an economically disadvantaged entrepreneur creates his or her own micro or small business, that business needs to be nurtured from the ground up. Neither governments nor large companies have the skills, incentives, or resources to support these micro and small businesses; thus the need for high-impact GBOs.

Although GBOs can make a significant impact on the small and micro business community, they often struggle with their own management, planning, and other institutional capacity challenges. This is where GBF steps in, providing them with the capital and business assistance they need to drive economic growth, and stimulate social change.

We are committed to establishing GBF as a trusted, value-adding partner—a partner that knows how to listen, and brings much more than money to our clients. Our staff applies skills and experiences drawn from diverse sectors—for-profit, nonprofit, international development, private equity, and consulting—to create significant social impact and empower the poor through the building of viable GBOs.

During our first year, we completed a number of investments, most accompanied by thoughtful, actively managed capacity-building programs. The investments described in this report will give you a good idea of what GBF does and reveal some of our more interesting partnerships.

We hope that you find this document thought provoking and useful, and we welcome your ideas on how we can strengthen our mission, working collaboratively as partners in achieving the exciting potential of the social enterprise field. We look forward to hearing from you.

**Iqbal Paroo**  
Chairman, GBF

**Harold Rosen**  
Executive Director, GBF

## Challenge, Solution, and GBF'S Role

The Grassroots Business Fund supports high-impact intermediaries that provide sustainable economic opportunities to thousands of people at the base of the economic pyramid.

Many of the poor, the disadvantaged, and the hard-to-reach are excluded from the benefits of the globalizing market economy. The economic system struggles to help them create income, generate wealth, and lift themselves and others out of poverty. More and better intermediaries (GBOs) are needed to support and enhance their economic activities and prospects (see "What is a GBO?" p. 6). GBOs can add value by financing and supporting entrepreneurial activities, and delivering affordable goods and services that raise incomes and improve lives. GBOs can help poor,

underserved populations realize their economic and social potential, replacing their traditional dependence on aid and charity.

These large intermediaries typically face major business challenges. Many require substantial business support, but get little help from the private sector because of the work required and the modest, long-term financial returns. These intermediaries often need a nuanced mix of capital, technical assistance, and market access.

GBF's role is to help create, strengthen, and expand such intermediaries, so that they can better assist larger numbers of beneficiaries to build larger, more sustainable, and productive businesses.

Agriculture and agro-related activities generate employment for about 75% of Kenya's population.





Juhudi provides smallholder farmers financing for wealth-creating assets (such as cows or irrigation systems) that can generate the additional income required to repay the loans.

## Background

The Grassroots Business Fund draws on origins and continuing connections with the World Bank Group, particularly the International Finance Corporation (IFC), where GBF was developed as a pilot initiative from 2004–2008. Our staff brings, from there and elsewhere, considerable experience as investors, consultants, and advisors. We also draw heavily on our many partners and contributors, many of them leaders in the field (see “Partnerships” p. 23). Operating essentially as a fund, we work on a limited number of long-term projects via patient capital investing, capacity building, and advising.

### GBF'S HISTORY

The Grassroots Business Fund builds on four years of experience as the Grassroots Business Initiative (GBI), a department under the World Bank Group's International Finance Corporation (IFC). GBI's activities supported over 40 projects, impacting the lives of 3.4 million poor people.

GBF became an independent nonprofit organization in 2008, allowing for more growth, efficiency, and stakeholder mobilization, with the goal of continuing and expanding GBI's success. GBF continues to be supported by IFC, as well as many other organizations and a number of private philanthropists (see p. 22).

## Approach

Much of the recent attention on the “base of the pyramid” addresses the poor as consumers. GBF instead focuses on raising incomes, thereby creating wealth, and economic opportunity—by helping the poor produce assets, reach markets, increase incomes, and engage in entrepreneurial activities. GBF concentrates on two levels:

1. **Our direct clients—GBOs.**
2. **Small producers and entrepreneurs** that we reach through our GBOs. These need a careful blend of inputs to increase and improve their production, build their sustainability, and in some cases grow into larger, wealth-creating enterprises.

For both our clients and their beneficiaries, GBF uses a holistic approach, viewing each project as a concrete, long-term package including the following elements:

- Longer-term capital—often structured as equity or quasi-equity
- Technical assistance—adapting to technological advances and improving operations
- Institutional development—governance, mentoring, financial planning, and general management

GBF plans and delivers our enterprise-level assistance as follows:

