The World We Want Foundation – 2014
This photo was taken during our first visit to Haiti in 2010. All the dwellings around the lake were like this — mud huts with a make-shift roof which provided little protection from the elements. The village has since been transformed, evidenced in the cover shot. We are very proud of our work with Dr. Val Abe and Caribbean Harvest. Others are taking notice as well:

“I was there, I saw families of eight living in one room with hardly any roof at all. [Val] changed all that. It’s an exciting program, it really is. Given enough time and support, Valentin Abe really could feed the whole country.” — Bill Clinton
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Letter from the Founder and Chairman

After a few inspiring, but also tiring days, in Haiti, I am on my way home. I wanted to jot down my thoughts while the images and emotions are still fresh in my mind; while I can still feel the children´s rugged, slightly wet hands in mine; and see their curious faces when I show them the photos I have just taken, still hearing their laughter when they recognize themselves.

Just as the sun settled, our small minibus came to a halt on the steep rocky pathway that leads down to the village of Bethel. I had expected to see the cluster of pastel-colored houses that lay below us. But I had not expected to see a busy village life with children and adults enjoying the early night under the light from the solar-powered street lamps. As we walked past the village, a group of girls in dresses came running up to us. They were laughing and eager for companionship as we made our way toward Lake Azuei where the fish cages are anchored. Excitedly they grabbed Kirsten’s and my hands and did not let go until the moment we climbed back in the bus. Everything felt like what one would expect if visiting a normal, thriving village somewhere on another continent, in a place blessed with more luck than the hinterlands of Haiti – a place where life – if not affluent – allows for pleasure-time free of immediate needs.

As we walked and were met by more villagers, I remembered the first visit I made here in May of 2010 with Kirsten and Stéphanie, a few months after what is believed to have been the most deadly earthquake in history. At that time, there were only scattered mud huts around this part of the lake. The best ones might have been only a few square
meters housing a family of six to ten people. The children then were uneasy as they stood naked, dirty and many of them with the red hair which comes from severe under nourishment. The parents were also shy and uncomfortable. I remember we said we had never come across such severe poverty, lack of opportunity and hope anywhere where we had been, including Mumbai’s worst slums or some of Africa’s poorest areas. Hardly any vegetation, no conditions for farming or even keeping a kitchen garden, certainly no livestock such as a cow, goat, or even a chicken. An absence of colorful clothes hanging in trees or elsewhere to dry. Not a motorcycle, or even a bike.

The CEO of Caribbean Harvest, Val Abe, had already founded the foundation/company in 2006 and was trying to get his aquaculture project with cage-based fish farming started in this village of Bethel (then called Madan Belize) and its sister village. Together with Social Enterprise Fund, we set out
to get the income generating activities going in these villages. Some five years down the road and with many hurdles surpassed, such as hurricanes, cholera outbreaks, and political instability, we can now see the results. This accomplishment makes me feel so happy for the children and their parents. Not a single person died in the cholera outbreaks, the health screenings show most children are developing as they should and they all go to kindergarten or school. And importantly, their fathers and mothers are now fishermen instead of being unemployed and aid-dependent. There is livestock to be found around the village, goats grazing, and clothes hanging in the trees. Water is flowing from the newly drilled well.

Of course, the fish hatchery and cage activities are having wider effects in the nearby society. A positive effect is 200 tons of protein rich tilapia fish is produced and processed in a country where over 70 per cent of children suffer from serious lack of protein intake. Another is the longer-term demonstration and know-how effect of running a socially conscious business in Haiti.

The feeling I experienced that early evening in the village was the best reward I could have for the efforts we have put into Caribbean Harvest Foundation during the past five years. I know we are only touching a fraction of the people in need, but for a moment, I rested in the satisfaction of knowing first-hand that we, together with our partners, have accomplished something truly important.

Paul Leander-Engström
Founder and Chairman
As each year comes to a close, I am always eager to review our progress and reflect. Throughout the year, the details sometimes cloud the overall impact. No sooner is one problem solved than another surfaces – such is the nature of our business.

But as we move into a new year, it is important to take stock. With our diverse portfolio, it is often difficult to exactly measure and compare parameters within spreadsheets and calculations. We try to review each investment individually: have we made significant progress in the past 12 months, is the model on track to realize impact and scale, have we focused on the right building blocks? But most importantly, are people, wildlife and the environment better off, 12 months later, due to our work – simply, have we fulfilled our mission?
I feel confident in answering this question with an emphatic “yes”. Of course, mistakes have been made and the going is never easy – both an understatement and understandable given the daunting mission. That said, we enjoy the process almost as much as the proceeds (impact); we enjoy the challenges; and we feel blessed to work towards solutions with people we like, trust, and admire. But in the end, it is the impact that drives us. And numbers and charts do not always do justice to many of the game-changing interactions we support.

The quantitative data is imperative, but not all encompassing. We must also remember the intangibles – the laughter, the smiles, the conviction and even the suffering of the many whom are impacted by our support. Just as Paul explained, these first-hand experiences and memories provide a framework for our daily, monthly, yearly progress. And sometimes, we are lucky enough to see all the hard work culminate with undeniable, life-changing impact. Those are the moments we cherish – the memories that push us forward.

This year, we have experienced first-hand the effects of illumination in remote villages in India and Tanzania; we have seen the confidence of a young girl blossom as she learns new math and reading skills, we have walked along bountiful maize fields with proud smallholder farmers, and we have witnessed the dignity that comes from employment and economic opportunity.

As we end 2014 and begin 2015, we look forward to another year of memories and impact – to supporting incredible visionaries who are able to shift the paradigm.

Kirsten Poitras
Managing Director
### Results

#### TOTAL CUMULATIVE DISBURSEMENTS 2006-2014

**$20,935,500**

**Cumulative by Organization:**

**Ongoing Investments:**

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#### 2014 DISBURSEMENTS

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Investment Portfolio – Agriculture
The World We Want Foundation and Agriculture

Opportunity

1.2 billion people make less than $1.25 per day and suffer from severe poverty and hunger. Two-thirds of them live in rural areas and depend on agriculture as their primary source of income.

The power of investing in agriculture is clear: Economic growth in the agricultural sector is two to four times more effective at reducing hunger and poverty than growth in any other sector.

Today, there are a number of organizations successfully addressing the dire situation facing smallholder farmers. These initiatives are happening across the developing world with tremendous returns to the small-scale farmers: land that was once barren now boasts beautiful fruits and vegetables, months of hunger season are being eradicated, and women are finally able to control household income.

