



N-Peace Diagnostic Study

Exploring the Nexus between Peacebuilding and Impact Enterprises

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ASEAN	Associations of Southeast Asian Nations
IE	Impact Enterprise
SME	Small-Medium Enterprise
SE	Social Enterprise
EU	European Union
UN	United Nations
UNDP	United Nations Development Programme
UNSFIR	United Nations Support Facility for Indonesian Recovery



EXECUTIVE SUMMARY

The Asian peacebuilding paradigm is experiencing a fundamental shift. In an era where sustainable development is the dominant narrative, it no longer suffices to take a top-down, myopic approach to advancing the peace agenda. Peacebuilding solutions must (i) view women and youth as solutions to create **inclusive peace**, as opposed to victims of conflict; (ii) use financially sustainable models that can create transformative, **sustainable peace** over the long term; and (iii) leverage the power of innovation or technology and develop replicable models that can create **scalable peace** by catalyzing systemic change, transforming millions of lives. Impact Enterprises (IE), entities that seek a double bottom line to achieve positive social outcomes above financial sustainability, effectively embody these solutions by acting as innovative models that enable peacebuilding and capitalism to converge, paving the way to revolutionize the peace landscape and create tremendous, transformative impact across Asia.

The purpose of this diagnostic study is three-fold: first, to explore the nexus between creating sustainable and inclusive peace using market-based solutions; second, to provide strategic insight into the IE landscape, the capacity gaps in the ecosystem and the potential of IEs to build sustainable, inclusive peace across the six N-Peace countries: Afghanistan, Pakistan, Myanmar, Nepal, Indonesia, and the Philippines; and third, to design an Innovation Challenge to systematically accelerate the peacebuilding agenda in these countries. The research methodology has been refined to determine whether IEs in these regions indeed participate in peace-building activities and, if so, how prevalent they are within the dimensions of innovation, technology, the youth-nexus and inclusion of women in the peace and security efforts, aligned with N-Peace's focus criteria.

The first section outlines the context of the diagnostic report to understand why there is a need for the Innovation Challenge. This section seeks to define the overarching goals of peacebuilding, assess systemic gaps in the peace-process and critically analyze the potential for the Impact Investing and IE space to use unlock private sector capital to address these gaps in a sustainable and scalable way. The next section delves into a country-specific landscape study to identify and analyze organizations (IEs and ecosystem partners) that are positioned to catalyze the transformative process of peacebuilding that mitigates the risk of lapsing (or relapsing) into a state of conflict. It outlines the key challenges and opportunities through the lens of using IEs as agents of change to achieve inclusive and sustainable peace outcomes across the region. The final section outlines, in detail, the proposed intervention model, designed by IIX to identify, select and transform innovative ideas into high-impact investment ready enterprises that are able to effectively advance Asia's peace and security agenda. This section also details the next steps IIX recommends to ensure smooth and effective implementation of the Innovation Challenge so that this can serve as a blueprint to replicate future incubation models that are designed to link market-based solutions with peacebuilding outcomes.



Exploring the Nexus between Peacebuilding and Impact Enterprises

The report begins with a critical assessment of the definition of peacebuilding and analyzes two key gaps in the system: the funding gap and the actors gap. This is based on both, a systematic theoretical analysis of the current interventions and critical assessment of alternative approaches to build peace in the six N-Peace countries: Afghanistan, Pakistan, Myanmar, Nepal, Indonesia, and the Philippines.

The report highlights the role and importance of Impact Enterprises (IEs) and other ecosystem partners in peacebuilding efforts across these countries. It purposefully intends to map enterprises that advance peace and security in conflict zones, empower women, engage youth as leaders and/or beneficiaries, and use innovation and technology in their approach, aligned with N-Peace's focus criteria. High-impact sectors that were focused on as part of the mapping included: agriculture, financial inclusion, education, livelihoods, access to water and healthcare. The two broad criteria used to diagnose whether IEs drive peacebuilding were:

1. Is the organization's primary or secondary mission to focus on creating demonstrable long-term, transformative effects on the regions peace and security agenda using a sustainable and inclusive approach?
2. Are the organization's beneficiaries located in a conflict, post-conflict or high-risk area that has a high probability of lapsing or relapsing into conflict?

Designing the Solution

The design of the Innovation challenge was based on the following approaches:

Customizing IIX's tried and tested Impact Accelerator model to the context of peacebuilding: developing strategies to determine how the scope of IIX's existing model could be replicated and adapted to meet the needs of the six N-Peace countries through the lens of peacebuilding.

Building on existing regional competition models: developing an understanding of existing accelerator and incubator models in the region to determine the best means of execution, define critical success factors and develop risk-mitigation strategies

Utilizing the findings of the landscape study: understanding the profile of the IEs operating in the region including size, maturity, financial sustainability and key focus areas and corroborated findings to design an incubation model that meets the needs of the selected enterprises to enable them to reach the next stage of growth

Analyzing the survey and interview findings: use primary data to identify potential implementation and marketing platforms in each country to secure participation of IEs in the Innovation Challenge and provide customized support and tailored mentorship to incubate the winners

Data Collection and Analysis

Following a comprehensive mapping of the Impact Enterprise space achieved through a combination of both primary and secondary data collection methods, IIX's intention has been to develop a holistic approach that will foster the ability to build upon the next phases of the N-Peace project. A combination of approaches were used to formulate this report, including

Desktop research to broadly assess the macroeconomic factors influencing peace and security of each region and to identify opportunities and gaps in the Impact Enterprise ecosystem

Survey was distributed to IIX's extensive network of ecosystem partners. A sample size of 125 responses was used to re-evaluate IIX findings during the mapping exercise and build upon the trends in each country's analysis.

Interviews were conducted with 20 of IIX's contacts, including those previously identified in the desktop research.

Primary research tools were used to verify conclusions drawn by and fill gaps evident in the secondary research.

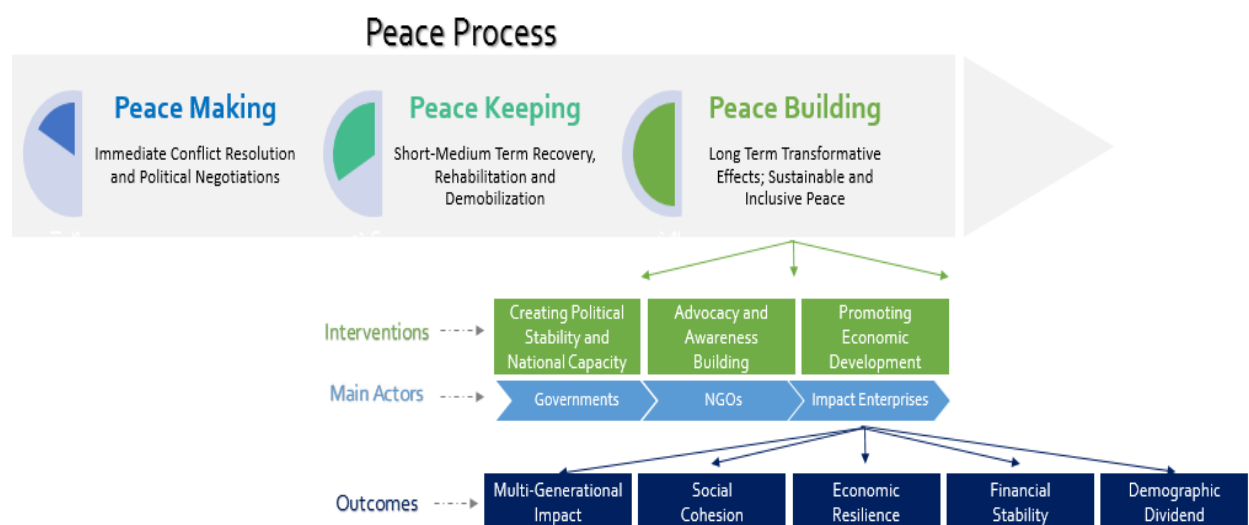
What is the Need?

Redefining Peacebuilding to Encompass Sustainable and Inclusive Peace

The term "Peacebuilding" first emerged in 1970s through the work of Johan Galtung, who called for the creation of peacebuilding structures to promote sustainable peace by addressing the "root causes" of violent conflict and supporting indigenous capacities for peace management and conflict resolution. Peacebuilding is often understood as the process that occurs after violence and conflict have slowed down, the phase in the 'peace process' that follows peace-making and peace keeping. IIX redefines 'peacebuilding' as a multi-dimensional term that transcends immediate crisis and conflict resolution to create sustainable and inclusive peace outcomes, effectively reducing the risk of relapsing into conflict by strengthening national capacities at all levels. Sustainable peace involves long-term transformative efforts that facilitate the establishment of durable, self-sustaining peace through reconciliation, institutional change and, often overlooked, economic development. Inclusive peace refers to fostering participation from all key stakeholders in the peace-process and shifting the paradigm by empowering local communities and vulnerable demographic groups to act as change-agents as opposed to victims of conflict.

The Role of Economic Development in Transforming the Post-conflict Landscape

Economic development is integral to preventing vulnerable populations and high-risk regions from lapsing or relapsing into violence as it builds resilience from the bottom-up. Economic factors that put societies at risk of conflict include lack of employment opportunities, food scarcity, lack of access to natural resources and health facilities, among others. Interventions that can help address the root causes of conflict through economic development include land reform, healthcare assistance, social safety nets and financial inclusion, promotion of agricultural productivity, vocational training programs, secure access to water and sanitation, opportunities for higher education and sustainable livelihoods. These interventions can have a ripple effect that effectively creates sustainable peace outcomes by improving social cohesion and personal security, reducing incidence of cultural conflict, increasing economic resilience, enhancing multi-generational impact, reducing income inequality and magnifying demographic dividend. By strengthening economies, countries can strengthen peacebuilding efforts and empower local communities to sustain the impact of these efforts in the long term.

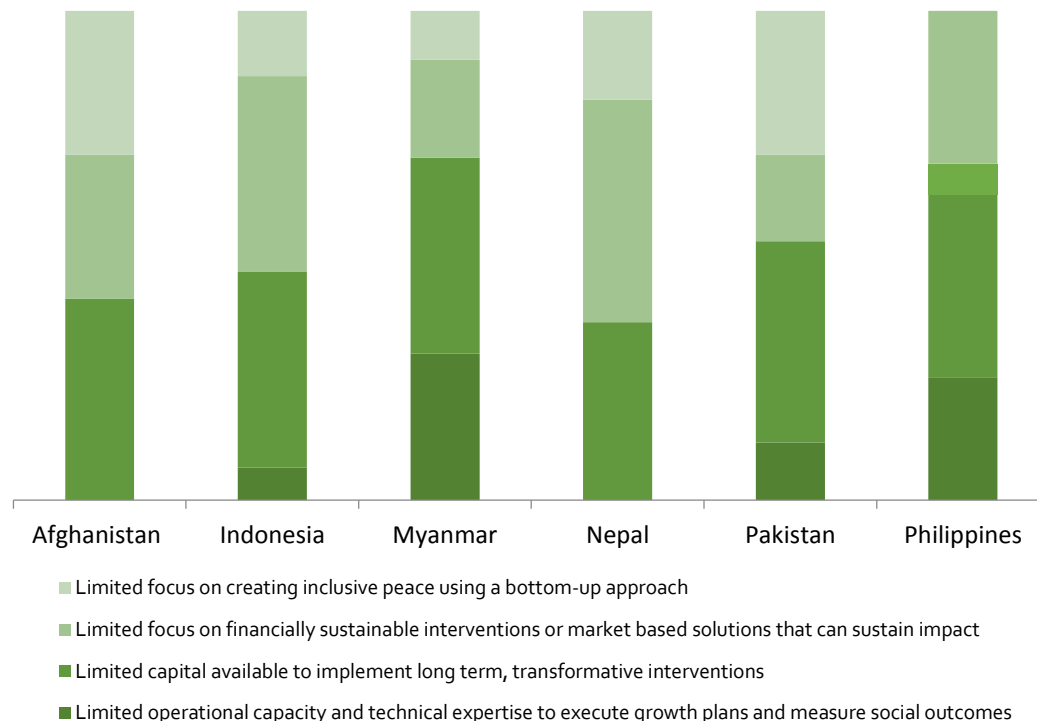


Identifying Gaps in the Peacebuilding Spectrum

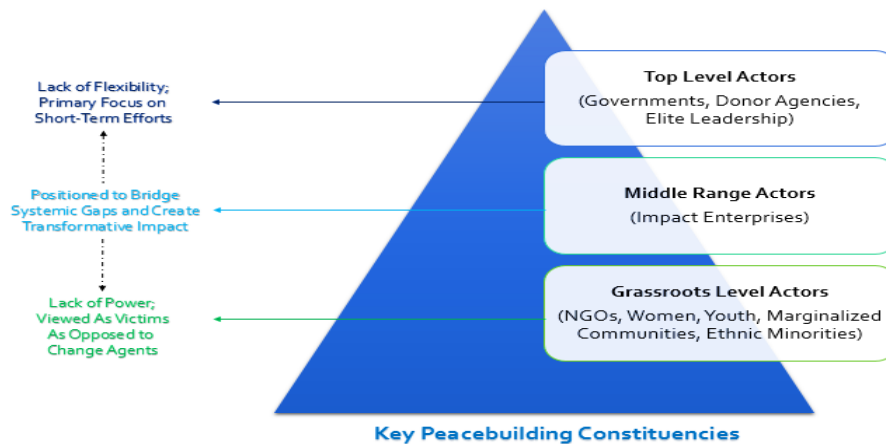
Long term peacebuilding is designed to fill the gaps that post-conflict peace keeping efforts (demobilization, reintegration, immediate crisis resolution) cannot address completely. It is imperative to identify and address systemic gaps linked to addressing the underlying substantive issues that brought about conflict. This paper approaches the gap analysis in two ways:

1. **Funding Gap:** Marshalling resources is a multi-faceted task, which is growing in importance and urgency for post conflict countries or regions that are susceptible to violence and war. Traditional sources of capital are primarily in the form of government funding during the peace making phase and as grants, aid and humanitarian relief from donors that are designed to address immediate needs of conflict resolution during the peace keeping phase. However, it is difficult to attract significant funds for preventative measures and long-term interventions, even though these projects may have the greatest potential to sustain conflict-transformation and effectively institutionalize change. Efforts to mobilize additional resources for peacebuilding priorities need to unlock new sources of capital to reinforce the efforts of traditional players (governments, donors, foundations, NGOs) who have limited access to capital to the breadth of other critical development issues. Key challenges currently faced by peacebuilding actors in N-Peace's 6 target geographies are outlined in the graph below (*based on a survey with relevant stakeholders conducted by IIX: sample size of responses: 125*), which highlights the main issue is lack of access to capital to scale the impact of their initiatives.

KEY PEACEBUILDING CHALLENGES ACROSS TARGET GEOGRAPHIES



2. **Actors Gap:** In order to identify critical points for program intervention, it is important to know who the key peacebuilding constituencies are and to identify both, the areas of concentration as well as the gaps in terms of actors who are adequately equipped to implement, accelerate and sustain peacebuilding efforts. On the below spectrum of peacebuilding constituencies, we see there is a critical role to play not just for the elite leadership, who can influence the relational dimension of peacebuilding, but also people at the grassroots. Peace must be built from bottom-up and is connected to improving local capacities through economic transformation. Many top down approaches which are directed only towards a policy level often fail because the ground level is not prepared to implement or sustain these efforts. However, the key gap in most post-conflict zones is of mid-range actors who are more flexible than top leadership and less vulnerable than those at the grassroots. These actors are often best positioned to build bridges to their less fortunate counterparts across lines of conflict since they understand the nuances of the conflict setting, while also having the ability to sustain conflict transformation through access to the elite leadership. Thus, it is imperative to foster the growth and development of more mid-range actors in post-conflict or high-risk regions.



What is the Solution

Impact Investing: Shifting the Paradigm of Peacebuilding

The practice of grant making and donor funding have traditionally been considered separate from investing in both objective and approach, but the emerging field of Impact Investing creates the opportunity for a productive collaboration between these two disciplines. Impact Investing refers to investments that are intended to create positive social impact beyond financial return. It is similar to the donor funding model in terms of the intentionality in the investment approach: to achieve social impact; and is distinct from traditional investing: in addition to financial returns, social outcomes are also actively measured. What started as a niche has become mainstream. The Impact Investing market size was approximately US\$46 billion in 2014 (WEF, 2014) and is estimated to reach US\$1 trillion (JP Morgan, 2010) by 2020, representing a pool of private sector capital that could potentially be mobilized to address the funding gap faced by traditional peacebuilding agents.

Key sectors targeted by Impact Investors include sustainable agriculture, financial inclusion, access to water, affordable healthcare, education and livelihoods, among others. The entities that address these sectors through the dual lens of financial stability and positive impact creation are termed as Impact Enterprises. This report defines Impact Enterprises (IEs) as mission-driven Social Enterprises, high-impact Small and Medium Enterprises, and revenue generating Non-Profits that address the needs of marginalized communities and development challenges in high-impact sectors. IEs are well positioned to address the actor gap in the peacebuilding spectrum by using market-based solutions to create sustainable, scalable and inclusive peace outcomes. Creating **Sustainable Peace** mandates adopting a financially sustainable approach that can achieve long-term, transformative change. It is equally important to develop replicable model with potential for exponential growth to create **Scalable Peace** that can absorb capital to expand operations and drive forward the creation of wide-spread impact. Creating **Inclusive Peace** entails adopting a bottom-up approach to accelerate and strengthen peacebuilding efforts by involving stakeholders at the grassroots level (women, youth, minority groups) as part of the solution. The graphic below illustrates the nexus between peacebuilding and Impact Enterprises, with brief explanations of how target IE sectors are positioned to advance social progress along three dimensions – Foundations of Wellbeing, Access to Opportunities and Basic Human Needs (designed based on the Social Progress Index). It also describes how these interventions can have positive outcomes on the peacebuilding agenda within the N-Peace focus areas: Women, Youth, Technology and Innovation.

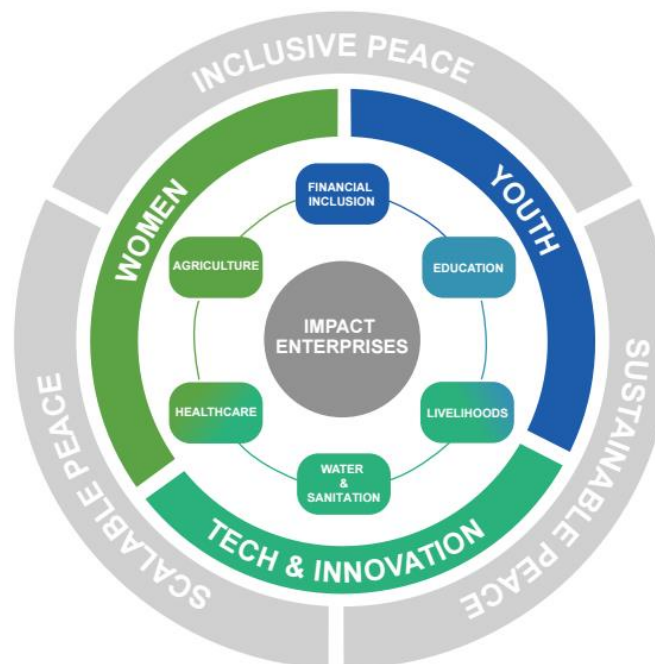
EXPLORING THE NEXUS BETWEEN PEACEBUILDING AND IMPACT ENTERPRISES

Foundations of Wellbeing

In Asia, women are the backbone of agriculture and play a key role in achieving economic security. Yet, they face persistent structural constraints and financial exclusion that hamper their efforts to improve lives which negatively impacts not just their own lives but also the wider community. It is imperative to empower low-income women to become agents of change by working with them to increase access to capital, financial literacy and natural resources such as agricultural land.