### Investment Process



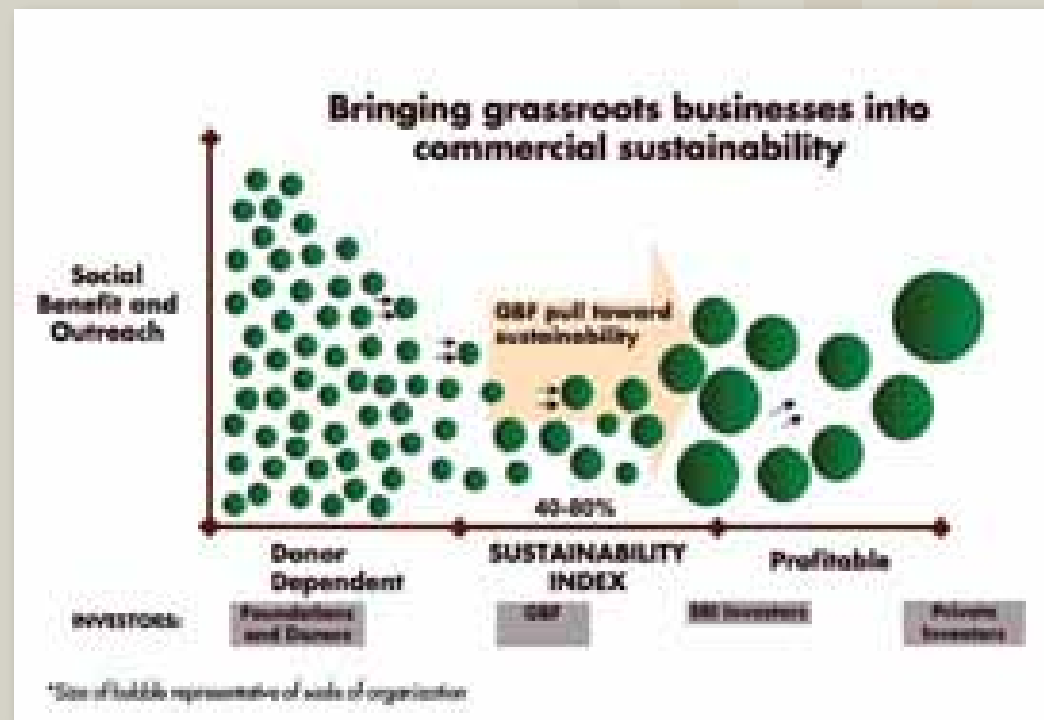
“GBF has provided us with a financial assistance package tailored exactly to our needs and capacity. It has improved our debt/equity ratio and strengthened our capital base without putting us at risk.”

—GBF Client

## What is a GBO?

GBOs are nonprofit or for-profit business enterprises in developing countries that empower large numbers of the poor as producers, consumers, and independent entrepreneurs.

- **SOME** are intermediary organizations that channel services and support from various sources to multiple GBOs.
- **MOST** are medium-sized enterprises that have outgrown microfinance, but cannot improve and scale up operations without additional financing or technical/business support.
- **ALL** offer goods and services on a commercial basis, but also maintain explicit social objectives, making conscious trade-offs between profits and pursuing their social/developmental missions.



“In just a year GBF has brought a lot of substance and collegiality to the field of social enterprise.”

—Randall Kempner

Executive Director, Aspen Network of Development Entrepreneurs

## Metrics

The Grassroots Business Fund’s new metrics framework, iPAL (Impact Planning, Assessment & Learning), was developed from leading metrics practices in the field and GBF’s previous monitoring and evaluation framework. iPAL approaches metrics using a practical application that not only helps GBF track our projects but also allows our investees to better manage their organizations. iPAL draws on evolving best practices, and tracks the social and financial impact of an investment during its various stages. iPAL helps our GBOs track performance against objectives, allowing them to improve management and communicate their reach to stakeholders.

Each of iPAL’s four dimensions (see below) focuses on collecting reliable, timely, and accurate data. iPAL uses feasible and efficient metrics to estimate the projected social return on investment to determine the social worthiness of a project, and sets parameters for tracking. As the engagement develops, so does iPAL, by helping its clients create simple survey-based tools to judge the success of the intervention, and also improve their client service.

### Impact Planning, Assessment & Learning (iPAL) Framework



## Metrics in Action

In March 2009, the Grassroots Business Fund organized a four-student team from the Huntsman Program at the University of Pennsylvania to visit Tanzania, to conduct a “progress out of poverty” client survey, and train SELFINA staff on how to implement its results. GBF and SELFINA wanted to determine how well the products and services were performing in lifting people out of poverty. The data from the survey revealed that both loan size and time as a SELFINA borrower were positively correlated to business profitability. These results suggested that SELFINA should focus on providing some of its clients with larger loans, with longer maturities. The survey also helped SELFINA gauge its client satisfaction. It found that an overwhelming 98% of SELFINA’s clients wanted business/assistance training. SELFINA can now use this information to plan its activities going forward.