The World We Want Foundation invests in initiatives that are changing farmers’ lives and their communities. By supporting organizations with sustainable and scalable models, we work to help these small farmers boost their productivity, achieve self-sufficiency and live better lives. Not only is the human impact significant, these models also produce environmental and conservation benefits.
Investment: Root Capital – Latin America and Africa

Type of Funding: Grant and Debt
Purpose of Funding: Grant to cover the lending deficit / Debt for lending
Partner since: 2010

Opportunity:
Access to financial capital, qualified employees, and well-paying markets enable businesses to grow, communities to thrive, and economies to flourish. Across the developing world, the rural poor—approximately 75 percent of the 2.6 billion people living on less than $2 a day—are marginalized from the formal economy. Most of these people depend on agriculture as their primary source of income. Without access to capital and viable markets for their crops, millions of small-scale farmers in the developing world are trapped in a cycle of poverty.

Root Capital, a nonprofit social investment fund, grows rural prosperity in poor, environmentally vulnerable places in Africa and Latin America by lending capital, delivering financial training, and strengthening market connections for small and growing rural businesses. Root Capital’s lending is directed towards businesses that are too big for microfinance, but generally unable to secure credit from conventional commercial banks—“the missing middle” of developing-world finance.

Model:
Root Capital believes that facilitating the growth of climate-smart agricultural businesses that aggregate hundreds and sometimes thousands of small-scale farmers can break cycles of rural poverty and environmental degradation. Over the past decade and a half, they have financed hundreds of small and growing businesses employing sustainable approaches such as agroforestry, organic production, and responsible harvesting of natural products. Scal-
ing these and other climate-smart practices at the smallholder level can maintain the integrity of valuable landscapes while creating more prosperous and climate-resilient livelihoods for farmers, their families and communities.

Root Capital provides loans ranging from $50,000 to $2 million to rural small and growing businesses, especially those businesses not currently reached by commercial lenders. In addition to lending capital, Root Capital delivers financial training and strengthens market connections. Root Capital believes that small businesses can grow rural prosperity. They address market failures through an innovative lending model that serves the needs of these grassroots businesses, applying value chain finance tools in areas where they have never been applied before. By supporting businesses that value environmental stewardship with credit, capacity building, and connections to emerging ethical supply chains, Root Capital is strengthening sustainable livelihoods and enabling rural communities to unlock wealth.

The model: http://www.youtube.com/watch?v=lqX4lJSRrSw#t=185

Sustainability:
Root Capital’s work is funded through philanthropic contributions from donors and debt investments from investors. The majority of the costs associated with the lending model are covered by interest and fee revenue, with an average portfolio yield of just over 11%. Striving towards Operational Self-sufficiency (OSS) is an integral part of the Root Capital model and a long-term goal, but there is still an operational deficit, which is filled through philanthropic grants. 2014 was a strong year for Root Capital and OSS hit 80%.

2014 Impact:
Root Capital had an excellent end to the year, with their outstanding balance reaching $100M for the first time in their history. The achievement of this milestone is particularly well-timed, 2014 marked Root Capital’s 15 year anniversary. The organization realized continued growth in all four regions and across both of their portfolios, particularly in Central America. In Central America, Root Capital faced an unprecedented demand for credit, which, among other factors, is a poignant indicator of the tenacity and hard work of coffee farmers in the face of the ongoing coffee leaf rust epidemic. Globally and across both portfolios, in 2014 Root Capital disbursed $178 million in loans and reached 279 small and growing businesses that are improving livelihoods for 655,000 producers.

Although 2014 was a great year with tremendous impact, the organization must evaluate the balance between impact and the credit risk/financial sustainability. As a result of some weakness in the portfolio, the Sustainable Trade Fund incurred a net provisioning expense of $4.1M, which was $1.1M (35%) over the full-year target. Despite attempts to improve credit quality, the provisioning expense ratio remained high at 4.9%. This high ratio presents a challenge for Root Capital as philanthropic grants are needed to bridge the lending deficit. In the coming year, we will work within the board to understand the credit risk and help support ways to mitigate losses.
**Type of Funding:** Grant  
**Purpose of Funding:** Establish a Modern and Sustainable Fishing Industry  
**Partner since:** 2010

**Opportunity:**

We initiated our work in Haiti a few months after the devastating earthquake in January 2010. At first we wanted to understand how this tiny island nation with such a great agriculture tradition, so close to the US, and with so many NGO’s on the ground – could be a nearly failed state? When we got there, we realized that one of the major issues, aside from crippling government, was the total lack of livelihood opportunities. We decided to put our time, energy, and money towards helping some key industries.

We began operating in Haiti with a deep appreciation for the power of smallholder agriculture to drive economic recovery in post-conflict and post-disaster countries like Rwanda, Liberia, and the Ivory Coast. Beyond the destruction and rubble of Port au Prince, we hypothesized that agricultural enterprises could help kick start economic prosperity in the countryside.

**Model:**

Caribbean Harvest Foundation (CHF) is a Haitian non-profit organization founded in 2005 by agronomist and former Fulbright scholar, Dr. Valentin Abe. The Foundation’s mission is to establish a modern and sustainable fishing industry to provide jobs and a locally-sourced protein for the Haitian people.

The model is simple. Over the past 9 years, Dr. Abe has built the only solar-powered hatchery in the Caribbean, which produces over a million fingerlings annually. Dr. Abe then works with some of the most vulnerable communities in Haiti – those that live around Lake Azuei and Lake Peligre. Families receive a
starter kit ($1,500 value) containing a floating cage, 2,400 baby fish and a four-month supply of fish food. Caribbean Harvest’s staff teaches the family how to raise the fish and then provides ongoing weekly oversight. In just 4 months, fish are fully grown and can be sold in markets. Val then splits 50% of the gross profit with the farmers. Profits earned from the sale of the fish give each family approximately $500. The harvest cycle repeats twice a year, potentially leading to an annual income of around $1,000. This is in line with what a schoolteacher makes annually.

The steady progress is a direct result of Dr. Abe’s persistence and tenacity. Haiti presents an incredibly difficult business environment.

**Sustainability:**
Since self-interests and incentives are aligned – creating a win-win proposition for all the parties – market mechanisms can often result in the most sustainable solutions. However, there are often major “market failures” that need to be overcome to reach profitability, business solutions don’t always provide equitable outcomes, and not all problems lend themselves to market based solutions. Currently, CHF still requires donor dollars to address the huge lack of infrastructure in Haiti, for example, roads, electricity, running water, etc. Today, fish sales cover a large part of the operating budget. The goal is that CHF will be completely self-financing within the coming years.