PEACEBUILDING OUTCOMES

- Increased Economic Resilience
- Multi-generational Impact



Access to Opportunities

Majority of Asia has poor education standards and high youth unemployment rates. The removal of structural impediments in key areas such as livelihoods and higher education can provide a basis for human capital development to enable at-risk youth to integrate into the workforce and improve their future earning ability. Such interventions can effectively reduce the risk of these individuals from lapsing or relapsing into conflict by strengthening the community from the bottom-up.

PEACEBUILDING OUTCOMES

- Higher Demographic Dividend
- Reduced Income Inequality

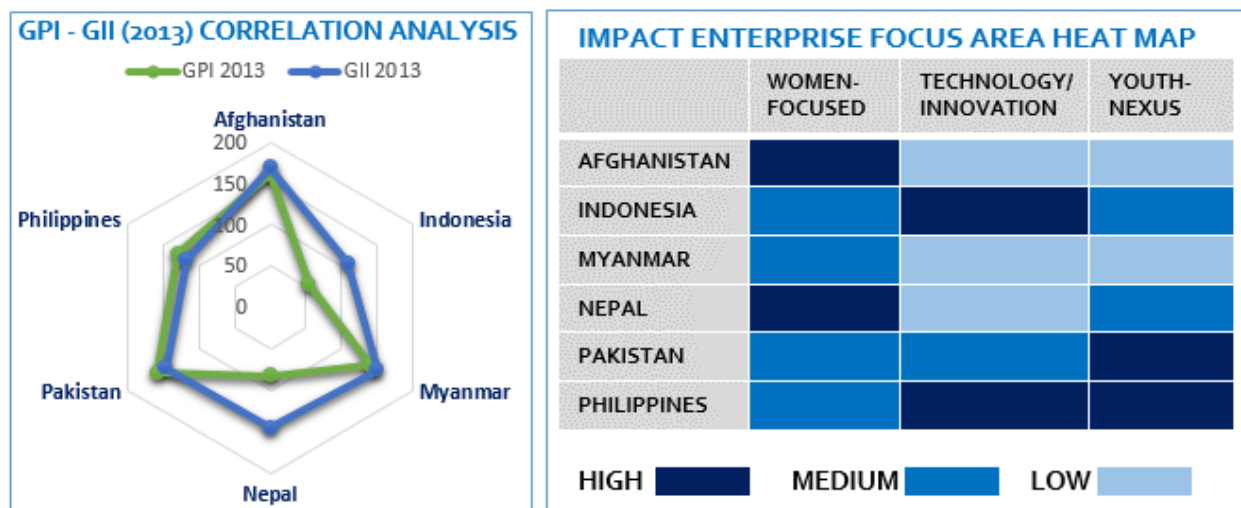
Basic Human Needs

Owing to Asia's multiple ethnic groups, creating a harmonious, integrated society is a key challenge. These marginalized communities often lack access to basic amenities such as affordable healthcare and access to water which leads to destabilization and social unrest. Marginalized women and youth bear heightened risk of vulnerability and exclusion. It is critical to design innovative market-based solutions that go beyond business as usual and to leverage the power of technology to scale impact and systematically reduce incidence of cross-cultural conflict.

PEACEBUILDING OUTCOMES

- Improved Social Cohesion
- Reduced Cultural Conflict

Transformation techniques employed by IEs can effectively empower and eventually shift vulnerable populations and demographics that are susceptible to conflict towards enhanced economic participation and social harmony. Conflict has a particularly destructive power on social relations and community networks. Research has shown that youth play a vital role to help rebuild the fabric of communities after conflict and participate more actively in labor markets during and immediately after conflict. There is a positive correlation of ~0.69 between the country ranking on the Global Peace Index (GPI) and Gender Inequality Index (GII), that suggests a clear link between gender and peace (*the chart below analyzes data for 2013 showing the tendency of countries with a weak performance on peace indicators to also perform poorly on gender-equity indicators*). Women in conflict zones face additional obstacles, such poor access to employment opportunities, limiting active participation in economic development or the peacebuilding process. Therefore, it is critical for the Innovation Challenge to target gender equality focused IEs as well as entities that equip youth with the tools to create sustainable and scalable change. There is an existing pipeline of IEs in N-Peace's 6 target countries that focus on women and youth as both, target beneficiaries and drivers of change, and an upward trend for IEs to harness the power of technology or to use innovative approaches that go beyond business as usual to address existing systemic gaps in the peace-process. The table below reflects the pipeline of IEs identified by IIX that fall within these focus-areas in the six target geographies (*based on a survey with relevant stakeholders conducted by IIX: sample size of responses: 125*):



Limitations of Impact Enterprises in Addressing Peacebuilding Solution

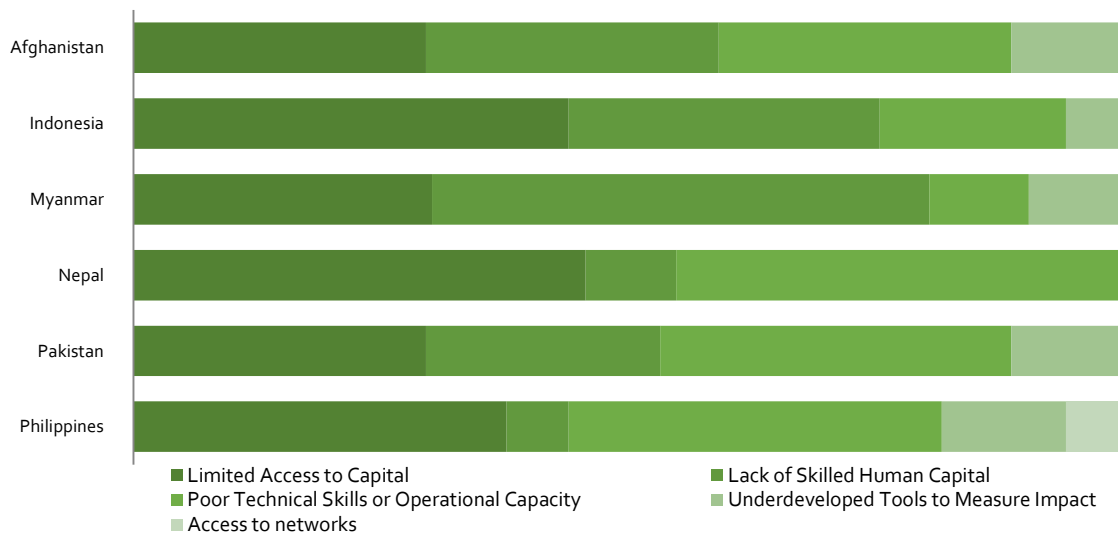
While the private sector and IEs can contribute positively to both conflict prevention and peacebuilding efforts, there are certain segments of the peace-process that IEs are better positioned to address than others. For instance, IEs can effectively promote economic integration through provision of basic amenities such as water or healthcare for fragmented ethnic groups, are usually close enough to the grassroots to understand how best to effect social change through education or livelihood creation of high-risk youth and are well positioned to provide financial inclusion services and agricultural extensions to economically disadvantaged women. This equips them to magnify transformative interventions that could drive forward peace from the bottom up in the long run. However, it is unrealistic to assume IEs are positioned to drive policy level change, rebuilding of national capacities to deal with short-term post-conflict fragility, immediate rehabilitation and recovery efforts, advocacy

efforts or research-based interventions – these interventions are usually led by governments, donor agencies or NGOs as they are inherently more suited to absorb and deploy grants as opposed to impact investment capital which mandates a reasonable financial return in addition to a strong social return.

Key Challenges Faced by Impact Enterprises in N-Peace's Target Geographies

Private sector enterprises have the transformative power to both exacerbate and ameliorate conflict, which is why strong supportive programs to foster the development of Impact Enterprises are needed in post-conflict regions. These enterprises are often best positioned to tackle problems in countries and yet, are burdened by barriers to growth that stem from factors such as: poor access to market and networks, lack of skilled human capital, underdeveloped tools to measure impact, and the inability to raise capital due to poor technical skills. Key challenges faced by IEs in N-Peace's target geographies are outlined below (*based on a survey with relevant stakeholders conducted by IIX: sample size of responses: 125*), with limited access to capital being one of the common top challenge across the region. Without key support structures in place, these high-potential IEs cannot achieve overall growth and scalable impact, elucidated in detail in the following section on country-specific profiles.

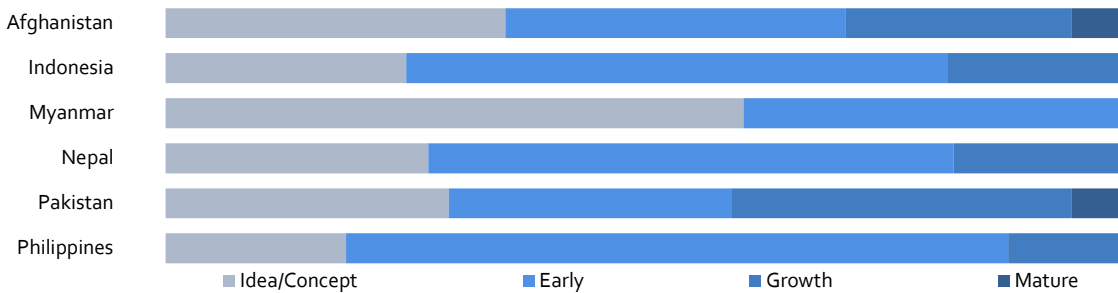
IMPACT ENTERPRISE KEY CHALLENGES



Comprehensive Incubation Services to Help Scale and Sustain Impact

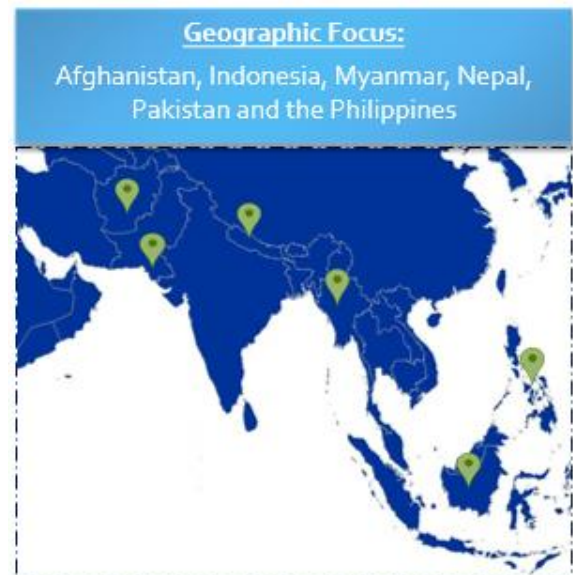
In the six target geographies, IEs working in peacebuilding and conflict resolution are consistently overlooked for support as governments tend to fund reactive rather than proactive strategies. IEs in essence are tools for proactive problem solving and therefore, the N-Peace Innovation Challenge presents is an effective means of not only identifying promising IEs, but also taking existing IEs to the next level through comprehensive incubation services. Currently, existing IEs in the 6 target geographies tend to be relatively small scale, either idea or early stage (*based on a survey with relevant stakeholders conducted by IIX: sample size of responses: 125*). This indicates the need to provide a strong support system to transform innovative ideas into investment ready, high-impact enterprises.

IMPACT ENTERPRISE LANDSCAPE BY STAGE OF MATURITY



Aligning the Innovation Challenge Design with a Country-Specific Context

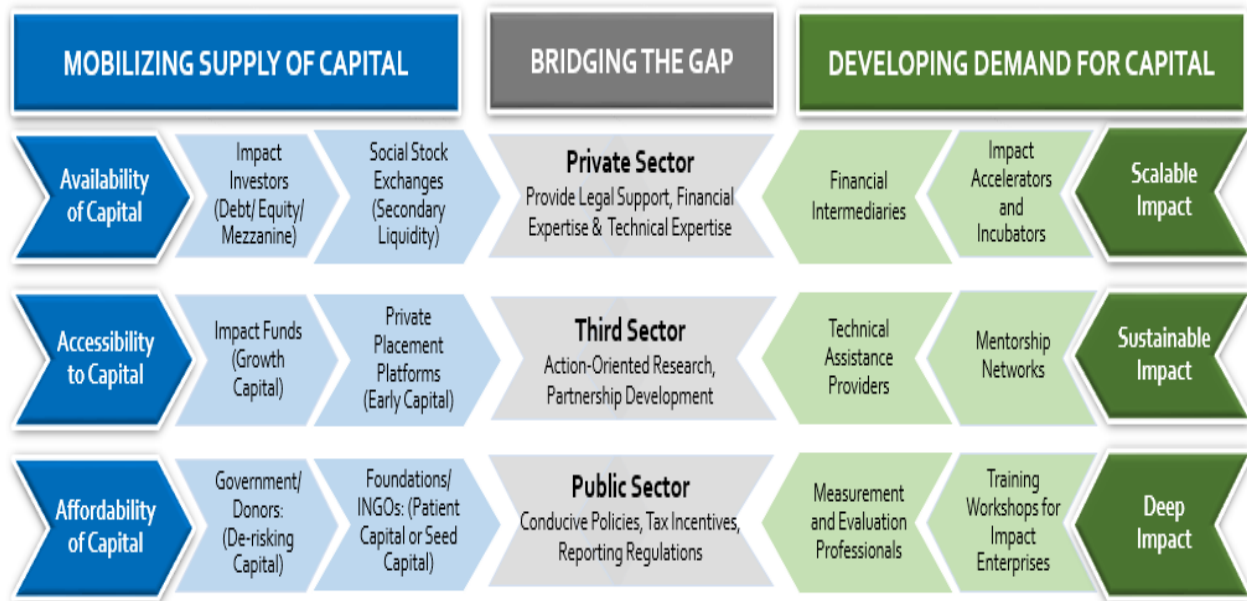
Peacebuilding strategies must be coherent and tailored to specific needs of the country concerned and should comprise a customized approach to screening IEs that is based on the country's post-conflict needs or strategic assessment that includes analysis of conflict drivers and risks. The six countries that are part of the IE landscape research all have experienced various conflicts ranging from prolonged civil war in Myanmar, international wars in Afghanistan, and regional conflicts in Philippines. Each country has its own multitude of special needs to build peace in post-conflict regions based on a number of factors including (but not limited to): ethnicity/religion, access to natural resources, socioeconomic demographics, international interventions, stability of government, among others.



The following sections outlines the framework to analyze the IE ecosystem and then explores the state of peace-building in each of the six target geographies in terms of the potential for IEs to address systemic gaps in the region's peace and security agenda. The format for diagnosing each country first outlines key issues in the peace-process to analyze where peacebuilding is sustainable, scalable and inclusive. Additionally, the country's social progress is analyzed through the lens of three dimensions: Basic Human Needs, Foundations of Wellbeing, and Access to Opportunities. The second section analyzes the Impact Enterprise Ecosystem systemic gaps, providing an overview of the IE landscape and provides recommendations on how best to catalyze the space, mobilize additional supply of mission-oriented capital and develop demand by supporting IEs to absorb and deploy investments to amplify their impact. The third section assesses the potential of IEs to accelerate peacebuilding efforts, in particular by advancing the role of women and youth in the peace and security agenda or by using innovation or technology to scale impact, and highlights key high-impact sectors. The forth section maps out the IE landscape reflecting both, enterprises and ecosystem players that were identified as part of the research process for this diagnostic study.

Impact Enterprise Ecosystem Components

The Impact Enterprise ecosystem encompasses a diverse set of stakeholders who play myriad complementary roles in building the space in a holistic way. A conducive environment that can catalyze high-impact entities mandates understanding the system from three overarching dimensions (i) Mobilizing Supply of Capital; (ii) Developing Demand for Capital (iii) Bridging the Gap:



Mobilizing Supply of Capital

Mobilizing supply refers to efforts that result in three key outcomes:

- Increase of **availability of capital** indicating rise in quantum of capital available – This is primarily achieved by attracting impact investors to the region that can provide capital via debt, equity or mezzanine instruments. Impact investors seek a social/environmental return over and above a financial return. This group includes High Net-Worth Individuals (HNIs), Hybrid Investment Platforms, Financial Institutions and Foundations with Impact Investing arms, among others. Availability of capital is also magnified by presence of Social Stock Exchanges (SSEs) that can unlock capital by providing secondary liquidity, an additional layer of transparency to investors, and effectively mitigate risk of mission drift of listed entities. SSEs mainly target mature IEs.
- Increase of **accessibility to capital** indicating ease of access to capital – Access to capital can be amplified by presence of funds focused on Impact Investing that pool together a group of growth-stage IEs to diversify risk and channel large scale funding from private sector investors or hybrid impact investors. Thus, funds can be a successful medium to unlock capital from private players that have limited appetite for risk but are willing to accept sub-market rate returns if the portfolio of organizations is able to achieve demonstrable social outcomes. Additionally, private placement platforms are emerging intermediaries that can enable IEs to engage a variety of potential impact investors, particularly for early-stage IEs looking for investors that are willing to receive lower financial returns as a result of placing a value on the Social Return on Investment (SROI) as well.

- Increase of **affordability of capital** indicating attractiveness of available capital – Governments and donors are well positioned to facilitate affordability of capital by de-risking capital and providing credit enhancements that can be leveraged to accelerate capital commitments from private sector investors. Similarly, foundations and INGOs are increasing playing a role in the Impact Investing movement by providing patient capital (with a lower rate of borrowing/interest over a longer tenure than commercial capital) as well as through seed-capital for young or idea stage organizations that need funds to achieve proof of concept and transition to the next stage of growth.

Developing Demand for Capital

Mobilizing supply of mission-oriented capital solves only one side of the equation; it is imperative to simultaneously develop demand by magnifying the three dimensions of impact outlined below:

- **Scalable Impact** – Financial Intermediaries can equip IEs with the capacity for infusion and use of capital to scale both, their operations as well as their impact trajectory. One intervention is to structure innovative financial instruments that can enable IEs to unlock capital in line with their ability to effectively absorb and deploy the same. These intermediaries also play a key role in pipeline development to feed into funds focused on Impact Investing or Private Placement Platforms by identifying, screening and selecting high-impact entities that are aligned with investor preferences. Accelerators and Incubators are ideal vehicles to provide the customized support required for early or idea stage IEs by equipping them with the tailored mentorship and customized suite of services required to achieve magnified social outcomes and to potentially replicate their success through expansion into new markets or regions.
- **Sustainable Impact** – Technical assistance providers can equip IEs with the tools to refine their business plans, building robust financial models, sharpening their marketing strategies and transitioning from innovative ideas to investment ready enterprises that are more attractive to investors. This enables them to access capital required to achieve long-term, transformative impact. Mentorship networks can also provide strategic insights on an on-going basis to help IEs gain the expertise to differentiate their products and services, pre-empt potential risks and develop mitigation strategies to ensure sustained outcomes and increased probability of survival.
- **Deep Impact** – Measurement and Evaluation (M&E) professionals help organizations to articulate their theory of change, systemically quantify their outcomes using rigorous impact metrics and align with industry standards by providing clarity on key figures such as SROI. This enables IEs to provide investors with the evidence backed results, thereby increasing the likelihood of attracting follow-on funding, and to translate the data into organizational learning to measure, monitor and magnify their impact. Additionally, it is essential to bridge the knowledge gap by providing IEs with access to training workshops that can provide them with a toolkit of concepts, strategies and skills (ranging from business and financial skills to impact assessment and marketing skills) that can be practically applied to deepen their impact.