### Metrics from the Ground Up

GBF initiated and held “Metrics from the Ground Up” in May 2009—a two-day workshop, co-sponsored with the Aspen Network of Development Entrepreneurs (ANDE), a fast-emerging network representing some 55 parties in social enterprise and impact investing in small and growing businesses (GBF is a member of ANDE). The conference brought together donors, investors, practitioners, academics, and entrepreneurs to explore the different approaches to monitoring and evaluating the impact of social enterprises. It included discussions on the tools in the metrics landscape, client feedback mechanisms, and best practices in communications and marketing. Information on the different panels, presenters, methods, and tools can be found online at <http://metricsworkshop09.groupsites.com>.

## Portfolio

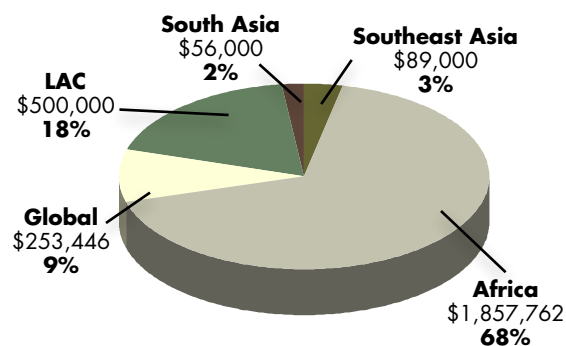
The Grassroots Business Fund supports enterprises in the following countries:



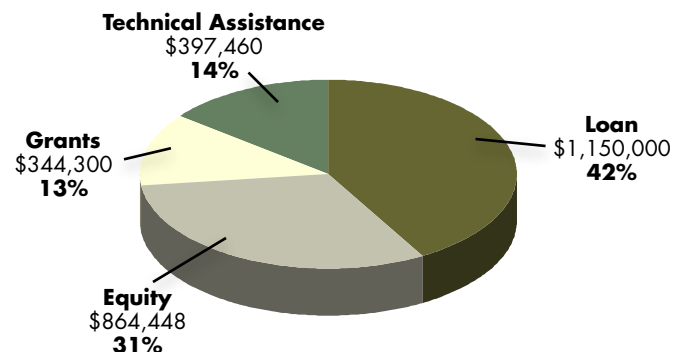
## GBF empowers our beneficiaries as producers, consumers, and entrepreneurs

During FY '09 the Grassroots Business Fund committed a total of \$2,756,208 of dollars across countries in Africa, Latin America, South Asia, and Southeast Asia. GBF's products have included equity, quasi-equity, debt, grant financing, and technical assistance. With our current investments, GBF has touched the lives of over 349,510 beneficiaries. The charts below depict GBF's portfolio.<sup>1</sup>

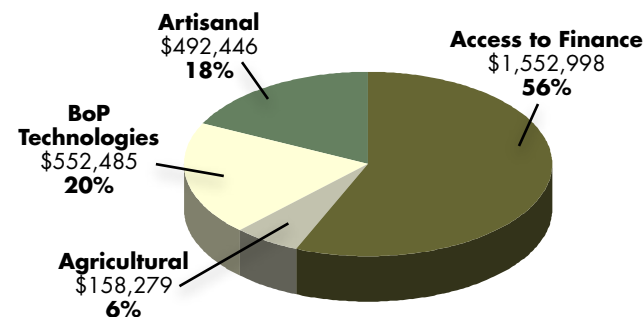
Committed Portfolio by Region



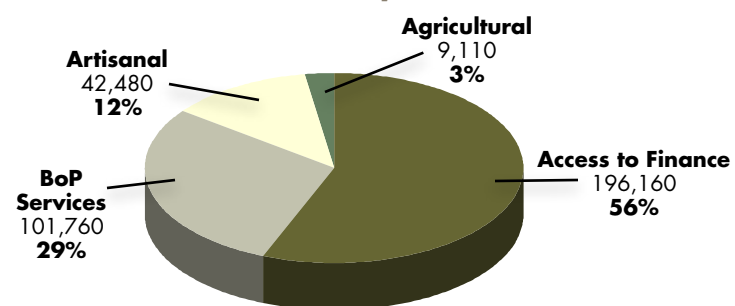
Committed Portfolio by Product



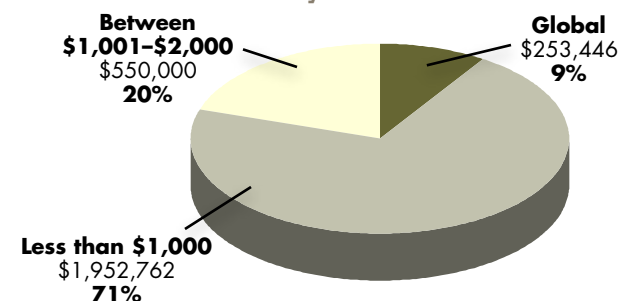
Committed Portfolio by Sector



Total Reach by Sector



Committed Portfolio by Country Income Level



1. All figures as of June 30, 2009—All amounts in USD

\*See Notes and Definitions on inside back cover

TOTAL REACH	
<b>BASE OF THE PYRAMID SERVICES</b>	
Access to Lighting	46,025
Access to Mobile Banking	15,060
Access to Jobs	15,150
Access to Clean Water	25,025
<b>TOTAL REACH</b>	<b>101,760</b>
<b>WEALTH CREATING ACTIVITIES</b>	
Total Number of Direct Beneficiaries*	26,701
Total Number of MSMEs Beneficiaries	22,849
Total Number of Indirect Beneficiaries*	198,200
<b>TOTAL REACH</b>	<b>247,750</b>
<b>Grand Total</b>	<b>349,510</b>