**2014 Impact:**
Overall, CHF has made significant progress over the past calendar year and the business is now poised for substantial increases in production and sales, specifically:

- **Production of Fingerlings:** The Hatchery now has 100% solar power capacity and fingering production is back at 200,000 fingerlings/month
- **Lake Production:** Cages surpassed 300 and with fingerling production on track, we hope to hit the 500 cage mark by 2015
- **Processing:** Val and his team are weeks away from opening Haiti’s first fish processing plant
- **Sales:** 2014 ended with $200,000 in sales. We expect a significant increase in early 2015, as the newest cages are ready to be harvested

As a non-profit organization, Caribbean Harvest also initiates and oversees an array of social projects. This year alone, Dr. Abe provided the land, managed the construction of 125 houses, and successfully moved the villages around Lake Azuei to higher ground. Gone are the mud huts that provided little protection from the elements. Today, Bethel is a thriving community with permanent houses; solar-powered streetlights; clean water; and even a community center, school, and semi-annual health clinic. Most importantly, the villagers have a steady income. The Caribbean Harvest business has provided a secure employment opportunity for villagers, and is positioned to self-finance the needed social services! This is what we are striving towards as we enter 2015 and beyond.
Investment: Community Markets for Conservation (COMACO) – Zambia

Type of Funding: Grant and Working Capital Loan
Purpose of Funding: Grant to finance the Capital Expenditures / Loan Capital for Crop Purchasing
Partner since: 2012

Opportunity:
COMACO founder, Dale Lewis, worked as a wildlife conservation scientist in Zambia for over 20 years, focusing primarily on elephants in Luangwa Valley, one of Africa’s premier wildlife areas. During this time, Lewis began to understand that small-scale farmers living around protected areas turned to poaching to cope with poverty and hunger. His experience also showed how vulnerable such communities were to external commercial interests in taking advantage of cheap labor and lax environmental controls.

Lewis saw little evidence that law enforcement or existing strategies of rural development offered a lasting, affordable solution for wildlife and habitat protection. Guided by years of research, Lewis challenged conventional thinking with a new approach, based on a business “deal” that offered small-holder farmers a way out of poverty by committing to conservation. To do this, Lewis founded a non-profit company called COMACO and built up a dynamic team of professional Zambians to run the company with key partners from the commercial and philanthropic world to help grow the business to a scale capable of reversing environmental threats across Zambia’s Luangwa Valley. Taken from the words Community Markets for Conservation, COMACO has emerged as an important ally to the Zambian Government in support of government policies for managing natural resources and improving the well-being of rural poor.
Model:
COMACO has a new innovation in conservation to turn poachers into farmers by providing training and access to markets in exchange for “conservation farming” - no poaching, good soil management, no burning, and no clearing. How it works:

• Mobilize and train groups to farm better
• Buy cash crops from farmers and process them into value-added products
• Reward “conservation farmers” with premium prices for their crops
• Sell value-added food products under the It’s Wild! brand
• Use revenues from product sales to offset the costs of field work

COMACO manufactures and sells a Zambian-wide brand of healthy food products produced by and designed to incentivize low-income small-scale farmers to adopt energy-saving, higher-yielding, climate-smart farming technologies for achieving food security, increased income, and conservation results. The organization has trained over 109,000 farmers with improved skills and technologies for increasing food production. And by creating markets for their crops, COMACO has helped to bring farmers into a food surplus so they can be part of their growing and promising value chain, one that delivers healthy, pesticide-free food products to the Zambian consumer.

The model works on the premise that households will reduce destructive uses of their natural resources if their basic food and income needs are met in ways that remove reliance on these destructive practices. It also recognizes that people accustomed to bad practices often require incentives to change behaviors and this process can take time and may require disincentives if change does not follow. Use of incentives and disincentives, and working with community leaders, is an important feature of the COMACO model.

Sustainability:
COMACO operates as a hybrid organization that combines commercial operations with non-commercial farmer support activities. The former relies largely on sales revenues with a combination of investment from loans and grants, while the latter is entirely supported through donor grants. Also contributing to sustainability is the possibility that the business itself will sustain sufficient revenues to support an increasing portion of the budget for its non-business activities.

2014 Impact:
The approach works across large rural landscapes associated with wild, biodiversity-rich areas through a cost-effective supply chain model that integrates urban-based consumers more directly with commodity producers. By doing so, COMACO helps to transform farming communities. To date the farmer support services impact 109,000 farmers providing food security and a more
than doubling of household income. In addition, this approach has led to the transformation of 1,500 poachers, the voluntary surrendering of 2,200 firearms and 80,000 snares once used to kill wild animals in Zambia’s Luangwa Valley.

With over 30,000 hectares farmed using conservation techniques COMACO also has a huge impact on deforestation and charcoal burning, bee production, and green zones, as well as poaching of elephants and other bush meat. COMACO’s model is helping to restore one of Africa’s premiere wildlife areas.

Along side the strong conservation impact, 2014 was a good year for the brand ‘It’s Wild’ (business part of the model). Sales increased by 30% to over $3M USD. Despite the increase in sales, It’s Wild faces many challenges. First and foremost, the brand operates in a very competitive, price sensitive environment. Given the social mission and subsequent price-premium incentive to farmers, It’s Wild is always at a disadvantage to its competitors, especially importers. Given this internal conflict, and the relative early stage of the business, access to working capital and timing of debt repayment has been a struggle.

One solution is to only focus on the very successful farmer extension work. But we fundamentally believe that the It’s Wild business is critical to the COMACO model; being an active buyer of excess crops is a key part of COMACO’s success with farmers:

- Although there are other buyers in the market, COMACO often sets the price that others have to match. In places where they do not operate, they have seen competitors drop their prices significantly

- Communities view COMACO as a partner, not a NGO. For them, a long-term business relationship implies a deeper relationship with more aligned interests

- The conservation dividend, which increases the price paid to farmers by ~20% relative to the market price, is an important motivator for conservation farming

We believe that COMACO offers one of the most innovative and impactful conservation models in Africa. We also believe that the business is an integral piece of that success. In the coming year, we will actively engage with the COMACO team to find creative ways to access capital and streamline the business.
Type of Funding:  Grant
Purpose of Funding:  To Scale the Tanzania Pilot
Partner since:  2013

Opportunity:
Smallholder farmers make up 75% of Africa’s poor. The vast majority live in remote areas of the continent, and are isolated from basic agricultural tools and trainings. As a result, they struggle to grow enough to feed their families, and face an annual “hunger season” of meal-skipping and substitution. In rural East Africa, 10% of children die before the age of one, with more than half of deaths related to hunger and malnutrition. Year after year, these farm families are trapped in a cycle of poor yields and desperate poverty.

Model:
One Acre Fund has designed and proven a solution that interrupts this downward course. They provide farmers with a complete market bundle, including: 1) agricultural technologies (improved seed and fertilizer), 2) financing, 3) in-field training on modern, environmentally-sustainable farming techniques and 4) post-harvest and market support. Together, this innovative combination of services enables farmers to, on average, double their farm income. Further, because the vast majority of One Acre farmers re-enroll year after year, they achieve these income gains permanently.