Bridging the Gap

Finally, a conducive environment mandates support from a diverse set of stakeholders that are positioned to align supply with demand as outlined below:

- **Private Sector** (Corporates/Financial Institutions/Professionals: lawyers/accountants) – Private sector support can transcend provision of capital to include provision of critical financial and technical expertise through strategic CSR, access to market through ethical supply chain practices or pro-bono support by professionals such as lawyers and accountants.
- **Third Sector** (INGOs/Foundations/Think-Tanks/Academic Institutions) – Third sector organizations can help align supply and demand by providing action oriented research that can be used as an awareness-building or decision making tool for market participants or a platform to promote cross-pollination and exchange of ideas and stakeholder convening that could galvanize support for the space, forge a network of supporters and build key partnerships.
- **Public Sector** (Governments/Donor Agencies) – Public sector organizations are positioned to play a pivotal role in creating an enabling environment by creating conducive policies that effectively link supply with demand, tax incentives that could attract new investors to the space and reporting regulations that would encourage more sustainable practices by corporates.

For the purpose of this paper the key focus of the analysis will be on capital supply and demand to enable sustainability of operations and to accelerate scale of impact, although there are, as outlined above, several other dimensions to the Impact Enterprise Ecosystem that contribute to its strength.





The country in its entirety is plagued by civilian casualties and military attacks. While the border between Pakistan and Afghanistan show the greatest concentration of attacks with the frequency of attacks declining towards the northern region, the entire country is classified as a conflict zone given the scale, scope and magnitude of violence. The country is ranked 160th (out of 162 countries) in the Global Peace Index.

Ranking 131/133 on the Social Progress Index, Afghanistan performs weakly across dimensions of personal safety, discrimination against minorities and inequality in the attainment of higher education. To date, Afghanistan continues to rely on international donor aid for routine government processes as well as peacebuilding, leaving it in a financially precarious position. The development space is dominated by donor agencies and NGOs, with a large portion of the funds being narrowly confined towards commercial sector of social space such as handicrafts and agricultural sectors. In terms of peacebuilding efforts, traditional international donor agencies often intervene to mitigate risk of violence. For example, the US has spent billions in opium alternative agriculture with counter-insurgency efforts as the key driver. With the threat of conflict in the horizon, the private sector has been dissuaded from contributing to development efforts.

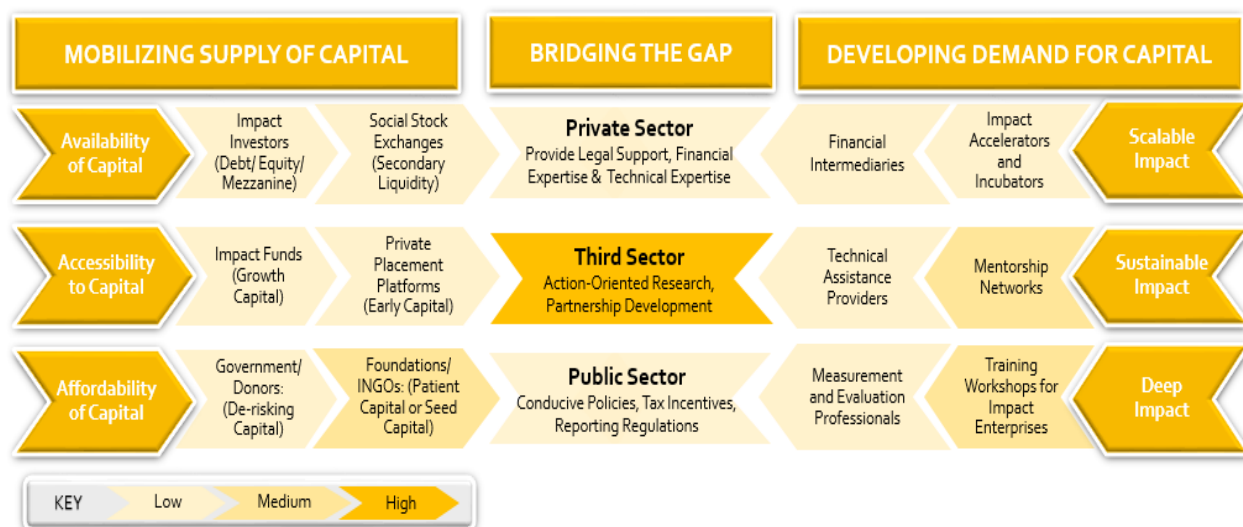
N-Peace has served to promote women's inclusion in Afghanistan's peace process, having held two national dialogues on Women, Peace and Security Issues. Government corruption (ranking 172/175 on the Corruption Perception Index) has reduced information transparency and increased the search cost for opportunities, which has caused approximately 75% of SMEs to avoid official registration. The country did not have a finalized SME strategy until 2009, and eventually relied on USAID's \$100M Afghanistan Small and Medium Enterprise Development (ASMED) program until 2012.

Peacebuilding efforts are non-inclusive, face structural impediments limiting scale and are highly unsustainable.



COUNTRY PROFILES: AFGHANISTAN

IMPACT ENTERPRISE ECOSYSTEM



State of the Impact Enterprise Ecosystem

The Impact Enterprise space in Afghanistan is relatively underdeveloped, with systemic gaps on both demand and supply side. There is limited availability of and access to investment capital, with peacebuilding efforts primarily reliant on donor support or philanthropic capital. Although the Muslim practice of “Zakat” mobilizes capital, the primary recipients being NGOs that are not financially sustainable.

Recently the government has begun to focus on SME development, which could help unlock resources for IEs that are a subset. However, the government currently lacks sophisticated tools to provide high quality support or to tackle major challenges that face IE expansion. This includes a lack of access to electricity, endemic corruption, poor access to market, education mismatch and the instability and insecurity inherent from conflict. These factors significantly reduce attractiveness of private investment with an absence of relevant funds or platforms focused on Afghanistan due to high risk. This is further aggravated by low returns that can be offered to investors, stemming underdeveloped capacity of IEs to absorb and deploy capital in a cost-effective and scalable manner.

Recommended Solutions to Address Key Gaps

Impact Enterprises in the region are mostly idea or early stage and are not equipped to infuse capital to scale or sustain results. As such, on the demand side, IEs will benefit from stronger support systems that is currently absent in Afghanistan, in particular, impact incubators and accelerator programs. Technical Assistance Providers and M&E professionals could play a pivotal role in magnifying the impact of IEs in the livelihoods sector, especially for high risk youth and low-income women, which would have a ripple effect on scaling and sustaining peacebuilding outcomes.

This would act as an effective pull mechanism to tap into new sources of mission-oriented capital from private sector to help IE magnify their impact, thereby improving availability of capital. To facilitate this, Private Placement Platforms can help catalyze the space provide investment ready IEs with access impact investment capital both from within and beyond the region.

As such, Afghanistan’s Impact Ecosystem requires a holistic model that can provide end-to-end investment readiness services from technical assistance to capital raise.

Impact Enterprise Pipeline

SMEs make up approximately 80% of all businesses, contribute to half of GDP, and employ a third of Afghanistan's labor force. A large portion of these SMEs have spill-over positive impact and qualify as Impact Enterprises. IEs in Afghanistan are primarily focused on livelihood enhancement through employment and education, and are concentrated within the handicrafts and agriculture industries.

Traditional businesses have mostly ignored gender considerations in Afghanistan and the nation has tolerated significant imbalances in who benefits from capital flows. One of the few larger initiatives focused on promoting gender equality is the Rabia Maryam Handicrafts Company, a private, women-owned entity with the long term goal to create sustainable income for its 3,600 female beneficiaries by reviving silk production to meet the demand for silk products in Afghanistan and abroad. By probing deeper into inclusiveness in the enterprises that are receiving funding, gender lens investors can achieve better outcomes – both financial and societal. Due to historic and Taliban-enforced female marginalization, IEs can empower women who struggle with non-visible dimensions of conflict such as reduced economic security. Arzu is a epitome of an IE that has employed more than 700 women since 2013, making it one of the largest private employers of women in Afghanistan. Over a third of IEs in Afghanistan offer women training in handicrafts and provide market linkages, giving access to easier distribution and sales channels. The movement to turn opium fields into saffron fields also contributes significantly to women's livelihoods, as women have been known to undertake 80% of the work.

In contrast, the presence of IEs in technology is lacking, despite the strength of the Afghan tech sector, which has received over \$2.2B in private investment to date. Youth nexus Impact Enterprises are similarly underdeveloped. With no direct market solutions to conflict available yet, livelihood enhancement and vocational training for high-risk youth has been the primary IE vehicle promoting economic stability in Afghanistan. However, decreases in donor aid, NATO's pullout, and large government revenue shortfalls may impede progress.

Despite these challenges, Impact Enterprises are moderately developed in Afghanistan and are especially well positioned to improve women's livelihoods and sustainable agriculture. For example, Aryana Saffron, a leading IE in Herat, and the largest distributor of saffron in Afghanistan, employs 80% women. As such, IEs are increasingly viewed as vehicles to build inclusive peace using market-based solutions that can effectively mobilize private capital to expand operations and transform lives.

High-Impact Sectors:

- **Livelihoods:** Impact Enterprises can play a pivotal role in creating livelihood opportunities especially for high-risk youth and young women.
- **Agriculture:** Saffron production continues to be one of the most effective solutions to conflict in Afghanistan given the opium sector's ties to violence.
- **Information and Communication Technology (ICT):** Additionally, the growing Internet accessibility in Afghanistan will be the next impetus for the improvement of technical expertise, market expansion and information transparency.



Mapping Afghanistan's Impact Ecosystem

Impact Enterprises

- Paiwastoon (Y)
- Food Ladder Oasis for Afghan Women (W)
- Yasmin Ara
- The Women's Annex.com
- Digital Citizen Fund (W) (T)
- Impassion Afghanistan (T)
- Qaria Cashmere
- Ariana Rugs (W)
- Plant for Peace
- Earth2Globe
- ARZU



Individuals Corporates SMEs NGOs Donors Government Foundations

Intermediaries

- Afghan Growth Finance
- Ignite Fund
- Afghanistan Investment Support Agency
- Building Markets Afghanistan
- ACCI Chamber of Commerce
- Ministry of Rural Rehab and Dev (MIRD)

NGOs & Foundations

- Aga Khan Foundation
- Feminist Majority Foundation
- Afghan Women's Business Federation

Ecosystem Partners

- Founder Institute, Startup Afghanistan
- ACT Consulting
- Shajjan & Associates (lawyers)
- Business Council for Peace (Bpeace)
- Hagar Social Enterprise Group (HSEG)
- Kaweyan Business Development Services (Kaweyan BDS)
- Sayara Research

COUNTRY PROFILES: INDONESIA



Although there are no armed conflicts currently in Indonesia, conflicts motivated by religious and ethnic divisions continue to exist. Regions that are particularly prone to this include Aceh and the Papua region where clashes between rival groups and the military prolonged political tensions. The country is ranked 46th in the Global Peace Index and places mid-tier when compared to Asia Pacific with a rank of 10 (out of 19).

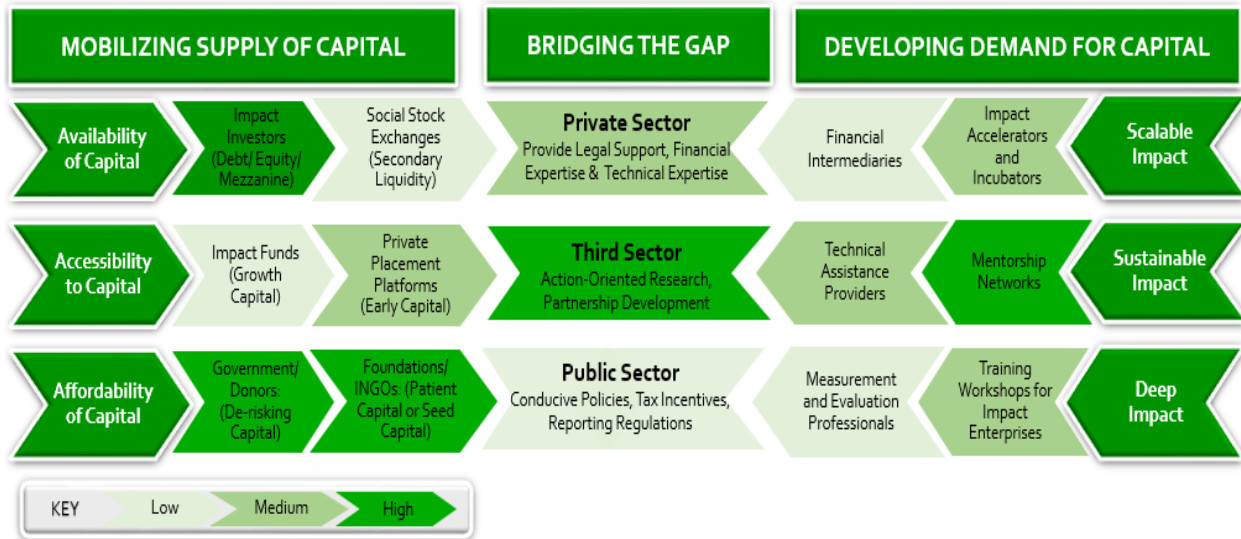
Indonesia ranks 86/133 on the Social Progress Index, scoring the lowest on access to basic amenities dimension, in particular due to poor access to water and sanitation facilities. Despite the economy's recent momentum, Indonesia's sustainable peacebuilding efforts are partially handicapped by a rudimentary ecosystem in which most efforts are focused on short-term recovery and immediate conflict resolution. The Indonesian government has been the key force in driving peacebuilding efforts with gradual increase in private sector involvement, resulting in a top-down approach. Whilst the community infrastructure has been restored, a significant risk of conflict and instability still lingers, with livelihoods remaining fragile. In particular, women still face multifaceted economic hardships – poor financial literacy and inclusion, low standards of health, emotional trauma and lack of powerlessness when dealing with the authorities. The United Nations Support Facility for Indonesian Recovery found that youth clashes were the single most important trigger for collective violence in Indonesia. UNDP's Peace through Development in Disadvantaged Areas is aimed at building peace through a holistic framework for conflict prevention that engages all ecosystem partners in Indonesia to promote peace via inclusive means. Mercy Corps has been at the vanguard of promoting peace through economic development using a bottom-up approach through their Maluku Economic Recovery Program.

Peacebuilding is somewhat inclusive, with reasonable potential to scale and sustain outcomes.



COUNTRY PROFILES: INDONESIA

IMPACT ENTERPRISE ECOSYSTEM



State of the Impact Enterprise Ecosystem

The Impact Enterprise movement is a rapidly emerging paradigm in Indonesia, following the political reforms of the early 2000's. In 2011, the government introduced a variety of programs under the National Entrepreneurship Movement, which increased credit support, provided mentoring and training assistance, and eased red tape for permits and licenses. Programs include the creation of the New Entrepreneur's Program (led by Indonesian Central Bank) and Kredit Usaha Rakyat (KUR). British Council's Skills for Social Entrepreneurs Program (SSE) and Oxfam's efforts to promote gender justice and rights in crisis have played a key role in strengthening the ecosystem. However, these programs are primarily focused on early stage enterprises. Similarly, incubators such as InspirAsia and Inotek, are limited to supporting to idea-stage ventures. Even private funds have a limited pool of growth capital available to take IEs to the next stage of growth.

Indonesia has a growing network of venture philanthropy organisations, family foundations, and intermediaries that provide a holistic suite of services for Impact Enterprises in post-conflict regions. Few innovative financial mechanisms exist – for instance, Shujog ACTS is a revolving facility that provides a working capital extension to IEs for technical assistance required to reach the next stage of growth. Key intermediaries such as IIX Impact Partners (worked on 4 high-impact deals), GEPI, Kinara, and UnLtd, are increasingly innovating and collaborating to build up an ecosystem of support to address current systemic gaps.

Recommended Solutions to Address Key Gaps

There is still a large disconnect between the size and type of deals sought by international investors and the available opportunities that are sustainable, scalable and of a significant size. There is also a notable lack of quantification of outcomes due to absence of M&E professionals. While Indonesia is an early mover in institutionalizing CSR laws, flow of impact investment capital is partially slowed down by non-conducive legal and regulatory environment.

This can however be rectified by stronger support system is required to provide Indonesian IEs with investment readiness services to transition from early to growth stage entities and to effectively mobilize private sector capital from Impact Investors. There is an opportunity for the private sector to play a bigger role in the region's peacebuilding agenda, in particular by investing in high-impact sectors including rural access to water, financial-inclusion and education technology, which can generate both social and financial returns. This would mandate providing increased support to growth stage IEs as well. It is critical to develop Private Placement Platforms that can align demand with supply by providing access into this pool of mission oriented capital.

As such, Indonesia requires an intervention model that can help align demand with supply by providing rigours impact assessment tools to deepen impact, technical assistance to scale returns and a platform to connect with potential impact investors.

Impact Enterprise Ecosystem

The landscape study identified a high number of IEs under the theme of innovation in community development (including affordable healthcare and access to basic amenities such as clean water), human rights, gender inclusion, and environmental preservation. Based on the analysis conducted, a large portion of Indonesian IEs indirectly promote sustainable and inclusive peace through the provision of products and services in post conflict areas. Their work is mostly rehabilitative, and aims to aid women and youth to amplify their resilience dividend. However, the ease of business is low, incentivizing many IEs to operate informally.

Indonesian IEs have witnessed the critical role of women in building community resilience, and have actively focused on empowering them in their entrepreneurial and peacebuilding efforts. These enterprises are largely focused on microfinance and financial literacy initiatives. Naturally, many of the enterprises that focus on women also feature children as their main beneficiaries. In particular, Ashoka Fellow Septi Peni Wulandani, founder of the Jarimatika Foundation, has focused on empowering Indonesian housewives to be more self-reliant by teaching them easy educational methods that involve them in their children's early education, thereby improving multi-generational impact.

Another emerging theme across the pipeline of Indonesian IEs reflects on the fact that Indonesia is the largest buyer of Education Technology (EdTech) in Asia after China and India. Despite this, the country faces high dropout rates, and a workforce that is stagnated by low employability. To prevent a relapse into conflict, many IEs in the region have recognized that greater efforts must be made to redirect Indonesia's youth into more productive areas by investing in EdTech and vocational programs.

Research shows that although an emerging trend of women-owned tech start-ups in the country that could serve as attractive investment opportunities, *Tech in Asia's* list of startup fundings in Indonesia in 2014 had only two out of 36 fundings had female founders. An epitome of a relatively mature IEs with this dual-focus area include PilihDokter, an online platform that aims to mitigate Indonesia's medical issues by connecting patients with high quality doctors in a cost-effective manner. Given historical imbalances in investment flows to women in Indonesia, it is critical for investors to apply a gender lens to identify outsized opportunities for providing increased capital access to women.

High-Impact Sectors:

- **Financial Inclusion:** A large percentage of Impact Enterprises are focused on providing women with access all dimensions of financial inclusion: (i) access to capital through microfinance initiatives; (ii) access to knowledge through financial literacy platforms; (iii) access to skills through vocational training programs that can improve income-earning capacity.
- **Education Technology (Ed Tech):** Additionally, as a rapid adopter of technology with a youth bulge, the Indonesian market is an attractive investment destination for investors interested in the EdTech sector.
- **Water:** An increasing number of SEs are seeking to serve the huge market demand for access to clean water in rural Indonesia, a sector that has significant outcomes on reducing risk of conflict in the region.



COUNTRY PROFILES: INDONESIA

Mapping Indonesia's Impact Ecosystem

Impact Enterprises

- Kopernik
- Girls in Tech
- Sunria Organic
- The Learning Farm
- Flower Aceh
- East Bali Cashew
- Aliet Green
- Amarta Microfinance
- Alamanda
- Provisi Education
- Greeneration Indonesia
- Bali Tekno Hayati
- Bali Recycling



■ Individuals ■ Corporates ■ SMEs ■ NGOs ■ Donors ■ Government ■ Foundations

Investor Networks

- Fenox Venture Capital
- Bisma
- Kinara Indonesia
- Grupara Inc
- IIX Impact Partners

NGOs & Foundations

- Bina Swadya
- British Council Indonesia
- Eka TIFA Foundation
- Mien R. Uno Foundation
- Putera Sampoerna Foundation
- Tahir Foundation
- Tanoto Foundation

Intermediaries

- Ciputra GEPI Incubator
- Grupara Inc
- Inotek
- Inspirasia
- Ideabox Accelerator
- Mandiri Business Incubator
- Shujog ACTS Program

Intermediaries

- Ashoka ID
- Endeavor ID
- CECT
- Entrepreneurs Organization
- GEPI
- Global Entrepreneurship Network
- Impact Investment Shujog



There are numerous militant and ethnic rebel groups that are motivated by ethnic disparities and are most active near the border with Thailand as well as near north-west Myanmar close to the Indian border. Larger conflicts are concentrated in Kachin State and Shan State in the north and have already displaced numerous civilians. The country places 130th in the Global Peace Index and 17th in the Asia Pacific rankings.