SELFINA and GBF staff are developing SELFINA's business and financial control processes, building a team of financial analysts and internal auditors, and setting up a human resource policy to recruit, train, reward, promote, and retain staff.

“GBF’s commitment to identifying strong business models, and practical approaches to scaling them up, is helping to bring focus and rigor to the social enterprise field.”

—Lars Thunell

Executive Vice President and CEO, IFC



By June 2009, BFP estimates that it has supplied lamps to 20,000–30,000 households. It aims to reach 400,000 people by December 2010, and five million people by 2012.

## GBF's FY '09 Investments

### Barefoot Power

Barefoot Power (BFP) is a for-profit company that assists poor people in developing countries to access affordable renewable energy and efficient lighting. Globally, BFP estimates that 1.5 billion people spend \$10–30 billion a year on kerosene. BFP offers a cleaner, cheaper, and safer alternative to kerosene through its low-cost, expandable lighting systems. BFP's white LED rechargeable, solar powered lamps sell for under \$20, the cost of 3–6 months worth of kerosene and batteries.

By investing in the Barefoot Power Trade Finance Fund, GBF will help alleviate BFP's cash-flow constraint, and in turn, allow it to scale up. The BFP TFF also allows GBF to build relationships with other funders, deal promoters, social capital investors and business angels. BFP TFF is managed by Oikocredit.

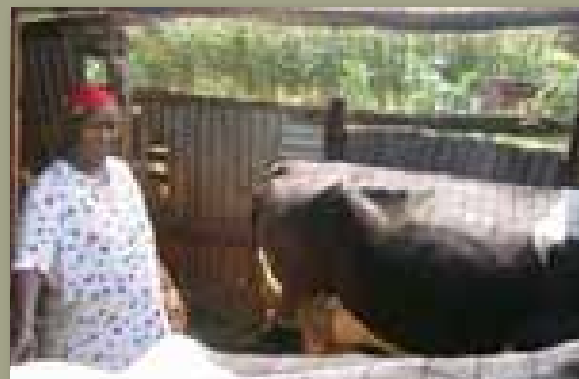


Business development services provided by Juhudi for its clients will offer group training sessions and one-on-one assistance, as well as financial, operational, and strategic advice from outside mentors and consultants.

### K-Rep Development Agency/ Juhudi Kilimo LLC

K-Rep Development Agency (KDA) is the research and development arm of the K-Rep Group, a major microfinance organization in Kenya. In recent years, KDA (with GBF's help) has been piloting asset financing as a means of creating higher incomes and lifting the poor, rural people out of poverty. Based on this experience, KDA, with help now from GBF, is spinning off into an independent, commercial entity, Juhudi Kilimo LLC, which provides asset financing to smallholder farmers and larger rural enterprises.

GBF expects to help Juhudi build its scale, and also strengthen the capacity of both the organization and its larger, growing clients.



#### KDA

Teresa Motonu is a mother of five from the Emenwa Gucha district of Kenya. She and her husband are peasant farmers who practice mixed farming. With the help of KDA, they were able to acquire two dairy cows to supplement their horticultural crops. The couple now earns enough to pay their children's school fees and purchase food for their family.

### Mobile Transactions Zambia Limited

Mobile Transactions Zambia Limited (MT) is an early-stage company specializing in low-cost mobile-phone-based financial transaction services. Through an open-network technology using small business agents, MT seeks to reduce transaction costs in the Zambian economy, thus raising the incomes and well-being of poor, widely dispersed Zambians. The company serves mainly smallholder farmers, who comprise a majority of the Zambian workforce.

GBF is providing an initial investment to help strengthen MT's management and expand its core agent network, which acts as the distribution platform for MT's services. Longer-term, GBF plans to help MT continue to build its agent capacity, strengthen its management, and identify a partner/investor that can strategically assist MT in its plans for expansion. If successful, the project could be highly replicable in other countries.



MT is making a push to hire young, energetic high school graduates who otherwise would likely be unemployed.





### SELFINA

Lillian Peter, from Mwanza, Tanzania, is 39 years old. She is married with six children between the ages of six and

17. Since 2004, Lillian has been running a tailoring business, where she makes clothes and sells them to customers. Through the sales from her business, she earns \$100 a month.