Since inception, One Acre has rapidly scaled their reach. In eight years, One Acre Fund has grown from a promising start-up to a major international organization spanning four countries. They now serve 200,000 farm families across Kenya, Rwanda, and Burundi, and employ more than 2,300 full-time field staff. And they are poised to continue growing quickly. By 2020, One Acre
expects to serve 1 million farm families (with roughly 3.5 million children in these families) across sub-Saharan Africa.

**Sustainability:**

One Acre Fund provides farm families with a complete solution. Other farm programs may only provide a small loan to farmers – but farmers would not be able to find agricultural technologies (high-quality inputs) in their community. Even if farmers could find inputs, they wouldn’t know how to use them (training). Even if they could find the inputs and use them successfully, there would be nowhere to sell their surplus harvest (markets). Smallholding farm families need support in more than one area. Through this complete market bundle, One Acre Fund provides a solution for those starting with nothing and is able to reach 99% repayment rates translating to 74% of the field expenses covered by farmer revenues (December 2014).

**2014 Impact:**

Through this project, One Acre Fund is working to expand their powerful innovation in the country of Tanzania. Over 80% of Tanzania’s poor people depend on smallholder agriculture for their livelihood. This presents an incredible opportunity – to have a nationwide impact on hunger and poverty through more productive farming. The primary objective of our funding is to serve 8,000 Tanzanian farm families (encompassing over 28,000 children) by 2015.

Tanzania has proven to be One Acre Fund’s fastest-growing new country launch to date. At the end of 2014, they completed their enrollment cycle for the 2015-planting season, and successfully surpassed the target scale objective – enrolling 9,150 farm families, encompassing 32,000 children. This represents more than 110% year-over-year growth; the strongest season-two growth in the history of One Acre Fund.

The secondary objective was to provide direct access to solar technology for 2,400 Tanzanian farm families by 2015. In addition to the core bundle, One Acre Fund is committed to identifying and scaling out additional technologies that have meaningful impact on smallholder farmers. One such product is solar lights – a breakthrough clean-energy technology that delivers dramatic economic, environmental, and educational results to rural farm families.

Solar lights have been met with increasing customer demand in Tanzania. At the end of 2014, 3,160 farm families adopted this add-on product, representing a 34% adoption rate across the Tanzania network. This translates to deep impact for both families and the environment.

We are pleased to report that this investment – which represents a collaboration between Svenska PostkodStiftelsen, the World We Want Foundation, and One Acre Fund – is on a strong trajectory for success, and has already exceeded the two core project objectives.
Type of Funding: Debt
Purpose of Funding: To Scale the Current Operations
Partner since: 2013

Opportunity:
According to the World Bank, 10-11% of East Africans currently have access to electricity. A major investment program is under-way to bring electricity to more rural Africans – funded by billions of dollars of both public and private international capital – in what is described as “The Energy Decade”. A key component of this investment program is wooden electricity transmission poles.

Demand for wooden poles in East Africa is expanding rapidly and grew by 18% to reach more than 1.2 million poles – an addressable market of some $220m. Alternatives to wooden poles – cement and steel – are considerably more expensive both to buy, transport, and install and are not approved by the World Bank – the lead funder of this program seeking low cost expansion of the grid.

In addition to this need for electricity poles, there is growing need for increased and better quality housing. With economic growth rates projected for East Africa over the next decade at 6-8% per annum, and a rising middle-class, the World Bank estimates that the construction sector in East Africa is growing at 12-14% per annum. It is currently estimated that at least a million homes need to be built annually over the next ten years.

At present there is little in the way of industrial scale manufac-turing of wooden construction products such as roofing trusses, panel products and secondary processed products like doors and windows. East Africa also continues to furiously import a number of expensive alternatives to wood products such as PVC and aluminium windows and window frames from Asia.

Model:
The New Forests Group (NFC) was founded in 2004 by Julian Ozanne, a Kenya born entrepreneur and former journalist with the Financial Times, with the goal of becoming East Africa’s larg-
est plantation and value added wood products company with a fully integrated value chain from the seed to the end product.

NFC commenced operations in Uganda in 2005 and expanded into Mozambique in 2009 and Tanzania in 2010. And in 2012, after lengthy negotiations, the company concluded a concession agreement with Rwanda over a fully mature planted forest.

As of 2014, NFC has 27,805 hectares of planted forest estate – making it the largest plantation owner in East Africa. NFC plants a mixture of softwoods (pine species) and hardwoods (eucalyptus species) and uses the best genetic material available from improved tree breeding programs in Australia, Brazil and South Africa.

NFC offers an investment, which is exposed to the growth sectors of the African economy: Infrastructure – through electricity transmission poles, and Construction/Housing – through various value added wood products such as sawn timber board, roofing trusses, panel products, doors and windows and basic assembly furniture like school desks.

Sustainability:

NFC has a high level and deeply enshrined commitment to triple bottom line investing. The team believes their company’s success is based on delivering tangible environmental and social benefits as well as returns to investors and shareholders. The company is committed to the best silvicultural practices and employs an international team of forestry professionals, many from South Africa and Zimbabwe, and is certified by the Forestry Stewardship Council, the gold standard for best environmental and social forestry practices.

2014 Impact:

The Global Impact Investing Rating System (GIIRS) is a measure of social and environmental responsibility amongst companies and NFC’s scores represent how their systems and policies measure up against other international GIIRS-rated companies. Not only did NFC maintain their 5-star rating, but also, and more importantly, they improved their overall score from 130 (in FY13) to 154.3 (FY14). And the most significant improvements have been in the areas of Community and Environment, which were underpinned by the NFC 2014 Environmental & Social Action Plan achievements.

Last year, we visited NFC in Uganda, and this year we were able to see their operations in Iringa, Tanzania. In both places, we were impressed with the operations and the team. And again, we were convinced that responsible private business is what is needed to drive the economy and individual prosperity. It is inspiring to see such conscientious business practices in an industry not notorious for its environmental standards. In addition to its responsible business practices, NFC is moving towards cash break-even and profitability. The Tanzania operations alone sold almost 50,000 treated poles this year.
Investment Portfolio – Energy
The World We Want Foundation and Rural Electrification

Opportunity:

Access to electricity is one of the keys to development, as it provides light, heat and power for productive uses and communication. Today 1.7 billion people in developing countries do not have access to electricity, most of them living in rural areas. According to the World Bank, most of the world’s poor people spend more than 12% of their total income on energy, that is more than four times what a middle-income family in the developed world spends. Achieving the United Nations “Millennium Development Goals” will require significantly expanded access to energy in developing countries.