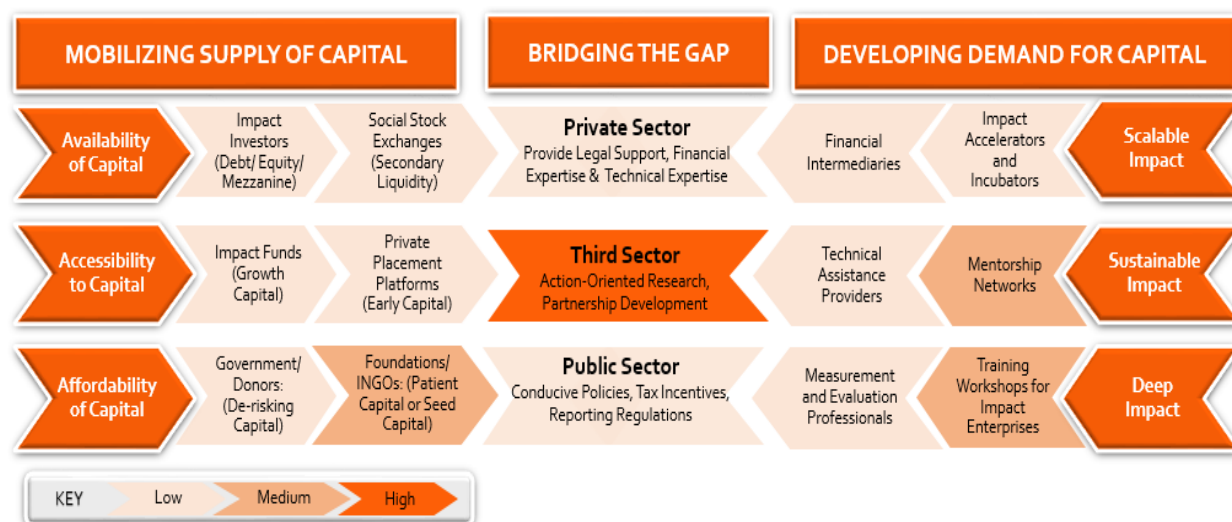
Myanmar ranks 119/133 on the Social Progress Index with the most scope to improve on the Foundations of Wellbeing dimension in terms of poor access to information due to low penetration of technology. Myanmar is in the process of a calculated top-down course reversal, but has yet to unleash a bottom-up awakening of political, economic, and civil society activity. Myanmar is a prime example of the challenges faced by a country transitioning towards a justice-focused paradigm with the government playing a minimal role beyond immediate conflict resolution and recovery. International NGOs have become increasingly active, extending beyond purely emergency relief and humanitarian responses to pursue longer-term development in many critical sectors, including education, health, livelihoods and civil society capacity building. UNDP and UNCDF's Local Governance Program aims to strengthen civil society and local government institutions so that they can effectively contribute to peacebuilding efforts. However, risks that may impede progress include a weak macro-economic management framework devoid of market mechanisms that limit potential influx of private capital. In response to conflicts, international donor agencies have made efforts have been made to build inclusive peace by bringing women to the center of peacebuilding efforts. In November 2012, UN Women held a peacebuilding and negotiation training course for women in Yangon and Mercy Corps has developed conflict assessment reports outlining policy and program recommendations to strengthen the peace agenda.

Inclusive peacebuilding has been sporadic and severely constrained in terms of ability to scale and lack the potential to sustain outcomes over the long-term.



COUNTRY PROFILES: MYANMAR

IMPACT ENTERPRISE ECOSYSTEM



State of Impact Enterprise Ecosystem

The Impact Investing space is an emerging paradigm in Myanmar with US\$4 million of impact capital deployed to date in sectors including energy, financial inclusion and rural infrastructure. Given the lack of organizations and institutions promoting or providing enterprise guidance and support, the Impact Enterprise landscape in Myanmar is at a grassroots stage relative to the rest of Asia.

In terms of demand, Myanmar remains the most challenging countries in the world to start a business as per the Ease of Doing Business Index (ranking 189/189 across this dimension). Consequently, only a few intermediaries are active in the region. This includes IIX Impact Partners, which has provided technical assistance to high-impact entities in the region, plus British Council's SSE program, Sustainable Business Myanmar and Building Markets, that equip small-scale IEs with the mentorship and basic incubation support to scale their impact.

Supply of capital is also restricted as private investors are still largely apprehensive towards making large investments in Myanmar owing mainly to political instability. While private capital inflows are entering Myanmar, these are heavily constrained by perceived political and business risk and further aggravated by human capital skills shortages. There is a need for more action oriented research efforts, such as Impact Investment Shujog's landscaping exercise, which can coalesce stakeholders from both the public and private sector and give strategic recommendations on policy as well as capital needs.

Recommended Solutions to Addressing Key Gaps

There is an opportunity to diversify Myanmar's impact investment portfolio – both to catalyze the growth of enterprises whose mission advances the regions peace and security agenda and to empower women and youth to become agents of change.

Aligning capital with demand would involve identifying and supporting IEs that use business methods to achieve a social or environmental mission. This is a nascent concept in Myanmar, facing a dual challenge:

- (i) there are few investment-ready SEs that have the capacity to effectively infuse capital and achieve tangible impact; and
- (ii) existing organizations that focus on promoting social justice (high-impact non-profits and SMEs) rarely self-identify as Impact Enterprises, which encompass both mission-orientation and financial sustainability.

This indicates a need not only to nurture the space, but also to educate these organizations on the benefits of generating sustainable revenue streams or unlocking private capital to expand their operations and deepen their impact.

Myanmar requires a model that can provide basic incubation support to small-scale SEs with tailored mentorship and basic technical assistance that would help transform innovative ideas into investment ready enterprises.

Impact Enterprise Pipeline

In a nation with fragmented ethnic groups, IEs can play a critical role in improving social cohesion by providing access to basic amenities and economic opportunities taking a bottom-up approach to building peace in the region. However, direct efforts in targeting internal conflict by Impact Enterprises have been limited due to a number of challenges, such as underdeveloped infrastructure, weak regulation, and lack of both capital and a skilled workforce.

Currently, early stages of development in the IE sector is emerging as organizations are growing with the aim of being responsive to the needs of their local communities. Hence, the majority of financially sustainable IEs tend to focus on livelihood enhancement, vocational training, and microfinance. IEs indirectly promotes peace and security by providing products and services, which reduces the risk of conflict over natural resources, such as water and energy.

It is critical to provide alternatives to the investment industry's traditional biases towards women-owned enterprises in Myanmar. This is heightened by the fact that the humanitarian crisis has not been gender neutral - research shows emergencies create high-risk changes in gender dynamics. Although there is limited focus on gender equality-focused IEs, one epitome is the Sunflower Social Enterprise Group, which sells textiles made by women weavers including women living in the internationally displaced persons (IDP) camps in Kachin State.

Youth are often overlooked as primary beneficiaries of the majority of IE activity. However, there are enterprises such as FXB have developed programs for vocational education, professional social entrepreneurship training and income generating activities, thereby contributing to local economic growth and development.

Although currently limited Impact Enterprises are effectively leveraging technology for the purpose of peacebuilding, a number of new community spaces/hubs have appeared within the last few years in order to support the growth of these technology-empowered organisations, such as Code for Change Myanmar and Phan Dee Yar: Myanmar Innovation Hub.



High-Impact Sectors:

- **Access to Water and Sanitation:** Access to basic amenities can particularly improve social and economic security of women in the region.
- **Access to Energy:** Only ~26% of the population have access to electricity; the clean energy sector has the potential to improve peace and security in the region with dual social and environmental impact as well as high potential to provide investors with secure financial returns.
- **Livelihoods:** Providing marginalized groups or high-risk youth with livelihood opportunities to improve their economic resilience enables them to be embraced as solutions to peacebuilding as opposed to victims while also improving the nation's demographic dividend.

COUNTRY PROFILES: MYANMAR

Mapping Myanmar's Impact Ecosystem

Impact Enterprises

- Proximity
- Myanmar Eco Solutions
- Indigo Energy
- T&H Maths Center
- Snow Ball Soy Food
- Pomelo
- FXB
- Phang Daw Oo Monastic Education
- Sunflowers Group
- Harmoneat
- Yangon Bakehouse



■ SMEs ■ NGOs ■ Donors ■ Government ■ Foundations ■ Individuals

Accelerators/Incubators

- Ideabox
- Opportunities Now
- Phandeeyar
- Project Hub
- Business Innovation Facility
- Barcamp Yangon 2014
- British Council – Skills for Social Entrepreneurs

Investor Networks

- Yangon Angels
- Insitor
- Accion International
- PhiTrust Partenaires
- Partnership for Change
- Myanmar Woman Entrepreneurs Association
- IIX Impact Partners

Ecosystem Partners

- Impact Investment Shujog
- Business for Social Responsibility
- DevLab
- MBE
- Sustainable Business Myanmar
- UMFCFI (Union of Myanmar Federation of Chambers of Commerce and Industry)
- Impact Investment Shujog
- Technology and Innovation Support Center

Intermediaries

- Frontier Digital Ventures
- Bilbros, Ned Philips
- Ronoc, Peace Support Fund
- Impact Investment Exchange Asia



While Nepal saw an end to the Civil War with a deal to reintegrate former Maoist rebels into society, political instability and ethnic division continues to trigger conflict across the country. The intensity of conflicts is strongest in the districts of Rolpa and Rukum in the mid-Western region and continues to spread across the northern regions of the country. Nepal ranks quite highly relative to its peers in South Asia on the Global Peace Index, placing 62nd out of 162 countries.

Ranking 98th on the Social Progress Index, Nepal falls short on the opportunities dimension, with a weak relative score on access to advanced education and low levels of tolerance and inclusion. With regard to the government's role in peacebuilding, various peacebuilding activities operate under the Ministry of Peace and Reconstruction (MOPR). The Nepal Peace Trust Fund – a joint government-donor funding mechanism – currently allocates 39 per cent of its budget towards peacebuilding activities. The MOPR also has an Emergency Peace Support Project to provide support for individuals and communities affected by armed conflict. UNDP's Conflict Prevention Program is dedicated to helping the Government of Nepal alongside other relevant actors including civil society to avoid escalations in socio-political tensions across the country.

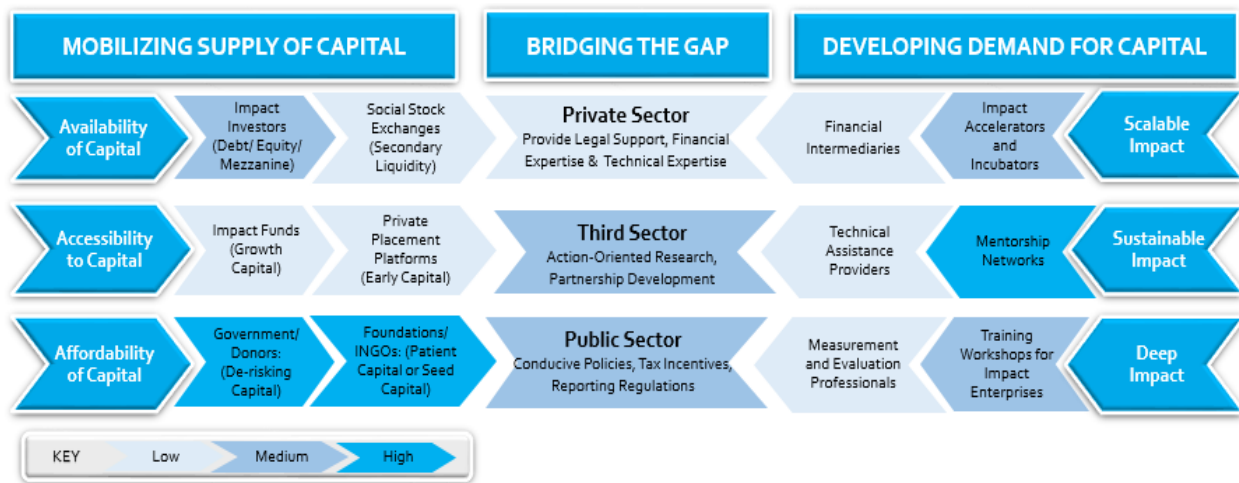
Most peace and security efforts in Nepal are largely donor or NGO initiated with higher focus on achieving immediate or medium-term results as opposed to creating long term change. Key criticism include: (i) most funding is on advocacy as opposed to action; (ii) post-conflict victims are rarely empowered in terms of economic opportunities to prevent them from relapsing into conflict; (iii) projects are often plagued with myriad instances of duplication of efforts and overlapping in terms of funding; and (v) the issue of inclusivity has not been addressed with women and youth primarily viewed as victims of conflict instead of potential change-agents.

Peacebuilding is unsustainable and non-inclusive but is has limited capacity to achieve scale.



COUNTRY PROFILES: NEPAL

IMPACT ENTERPRISE ECOSYSTEM



State of the Impact Enterprises Ecosystem

Nepal has a fragmented Impact Enterprise ecosystem and top-down approach to peace-building has resulting in furthering both the supply gap, with limited private sector capital being linked with creating transformative change, and demand gap, with the dominant narrative still focusing on NGOs that are limited to campaigns or awareness building and few high-impact IEs that create scalable impact and sustainable peace. As of 2014, Nepal had received only \$1.2 million in impact investment capital, the lowest among all South Asian countries. Additionally, currently only one known fund focused on Impact Investing has deployed capital in Nepal.

IEs tend to rely largely on grants and donations and are far from achieving financial sustainability. Global incubators and accelerators such as Rockstart Impact Nepal, and ChangeFusion Nepal, and Technical Assistance Providers (TAPs) such as IIX's Impact Partners platform have been pivotal in continuously supporting the local market. Local ventures are also emerging - Peace Innovation Lab, which enables young students in rural communities to design and implement projects that contribute to local peacebuilding efforts, is one example of Nepal's regional networks that focus on increasing the activity of social enterprises. Aside from various women and youth oriented associations, many local mentorship-based accelerators are gradually being established.

Recommended Solutions to Addressing Key Gaps

Despite these advancements, the role of these intermediaries in capital raise is quite limited, as their predominant goal is capacity building. Some of the broader challenges affecting Impact Enterprises across Nepal include being situated remote geographic locations which have negative implications on ability to be considered attractive investment opportunity. This is exacerbated by the information asymmetry that makes it hard for promising enterprises to receive recognition from investors to raise capital required to scale up. It is critical for intermediaries to provide a platform for these organizations to connect with potential investors and access seed-stage financing.

Additionally, many IEs that self-identify solely as SMEs have spillover social or environmental benefits which they are unable to articulate due to lack of impact measurement tools. M&E professionals can assist these IEs to monitor and evaluate their impact to unlock new sources of capital from Impact Investors.

Before mobilizing supply of capital, Nepal needs to build a pipeline of organizations that are able to use market-based solutions to create scalable change through a model that provides intensive incubation support and end to end investment readiness services that culminates with exposure to potential

COUNTRY PROFILES: NEPAL

Impact Enterprise Pipeline

While civil society is a major player in mobilizing activity within conflict resolution, Impact Enterprises that have some form of revenue generating activities are yet to achieve the same level of prominence. Impact Enterprises are a relatively novel concept in Nepal, with very few enterprises being started with the primary purpose of generating social or environmental impact. In particular, IEs using technology or innovation are relatively underdeveloped in Nepal.

In Nepal, it is critical for IEs to act swiftly to address basic survival needs, often characterized by a lower level of accountability to gender standards. A retrospective analysis of Nepal's Women Empowerment Program (1997–2001), known as WORTH introduced the “package of literacy and women in business”, increasing the number of women from 19,000 to 86,000. According to a survey, 47% of the women said WORTH had helped them cope with the effects of conflict in the country, reiterating the link between gender equality, entrepreneurship and peacebuilding. Financial inclusion IEs have also impacted women's social inclusion and peacebuilding. The results indicators identified by the Center for Microfinance show 48.7% women borrowers are benefitting from self-employment opportunities. Nepal's women-led and women-focused initiatives IEs largely fall within the ethically sourced handicrafts sector, aimed at providing them with sustainable livelihoods which can empower them as agents of peacebuilding. For example, Higher Ground is a financially sustainable IE that carries out multiple services including a bakery, a café and a handicrafts and jewelry store. Despite this, many Nepalese female entrepreneurs face greater barriers to entrepreneurship. There is an absence of tangible assets in their possession, which makes Nepalese women unable to afford external financing. It is rare to find women in sole proprietorship positions; instead, women-owned cooperatives are the main source of employment.

There is some overlap between enterprises benefiting youth and those that are involved in peacebuilding. Outside of government bodies, youth entrepreneurship activities are emerging through enterprises that mobilize youth away from violent tendencies by providing them with access to education and vocational training skills. Given the nature of these activities, enterprises within the youth nexus often lack stability in revenue generation activities and are largely grant-driven.

High-Impact Sectors:

- **Livelihoods:** The country's tourism industry has strongly promoted the ethically sourced handicrafts sector which could help women to transition to sustainable livelihoods and economic empowerment.
- **Education:** Access to affordable education has the potential to be a game changer for Nepal both in terms of the potential to unlock massive social impact while providing modest financial returns but also to magnify the nation's resilience dividend by empowering its youth.
- **Transportation:** Transportation is another sector that not only has the potential to advance security through improved connectivity, but also is attractive for investors due to the potential to absorb large ticket-size investment.