As a SELFINA client, Lillian is eligible for a loan in order to buy threads and *kanga*—printed cloth that originates in East Africa. In the future, she plans on expanding her tailoring business to include a larger variety of fabrics. With SELFINA's help, Lillian will be able to better care and provide for her family.

## Sero Lease and Finance Limited

Sero Lease and Finance Limited (SELFINA) is a for-profit micro leasing company that provides business training and other economic empowerment services to over 11,000 active clients—lower-income (mostly rural) women in Tanzania. Its micro leases help women acquire assets that create or add economic value, and which can also serve as collateral to support further business growth. SELFINA has also started offering longer term, larger leases for business expansion purposes to those women entrepreneurs who have a successful credit record with SELFINA and prospects to grow a larger business.

GBF's investment will help SELFINA expand geographically and attract additional investment. It will also support SELFINA in a new financial product: developing a "Next Stage Fund" offering larger, longer-term financing and technical assistance to repeat clients.



GBF has supported a collection of crafts companies with focused technical assistance programs, geared to improve export market access and financial sustainability.

## Crafts Incubator Facility

Many producers in the handicraft sector have limited access to markets and finance. GBF thus launched a pilot program, the Crafts Incubator Facility (CIF) in December 2008, which encourages significant growth of small indigenous artisan groups and the larger marketing enterprises that support them. CIF links entrepreneurs with market access providers and facilitates the commercial transactions through working capital loans.

To date, funding has been disbursed to two craft groups, SURvolution in Colombia and United Holding in Cambodia. Based on its experience with CIF, GBF may, in the future, expand its presence in the artisan sector, and develop long-term relationships with artisan and marketing groups.



### CIF-United Holding

Chhem Sangheang is a mother of four from Cambodia. Chhem and her two sisters have worked as water hyacinth weavers for United Holding for nine years. They have been able to contribute a large source of income to their households, which is used for medicine, electricity, food, clothing, and education.

## Novica

Novica is a crafts company with a mission of connecting artisans in developing nations with global consumer markets. Novica's established infrastructure includes online, wholesale, and catalog sales channels across a network of regional offices in Brazil, Peru, Mexico, Ghana, Indonesia, Thailand, and India. Novica counts as part of its global supply chain over 4,000 artisan groups and 10,000 artisans.

Novica's growth strategy includes a three-year expansion that will introduce three new regions to its artisan supply network by 2011, beginning with an office in Guatemala. GBF will assist that expansion effort, significantly increasing the number of recipient artisan communities, and improving Novica's growth and financial prospects.



### Novica

Nana Frimpong is a wood sculptor in Ghana, West Africa. His work includes wooden stools, staffs, and other ceremonial objects.

Since joining Novica in 2000, Nana's business has grown. He has used his earnings to support his home and family, such as funding his children's education.

Nana hopes that, through continual sales of his artwork, he will be able to reduce poverty in his community while sharing Ghana's culture with the outside world.

## LabourNet

LabourNet (LN) aims to improve livelihoods of the working poor by addressing issues of job market security, exploitation, lack of training, lack of benefits, and unsafe working conditions. LN provides a platform for workers and clients to find and interact with each other in a transparent and professional manner. LN ensures that workers are able to find stable, socially-protected employment, and improve their skill levels—thereby improving their employability—while providing the workers with services such as financial inclusion, insurance, and identity cards to incentivize them to stay within the network.

While LN currently uses low-cost marketing such as auto-rickshaws adorned with LN advertisements, GBF will help LN develop and implement new marketing strategies. GBF's assistance will enable LabourNet to broadly reach out to offices and their employees through a direct sales force, and use its Web site to reach out to individual households. GBF will assist the organization to improve its operations and measure its social impact and economic return.



Currently LabourNet is concentrated in the construction sector with capabilities to serve a wide range of clients through its registered MSEs (masonry, carpentry, rain water harvesting, electrical, and plumbing).