Within this scenario, renewable energies must be used as a key tool in the contribution towards sustainable development in the less developed regions of the world. Solar and Small hydropower (SHP) are renewable energy sources suitable for rural electrification in developing countries. Both are proven technologies that can be connected to the main grid, used as a stand-alone option or combined with other systems and can adequately contribute to the electricity needs of the developing world.

Furthermore, the substitution of conventional sources of energy (traditional biomass for cooking, diesel generators, kerosene lamps and biomass stoves) with renewable energies like Solar and SHP can help decrease CO₂ emissions and also contribute to poverty alleviation and economic development by supplying electricity needs for lighting, water pumping and operating small workshops.
Some interesting facts:

• 80% of electricity is used for lighting (firstly) and TV. Lighting is important for productivity, education, extended hours for small businesses, and security.

• TV is important for entertainment and information.

• Electricity leads to better nutrition and vaccinations due to refrigeration in the community.

• Research shows a decreased rate of fertility (due to education from TV, possibly also due to entertainment, longer “light” hours, etc.)

• There is a greater willingness of health and education workers to stay in villages with electricity.

• Health – Smoke from kerosene lamps is responsible for respiratory infections, lung and throat cancers, serious eye infections, cataracts as well as low birth weights. Acute respiratory infections like influenza and pneumonia kill nearly 2 million children in developing nations each year.

The impact of electrification is huge – environmental, health, livelihood, education, etc. In early 2013, we made our first investment in sustainable energy through the non-profit Virunga Foundation, DR Congo. The Virunga Foundation project was a resounding success with the completion of the pilot plant, a proven business model for community sales, and subsequent institutional investment in larger hydroelectric facilities. This progression was
a great example of how we were able to be catalytic and impactful, with a relatively small amount of funding, and a successful exit.

Later that same year (2013) we also made two more investments in for-profit companies, OMC and OGE. As these business models adapt and transform, 3W has continued its engagement. In addition to our current portfolio, we will continue to look for companies and organizations that are able to bring electricity to the “last mile”, with cost efficient, environmentally smart, and scalable models.

Type of Funding: Equity
Purpose of Funding: To Scale the Current Operations
Partner since: 2013

Opportunity:
Tonight when the sun sets, 1 out of 5 people in the world will not flip on a light switch. They will instead light a wick, combusting oil or wax to create a dim, smoky light in an attempt to ward off darkness. Some people have seen this problem as one best solved by charity. Off.Grid:Electric sees it differently: as one of the world’s most lucrative untapped markets, ripe for disruption. Providing electricity to these households is a rare opportunity to create huge returns while also immeasurably improving the lives of over 1 billion people.

Burning oil for light is undoubtedly the world’s most uneconomic use of fossil fuel. $25 Billion worth of jet fuel (kerosene) annually goes up in smoke in oil lamps. Off.Grid:Electric’s solar technology stack produces a lumen of light for 335 times less total cost. In the face of these economics, why are people still burning oil for light? The answer is simple, but far from obvious, and it took the founding team of Off.Grid:Electric a year of research at Oxford and another year of living full-time in Tanzania to figure out.

Model:
The main barrier keeping solar from being adopted is risk. Risk of poor quality, lack of service infrastructure, expensive loan payments, risk of damage and lack of technical understanding, all hinder the adoption of traditional solar energy systems. Lack of risk (due to pre-payment) is the reason why mobile phone adoption in Africa is approaching 100%, yet solar adoption remains stubbornly at 1%. Poor people are the world’s most risk-averse consumers. One bad financial decision can mean a hungry month for their family or an inability to pay school fees.
Off.Grid:Electric’s M-POWER solution eliminates all of these risks: it sells solar energy as a service, not as a product. This dramatically reduces cost (both upfront and lifetime) for the customer, but it also does something more remarkable: it eliminates customer risk. If the lights don’t work, the customer doesn’t have to keep paying: it is the company’s problem to keep the lights on. This incentivizes the company to invest in the most reliable possible technology and maintain a service network to respond to problems. In short, it aligns the customers’ interests with the company’s.

Off.Grid:Electric’s model borrows heavily from the mobile phone industry’s nearly risk-free customer value proposition. Service is pre-paid, funds are sent electronically in exchange for “top-ups”, and service is sold/delivered by a large network of small businesses. A modern solar energy system can be installed on even the most remote dwelling, immediately providing light and essential services.

**Sustainability:**

With sunlight as its primary input, the company expects to generate EBITDA margins of 50-60% at scale. It’s ARPU (average revenue per month) is already 150% higher than the mobile phone industry average in test markets. Critical to the company’s model is its proprietary hardware/software/distribution model. Designed as a cohesive system, this intellectual property is the sum of dozens of small breakthroughs that reduce costs and increase customer satisfaction. It is this technological stack, combined with value chain innovation, that allows the company to install a full solar energy system in a customer’s home for under $100 capital cost, and to charge an average of $1.75/week for bright, modern light that can light an entire home.

This system is not a theory or prototype - it is in mass production and it is working today with exceptionally happy customers.

**2014 Impact:**

At the end of 2014, OGE had 35,000 customers (up from 9,000 end 2013). This customer build-up was slower than expected as OGE worked hard to iron-out some of its early stage growing pains, specifically around hardware and customer utilization.

In March of 2014, the 3W Board visited the OGE team and OGE customers in Tanzania. We were incredibly impressed with the management and staff, as well as with the impact. Already in March, the team was beginning to identify and hone-in on hardware issues and customer utilization. Because OGE is actually a utility service provider, efficiencies in the hardware and customer utilization are key components to financial success.

Throughout 2014, OGE tweaked its sales model and its hardware system. This work, although labor intensive, has made for a stronger model and ultimately, a more impactful offering to the end user. 2015 is expected to see considerable growth!
Investment: OMC Power – India

Type of Funding: Equity
Purpose of Funding: To Scale the Current Operations
Partner since: 2013

Opportunity:
Just as with OGE in Tanzania, OMC Power offers rural villages an off-grid solar-energy solution replacing kerosene dependency. In addition though, OMC also provides a powerful offering to the Telecom companies via a clean energy solution to their rural mobile towers, which in turn has an immediate cost savings and climate benefit. Whereas OGE has dispersed solar assets in each home, OMC Power consolidates the solar panels into a solar “plant”.

Model:
OMC builds, operates, and owns Micropower Plants that extract clean energy from the sun. The Micropower Plants also have battery banks and diesel generators for backup, as well as a power management system for optimal energy efficiency and remote access.