COUNTRY PROFILES: NEPAL

Mapping Nepal's Impact Ecosystem

Impact Enterprises

- Nagarik Aawaz
- Alternatives Nepal
- Smart Tech Solution
- Build Up
- Purnaa
- Alpine Coffee Estate
- Higher Ground
- Empower Generation
- Kranti
- Chhahari Services



■ Individuals ■ Corporates ■ SMEs ■ NGOs ■ Donors ■ Government ■ Foundation

Accelerators/Incubators

- Rockstart Accelerator
- ChangeFusion Nepal
- Biruwa Ventures
- Business Incubation Program
- Nepalese Young Entrepreneurs Forum
- Naya Ghar

NGOs & Foundations

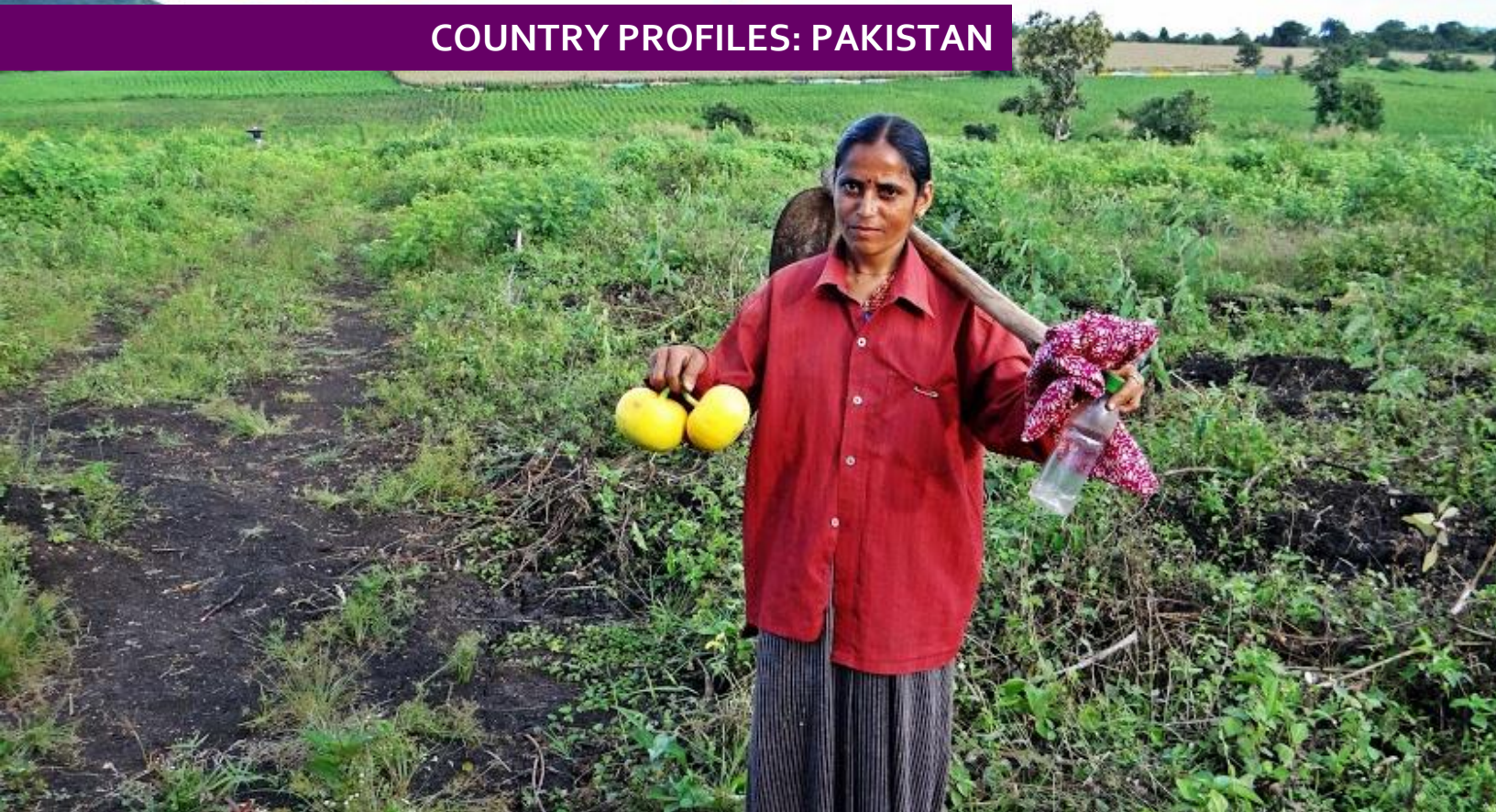
- Action Works Nepal
- Alliance for Peace
- Caritas Nepal
- CARE Nepal
- Saathi
- Mercy Corps
- Nepal Peacebuilding Initiative

Ecosystem Partners

- Shantimalika
- Center for Rural Technology
- Social Enterprise Activation Center
- Mobile Nepal
- Federation of Women Entrepreneurs Association of Nepal
- Peace Innovation Lab
- Impact Investment Shujog

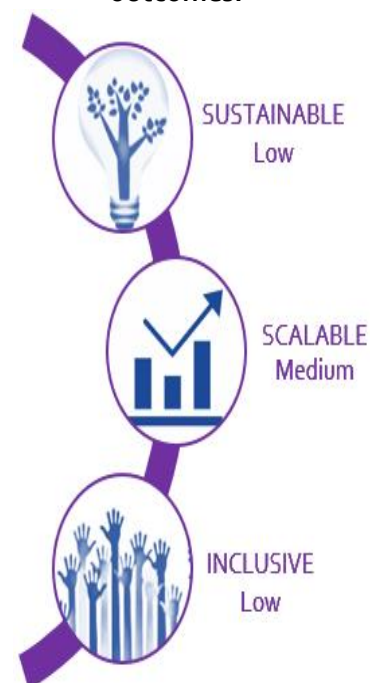
Intermediaries

- Business Oxygen
- Dolma Impact Fund
- Social Business Initiative Fund Nepal
- ChangeFusion Nepal
- Impact Investment Exchange Asia



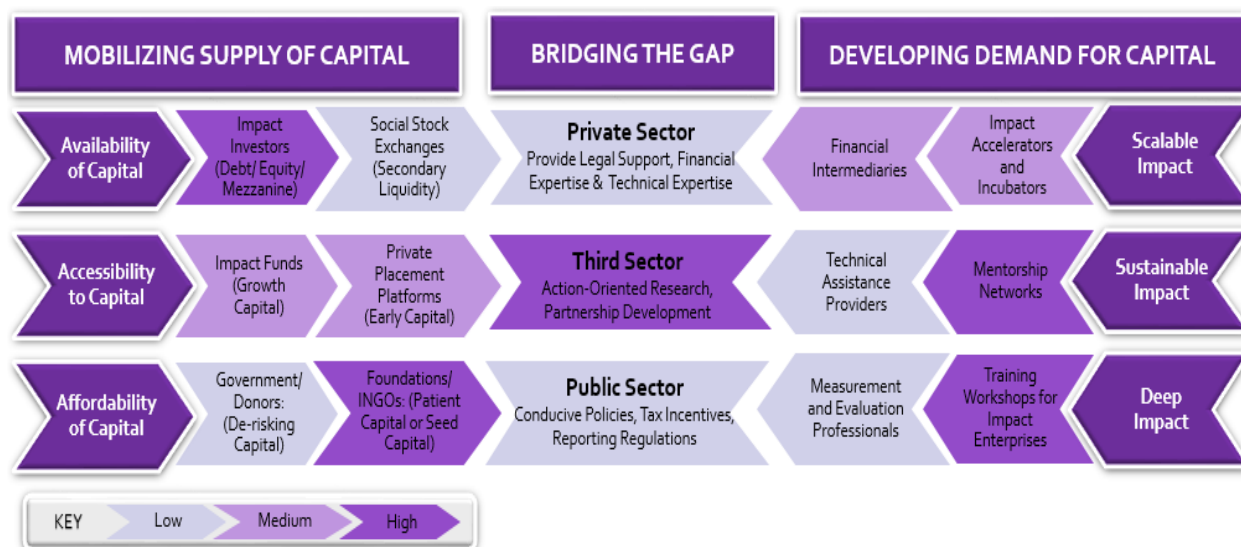
Conflict has become endemic across the country. In particular, the regions on the border of Afghanistan, North and South Waziristan have seen a greater escalation of conflict in recent years with increasing support from the Taliban. The city of Karachi has been declared a war zone while the province of Baluchistan has seen increased presence of armed groups and extremists targeting civilians. Pakistan is ranked 154th in the Global Peace Index. Pakistan ranks 122/133 on the Social Progress, scoring poorly across all 3 core dimensions: (i) Basic Human Needs: due to a high food deficit, (ii) Foundations of Wellbeing: due to poor access to education, and (iii) Access to Opportunities: due to weak community safety. While Pakistan has a long-standing tradition of NGOs and donor agencies, it has yet to adequately address challenges in post-conflict regions that could mitigate the risk of relapsing into a state of violence. Socio-economic resilience is lacking due to high focus of traditional actors on immediate recovery, rehabilitation and reconstruction efforts as opposed to creation of economic opportunities that can empower key stakeholders - local communities, women and youth - to shift from being viewed as victims to catalysts of peace and security. However, an increasing number of private sector players have an agenda to address the funding gaps inherent in the Pakistani peacebuilding agenda through sustainable economic development which could position the nation to democratize capital markets to accelerate equitable growth and prosperity. UNDP's Peace and Development program in Khyber Pakhtunkhwa province is an example of its work in promoting social cohesion through the rehabilitation of damaged community infrastructure and access to basic services.

The overall peacebuilding landscape is relatively unsustainable and non-inclusive but has potential to scale outcomes.



COUNTRY PROFILES: PAKISTAN

IMPACT ENTERPRISE ECOSYSTEM



State of Impact Enterprises Ecosystem

Despite political instability, Pakistan received ~\$162 million in impact investment capital in 2014, making it the second most active country in South Asia (after India) in terms of supply of capital. There are 5 Pakistan-specific funds focused on Impact Investing and several family offices mobilizing capital to growth the space. Acumen and IIX Impact Partners are examples of intermediaries that have supported IEs through the provision of capital and technical assistance.

Pakistan has witnessed a proliferation of start-up hubs, accelerators, investor networks and entrepreneurship associations, in recent years. Domestic universities with entrepreneurship departments, such as LUMS (Lahore), also present excellent opportunities to nurture the talent pool. Similarly, there are a number of entrepreneurship networks, many of which have a direct focus on championing youth as the catalysts to ensure peace. For example, Peace Innovation Fund is an entrepreneurial initiative that promotes peace by piloting innovative local solutions to local problems.

There are a few large government departments that provide hands-on support local entrepreneurship for women and youth, such as SMEDA or the SME Business Support Fund (BSF).

Recommended Solutions for Addressing Key Gaps

Despite high availability of supply of capital and relative ease of access to seed funding and early stage financing, the pipeline of IEs are still relatively small-scale due to limited access to growth capital and inadequate impact assessment tools to help IEs articulate their theory of change to attract follow-on investments by adequately measuring, monitoring and magnifying their impact trajectory.

The nation is exploring implementing a Social Impact Bond (innovative financial instrument that uses a pay for success mechanism to shift the risk from governments/donors to investors) in the education sector which could increase the necessity of strong M&E professionals to verify outcomes.

Early stage ventures face greater difficulty accessing impact capital due to higher perceived risk by investors and requirement of greater engagement both pre and post investment. Technical assistance is required to help these organizations overcome barriers to growth by refining their business plans and building robust financial models to boost investor confidence.

Pakistan requires an intervention model that can help early stage enterprises transition to growth stage via comprehensive technical assistance and rigorous impact assessment.

COUNTRY PROFILES: PAKISTAN

Impact Enterprise Pipeline

Pakistan has a burgeoning Impact Enterprise ecosystem, particularly with respect to organisations focused on promoting peace and security. The nation is experiencing a fundamental revolution in youth-focused Impact Enterprises, driven by its large young population. This, in combination with its lack of government support, has stimulated the emergence of several youth-focused Impact Enterprises that focus primarily on skill development and capacity enhancement opportunities. There are myriad advocacy organisations and networks working to build peace and resolve conflict led by a young demographic. For example, the Pakistan Youth Alliance is a youth-led activist organisation that actively campaigns, conducts training workshop, and has provided material relief to over 95,000 families affected by conflict.

Technology is playing a greater role in Pakistani IEs, particularly with those led by youth. Some of the key drivers have been easier access to the Internet and a flourishing technology ecosystem. For example, the Pakistan Software Houses Association for IT & ITES launched a PKR 20 million fund in 2013 to drive social innovation using technology in the country.

This historic lack of gender equity has stifled innovation, limited gains and masked risks for enterprises large and small. Although women-led IEs have the potential to transform existing power relations to empower women, most have gone little beyond small-scale, informal business ventures that enhance family security on a temporary basis and lead to only a marginal increase in women's financial independence. Increasingly more women are being supported to lead IEs in Pakistan, precipitated by organisations such as the Women's Entrepreneurial Alliance. A key focus are for these organizations is financial inclusion (often via MFIs) and access to financial literacy tools that can empower women as well as advance long term peace and security efforts by creating multi-generational impact and strengthening community resilience from the grassroots.

Like Indonesia, there is an upward trend of 'cross-fertilized' IEs with an intersecting focus on women-led organizations with a technology or innovation angle. Examples of innovative initiatives started by women entrepreneurs include Women's Digital League, an online portal that provides digital training services to women who are unable to work outside their homes and WordPL.net, which supports young entrepreneurs with marketing content for social media platforms. Scalable initiatives like these are attractive investment opportunities especially for gender-lens investors, as well as have a high potential to help overcome the structural constraints that exclude women from the peacebuilding process.



High-Impact Sectors:

- **Financial Inclusion:** Financial inclusion is the single most active sector in Pakistan for Impact Investors, being an attractive investment opportunity both in terms of potential return and from an impact perspective.
- **Agriculture:** Agriculture is a high-impact sector that can achieve significant peacebuilding outcomes both in terms of integrating women in the supply chain to build inclusive peace, and through the lens of mitigating the nation's food deficit, thereby reducing potential for internal conflict.
- **Energy:** With an estimated 30% of households un-electrified in 2014, access to energy is has significant market potential in the nation. However, this sector is primarily targeted by DFIs as opposed to Impact Investors.

Mapping Pakistan's Impact Ecosystem

Impact Enterprises

- Harbinger Comix
- Naya Jeevan
- Initiator Human Development Foundation
- Bilsum
- Peace Library
- Intersect Harmony Center
- Godh Lahore
- Mashal
- Kaarvan Crafts
- Impulse Social Enterprises



■ Individuals ■ Corporates ■ SMEs ■ NGOs ■ Donors ■ Government ■ Foundation

Accelerators/Incubators

- SEED Incubation Centre
- Acumen Fund
- izi
- Plang
- TiE, International Alert
- Women Business Incubation Center
- LUMS Center for Entrepreneurship
- Pakistan Software Houses Association

NGOs & Foundations

- Edhi Foundation
- Caritas Pakistan
- Sustainable Peace & Development Organisation
- SAWERA
- Women's International League for Peace & Freedom
- South Asia Partnership Pakistan

Ecosystem Partners

- Peace Innovation Fund (USIP)
- Pakistan Poverty Alleviation Fund
- PM Youth Loan for Entrepreneurship
- Sindh Enterprise Development Fund
- Punjab Skill Development Fund
- Impact Investment Exchange Asia

Investor Networks

- Acumen Fund
- SEED Ventures
- Tech Angels Network
- Plang Angel Investors Club
- YES Network
- TiE Network
- Women's Entrepreneurial Alliance

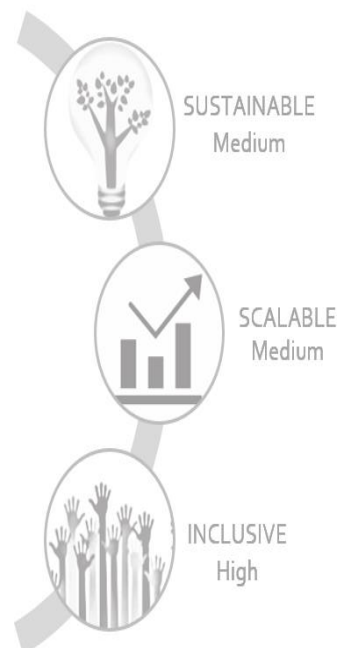


Conflict is heavily concentrated in the Mindanao region with three major groups operating across the region. The Moro Islamic Liberation Front is present in the central to western areas, New People's Army in the eastern to central areas and the Abu Sayyaf Group in the western areas of Mindanao. Despite formal peace talks, the groups continue to clash with government forces. The Philippines is the lowest ranked country in Asia Pacific placing 141st in the Global Peace Index.

The Philippines scores 64/133 on the Social Progress Index, with maximum opportunity to improve on the Foundations of Wellbeing on two dimensions: health and ecosystem stability in terms of unsustainable water withdrawal levels.

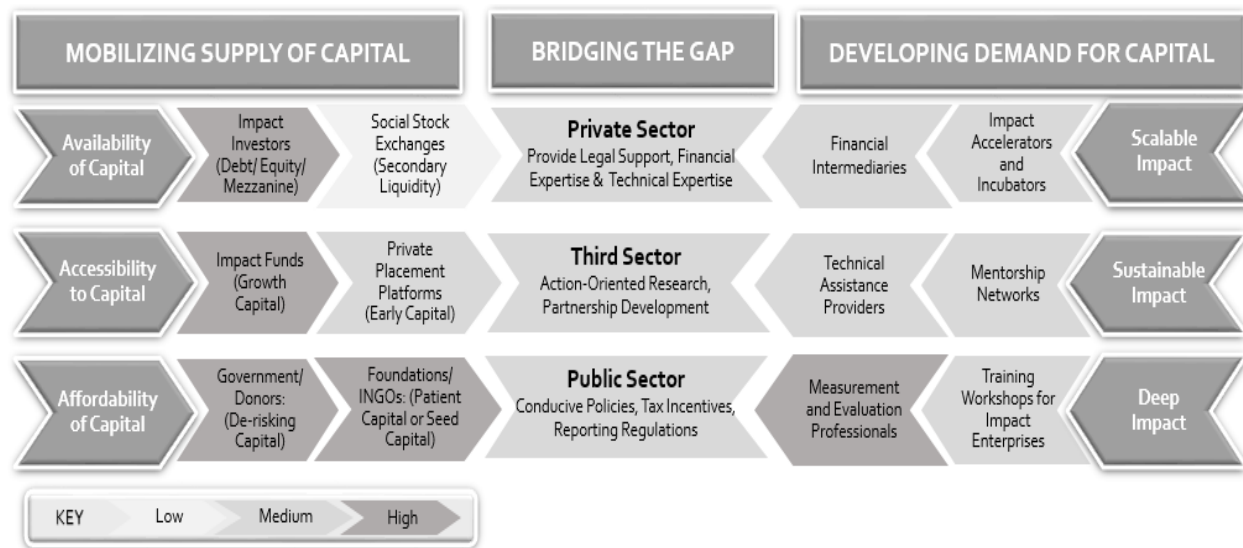
The peace and security landscape in the Philippines is dominated by NGOs, Donors and Foundations, including PECOJON, USIP, PEF and Silsilah, among others, that have adopted a bottom-up, inclusive approach that actively seeks to galvanize solidarity and sustain dialogue among the tri-people grassroots. UNDP's Early Recovery and Rehabilitation for Central Mindanao Project seeks to address displacement caused by armed conflict in the region while restoring social cohesion through peacebuilding activities. While awareness building is critical in triggering the dialogue around creating sustainable peace, there is needs to be more translation into concrete action and achieving demonstrable outcomes on creating sustainable peace. Limited private capital in earmarked to accelerate the region's peace and security agenda, with a strong tendency for investment to be pooled into the inner ring of urban development (Manila) leaving the outer ring (Mindanao) behind.

Peacebuilding is highly inclusive; current efforts have potential to scale and sustain results but are fragmented across the region.



COUNTRY PROFILES: PHILIPPINES

IMPACT ENTERPRISE ECOSYSTEM



State of Impact Enterprises Ecosystem

Philippines Impact Enterprise ecosystem is inherently poised to grow quickly with natural resource abundance and the opportunity to provide the ten million people in poverty with sustainable livelihoods, positioning IEs in the region as a promising alternative vehicle towards combating conflict and instability. For instance, British Council's 'I am a Change Maker' program supports social innovation solutions developed by youth.

Supply of capital is strong with majority mobilized from donor initiated programs such as the 2015 \$16M USAID program – ENGAGE and is complemented on the demand side growing network of technical assistance partners in the greater Philippines, there is high potential to leverage market-based solutions to advance the nation's peace and security agenda. IIX's Impact Accelerator Program has successfully transformed 4 IEs from innovative ideas to investment ready IEs. Philippines is also a target geography for IIX's Women's Impact Bond, a \$20 million debt-security to raise capital for MFIs and IEs focused on helping women transition to sustainable livelihoods that advance peace through economic resilience.

However, in contrast to the Manila metro, traction to create an Impact Enterprise Ecosystem in the Mindanao region has been limited. There is a lack of capacity building programs in this region that can help IEs to attract investment capital required to scale.

Recommended Solutions for Addressing Key Gaps

Despite relative maturity of the space compared to the rest of South East Asia, investment capital from private sector players and capacity-building organizations such as accelerators and incubators directed towards early stage organizations are sparse, particularly in areas afflicted by conflict. Most mature IEs are located in Manila as opposed to Mindanao which is the heart of the conflict zone. Moreover, there is a lack of targeted approach in meeting the needs of IEs in the conflict region, with few platforms available for enterprises to achieve scalability through capital raise that can equip these high-impact entities with the require resources to transform the nation's peacebuilding landscape.