### CAPCEM

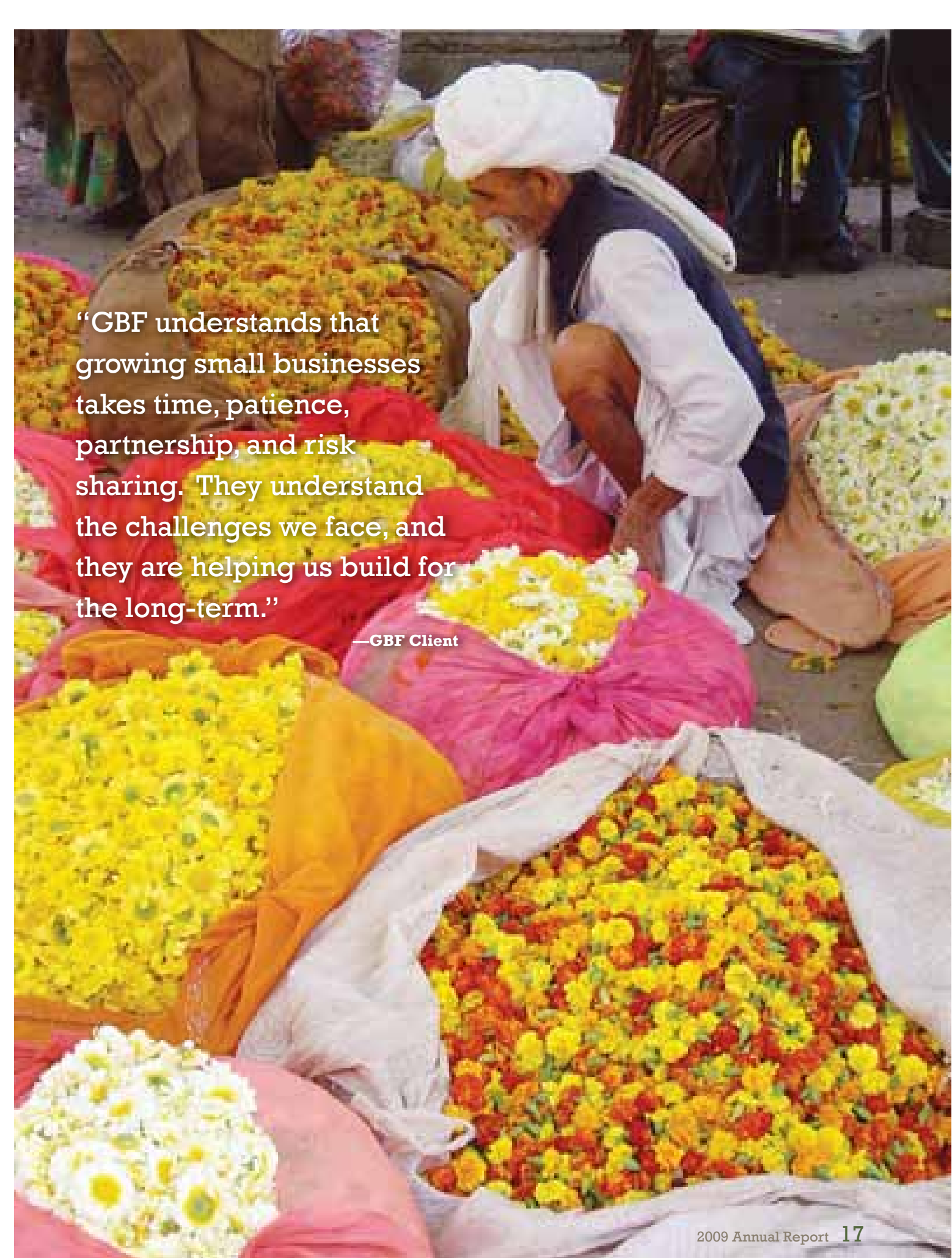
Mirko Aramayo Vargas is the owner of Alimentos Saludables (Healthy Foods), a juice producing enterprise in Bolivia. Alimentos Saludables was in need of financing in order to place large orders of fruit used to make juice. Traditional sources of such funds were unavailable because of

long bureaucratic loan processes. CAPCEM was able to evaluate Alimentos Saludables and provide it with funds quickly, allowing it to fulfill its orders on time.

## Capital para el Crecimiento Empresarial

Capital para el Crecimiento Empresarial (CAPCEM) is a for-profit program initiated in 2008 under the umbrella of the SOLyDES Foundation, formerly PRODEM. CAPCEM assists the growth of more established small businesses, mainly in agriculture, that already have a developed product and market, and participate in supply chains. By helping these MSMEs grow, CAPCEM aims to contribute to job creation and income growth, both at the MSME and the supplier level.

CAPCEM is in the process of spinning off from SOLyDES and expects to become an independent entity by late 2009. By partnering with CAPCEM at an early stage, GBF is helping add long-term strategic value, bringing capital, and also helping with continued organizational development.



“GBF understands that growing small businesses takes time, patience, partnership, and risk sharing. They understand the challenges we face, and they are helping us build for the long-term.”