For telecom customers, OMC runs a power cable from the Micropower Plant to the telecom base station, and power is provided on a kWh-consumed basis. For community customers, power is sold on demand through a local entrepreneur that charges and rents out lanterns, power boxes and other power utility products.

Sustainability:
For mobile networks and rural communities, OMC is a new type of power company that builds small-scale power plants with renewable sources where there is no reliable power grid today.

The company sells power to both mobile networks and rural communities. Micropower reduces CO2 emissions and contributes to socioeconomic development. With micropower from OMC, chil-
children can study at night, shops can be open longer – the whole society develops. If profitable, sustainability is built through this win-win proposition.

2014 Impact:

At the time of investment in December 2013, 3W was the first substantial investor in the OMC model. Our investment was to optimize the model in preparation for large-scale rollout. We were prepared to see many iterations of the model before a viable proof of concept was established. Not only did the model need to be adapted, but also the financing needed to be procured. Despite the uncertainties, we were confident that a model which such huge impact, run by a strong, experienced, and committed team would persevere.

Today OMC has laid the groundwork for significant expansion in 2015 through long-term contracts with the 3 biggest Telecom operators, procurement of an important government subsidy as well as permits, and land for 100 new plants. In addition, the team has developed a more robust business model with a strong local team capable of implementing the aggressive rollout plans.

We are confident of OMC’s potential impact: Children able to do homework and read past sunset, parents able to increase their productive load, health benefits to the entire household as the need for dangerous kerosene is greatly reduced, and the huge environmental impact as Telecom Towers are moved off of diesel generators and powered solely by solar energy. This success is happening at a small scale, but our hope is the foundation has been laid for large-scale impact in the coming years.
Procedure

1. Entering the classroom
   - Children have to enter the class quietly.
   - Teach the buddies.
   - Take permission if child is late or gone out for toilet etc.

2. Leaving the classroom.
   - Kids are sent out row wise.
   - All the written work needs to be complete.
   - Leave the classroom silently & hands at back.

3. Getting class' attention
   - Count up 1, 2, 3 only.
   - Are you listening (yes we are).
   - 1 2 eyes on you (1 2 eyes on didi).
   - Praise a child sitting nicely (wow).

4. Getting teacher's attention
   - Child raises the hand.

5. Circle Time:
   - Value base Story/Discuss

6. Bathroom/water
   - Give a 2 mins break to drink water after Circle time.
   - Toilet only twice besides break.

7. Passing papers
   - Give papers in 4 rows - Take 1 and pass the papers/Books.

8. Collecting papers
   - Monitors collect the papers.

9. Transition
   - Give a round of applause.
   - Do kinesthetic exercise.
   - Do / follow didi's action.
   - Touch your head, stand up, sit down etc.
The World We Want Foundation and Education

Opportunity:

A person’s ability to make better decisions leads to better choices, better outcomes and ultimately increased income. Developing countries typically have a poor record of ensuring education access and quality. In fact, 70% of all children not in school globally are in South Asia and Sub-Saharan Africa. Educational outcomes for those who do go to school in these geographies are abysmal. 9 of 10 children in Sub-Saharan Africa fail to complete basic education, and in rural Pakistan, only 65% of the students in Grade 3 could subtract single digits. And furthermore, an education is no guarantor for employment.

In India, the ASER – Annual Status of Education Report showed little change in the shockingly low learning levels: less than half of grade 5 children can read a grade 2 level text, and just over half of grade 5 children can do two-digit subtraction. And these findings came three years after the widely publicized Right to Education Act was enacted. In addition, 88% of the 15-29 year olds in India have no vocational training at all – resulting in massive gaps in employability across sector, skill level, and location.

Investing in education, with a focus on creating economic impact, is a critical lever in creating better opportunities for all. Academic studies show that one standard deviation increase in students’ performance on math and science tests leads to a full 1% increase in annual GDP growth (equal to $10B in Kenya by 2020), and more than 10% increase in student incomes at the end of high school. While it will always be a challenge to make these claims with certainty, we believe that education is a basic tool for improving income and quality of life, and a critical platform for creating human dignity.
**Type of Funding:**  Grant  
**Purpose of Funding:**  Pioneer a new, innovative Portfolio of Patient Capital Investments in Education  
**Partner since:**  2011

Historically, at 3W, we have worked with specific education programs. Our collaboration with Acumen is slightly different in that the Acumen model is to invest in private-sector companies that can provide educational and vocational services to the bottom of the pyramid, profitably and, therefore, sustainably.

The purpose of our grant funding is threefold:
1. Pioneer a new, innovative portfolio of patient capital investments in sustainable, scalable, education and employability
2. Catalyze the growth of a new sector of scalable education and employability organizations for low income communities
3. Create sustainable access to high-quality, affordable education plus employability for low-income communities in emerging markets

By investing equity, debt or grants in organizations delivering education and/or vocational training to low-income communities, we hope to improve income opportunities and quality of life.

**Sustainability:**

The markets alone cannot solve the problems of poverty; nor are charity and aid enough to tackle the challenges faced by over two-thirds of the world’s population living in poverty. Patient capital is a third way that seeks to bridge the gap between the
efficiency and scale of market-based approaches and the social impact of pure philanthropy.

For Acumen, patient capital is understood as a debt or equity investment in an early-stage enterprise providing low-income consumers with access to healthcare, water, housing, alternative energy, education, or agricultural inputs. The typical commitments of patient capital for an enterprise range from $250,000 to $3,000,000 in equity or debt with payback or exit in roughly seven to ten years.

The patient capital Acumen provides is accompanied by a wide range of management support services nurturing the company to scale. The aim in investing patient capital is not to seek high returns, but rather to jump-start the creation of enterprises that improve the ability of the poor to live with dignity.

2014 Impact:

Four years ago, in September 2011, we embarked on this journey with Acumen with high hopes. These hopes were put to the test, as regulations in India (Right to Education Act) changed and investment pipeline was sluggish. Since then a few things have happened:

1. Lessons-learned started to accumulate and momentum was created
2. The portfolio grew through a hands-on, entrepreneurial approach, supported by a competent, education-focused team.

Today, the fund consists of an interesting and diverse portfolio of investments and is on its way to be the first of its kind – an education fund serving the most vulnerable.

Overall:

In the past 12 months, the portfolio development has been significant:

1. Current Investments are performing well, and there has even been one exit from Hippocampus Learning Centres.
2. The new team has been able to increase the deal flow significantly through innovative “road shows” scouting for talent throughout the country, leading to almost a fully invested fund.
3. Pipeline is strong, not only in India but also Pakistan, with leads in East and West Africa as well.
4. Being more entrepreneurial, and with a more “education” experienced team, engagement of the regional teams has greatly increased.
5. Funding activity picked up substantially. Acumen focused on converting their strong pipeline into approved investments with 4 new investments in both India and Pakistan, including entry into the physical-school space.
6. The team has begun creative and effective Impact Measurement.