It is critical for the Philippines to also develop a strong base of M&E professionals that are equipped to support existing organizations with the tools to measure, monitor and magnify their impact in order to unlock investment capital by quantifying outcomes achieved and adhering to industry standards such as SROI that would mobilize capital from international investors.

As such, the Philippines needs a model that targets early stage organizations and provides them with holistic incubation support including impact assessment plus access to a network of potential investors.

COUNTRY PROFILES: PHILIPPINES

Impact Enterprise Ecosystem

The IE pipeline in the Philippines is diverse with a strong focus on textiles and technology. In contrast, Impact Enterprises in regions like Mindanao and the Eastern Visayas (another conflict zone) have focused on the sustainable use of natural resources and enhancing livelihoods for those in the region, with strong focus on integrating women in the supply chain.

The gender-lens investing approach is gaining traction in the Philippines as investors are seeking new, creative ways to achieve sustainable and equitable prosperity by increasing access to capital to women entrepreneurs and to business focused on providing products and services to women. In Philippines, gender lens investing is driven by a combination of demand and opportunity. IEs employ a relatively disproportionate amount of women and feature a balanced number of women leaders as compared to other Asian countries. For instance, Rags to Riches is an eco-fashion marketplace for craft made with local discarded fabric, improving livelihood opportunities to over 300 women from the Patayas community. The organization has a dual impact having created a successful model around waste recycling as well. Similarly, ECHOstore, a women-led IE, is the first store of its kind in the Philippines to position green, fair trade community products in a premium, specialty market segment. By advancing the role of women in the 'board-room' to play a role in economic development also increases the opportunities to bring them to the 'peace-table' to provide strategic insights on inclusive peacebuilding.

Youth-led IEs ecosystem in Manila is higher compared to the rest of the region, many of these enterprises using a strong technology or innovation angle to scale impact. The EdTech space is witnessing an upward trend and receiving positive attention from international investors as well. Majority of IEs in the Mindanao region focus on agriculture and environmentally friendly products made from agricultural waste such as coconut husk. For instance, Coffee for Peace is an Impact Enterprise that works with Mindanao farmers to source fair-trade coffee beans, increase value formation, and share industry standards and resources that improve their livelihoods.

Livelihood enhancement has served as the primary IE vehicle promoting social cohesion, economic stability and improved resilience – factors that lead to reduced risk of the region relapsing into conflict. VESTI is an example of a successful female youth-led IE that creates bags from sustainable fabrics woven by indigenous tribes in Mindanao and collaborates with livelihood programs to build empowerment using a bottom-up approach.



High Impact Sectors:

- **Agriculture:** Sustainable agriculture has high growth potential in the Philippines, including the conflict zones, where IEs that product eco-friendly and fair trade products can play a pivotal role in advancing peace and security in the region as well.
- **Livelihoods:** The livelihoods sector has a strong women-empowerment potential that can help empower marginalized or low-income women to become agents of peace instead of victims of conflict.
- **Ed Tech:** The EdTech space has the potential to achieve scalable impact as well as generate substantial financial returns; this double bottom line makes it an attractive sector for impact investors.

COUNTRY PROFILES: PHILIPPINES

Mapping Philippines' Impact Ecosystem

Impact Enterprises

- Gerweiss
- Bagospehere
- Glovax Biotech
- Butterfly Homes (Y)
- ecoWEB
- Sidlakpinoy
- Social Products
- Coffee for Peace
- SKETCH Bags
- Knots and Woods
- VESTI Bags



■ Individuals ■ Corporates ■ SMEs ■ NGOs ■ Donors ■ Government ■ Foundation

Accelerators/Incubators

- IdeaSpace
- Kickstart Ventures
- Ayala Technology Business Incubator (AyalaTBI Network)
- IIX Impact Accelerator (4 IEs: Hiraya Technology Solutions, Kapwa Greens Anthill Fabric Gallery, Sidlakpinoy)

NGOs & Foundations

- Institute for SE in Asia
- SGV Foundation
- Gawad Kalinga
- Foundation for a Sustainable Society
- Social Enterprise Development Partnerships, Inc.
- PEF: Peace and Equity Foundation
- Benito & Catalina Yap Foundation
- CARE International

Investor Networks

- Manila Angels
- Angel List
- Philippines Angel Investment Network
- Philippines Social Enterprise Network
- Management and Entrepreneurship Society
- Beeck Center Chodos Impact Investing
- IIX Impact Partners

Ecosystem Partners

- CARD – MFI for women
- Mount Kalayo Institute for Social Enterprise Growth
- USAID ENGAGE Program
- Beeck Center Chodos Impact Investing [Georgetown]

PROPOSED MODEL: OVERVIEW

Introduction

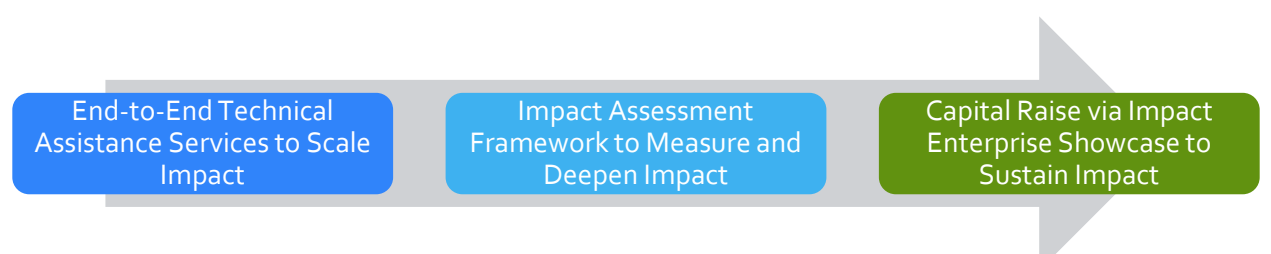
The Innovation Challenge lends itself nicely to a hybrid-incubator model, given that the N-Peace project is looking to catalyze enterprises across a wide array of sectors and countries. The advantage of an Incubator is that its value proposition is generic enough to appeal to a wide set of enterprises while having the flexibility to tailor its services to the unique needs of each enterprise. This is crucial for a competition such as this, which has to take into account the geographical nuances of operating an enterprise in the chosen countries given the differences in their existing access to finance and technical assistance services. An Incubator also offers a platform for bringing together different ecosystem partners and bridging the gap between the supply and demand of finance for IEs that would otherwise not have the means to support their own growth.

To meet the complexities of operating an Incubator spanning six different countries, best practices of existing regional models were drawn upon to develop critical success factors that can feed into our proposed program model which, based on the research, will target early-stage organizations. The overarching theme from models considered in our analysis is the need for developing a holistic approach that allows for localized measures to be used so that each enterprise receives services dedicated to their key needs. Even prior to this, it is imperative to ensure that the screening criteria is clearly aligned with the program goals so that the stage of each enterprise is directly related to the intended deliverables of the Incubator program. Following a review of literature as well as examining IIX's Impact Accelerator, the proposed model ensures that key takeaways have been well integrated.

Unlike traditional incubators, the IIX Innovation Incubator will be conducted remotely, to accommodate geographic breadth, but involve a high-level of interaction via site visits, in-person training workshops and regular virtual interaction. This will also provide the program with a high degree of flexibility to provide customized support to all six winners while keeping a reasonable degree of standardization of delivery in the overarching program structure to facilitate ease of implementation.

Why this is a Unique Intervention

- **Novel Approach to Advancing Peacebuilding:** The Challenge will serve as a blueprint to create replicable models that link finance with development in N-Peace's target geographies, allowing for scalable, market-based solutions to create sustainable peace outcomes, include key stakeholders like women and youth in the region's peace and security agenda and effectively unlock private capital to address socio-economic development across Asia.
- **Going Beyond the Scope of Traditional Competitions:** Unlike traditional Impact Enterprise competitions, the winners will receive more than prize money and capacity building services. Instead, they will be embraced as part of the IIX community, equipped with technical assistance to scale impact, impact assessment frameworks to articulate their theory of change and connected to IIX's network of ~400 Impact Investors to raise capital to sustain results.



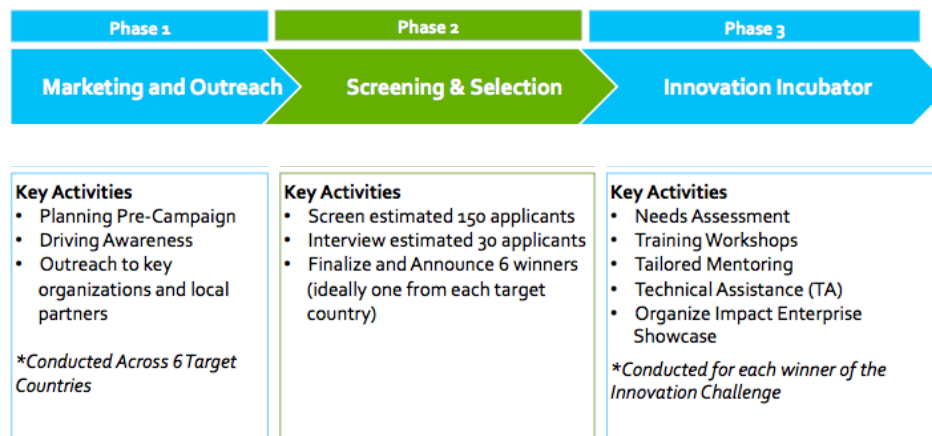
End-to-End Technical Assistance Services to Scale Impact

Impact Assessment Framework to Measure and Deepen Impact

Capital Raise via Impact Enterprise Showcase to Sustain Impact

PROPOSED MODEL: OVERVIEW

The proposed program model consists of **three key phases** over **ten months**: (i) **Call for Applications**, (ii) **Screening & Selection**, and (iii) **Innovation Incubation**. IIX has customized the program model from its extremely successful Impact Accelerator Philippines program, where IIX sourced, screened and selected four Filipino social enterprises to receive intensive advisory support over a period of eight months. The holistic methodology (adapted from Impact Accelerator) will not only identify and build the capacity of Impact Enterprises with innovative approaches to peacebuilding, but also serve as a replicable model for N-Peace to turn other high-potential organizations into sustainable and scalable entities. See below for an overview of the key phases of the proposed program model.



Below is a summary of indicative program outputs and deliverables. These may change depending on the Impact Enterprises selected and their key needs.



IIX will leverage its expertise in the Impact Investing space in Asia to build the capacity of high-potential Impact Enterprises to complement the existing efforts of N-Peace programs. By incubating innovative market-based solutions to achieve social outcomes, the proposed program model will introduce a layer of sustainability into peacebuilding initiatives that will allow them to scale their impact and drive results.

PROPOSED MODEL: PHASE ONE

Phase One: Marketing and Outreach

In order to ensure a strong pipeline of Impact Enterprises, IIX will undertake an intensive marketing campaign to find additional Impact Enterprises that are not part of IIX's enterprise database or identified in this Diagnostic Report. The marketing strategy IIX intends to adopt involves three key steps:



1. **Planning and Pre-Campaign:** Outreach and engagement with marketing partners and purchase or design of key visuals, messaging and footage that adequately brands the Innovation Challenge and represents both N-Peace and IIX's overarching mission to catalyze peace-building efforts across Asia using a scalable and sustainable approach.
2. **Driving Awareness:** Cultivate interest via partnerships with key umbrella associations, organizations and agencies. Work closely with individual KOLs (key opinion leaders) to build awareness about the Innovation Challenge leveraging IIX and N-Peace's existing network. Develop press-releases and launch campaign on social media. Attend selected events to further connect with potential applicants and actively distribute physical collateral (brochures, flyers, posters).
3. **Nailing Sign-Ups:** IIX will also create an online application portal during this Phase with support from its in-house marketing and design team. The portal will be user-friendly and allow for easy screening and selection of applicants.

Based on IIX's research during this diagnostic study, the four N-Peace focus areas were challenging to find in one enterprise (e.g., peacebuilding mission, women-focus, youth nexus, and innovative technology angle). Given N-Peace's main mandate of advancing inclusive peacebuilding in Asia and particularly working with women, IIX recommends that entities addressing the peace and security agenda in conflict zones (for example, by creating sustainable livelihoods) and/or organizations that focus on women, should be given priority. Therefore, IIX strongly encourages organizations to apply that meet (the majority of) the following screening criteria:



Early-Stage or Growth Stage Impact Enterprise - Enterprises that have pilot tested their business model and have established proof of concept. Typically in existence for at least 6 months.



Geographical Location – Enterprises located in one of the six N-Peace Countries: Afghanistan, Indonesia, Myanmar, Nepal, Pakistan, Philippines

PROPOSED MODEL: PHASE ONE



Mission Alignment – Enterprise with a mission to advance peace & security efforts in conflict affected or high-risk to conflict areas



Women focus – Enterprise that demonstrates a mission to promote women's inclusion in the peacebuilding agenda and are either women-led or have women as the key beneficiary group



Technology and Innovation Angle – Enterprise that uses technology to scale impact or use of an innovative approach to build sustainable peace in the region



Youth Nexus – Enterprise led by youth, i.e. anyone under the age of 35 or has youth as a key beneficiary group



Financial Sustainability – Enterprise must be or have the potential to become financially sustainable within a reasonable period of time

In total, IIX estimates a submission of 150 applications across the six N-Peace countries. The numbers will vary per country depending on the strength and development of the Impact Enterprise ecosystem.

The Call for Applications outreach strategy will include (but is not limited to): electronic direct mail (EDM) to IIX and Shujog's database of over 30,000 contacts; press releases to major media sources in the six N-Peace countries; social media banners for local partners to post on Facebook, Twitter, & Instagram; "buttons" on websites of local partners and other supporters which directs the clicker to the Innovation Challenge application; flyers to be placed in entrepreneurship hubs and universities; and where possible, the attendance of local partners at conferences or events that have a strong Impact Enterprise mandate. The outreach strategy and scheduled marketing plan is outlined below:

	Scheduled Marketing Plan for IIX-N-Peace Innovation Challenge									
Items/Time	Aug Wk 3	Aug Wk 4	Sep Wk 1	Sep Wk 2	Sep Wk 3	Sep Wk 4	Sep Wk 5	Oct Wk 1	Oct Wk 2	Oct Wk 3
	Digital Media Promotion									
Set-up Microsite with Application Portal	Content & Web development	LAUNCH	Maintenance of microsite						UPDATE MICROSITE	
Social Media Pack	Content Development	START PROMOTION	Maintain high interest; advertise on SM		FINAL Blast - up promo	Maintain interest on SM			PROMOTE FINALISTS	
EDMs		1st Blast	Draft Content	2nd Blast				Draft Content, gather quotes	PROMOTE FINALISTS	
	Press & Media									
Press Releases	Approval from UNDP	JOINT PRESS RELEASE						Draft; internal approval	Approval from UNDP	JOINT PRESS RELEASE
Arrange potential Media Interviews		Pitch stories to media contacts	Set-up interviews with N-Peace advocates, IIX					Potential Interviews with Finalists		
	On-Ground Promotion through Local Partners									
Work with Local Partners to Support	Confirm role & activities	PARTNERS PROMOTE through online and offline channels								
	Surveys - Baseline and End-of-Challenge Feedback									
Baseline Survey	Survey Blast	Evaluation								
Survey for Feedback & Improvement						Draft Survey	Send to all applicants		Response Period	Evaluate

PROPOSED MODEL: PHASE TWO

Phase 2: Screening and Selection

Once the deadline closes for the N-Peace Innovation Challenge, IIX will conduct a rigorous screening of all of the Impact Enterprise entries. This will include an initial review by members of IIX's Impact Accelerator and Corporate Finance team, who have extensive experience in screening Impact Enterprises. The enterprises will be evaluated on the following criteria and scored from 0 – 10, 0 being the worst and 10 being the best. The scores may also be weighted according to the screening criteria deemed most critical for UNDP. Tentative weightage has been assigned in the table below; IIX will work iteratively with N-Peace to finalize the same.

Table of Proposed Ranking and Selection Methodology:

Selection Criteria	Tentative Weightage	Higher Score Indicates:
Focus on the key UNDP Impact Areas	50%	The enterprise has: (i) mission to advance peace & security in conflict affected or high-risk to conflict areas; (ii) promote women's inclusion and empowerment; (iii) use of technology or innovation to scale impact; (iv) organization is led by or its key beneficiaries are youth. The focus areas are not mutually exclusive and entities may address one or more areas. Priority is given to the first two focus areas, or as directed by the N-Peace team. Scale, depth and sustainability of impact will all be taken into consideration.
Strength of the Management Team	10%	The enterprise has an experienced team in place that works together effectively. The key entrepreneur is critical, and full time commitment to the enterprise plus relevant experience are also important factors.
Competitive Landscape and Defensible Business Model	10%	The enterprise is in a market where competition is low with no large dominant players, and the company has advantages such as existing distribution, relationships, patents etc. that strengthen its position.
Market Opportunity and Likelihood of Capturing a Share	10%	The enterprise has identified a sizeable business opportunity (i.e. there is revenue to be earned) and has the potential to get a share of this market.
Scalability and Replicability of Model	10%	The enterprise can expand to new regions with ease.
Cash Flow Viability and Capital Efficiency	10%	The enterprise has demonstrated that small amounts of capital last a long time (e.g., heavy up-front capital expenditure or deferred payment terms from customers will reduce score). The enterprise can reach cash flow breakeven in a reasonable period.

PROPOSED MODEL: PHASE TWO

IIX will conduct one round of Skype interviews with the enterprises. It is estimated that thirty organizations will be interviewed during the first round. The first round interview will cover key questions pertaining to the history of the organization, operations, management team, social impact, financials, key challenges, and milestones achieved. After this round, it is estimated that ten organizations will be shortlisted for senior management review. If required, a second round Skype interview will be set up to delve deeper into key areas of concern, as well as the impact and financials. Where required, UNDP country offices may also conduct light-touch due diligence on the estimated ten shortlisted enterprises.

The final selection process will move from an estimated shortlist of ten enterprises to the six innovation challenge winners. The six challenge winners will be selected by IIX Senior Management and N-Peace staff (the latter where applicable). To guide the final selection process, the IIX Impact Accelerator and Corporate Finance team will prepare a comprehensive slide deck which outlines the sourcing and screening process undertaken, and a detailed overview of the final shortlist including geographic diversity, Impact Enterprise summary and brief profiles. The deck will conclude with recommendations on the six winners and next steps. There will be a call between IIX senior management and N-Peace staff where the IIX Impact Accelerator and Corporate Finance team will walk the two parties through the final shortlist deck and agree on the six innovation challenge winners. If there is any disagreement on the final six winners, a vote will be taken whereby the majority rules.

The six Innovation Challenge winners will be announced on the IIX and UNDP-N-Peace website at the end of phase two. It is IIX's understanding that N-Peace will also organize an awards ceremony at the end of phase two to announce the winners. Pending the confirmation that UNDP has successfully raised the funds for Innovation Incubator, the winners will receive these services shortly thereafter, contingent on availability of program funding.



Monitoring and Evaluation for Phase 1 and Phase 2

In line with the requirements outlined in the RFP, bi-monthly reporting, as well as monthly teleconference with UNDP management and partners, will be initiated as part of on-going monitoring to review progress of project implementation, key successes and challenges, changes to the work plan and expenditure of grant funding. IIX will produce a report on the progress of setting up the application system within three weeks of program implementation. An internal monthly review will take place to analyze data collected to date and to review program progress. Reviewing this information on a regular basis will help inform program management whether the program is on track and if not, the necessary information will be available in order to determine the needed corrective steps.

