



MBAs Without Borders
A Signature Initiative of PYXERA Global

HANDS ON BUSINESS ADVISORY SERVICES GRANT NEEDED: \$150,000 (30% of total program costs)

GRASSROOTS BUSINESS FUND

Grassroots Business Fund (GBF) invests in businesses in emerging markets to drive economic development and improve local standards of living. GBF delivers a distinctive blend of investment capital (equity, mezzanine equity, mezzanine debt) and business advisory services (BAS) through two vehicles working in tandem: a private investment fund and a non-profit organization. The Fund provides long-term capital for businesses servicing low-income communities through either cost savings, or income through employment or purchases or goods/services. The non-profit, in-sync with the Fund, provides customized BAS to promote the growth and sustainability of the portfolio company. Currently, GBF's BAS focuses on enhancing financial and strategic planning, corporate governance, human resource management, marketing, supply-chain management, and management information systems. GBF uses a variety of tools to provide BAS like its own staff, expert consultants, and local service providers. GBF's hybrid model enables clients to become financially sustainable and scale to continue to provide economic value to people with low incomes in Africa, Asia and Latin America.

GBF FAST FACTS

- ⇒ **\$49 million** Private Investment Fund
- ⇒ **\$12 million** in Grants (for advisory services, and operational expansion)
- ⇒ Currently supporting **19 high impact businesses**, with goal of **50+by 2016**
- ⇒ **1.9 million people** directly supported annually, **5.2 million people** including family members
- ⇒ Over **\$35.5 million of annual economic value created**
- ⇒ **93% of portfolio companies** reporting that business advisory services helped reduce business risks

MBAs WITHOUT BORDERS

Since 1990, PYXERA Global has matched over 1,000 talented and experienced MBA graduates to skill-based, pro bono consulting assignments in emerging markets worldwide. Through long-term technical assistance and market-based strategies, MBAs Without Borders Advisors enable enterprises and entrepreneurs in emerging and frontier markets to acquire, utilize, and adapt the latest management tools and techniques needed to strengthen institutional capacity, improve service provision and support systemic change. MBAs Without Borders Advisors help strengthen management and financial capacities and enhance access to capital in order to increase employment, promote opportunities, and foster broad-based economic growth.

OPPORTUNITY

As GBF continues to invest in businesses (estimated additional 20+ in the next 2-3 years); these companies will continue to need BAS to ensure their long-term success.

Currently, one of GBF's tools for providing BAS is industry experts or "portfolio assets" to provide Business Advisory Services to a variety of portfolio companies. The long term consultants work alongside GBF's staff to develop, monitor, and implement BAS plans and act as advisors to portfolio companies along key focus areas such as financial management or strategy. GBF has been working to pilot long-term assignments, and has shown they are effective and efficient way to provide BAS to a portfolio of companies. To maximize efficiency, GBF is looking to expand its portfolio assets program by placing additional advisors in each of its offices to promote a more cohesive program for the region that targets key growth areas for companies across the portfolio.

MBA Without Borders Advisors could support GBF with its long-term strategy to provide Business Advisory Services to its portfolio companies. In its 2 year pilot, Grassroots Business Fund in partnership with PYXERA Global will seek to deploy ten MBAs Without Borders Advisors on 9 month to one year assignments to help design and deliver GBF's Business Advisory Services to a selection of GBF's portfolio companies.

TRACK RECORD

Between 2007 and 2010, MBAs Without Borders Advisors provided technical assistance and capacity building services to social enterprises in GBF's investment portfolio.

2007: Gone Rural – Swaziland

Jaime Ramirez, worked alongside Gone Rural, a Swaziland based weaving business that employs women and sources from marginalized farmers in Southern Africa. When Jaime arrived at Gone Rural, the company struggling to balance the social mission with business priorities to plan for growth. Jaime worked closely with the senior-management team to develop strategies to build sales, and optimize the business by creating production-planning tools, forecasts, and monitoring tools to help the company achieve its strategic objectives. By being embedded in the company, Jaime was able to involve multiple departments to implement changes, and was able to adapt plans to fit the changing environment of the business. Since Jaime's assignment Gone Rural, has continued to grow and received an additional investment from GBF in 2011.

2008: Juhudi Kilimo – Kenya

Nat Robinson, was deployed to Nairobi, Kenya to provide Business Advisory Services to Juhudi Kilimo, a portfolio company that was in the process of splitting off from K-Rep Group, a microfinance bank in Kenya. Juhudi Kilimo provides financing to smallholder farmers for the purchase or lease of production assets (such as livestock, machinery, and transportation). During his time with MBAs Without Borders and GBF, Nat served as the interim CFO and General Manager of firm and worked to create a series of reports that provided the other managers with key financial and performance information to make decisions. In addition, he aided the company in becoming a more viable business after its split off from K-Rep Group. Today, Nat is the CEO of the company and continues to help it grow by finding new investors, improving management practices, and increasing the number of farmers benefiting from asset financing.

2010: Procesadora- Peru

Elias Badui, worked with GBF's portfolio company Procesadora, based in Peru. The company exports fresh and processed fruits, vegetables, and legumes to the US, Europe, and the Caribbean. The company was founded in 1986 with the objective of helping poor farmers in Peru. Its business model is based on building value chains, which include small-scale farmers; the company works to diversify and introduce higher margin crops to continue improving farmer livelihoods. In contrast with its main domestic competitors, Procesadora's model provides small-scale farmers with a secure market, higher incomes (through higher value export-bound crops), and a growth path as individual entrepreneurs. The company has been featured by the Ministry of Employment and Job Promotion in Peru as an example of a successful Peruvian enterprise.

Elias worked with the company for one-year providing assistance focused on corporate governance, financial management, and improved reporting on social and financial impact. Elias worked closely with Procesadora's management team to ensure data driven decision-making, improvements on cash planning, and implementation of strategic changes.

ESTIMATED COSTS

TWO YEAR PILOT PROGRAM- 10 MBAS WITHOUT BORDERS ON 9 MONTH ASSIGNMENTS

Item	Description	Per Advisor	Total Cost
Advisor related expenses	International Travel, Visa Costs, Communication Tools, Accommodations, Healthcare, Stipend	\$31,000	\$310,000
Program Mgmt and Operations	Overall management and operations for recruitment, deployment, and on assignment support	\$16,750	\$167,500
Training and Orientation	All costs associated with 3 day training in Wash. DC	\$4,250	\$42,500
Program Total		\$52,000	\$520,000
<i>Covered by GBF</i>		<i>\$37,000</i>	<i>\$370,000</i>
Grant Funding Needed		\$15,000	\$150,000

POINTS OF CONTACT

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