Overall, this fund impacted over 100,000 students in 2014.
<table>
<thead>
<tr>
<th>Organization</th>
<th>Country</th>
<th>Number of Students/Enrolled</th>
<th>Achievements and Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hippocampus Learning Center</td>
<td>India (Exited)</td>
<td>9,000+ students</td>
<td>In standardized assessment tests, HLC students outperformed the state average by 2.5x in Math and 3.08x in English</td>
</tr>
</tbody>
</table>
| Edubridge India                     |                   | 15,998 students trained in 2014 | - Typically first generation to be formally employed  
- Salaries as high as INR 8K-12K/month                                                                                                                  |
| Labournet India                     |                   | 50,974 students trained in 2014 | - Works with informal construction workers that live on less than $2.50/person/day – these workers are usually migrants from India’s poorest states and are a highly vulnerable population.  
- 67% of the trained construction workers were still employed several months after training                                                                 |
| SEED Schools India                  |                   | 350+ students enrolled at the first campus | Ranked as a “Silver School” in standardized assessment by Gray Matters                                                                                      |
| Ignis Careers India                 |                   | Trained 15,000+ students across 52 schools | All students tested showed an improvement of at least 1 level in all key English language skills                                                              |
| Nasra Public School, Pakistan       |                   | 850+ students across 5 campuses | The plan is to launch an additional 10 campuses                                                                                                             |
| Kashf Foundation, Pakistan          |                   | 10,000+ students across 100 schools | - Building school capacity  
- Investing in Infrastructure, computer labs and libraries                                                                                                     |
Type of Funding: Grant
Purpose of Funding: Increase Overall Educational Outcomes in the Slum Communities of Baiganwadi and Shivajinagar
Partner since: 2007

Model:
India is a special country, with an especially big literacy problem – one-fifth of the world’s illiterate reside here. Of the country’s 210 million children, almost half are unable to read. Without education, these children are vulnerable and unlikely to ever rise above the poverty of previous generations. Pratham believes that literacy is a fundamental human right.

Pratham’s programs are all driven by a simple, singular mission of “Every child in school and learning well.” As the largest educational non-profit in India, Pratham works across urban and rural India, mobilizing volunteers to implement low-cost solutions to maximize government efforts. Starting by setting up pre-schools in community spaces or people’s homes in slums, Pratham introduces remedial literacy learning in Indian schools and focuses on measuring outcomes. Pratham’s approach is to
design low-cost content and pedagogical models that can be easily integrated by teachers to engage kids; build a collaborative culture with a network of volunteers, teachers and community stakeholders; scale up programs via partnerships with state and district governments to reach a large segment of India’s illiterate children; and track gaps in children’s learning to monitor impact. They conduct the largest survey of children’s learning levels in India through their Annual State of Education Report (ASER), a review cited by education policymakers and replicated by education entities around the globe.

Sustainability:
Pratham does not build schools, they build communities. Pratham will never be completely independent of donor money, but the model is an integral part of the Indian educational network, recognized by local, national, and even global education policy makers. Pratham has created a self-sustaining community process that continues to provide a solution to a local problem, hence sustainability is inherent to the model. As long as there are cracks in the public educational system in India, Pratham will be filling those cracks.

2014 Impact:
Over the past 8 years, 3W has supported 212 communities in the slums of Mumbai with $1.190M. The support from 3W has been crucial for ensuring a perceptible change in the educational and health levels of several thousand children. 3W’s continuous support has been well utilized for programs such as Balwadies (pre-school), Support Classes for children from Standard 1-7, community libraries, learning camps, vocational classes and English speaking classes in the 212 communities.

The area of our work, the M zone, is a part of a major slum, situated beside one of Mumbai’s largest dumping grounds, with an ever increasing migrant population. Despite these challenges, the Pratham model has created great improvements to children’s education and health levels.

Given our long-term engagement, we performed an in-depth analysis of the results this year.

Program Overview
An outline of the interventions conducted in the 212 communities of M zone Mumbai are as follows:

1. Preschool: This includes the Balwadi Pre-school Program and the Parent Education Program for Standard 1 and 2

2. Primary School: Libraries, Learning Camps and Read India (support classes) for students from Standard 1 to 7

The Library program is the catchment program from which the most vulnerable are identified – those that need extra support go to the Learning Camps and the Read Mumbai (Read India) programs
3. **Coaching Classes**: Coaching for youth from age 14 and above who want to complete their Secondary Schooling

4. **Health Program**: Health camps through which vitamin and mineral tablets are provided to young children and health awareness sessions and HB testing conducted for adolescent teens

**Programs in Detail**

**A. Pre School Program**

All research proves that these early years are the most important for a child’s success. The government of India has made strides in enrolling children in Early Childhood Classes – but Pratham helps to fill deficiencies.

**Balwadi**

The Balwadi is aimed at improving a child’s understanding and concept formation. It is an activity based program that uses teaching aids such as flash cards, craft activities, models and games to help children better grasp basic concepts such as shapes, colors, animals, numbers, etc. The program also pays attention to the child’s physical development. The 3W communities have 350 Balwadi students, ages 3 and 4 years old.

**Results**

At the end of the 2014 school year, the children enrolled underwent an evaluation. Highlights include strong results in not only academics, but also fine motor skills. Specifically:

- Tests for listening, retention, vocabulary, and relationships improved from pre-test levels of 46% to 98%
- Tests for recognition of letters, and reading simple words and sentences increased from 14% able to identify letters to 28%
- Shapes and Concepts: 55% pre-test and 100% post test could perform the activities
- Math: Pre-test 30% could do simple addition, post 92%

**Parent Education**

This initiative was originally started in order to garner more parental involvement in the educational lives of the children involved in the Balwadi program.

Through this program, theme based workshops are held with the parents of the children every month where they are taught how they can use simple but effective household methods to teach their children at home and supplement the content taught in the Balwadi program.

**Results**

According to this study, the team observed that in the beginning very few parents were involved in teaching the children. However after constant visits and frequent interaction involvement increased significantly to 56%.
Further testing was also done of the Parent Program for Standard 1 and 2, specifically. The test results were striking – 17% children were at none reading level in pre-test, reduced to 1% in post test; the percent of children only at letter level was reduced from 83% in pre-test to 24% in post test; and the percent of children at word level increased to 70% in post test with 5% of children at sentence level.

B. Primary School Program

Library

One library covers around 100 to 120 children from an average sized community containing 150 to 200 households. The library covered a total of 29,955 children at the end of the 2014 school year. Books are available in local languages (Hindi, Urdu & Marathi) and English along with reading cards on various topics from subjects like History, Geography, Science and Social Science which are extremely helpful to students during school projects.