PROPOSED MODEL: PHASE THREE

Phase 3: Innovation Incubator

The Innovation Incubator will consist of six main components: (1) Needs Assessment, (2) Training Workshops, (3) Tailored Mentoring, (4) Technical Assistance (TA), (5) Social Impact Framework, and (6) Impact Enterprise Showcase. The components will utilize the proprietary methodology of IIX (and its sister entity Shujog), as well as draw on IIX's extensive experience of running accelerator and incubator programs across Asia and providing TA services. IIX will align the six components to create holistic and customized support for selected Impact Enterprises.

In the **Needs Assessment**, IIX will evaluate the business needs of each Impact Enterprise and design a bespoke key needs matrix that guides engagement throughout the program. The aim will be to provide the enterprises and N-Peace staff with an 'as-is' and 'to-be' assessment, isolating key areas of focus with the potential to grow operations and scale. This will involve a comprehensive site visit by IIX staff or its local partner to each SE to review the operations, meet the management, and if possible, meet key partners in the value chain and beneficiaries.

IIX staff will utilize a proprietary key needs question tool which asks critical questions surrounding the mission, vision, management team, financials, value chain, customer segments and effectiveness of delivery channels, short-term and long-term strategy, and funding of an organization. Utilizing the key needs question tool, IIX staff will then assess the organization on key areas including operations, financial systems, pricing, marketing, sales, HR, among others.

IIX staff will then distill this analysis into a concise Key Needs Assessment Matrix per enterprise. This matrix will outline each entity's critical areas of improvement to better realize financial sustainability, as well as greater impact and ability to scale. This matrix will serve as the foundation for the customized incubation plan, and will be used to match Impact Enterprises to mentors with the right skill sets that cater to their needs.



The **Training Workshops** will consist of two, three-day face-to-face training workshops and two, one-hour webinars for the Innovation Challenge winners. IIX recommends that the training workshops take place in Singapore (and potentially at the IIX office) to help N-Peace manage costs.

IIX believes that these trainings are essential for most Impact Enterprises in early and growth stages, as they set the framework for strategic decision making, impact management, and growth planning. IIX will leverage its existing content and customize it with case studies and materials to fit the specific needs and context of the selected Innovation Challenge winners. The face-to-face trainings will consist of prepared content delivered through presentations, case studies, and interactive exercises. The webinar trainings will consist of prepared content delivered through lectures and question / answer sessions. IIX will customize all materials to the specific needs of N-Peace and the selected group of Impact Enterprises. Topics covered may include (but are not limited to):

PROPOSED MODEL: PHASE THREE

Table of potential training workshop topics:

Business Planning and Operations	Impact Assessment
<ul style="list-style-type: none"> • Understanding Value Drivers for your Business • Business Model Canvas : Serving your Customer • Making strong presentations • Effective Communication: Branding & Messaging • Talent Management and Leadership Strategy • Planning for Growth and Scale • Pitching Your Business: Elevator Pitch Exercise 	Capital Raising
	<ul style="list-style-type: none"> • Introduction to Impact Assessment • Theory of Change • Impact Framework • Why be financially sustainable? How to achieve financial sustainability? • When to and how to raise capital? • Planning for Capital Raising: What do you need?

Tailored Mentoring will be based on the Key Needs Assessment Matrix, and will focus on critical areas that can grow and scale the impact of each respective enterprise. The tailored mentoring will offer Impact Enterprises strategic advice on key areas of their business.

IIX will draw on its experience of creating mentor programs for Impact Accelerator Philippines, to design a bespoke arrangement for each enterprise. The mentors will be comprised of IIX and Shujog staff, providing support in areas including (but not limited to): Corporate Finance, Strategic Planning, Impact Assessment, Governance and Management, among others. IIX will also utilize its expansive corporate network to engage external mentors with industry or functional expertise (e.g., Legal, Accounting, IT, Marketing, Operations, among others).

Tailored Mentoring is estimated to take six to eight hours per month over the phone, email, and face-to-face (where possible). To source external mentors, IIX will utilize a similar approach as its extremely successful Impact Accelerator Philippines program. After the Key Needs Assessment matrix has been completed, IIX will put out a "Call for Mentors" through its global network (comprising corporates, entrepreneurs, among others), for mentors with skill sets that match the needs of the selected Impact Enterprises.

Once a pool has been created, IIX will interview each potential mentor to ensure they are a good fit for the respective enterprise; and together, the enterprise and external mentor will outline and agree upon customized mentoring deliverables based on the key need identified. The external mentoring will be overseen by IIX, as the mentor and enterprise will have periodic calls with IIX to discuss progress and any challenges.



PROPOSED MODEL: PHASE THREE

During the **Technical Assistance component**, IIX (and where applicable, external mentors) will work with the enterprise on individualized TA deliverables including: Business Plan, Financial Model, Social Impact Framework, Investment Terms and Investor Pitch.

The first step of Technical Assistance is building a comprehensive business plan and financial projections for each enterprise in order to enable financial sustainability, and a future capital raise. For the Business Plan, IIX will support the enterprise to prepare a detailed management presentation that captures the key elements of the business. This includes (but is not limited to): Executive summary, Product/service description, Pricing and Sales, Business model, Organization structure overview, Operations, Risk assessment, Management team overview, Financial overview, and Social and/or environmental impact (completed by Shujog).

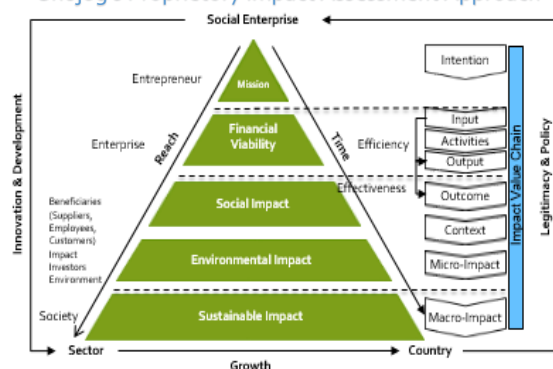
For the Financial Model, IIX will work with the organization to create a model showing historical and full projections for P&L and cash flow with supporting schedules (historical information to be included to the extent that it is available from the enterprise).

IIX will lay the foundation for the enterprise to raise capital, by supporting the enterprise to create Investment Terms and an Investor Pitch. For the Investment Terms, IIX will analyze the capital requirements of the enterprise and outline the optimal investment terms for the entity to seek from investors.

Regarding the Investor Pitch, IIX will assist the enterprises to create a professional presentation that includes capital needs, proposed financial terms (if applicable), and a short and long term capital raising plan. This will equip the IEs to be well equipped to pitch their innovative ideas to IIX's network of Impact Investors to raise the capital required to reach the next stage of growth.

IIX's sister non-profit entity, Shujog, which specializes in Impact Assessments, will work with the Impact Enterprise to create a **Social Impact Framework**. Shujog assessments use a tailored, bottom-up approach, outlined in the figure below, that provides a social impact framework to articulate their theory of change and value their impact creation with rigorous impact metrics. Shujog has conducted over 60 Impact Assessments across Asia, with 50 more in the pipeline for 2015, several of which are focused on Women related initiatives. The social impact framework created by Shujog will allow the Impact Enterprise to demonstrably measure its impact, making the organization more attractive to investors once it is ready to raise capital, and manage its impact. Shujog will also effectively match desired impact outcomes with the other TA deliverables produced by IIX, ensuring sustainable impact for the organization.

Shujog's Proprietary Impact Assessment Approach

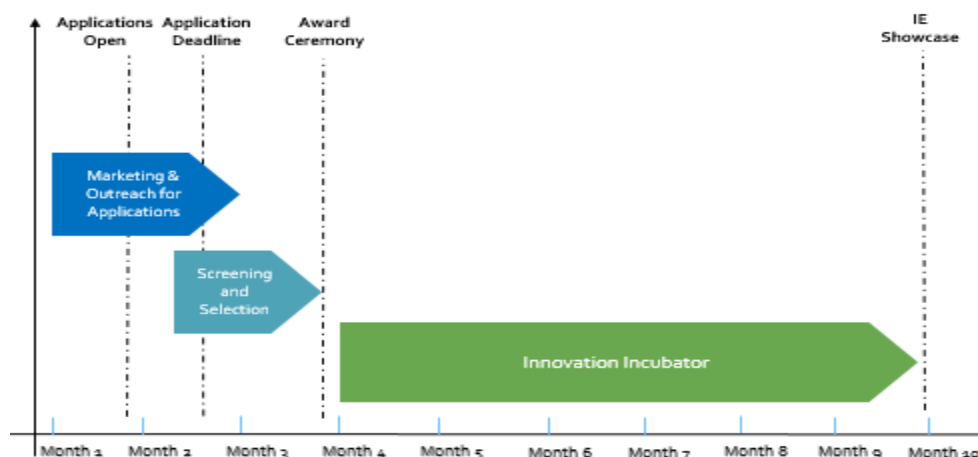


The **Impact Enterprise Showcase** will give the Impact Enterprises the opportunity to deliver their pitch to potential investors. IIX will invite potential investors from its global network, including relevant investors from the Impact Partners platform (currently at 400+) and local partners to hear from the enterprises via webinar or through a face-to-face event (likely to be at the end of the second training workshop). The Impact Enterprise Showcase essentially serves as program graduation, whereby the innovation challenge winners will have achieved investment readiness as a result of the Innovation Incubation services.

PROPOSED MODEL: ADDITIONAL PROGRAM DETAILS

Program Timelines

The entire Innovation Challenge spreads over an estimated 9 month duration as outlined below. This timeline is contingent upon the availability of program funding to execute Phase 4 shortly after the award ceremony which is expected to be in the second half of October 2015.



Potential Risks or Issues and Mitigation Strategy

To ensure the successful delivery of this project, IIX expects to work collaboratively and iteratively with N-Peace to address the below risks, plus any additional risks that arise throughout the duration of the project. IIX will keep a detailed risks and issues log and will share it with the UNDP point person during the bi-monthly progress-update call:

Potential Risks and Suggested Mitigation Strategies

Potential Risk	Risk Level (p*, i**)	Risk Mitigation
Limited pool of high-impact early or growth stage Impact Enterprises applicants which meet target criteria	p = 1 i = 2	<ul style="list-style-type: none"> IIX and N-Peace to pre-determine priority areas (eg: gender equality-focused IEs) IIX to work with wide array of local partners to promote the challenge. IIX to extend application deadline.
Unequal representation across the N-Peace countries in the Innovation Challenge applicant pool	p = 2 i = 1	<ul style="list-style-type: none"> IIX and N-Peace to agree to select applicants with highest potential to create sustainable and scalable impact, regardless of country of origin.
Non-availability of funding to implement the Innovation Incubator, the key incentive for IEs to apply to the competition	p = 2 i = 3	<ul style="list-style-type: none"> IIX and N-Peace to initiate fundraising efforts within Month 1 of Challenge launch UNDP to link IIX with donor agencies and other potential sponsors

* p: the probability that the risk or issue will arise with 1 being low, 2 as medium and 3 as high.

** i: should a risk hold true, the degree of impact it will have with 1 being low, 2 as medium and 3 as high impact.

PROPOSED MODEL: ANTICIPATED OUTCOMES



Photo Credit: Ginny

Anticipated Outcomes

IIX has designed the proposed program model to effectively accelerate the development of IEs across the N-Peace target geographies with the overarching aim to demonstrate that innovative, market-based, solutions can create sustainable, scalable inclusive peace in the region in an effort to advance [resolution 1325](#) of the United Nation's Security Council that aims to promote gender equality and to further peacebuilding and development. The Innovation Challenge theory of change is outlined below:



Context

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Indonesia

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Myanmar

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Nepal

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Philippines

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Photo credits

- All images sourced from Pixabay unless specified otherwise: <https://pixabay.com/en/>

Interviews

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- **Alexander Michael Palma**, United Nations Children's Fund, Philippines, Interviewed on 26th August, 2015
- **Aziz Siddique**, ACTS, Pakistan, Interviewed on 28th August, 2015
- **Bashir Fatehi**, Afghanistan Peace Initiatives, Afghanistan, Interviewed on 25th August, 2015
- **Benjamin Frederick**, Myanmar Eco Solutions, Myanmar, Interviewed on 26th August, 2015
- **Felicita Pantojini**, Peacebuilders Community, Inc. and Coffee for Peace, Inc, Philippines, Interviewed on 27th August, 2015
- **Felix ter Heegde**, SNV Netherlands Development Organization, Nepal, Interviewed on 28th August, 2015
- **Khushal Asefi**, BMC (Bayat Media Center) & Ariana TV and Radio, Afghanistan, Interviewed on 26th August, 2015
- **Laurel Zaseyvida**, Avalon Alliance Inc. and Subsidiaries, Philippines, Interviewed on 28th August, 2015
- **Maryam Durani**, Khadija Kubra Women's Association for Culture, Afghanistan, Interviewed on 26th August, 2015
- **Michael Lwin**, Koe Koe Tech, Myanmar, Interviewed on 25th August, 2015
- **Pauline Tweedie**, The Asia Foundation, Afghanistan, Interviewed on 27th August, 2015
- **Saeeda Diep**, Institute for peace and secular studies, Pakistan, Interviewed on 25th August, 2015
- **Saloni Singh**, Didibahini, Nepal, Interviewed on 28th August, 2015
- **Sean Nino**, PT Mantra, Indonesia, Interviewed on 27th August, 2015
- **Shukria Neda**, Afghanistan Rural Enterprise Development Program (AREDP), Afghanistan, Interviewed on 27th August, 2015
- **Spencer Leung**, Go Organics Co Ltd, Myanmar, Interviewed on 28th August, 2015
- **Sultan Fariz Syah**, Aceh Women Education Foundation, Indonesia, Interviewed on 26th August, 2015
- **Sumithra Fernando**, Methodist Church Sri Lanka, Philippines, Interviewed on 25th August, 2015
- **Zakir Stanikzai**, Aga Khan Foundation, Afghanistan, Interviewed on 28th August, 2015

Appendix I: Country Landscape Mapping

Key

(T) = also in technology category | (Y) = also in youth nexus category

(P) = also in peace & security advancement category | (W) = also in women-focused category

Afghanistan

Technology Criteria

- Paiwastoon (Y)
- Food Ladder Oasis for Afghan Women (W)
- Yasmin Ara

Youth-led Criteria

- The Women's Annex.com and the Digital Citizen Fund (W) (T)
- Impassion Afghanistan (T)

Peace / Security Advancement in Conflict zones Criteria

- In Afghanistan, any type of economic stability and licit livelihood reduces the power and presence of the Taliban and therefore advances peace and security.
- Ariana Rugs (W)
- Plant for Peace
- Earth2Globe

Women-focused Criteria

- | | | |
|------------------|-------------------------|--------------------|
| • ARZU | • Aryana Saffron | • Aayenda Jewelry* |
| • Qaria Cashmere | • Negin Saffron Company | • Rumi Spice |
| • Azezana | | |

SE / Startup Hubs / Coworking Spaces

- Founder Institute, Startup Afghanistan and Omega are promising future leads.

Universities (preferably ones with entrepreneurship programs)

- American University of Afghanistan
- Fulbright Social Entrepreneurship Seminar for Afghan Students

Media Sources

- The Killid Group (TKG)
- Pajhwok Afghan News
- Bakhtar News Agency

Ecosystem Partners (legal, accounting, operations, business, HR)

- ACT Consulting
- Shajjan & Associates (lawyers)
- Business Council for Peace (Bpeace)
- Sayara Research
- Hagar Social Enterprise Group (HSEG)
- Kaweyan Business Development Services (Kaweyan BDS)

Foundations & NGOs (interest in social enterprise / impact investing)

- Aga Khan Foundation
- Feminist Majority Foundation

- Afghan Women's Business Federation

Conferences & Gatherings

- Democracy that Delivers for Entrepreneurs Conference
- Fulbright Social Entrepreneurship Seminar for Afghan Students
- SME Trade Fair in Kandahar

Incubators and Accelerators

- Kabul Business Accelerator, in the American University of Afghanistan

Gov't departments that support entrepreneurship

- Afghanistan Investment Support Agency
- Building Markets Afghanistan
- ACCI Chamber of Commerce
- Ministry of Rural Rehab and Dev (MIRD)

Entrepreneurship Associations / Networking Groups

- National Union of Saffron Growers

Intermediaries (Investment)

- Afghan Growth Finance
- Ignite Fund

Indonesia

Technology Criteria

- Kopernik (Y) (W) (P)
- Girls in Tech (W)
- RUMA (PT. Rekan Usaha Mikro Anda)
- Sunria Organic (W) (Y)
- Kitabisa (Y)
- Bali Tekno Hayati

Youth-led Criteria

- Javaixora Denosindo
- The Learning Farm
- Indonesia Mengajar
- Provisi Education LLC
- IBEKA (P) (T)
- Greeneration Indonesia (T)

Peace / Security Advancement in Conflict zones Criteria

- Flower Aceh (W)
- De Tanjung (W) (Y)
- Yayasan Koperasi ANNISA (W)
- Surya Kanti Foundation (W)
- Program for Women Headed Households in Indonesia (PEKKA - Perempuan Kepala Keluarga) (W)
- Jarimatika Foundation (W)

Women-focused Criteria

- Maha Bhoga Marga Foundation (Y) (P)
- Yayasan Rumah Rachel (Y) (P)
- Tanaoba Lais Manekat (P)
- Alamanda (P)
- Aliet Green
- XS Project (T) (Y)
- Amartha Microfinance (P)
- Yayasan Cinta Alam Pertanian
- Health in Harmony (Y)
- Toraja Melo
- CV Roas Mitra

Zakat Collectors (Islamic Finance)

- Rumah Zakat
- Dompot Dhuafa

SE / Startup Hubs / Coworking Spaces

- Hubud (Ubud)
- Lineup Hub (Seminyak)
- Startup Getaway (Gianyar)
- The Sanur Space (Sanur)
- WAVE Bali (Kuta)
- startupcitybali.com

Universities (preferably ones with entrepreneurship programs)

- Bangladesh Enterprise Institute
- Universitas Brawijaya for Agrobusiness
- Bandung Institute of Technology for manufacturing (Part of the Indonesian Government Incubator Program)
- The Bogor Institute of Agriculture
- The Surabaya Institute of Technology for creative technology (Part of the Indonesian Government Incubator Program)

Media Sources

- KBR 68H
- Jakarta News
- Televisi Republik Indonesia (State Run)
- Surya Citra Televisi (SCTV) news program
- Jakarta Post and the Jakarta Globe (largest English language dailies)

Ecosystem Partners (legal, accounting, operations, business, HR)

- Talenta (Human Resources)
- ASA Indonesia (Accounting)
- Futurebooks (Bookkeeping, Business Planning, Brokering)

Foundations & NGOs (interest in social enterprise / impact investing)

- | | |
|-------------------------------|-------------------------------------|
| • Bina Swadya | • Tahir Foundation |
| • British Council Indonesia | • Tanoto Foundation |
| • Ciputra Foundation | • YCAB Foundation |
| • Eka TIFA Foundation | • Hivos |
| • Mien R. Uno Foundation | • Arsari Djojohadikusumo Foundation |
| • Putera Sampoerna Foundation | • Yayasan Dian Desa |

Conferences & Gatherings

- IICIES 2014
- ICEBSS.org
- AVPN Conference
- TRISAKTI 2015, International Conference on Green Business and Entrepreneurship

Investor Networks

- | | | |
|-------------------------|---------------------------|--------------------|
| • CyberAgent Ventures | • East Ventures | • Bisma |
| • Mountain SEA Ventures | • GREE Ventures | • Kinara Indonesia |
| • Grupara Inc | • Fenox Venture Capital | • ANGIN |
| • Ideosource | • IMJ Investment Partners | |

Incubators and Accelerators

- | | | |
|--------------------------|-----------------------|------------------|
| • Ciputra GEPI Incubator | • Inspirasia | • Indigo Fenox |
| • Grupara Inc | • Ideabox Accelerator | Mandiri Business |
| • Inotek | | Incubator |