—GBF Client

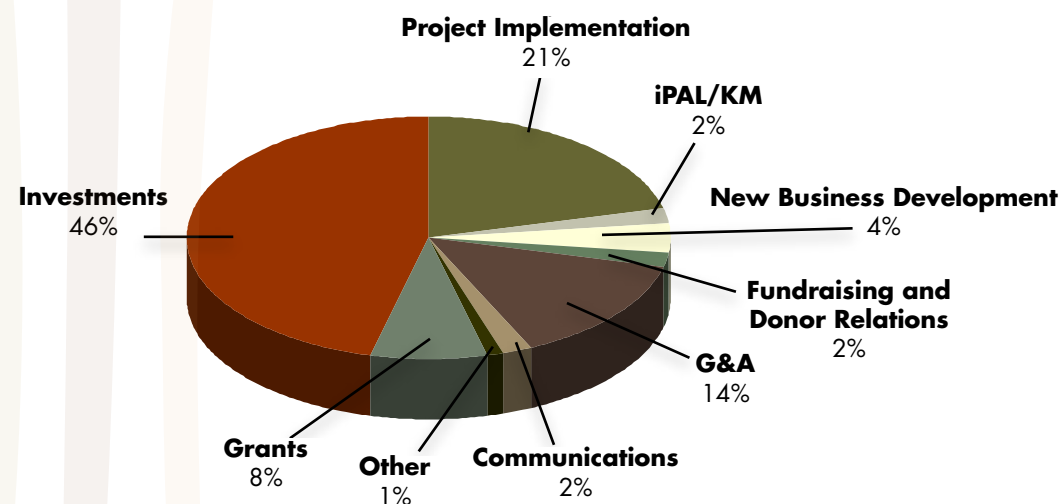
## Operations

The Grassroots Business Fund has, in our first year, firmly established our operating procedures and systems. We have a well functioning Management Information System (MIS); accounting, fiduciary, and operating policies; and a serious approach to human resources, objective setting, and staff assessment and development. GBF now focuses on using these systems to manage better—helping GBF and our clients set and achieve their objectives.

GBF aims to build a track record by continuing to work with first-class partners. Our experience and connections help make GBF a “partner of choice”—practical, rigorous, and business minded—yet with a big heart and a drive to create positive development outcomes through growth of sustainable businesses.

Despite focusing much of our first year setting up systems and controls, GBF managed to spend more than 75% of our operating costs on project implementation and support.\*

Estimated Use of Funds (FY '09)



“I’ve watched Harold Rosen and his colleagues take an interesting concept and turn it into a strong organization. In just one year, GBF has become an emerging leader in the social enterprise field.”

—Jim Wolfensohn  
Former President, World Bank Group

\* All figures as of June 30, 2009

## Financial Highlights from Fiscal Year 2009 (Audited)

### Statement of Financial Position

June 30, 2009

ASSETS	
Mission Related Investments	\$557,900
Mission Related Loans	\$1,144,769
Cash and Cash Equivalents <sup>1</sup>	\$4,538,897
Committed Donor Contributions	\$11,707,615
Fixed Assets	\$78,995
Other Assets	\$26,541
<b>TOTAL ASSETS</b>	<b>\$18,054,717</b>

LIABILITIES AND NET ASSETS	
Short-Term Liabilities <sup>2</sup>	\$389,985
Net Assets (Unrestricted)	\$4,899,553
Net Assets (Temporarily Restricted) <sup>3</sup>	\$12,765,179
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$18,054,717</b>

### Statement of Activities

SUPPORT AND REVENUE	
Contributions—Foundations	\$284,000
Contributions—Corporations	\$5,244,258
Contributions—Individuals	\$400,000
Contributions—Other <sup>4</sup>	\$1,541,270
In-Kind Contributions	\$271,305
Other Sources <sup>5</sup>	\$201,152
<b>TOTAL SUPPORT AND REVENUE</b>	<b>\$7,941,985</b>
EXPENSES	
Program Expenses <sup>6</sup>	\$2,420,783
Administrative and General Expenses <sup>7</sup>	\$528,539
Fundraising Expenses	\$121,168
<b>TOTAL EXPENSES</b>	<b>\$3,070,490</b>

See notes on inside back cover



“GBF shares the risk with its clients. That’s important. It means that GBF will work with us to succeed.”

—GBF Client

## Looking Ahead

With the successful completion of our first year, the Grassroots Business Fund is confident in our plans for FY '10 and beyond. GBF has developed a series of ambitious yet realistic goals for the coming year, which focus mainly on building our track record and developing our portfolio—concentrating on hard-to-reach, low-income countries, and targeted sectors such as agribusiness, access to finance for Small and Growing Businesses (SGBs), crafts, and technology. As GBF develops and reaches growing numbers of beneficiaries, we hope to expand and strengthen our productive partnerships and contribute more broadly to the field of social enterprise. If you would like to connect with GBF, or learn more about our work, please visit us at [www.gbfund.org](http://www.gbfund.org), or contact us at [communications@gbfund.org](mailto:communications@gbfund.org). We look forward to hearing from you.



Through LabourNet, MSEs and workers have the opportunity to access training on a continuous basis in their neighborhoods, thereby ensuring a growth path to move up the value chain.

“GBF recognizes that profitable businesses are essential to social enterprise. Its bottom-line approach brings business insights to the task of ending poverty.”

—Kash Rangan

Professor, Harvard Business School and Co-Chairman of Harvard Business School Social Enterprise Initiative

## Governance

### Board of Directors

The Governing Board is a five member Board of Directors responsible for the strategy, direction, and funding of the Grassroots Business Fund. The Board, which meets on a quarterly basis, includes representatives of major donors and eminent persons in the social enterprise field.