The Librarian distributes books according to the children’s reading levels as well as conducts home visits to ensure that reading is being encouraged at home.

Learning Camps

The activity based learning camps were started in September 2013 and continued to March 2014. These are run in 2 phases at 30 hours each, over two consecutive weekends. This is the most impactful intervention we have ever seen – an intense intervention with very small groups (teacher ratio is 1:5).

Through the learning camps the team was able to cover a total of 2580 children. Example of results:
### Results Math

<table>
<thead>
<tr>
<th>Std</th>
<th>1st camp pre-test (Number recognition)</th>
<th>1st camp post-test</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>None</td>
<td>1-9</td>
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<tr>
<td>Std. III</td>
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<td>39%</td>
</tr>
<tr>
<td>Std IV</td>
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<td>36%</td>
</tr>
<tr>
<td>Std V</td>
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<td>23%</td>
</tr>
<tr>
<td>Std VI</td>
<td>0%</td>
<td>19%</td>
</tr>
<tr>
<td>Std VII</td>
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</tr>
<tr>
<td>Total</td>
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<table>
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<th>2nd camp post-test</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>None</td>
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<tr>
<td>Std. III</td>
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</tr>
<tr>
<td>Std IV</td>
<td>0%</td>
<td>11%</td>
</tr>
<tr>
<td>Std V</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>Std VI</td>
<td>0%</td>
<td>3%</td>
</tr>
<tr>
<td>Std VII</td>
<td>0%</td>
<td>4%</td>
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<tr>
<td>Total</td>
<td>0%</td>
<td>9%</td>
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</table>

### Results English Language

<table>
<thead>
<tr>
<th>Std</th>
<th>Pre-test (Reading)</th>
<th>Post-test</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>None</td>
<td>Letter</td>
</tr>
<tr>
<td></td>
<td>None</td>
<td>Letter</td>
</tr>
<tr>
<td>Std. III</td>
<td>3%</td>
<td>8%</td>
</tr>
<tr>
<td>Std IV</td>
<td>2%</td>
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<tr>
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<td>5%</td>
</tr>
<tr>
<td>Std VI</td>
<td>6%</td>
<td>0%</td>
</tr>
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<td>Std VII</td>
<td>0%</td>
<td>7%</td>
</tr>
<tr>
<td>Total</td>
<td>2%</td>
<td>31%</td>
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C. Secondary Schooling Activities Std. 10

Coaching Program

The coaching program caters to those students that have not been able to complete their secondary schooling.

The board exams were held in March 2014 and out of 46 students who attended the classes 43 students appeared for the exam. 40 students (87%) passed – all of whom applied to college.

Vocational Classes

Under this program, vocational skill training, computer skill training, and spoken English are provided for young adults to teach skills that will build self confidence, better employment opportunities, and entrepreneurial opportunities from home.

D. Health Intervention

Anemia Program: HB Testing and Intervention for Anemia

Objectives:

- To bring down prevalence of anemia by dietary modifications and micronutrient supplementation in adolescents and their mothers from over 90% to 50% within ten months.
- To educate mothers about Anemia and the ways to prevent it by modifications in diet.
- To promote peer educators to give correct advice to prevent anemia.

Results

Over 2,100 Adolescent Boys and Girls HB tested

Only 11% had normal levels. The rest were treated with Iron folic acid tablets, Multivitamin tablets & Vitamin C tablets. During the testing and intervention, 1 tablet of Albendazole for deworming was consumed (chewable tablet) by all.
Disaster Relief
The World We Want Foundation and Disaster Relief

Opportunity:

Disaster Relief is not our focus – we are not well positioned to understand or handle the intricacies involved in large-scale human catastrophes. Yet, sometimes the human or environmental damage is so significant, that we feel compelled to act.

In these cases, we try to follow the principles that guide our investment approach and look for innovative solutions, which will have a lasting impact. In 2010 we tried 2 very different approaches in the face of enormous human suffering: After the devastating earthquake in Haiti, we decided we could add little impact to the relief and rescue effort, so we took a long-term approach and investigated the best ways for our active engagement. We identified job creation as our area of focus and started our long-term partnership with Caribbean Harvest (page 15). That same year, with a very different approach, we provided LifeSaver water treatment jerry cans to the victims of the Pakistan floods.

Although impressed with the actual LifeSaver product, we found that this one-off approach did not really fit our organizational “DNA“. We hope that the jerry cans provided clean water and all the associated promised impact, but we can never really be sure.

This year, we watched as the Ebola tragedy swept across West Africa. Knowing that money is not always the issue – as opposed to long lead times, logistics, and bureaucracy – we decided to take an opportunistic approach to our crisis reaction. We waited for an opportunity to arise where we could add value, and not simply pour money into an already clogged system. Following the amazing work of Ola and Hans Rosling (Gapminder), our opportunity for meaningful impact became clear.
Type of Funding: Grant
Purpose of Funding: To Streamline Data Collection and Distribution for the Ebola Response Effort in Liberia
Partner since: 2014

Opportunity:
As we watched the Ebola tragedy unfold, we at 3W felt helpless. We wanted to do something to help, but realized our limitations. After the international community woke from inaction, much of the unmet need was due to bottlenecks in the system, logistics and manpower. Although unable to provide the needed expertise to solve those issues, we decided to support the overall effort via Hans Rosling and his organization, Gapminder. With logarithmic growth of deaths and infection rates, every day became critical. Decision and policy makers needed accurate information to strengthen the overall efficacy of the effort.

And data is Professor Rosling’s expertise.
As an expert in pandemics, Professor Hans Rosling was sent by the UN to “cut through the red tape” and understand exactly what methods would be most effective to stop the spread of this disease. His son and CEO of Gapminder, Ola Rosling, headed the effort of building a data-analysis ‘back-bone’ for Professor Rosling’s field work.

Unfortunately, the disease was spreading so quickly that the various health agencies had a difficult time compiling and comparing data. Also, there was little time to sanity check the figures and make the necessary ‘educated’ assumptions for a fast and suitable response. There was simply no time for missteps.
2014 Impact:

With Hans Rosling’s fact finding on the ground, Ola Rosling and his expert team of data programmers in Stockholm were able to pull the meaningful data together – from the World Bank, UN, UNICEF, the WHO, and from the field – enabling policy advisors and operative organizations to prioritize and concentrate efforts where most needed.

Through this effort, funded by 3W and Jochnick Foundation, Gapminder was able to provide a more meaningful overview to West Africa’s leaders, MSF, the UN, and other actors in the region thereby strengthening the International Community’s response.