Gov't departments that support entrepreneurship

- | | |
|--|--|
| • National Entrepreneurship Movement (2011) | • Startup Incubator Program: The Ministry of Cooperative and SME |
| • PENSA (Program for Eastern Indonesian Small and Medium Enterprise Assistance) [in collaboration with International Finance Center (IFC)] | • New Entrepreneurs program (Indonesia's Central bank – 2012) |
| | • Kredit Usaha Rakyat (KUR) One stop shops |

Entrepreneurship Associations / Networking Groups

- Ashoka ID
- Indonesian Young Entrepreneurs Association (HIPMI)
- BISA - Business Indonesia Singapore Association
- The Entrepreneur's Organization
- IYE! Indonesia Young Entrepreneurs
- ASEAN Young Entrepreneurs Association List

Intermediaries (Investment)

- Ashoka ID
- Endeavor ID
- CECT
- Entrepreneurs Organization
- GEPI
- Global Entrepreneurship Network

Investment

- UnLtd ID
- Village Capital
- LGT Venture Philanthropy

Myanmar

Technology Criteria

- Proximity
- Myanmar Eco Solutions
- Indigo Energy
- T&H Maths Center

Youth-led Criteria

- Snow Ball Soy Food
- Pomelo
- Opportunities Now
- Kant Kaw Education Center
- FXB (P) (W)
- Phang Daw Oo Monastic Education
- T&H Maths Center

Peace / Security Advancement in Conflict zones Criteria

- Sunflowers Group (W)
- Harmoneat
- Ring Chying Social Enterprise (W)

Women-focused Criteria

- Yangon Bakehouse
- GoodSleep
- GoodNight
- SwissHouse
- Thone Pan Hla
- GoodJob
- Our Home Hostel
- Pact Myanmar
- Marie Stopes
- Rosy's Chin Fabrics
- Cici
- Amazing Grace
- Sunday Cafe

SE / Startup Hubs / Coworking Spaces

- Code for Change Myanmar
- Phandeeyar: Myanmar Innovation Hub
- SuleTech

Universities (preferably ones with entrepreneurship programs)

- Yangon Institute of Economics
- University of Mandalay
- Meiktila Institute of Economics

Media Sources

- Myanmar Startups

Ecosystem Partners (legal, accounting, operations, business, HR)

- British Council
- Hamsa Hub
- Building Markets
- Sustainable Business Myanmar
- Business for Social Responsibility Anthem Asia
- Ronoc, Vriens & Partners

Foundations & NGOs (interest in social enterprise / impact investing)

- Building Markets
- Spark

Conferences & Gatherings

- Code for Change Hackathon
- Mobile Monday
- Yangon Social Enterprise Expo

Investor Networks

- Yangon Angels
- Insitor
- Accion International
- PhiTrust Partenaires

Incubators and Accelerators

- Ideabox
- Opportunities Now
- Phandeeyar
- Project Hub
- Business Innovation Facility
- Barcamp Yangon 2014
- British Council – Skills for Social Entrepreneurs

Entrepreneurship Associations / Networking Groups

- Partnership for Change
- Myanmar Woman Entrepreneurs Association
- Entrepreneurship Development Network Asia

Intermediaries (Knowledge/Network)

- Business for Social Responsibility
- DevLab, MBE
- Sustainable Business Myanmar
- UMFCCI (Union of Myanmar Federation of Chambers of Commerce and Industry)
- SME Center, Technology and Innovation Support Center

Intermediaries (Investment)

- Frontier Digital Ventures
- Bilbros
- Ned Philips
- Ronoc
- Peace Support Fund
- Anthem Asia
- Lotus Impact

Nepal

Technology Criteria

- Build Up (P)
- Smart Tech Solution
- Intercontinental Systems
- Centre for Health and Environment Conservation Nepal (CHEC Nepal) (W)

Youth-led Criteria

- Alternatives Nepal
- Higher Ground
- Local Women's Handicrafts (W)
- Alpine Coffee Estate
- Purnaa (W)
- Empower Generation (W)

Peace / Security Advancement in Conflict zones Criteria

- Alliance for Peace (AfP) Nepal (Y)
- Nagarik Aawaz (P) (W)
- Karuna Center (W)
- Build Up (T)

Women-focused Criteria

- | | | |
|---|------------------------------------|---|
| • Kirtipur Hosiery Industry | • Hamro Product | • Empowering Women Nepal |
| • Entire Power in Social Action, EPSA Women Handicrafts | • Manushi | • Kranti |
| • Janakpur Art & Crafts | • The Janakpur Women's Development | • Hampaal Allo Tatha Kapada Bunai Udhog |
| • Leading Women Association/Leading Women Group | • Kakani Himalayan Natural Dyes | • Purnaa |
| | • Chhahari Services | • Kunj Artistic Bead Workers |
| | • Café Mitini | |

Universities (preferably ones with entrepreneurship programs)

- Kathmandu University & SFCG (Education for Peacebuilding)

Media Sources

- | | |
|--|----------------------|
| • SFCG (Community Peacebuilding Media and Peacebuilding) | • Equal Access Nepal |
|--|----------------------|

Ecosystem Partners (legal, accounting, operations, business, HR)

- ICRA Nepal
- Saadhya Private Limited

Foundations & NGOs (interest in social enterprise / impact investing)

- | | |
|--|-------------------------------------|
| • Nepal Youth Business Foundation (NYBF) | • Mercy Corps |
| • Samridhi Foundation | • Saathi |
| • Ford Foundation | • Oxfam GB |
| • Udhayami Nepali | • Care Nepal |
| • Synergy Nepal | • Caritas Nepal |
| • Nepal Peacebuilding Initiative | • Bhumijia Human Rights Association |
| • Alliance for Peace | • Bal Sewa Samaj |

Conferences & Gatherings

- YES-W
- Young Entrepreneurs Summit

Incubators and Accelerators

- | | |
|-------------------------|--|
| • Rockstart Accelerator | • Nepalese Young Entrepreneurs' Forum (NYEF) Business Incubation Program |
| • ChangeFusion Nepal | • Naya Ghar: Innovation Challenge |
| • Biruwa Ventures | |

Entrepreneurship Associations / Networking Groups

- | | |
|---------------------------------------|---------------------------------------|
| • Microenterprise Development Program | • Social Enterprise Activation Center |
|---------------------------------------|---------------------------------------|

Intermediaries (Knowledge/Network)

- | | |
|--|---|
| • Shantimalika | • Mobile Nepal (mHub) |
| • Centre for Rural Technology, Nepal (CRT/N) | • Federation of Women Entrepreneurs Association of Nepal (WEAN) |
| • Social Enterprise Activation Center | • Peace Innovation Lab |

Intermediaries (Investment)

- Business Oxygen
- Dolma Impact Fund
- Udhyami Impact Fund
- Social Business Initiative Fund Nepal
- ChangeFusion Nepal

Pakistan

Technology Criteria

- Harbinger Comix
- 60 Second International Film Festival
- Raabta Consultants
- Information Technology Academy (W) (P) (Y)

Youth-led Criteria

- College for Youth Activism and Development
- Roshni Missing Children Helpline
- Initiator Human Development Foundation
- Bilsum, Mashal
- 60 Second International Film Festival
- Impulse Social Enterprises (W)
- BLISS (W)
- Cricket Coaching Academy (P)
- Bright Educational Society (W)

Peace / Security Advancement in Conflict zones Criteria

- Taangh Wasaib Organisation
- Harbinger Comix, College for Youth Activism and Development
- Peace Rickshaws Project (Y)
- Connect, Inc. Pakistan (Y)
- Peace Musical Academy (W) (Y)
- Cricket Coaching Academy
- Peace Library (Y)
- Intersect Harmony Center (Y)
- Peace Festival (W) (Y)

Women-focused Criteria

- Taangh Wasaib Organisation
- Women's Rights Association (P)
- Kashf Foundation
- ASA Pakistan
- Association for Behaviour and Knowledge Transformation (ABKT)
- Lyari Community Development Project (LCDP)
- Godh Lahore
- Mashal
- Kaarvan Crafts
- Marvi Rural Development Organisation
- Popinjay
- Sughar
- Buksh Foundation

SE / Start-Up Hubs / Co-Working Spaces

- T2F (The Second Floor)
- Dot Zero
- Basecamp

Universities (preferably ones with entrepreneurship programs)

- LUMS (Lahore)
- Aman Centre for Entrepreneurial Development
- National University of Sciences and Technology
- Bahria University
- Sukkur Institute for Business Administration
- Akhter Hameed Khan Resource Centre
- Centre for International Peace and Stability
- National Defence University
- International University of Peace and Sufism
- Karachi Institute of Technology and Entrepreneurship

Media Sources

- Aman Ki Asha
- Diplomatic Insight
- Equal Access
- Intermedia
- South Asian Free Media Association (SAFMA)

Ecosystem Partners (legal, accounting, operations, business, HR)

- Lawyers for Human Rights & Legal Aid
- SMEDA, Abacus Consulting
- Centre for Peace and Justice Pakistan (CPJP)

Foundations & NGOs (interest in social enterprise / impact investing)

- Edhi Foundation
- Caritas Pakistan
- Sustainable Peace & Development Organisation
- SAWERA
- Aurat Publication and Information Service Foundation
- Women's International League for Peace & Freedom
- South Asia Partnership Pakistan
- CARE International
- Action for Humanitarian Development
- Bedari

Conferences & Gatherings

- Commission on Social Entrepreneurship & Innovation (i-genius)
- LCL Entrepreneurship Conference

Investor Networks

- Acumen Fund
- SEED Ventures
- Tech Angels Network
- Plang Angel Investors Club

Incubators and Accelerators

- SEED Incubation Centre
- Acumen Fund
- izi
- Plang
- TiE
- International Alert
- Women Business Incubation Center
- LUMS Center for Entrepreneurship
- Pakistan Software Houses Association for IT & ITES (P@SHA)

Gov't departments that support entrepreneurship

- SMEDA
- SME Business Support Fund (BSF)

Entrepreneurship Associations / Networking Groups

- YES Network
- TiE Network
- Women's Entrepreneurial Alliance
- Sumar Lakhani Foundation's Emerging Entrepreneur Competition
- PVTC
- Shell Tameer,
- Emerging Leaders of Pakistan
- Ashoka Pakistan

Intermediaries (Knowledge/Network)

- Youth Peace Network
- Pakistan Youth Alliance

Intermediaries (Investment)

- Peace Innovation Fund (USIP)
- Pakistan Poverty Alleviation Fund
- PM Youth Loan for Entrepreneurship
- Sindh Enterprise Development Fund
- Punjab Skill Development Fund

Philippines

Technology Criteria

- Malingao Community Services Multi-Purpose Cooperative (MCOCO)
- Butterfly Homes (Y)
- ecoWEB

- A Single Drop for Safe Water (Y)
- Sidlakpinoy

Youth-led Criteria

- Social Products

Peace / Security Advancement in Conflict zones Criteria

- Coffee for Peace
- SKETCH Bags (W)

Women-focused Criteria

- Knots and Woods (Y)
- VESTI Bags (Y)
- AKABA (Y)

Universities (preferably ones with entrepreneurship programs)

- Beeck Center Chodos Impact Investing [Georgetown]
- HEC Paris Biz School
- MBS Asia Pacific Social Impact Leadership Center
- Institute for Social Entrepreneurship Asia (ISEA)
- Entrepreneurs School of Asia
- Ateneo School of Government
- Mount Kalayo Institute for Social Enterprise Growth at Central Mindanao University
- The West Visayas State University and the Benita & Catalino Yap Foundation – Institute for Social Enterprise & Development

Media Sources

- choosesocial.ph
- Rappler
- Business World
- Philippine Daily Inquirer
- Interaksyon 5

Ecosystem Partners (legal, accounting, operations, business, HR)

- EDM Entrepreneurs
- Will have to utilize Manila-based partners

Foundations & NGOs (interest in social enterprise / impact investing)

- | | |
|--|---|
| <ul style="list-style-type: none"> • Institute for SE in Asia • SGV Foundation • Gawad Kalinga Center for Social Innovation • Schwab Foundation for SE • Foundation for a Sustainable Society (FSSI) • Unlad Kabayan | <ul style="list-style-type: none"> • PEF: Peace and Equity Foundation • CODE-NGO • Sustainable Growth of Rural Venture/LGT Venture Philanthropy for Cassava farming • Benito & Catalina Yap Foundation (ISED) • Social Enterprise Development Partnerships, Inc. |
|--|---|

Conferences & Gatherings

- Asian Development Bank (ADB) SE forum
- ASSIST Digital Strategies for Development Summit
- Gawad Kalinga Social Business Summit
- British Council I am a Changemaker Social Enterprise Ideation Camp
- Philippine Shari'ah-Complaint Social Enterprise Forum, hosted by Ateneo de Davao University (ADDU)-based Al Qalam Institute.
- Visayas & Mindanao Social Entrepreneurship Conference by PHILSEN

- Start Up Weekend Manila

Investor Networks

- Manila Angels
- Angel List
- Philippines Angel Investment Network

Incubators and Accelerators

- IdeaSpace
- Kickstart Ventures
- Ayala Technology Business Incubator (AyalaTBI Network)

Gov't departments that support entrepreneurship

- Department of Science & Technology (DOST)
- Office of Senator Bam Aquino (champion for social enterprises)

Entrepreneurship Associations / Networking Groups

- Philippines Social Enterprise Network
- Management and Entrepreneurship

Appendix II: IIX's expertise in Afghanistan, Indonesia, Myanmar, Nepal, Pakistan, and Philippines

Relevant Research Experience

Country	Title	Authors
Indonesia, Myanmar, Philippines, Thailand, and Vietnam	South East Asia Landscaping	Shujog Omidyar Network
Indonesia, Australia, Peru & Zambia	Advancing Sustainable Land Management Through Partnerships	Shujog UNCCD
Indonesia	Small and Medium Enterprises in the Agriculture Value Chains	Shujog Oxfam
Asia	Financing Healthcare for the Poor	Shujog
Myanmar	Social Enterprise Landscape in Myanmar	Shujog British Council
Asia	Social Enterprises in Asia: Context and Opportunities	Prof. Durreen Shahnaz Dr. Ming Tan
Asia-Pacific	Impact Investors in Asia	Shujog ADB
Cambodia, Indonesia & the Philippines	Sector Mapping: Education	Shujog Rockefeller
Cambodia & the Philippines	Sector Mapping: Water	Shujog Rockefeller
Asia	Sector Mapping: Food Security	Shujog Rockefeller
Southeast Asia	Sector Overview: Handicraft	Shujog Rockefeller
South and Southeast Asia	Sector Overview: Vocational Training	Shujog Rockefeller
Southeast Asia, Bangladesh, Sri Lanka	Sector Overview: Household Energy Services	Shujog Rockefeller
South and Southeast Asia	Sector Overview: Health Service Delivery	Shujog Rockefeller
Asia	Landscaping paper (on-going) Small and Medium Enterprises in the Asia-Pacific	Shujog Oxfam

Relevant Technical Assistance Projects

Organization	Sector	Country	Description
Bali Recycling	Recycling	Indonesia	A social enterprise that collects and recycles waste from households and businesses in Bali.
Gerweiss	Transportation	Philippines	A social enterprise that manufactures electric vehicles that release zero emission.
Indigo Energy	Energy	Myanmar	A renewable energy company that develops, installs, and commercially operates distributed electricity solutions in rural Myanmar.
LiveOlive	Financial Inclusion	Indonesia	An online platform that equips and empowers women with personal finance management tools.
Naya Jeevan	Healthcare	Pakistan	A social enterprise that takes a market based approach to provide affordable, quality health insurance to low-income communities.

Relevant Deals Closed

Organization	Sector	Country	Description
Aliet Green*	Agriculture	Indonesia	An agribusiness that processes and exports organic and fair-trade products indigenous to Indonesia.
Bagosphere	Vocational Training	Philippines	A social enterprise that provides affordable and effective vocational training for low-income, unemployed youth.
East Bali Cashews*	Agriculture	Indonesia	Bali's first large-scale, environmentally friendly cashew processing facility. It provides employment to women in villages who had never had jobs.
Glovax Biotech*	Healthcare	Philippines	A fully integrated vaccine company that imports, distributes, and retails a complete line of vaccines at an affordable price.

(*) Social enterprises that have also benefitted from Shujog and IIX's Technical Assistance

Relevant Advocacy and Stakeholder Convening Experience

Location & Date	Activity & Description
Manila, Philippines Sept 2013	Impact Chat Exploring Impact Investment Opportunities in the Philippines <u>Description:</u> In collaboration with SGV Foundation, Shujog had held an expert panel to discuss the role and availability of Impact Investing and the prevalent Social Enterprise (SE) models found in the Philippines.

Relevant Advocacy and Stakeholder Convening Experience

Assignment name: Impact Academy: How to Measure Impact	Approx. value of the contract (in current US\$): \$20,000
Country: Philippines Location within country: Manila	Duration of assignment (months): 1 month for content development 1 day for delivery of academy
Name of Client: SyCip Gorres Velayo (SGY)	Total No. of staff-months of the assignment: 1 month
Contact Person: J. Carlitos G. Cruz Vice Chairman and Deputy Managing Partner SyCip Gorres Velayo & Co. SGV Building, 6760 Ayala Avenue, Makati City 1226, Philippines j.carlitos.g.cruz@ph.ey.com	Start date (month/year): 9/2013 Completion date (month/year): 9/2013 No. of professional staff-months provided by your consulting firm/organization or your sub consultants: 1 month
Name of associated Consultants, if any: N/A	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed (e.g. Project Director/Coordinator, Team Leader): Durreen Shahnaz, Chairwoman and Founder, Shujog and IIX Alison Eskesen, Director, Research and Programs
Description of Project: Shujog was hired to provide training about impact measurement to senior managers and directors of SGY, an Ernest and Young affiliate in the Philippines.	
Description of actual services provided by your staff within the assignment: 1) Content development for training workshop 2) Delivery of training workshops for participants	

Assignment name: Impact Academy: How to Raise Capital for Social Enterprises	Approx. value of the contract (in current US\$): \$800 per participant
Country: Indonesia, Singapore, and People's Republic of China, Location within country: Jakarta, Singapore, and Hong Kong	Duration of assignment (months): 3 months for content development and 1 day (8 hours) for delivery of academy
Name of Client: Attending participants come from: <input checked="" type="checkbox"/> JP Morgan <input checked="" type="checkbox"/> Barclays and ASSIST (for Filipina micro enterprises) <input checked="" type="checkbox"/> Social Enterprise Association (SEA) Singapore, in partnership with the Ministry for Social and Family Development (MSF) <input checked="" type="checkbox"/> Individuals	Total No. of staff-months of the assignment: 3 months
Contact Person: N/A	
Start date (month/year): 2013 Completion date (month/year): Ongoing	No. of professional staff-months provided by your consulting firm/organization or your sub consultants: 3 months
Name of associated Consultants, if any: N/A	Name of senior professional staff of your consulting firm/organization involved and designation and/or functions performed (e.g. Project Director/Coordinator, Team Leader): Durreen Shahnaz, Chairwoman and Founder, Shujog and IIX Rashi Agrawal, Manager, Shujog and IIX
Description of Project: The 'How to Raise Capital' is a strategy course for social enterprises on how to seek, access, and maximize capital markets across all stages of the business cycle. This impact academy exposes social enterprises to the kinds of resources available for different types of organizations. Training is provided on business plan writing and investor readiness	
Description of actual services provided by your staff within the assignment: Shujog developed content and delivered training for audiences of 25-30 social enterprises in Indonesia, Malaysia, and Singapore. Some of the key tasks included: 1) Content development for training workshops 2) Conducting training workshops for participants 3) Guidance to participants on how to write a business plan and become investor ready	