#### Iqbal Paroo

Chairman, GBF  
Senior Partner, TRG Health Care, LLC

#### Andrew Adelson

Former Chief Investment Officer, Alliance Bernstein

#### Max Aitken

Associate Director, Partnerships and Advisory Services  
Operations, Department, IFC

#### Emile Groot

Financial Sector Specialist, FMO

#### Harold Rosen

Executive Director, GBF

### Advisors

#### Percy Barnevik

Former Head, ABB

#### Alan Patricof

Founder and Managing Director, Greycroft, LLC

#### Kash Rangan

Professor, Harvard Business School and  
Co-Chairman of Harvard Business School Social  
Enterprise Initiative

#### Lars Thunell

Executive Vice President and CEO, IFC

#### Jim and Elaine Wolfensohn

Respectively, Former President, World Bank  
Group; and Vice President, Botwinick-  
Wolfensohn Foundation

### We would like to recognize and thank the following supporters of the Grassroots Business Fund\*

Adelson Family Foundation

Percy Barnevik

Stephen Brenninkmeijer

Holland & Knight

International Finance Corporation (IFC)

Luxembourg Ministry of Finance

Marc and Leigh Cohen Family  
Foundation

Nederlandse Financierings-  
Maatschappij voor  
Ontwikkelingslanden N.V. (FMO)  
(Netherlands Development  
Finance Company)

Oesterreichische Entwicklungsbank  
(OeEB - the Development Bank of  
Austria)

Omidyar Network

George Rohr

Harold Rosen and Susan Wedlan

WilmerHale

\*(In alphabetical order)

For more information, please visit our website at [www.gbfund.org](http://www.gbfund.org).

## Partnerships

GBF aligns with strong, experienced partners with distinctive capabilities and skills, which can help our clients, grow into catalysts for economic growth and social change. Below are some of the partners GBF worked with during our first year:\*



African Management Services Company (AMSCO)



Aspen Network of Development Entrepreneurs (ANDE)



BASIX  
Equity for Equity  
BASIX



Calvert Foundation



CDC Development Solutions



Dalberg Global Development Advisors



Foundation for Sustainable Development (FUNDES)



Gray Matters Capital (GMC)



Harvard Business School Leadership Fellows Program



Keystone Accountability



Krishi Gram Vikas Kendra (KGVK)



Ogilvy Public Relations Worldwid  
Ogilvy Public Relations



Oikocredit



Root Capital



Self Employed Women's Association (SEWA)  
Trade Facilitation Center



SEWA Trade Facilitation Centre



TechnoServe



United Nations Development Programme (UNDP)-Growing  
Inclusive Markets (GIM)



William Davidson Institute (WDI)  
University of Michigan

\*(In alphabetical order)



“GBF has helped us learn  
how to use performance  
data to identify gaps  
in performance and  
take advantage of new  
opportunities.”

—GBF Client

## Notes and Definitions

### Page 10:

The GBF fiscal year 2009 ran from July 1, 2008—June 30, 2009

All amounts in the Annual Report in USD

**Direct Beneficiaries:** The total number of people who are directly supported by the GBF client’s operations, whether through employment, access to finance, agricultural purchases, artisanal purchases or technical assistance.

**MSMEs Beneficiaries:** The total number of employees of supported MSMEs (clients of GBF’s client GBOs) not including the entrepreneur (therefore minus 1). The total number of employees supported by GBF’s.

**Indirect Beneficiaries:** The number of people who are dependents of the direct beneficiaries (i.e., children or spouses). When unavailable, this is calculated as the number of direct beneficiaries times the average household size minus 1. The average household size is decreased by one as the direct beneficiary is already included in the calculation.

### Page 19:

1. Includes all highly liquid assets and Certificates of Deposits
2. Includes accounts payable, accrued expenses, accrued vacation & sick days
3. Includes \$10 million of committed grants from IFC
4. Includes contributions from bilateral institutions
5. Includes bank interest, mission related loan interest, and mission related loan activation fees, and exchange rate fluctuations
6. Includes mission related expenses such as technical assistance (direct and grants) and due diligence expenses, as well as internal programs such as monitoring and evaluation, and communications
7. Includes operational expenses, workshops, staff training, as well as GBF start up costs.

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Editing: James Daly. [jamie22204@yahoo.com](mailto:jamie22204@yahoo.com)

Design: Theresa Welling. [theresawelling@yahoo.com](mailto:theresawelling@yahoo.com)



## GRASSROOTS BUSINESS FUND

1601 Connecticut Avenue NW  
Suite 501  
Washington, D.C. 20009  
Ph 202.518.6865  
Fax 202.986.4729  
[info@gbfund.org](mailto:info@gbfund.org)

To learn more about  
Grassroots Business Fund,  
visit us on the Web at  
**[www.gbfund.org](http://www.gbfund.org)**