

HAND IN HAND INTERNATIONAL ANNUAL REPORT 2015-2016



Women's Self-Help Group | Kiziguro, Rwanda



HAND IN HAND
INTERNATIONAL



The figures in this report are for the Hand in Hand network as a whole for the period from April 2015 to March 2016. Funding our ambitions (page 10) and Financial overview (page 14) cover Hand in Hand International only. Hand in Hand is a network of legally independent organizations and, as such, does not have consolidated financial accounts. Based in London, Hand in Hand International is one of three support and fundraising operations in the network.

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Chapati producers | Kanchipuram, India

A WORD FROM BRUCE GRANT, CHAIR, HAND IN HAND INTERNATIONAL

It's been 13 years since Hand in Hand started fighting poverty with jobs.

Back then, conventional wisdom had it that jobs and employment were best left to the private sector. Development was about issues like hunger and disease, and those issues only.

How things change.

Ratified in autumn, the United Nations Sustainable Development Goals situate “productive employment and decent work” as key battlegrounds in the fight against poverty, hunger and disease. “Job creation, entrepreneurship ... [and] access to financial services” are all seen as vital.

Hand in Hand's mission, in other words, is finally front and center,

in the biggest, most ambitious project in the history of international development. How we respond will determine our future, along with the futures of millions of would-be entrepreneurs.

There are reasons to be confident. In Rwanda, 2015-'16 brought tidings that Hand in Hand had significantly surpassed our projections, creating 115,000 jobs throughout the duration of a program designed to create 80,000. That's particularly good news as we move next door into Tanzania – our biggest expansion since launching in Kenya in 2010 – where we aim to create 200,000 jobs by 2021.

Network-wide, Hand in Hand supported the creation of almost 490,000 jobs in 2015-'16, led as always by Hand in Hand India, which

contributed 325,700 to the overall number. Hand in Hand Afghanistan meanwhile nearly doubled its number of jobs created, adding more than 11,100.

Overall, we added 24 percent to our historic total – proof we are well on our way to achieving true scale. At the same time, fundraising at Hand in Hand International shot up by 47 percent over the previous year, a testament to our expanding donor base and the increasing primacy of our message.

Taken together, it all suggests one thing: we are on the right track. The challenge now is to keep pushing forward, united in our mission to fight poverty with jobs.

Bruce Grant
Chair, Hand in Hand International



Rasul | Poultry farmer | Sholgara District, Afghanistan

01. THE CHALLENGE

Ask 10 economists about the informal economy and you'll get 17 different answers. Some of those answers, just to muddy things further, will inevitably be questions.

Are informal economies – unregulated and unprotected by the state – a symptom of low levels of development or a cause? Should they be strangled out of existence? Would that even be possible? What would replace them?

Here's what we know.

Some 1.8 billion people work in the informal economy.¹ Across vast swathes of the developing world – Hand in Hand's operating countries included – informal employment accounts for up to 90 percent of the overall total.²

Worldwide, the economy will need to create some 600 million jobs in the next decade to keep up with the number of young people entering the workforce. That's half the number of formal jobs in existence today.³

Some 1.8 billion people work in the informal economy, and we know how to help them make their lives better. So that's what we're doing

As far as Hand in Hand is concerned, questions about the informal economy are largely academic. Whether it's a force for pure bad or a force for pure good – and of course it's neither – is beside the point.

The informal economy isn't going anywhere. Billions of impoverished people work within it. And we know how to help them make their lives better.

So that's what we're doing.

Here's how.

First, we create community groups made up mostly of women who support each other, save together and learn together. Next, we train them to develop small businesses that make the most of their skills and potential. After that we provide our fledgling entrepreneurs with access to credit so their businesses can grow. And last but not least, we help them scale up by connecting them to larger markets.

Hand in Hand has done this millions of times over the years. And we intend do it millions of times more.

¹ Organisation for Economic Co-operation and Development

² International Labour Organization

³ Ibid.



Zacharie Itegekaharmde | Cellphone salesman | Rwinkwavu, Rwanda





Palwasha Rafiqzada | Business trainer | Balkh Province, Afghanistan

MEET PALWASHA FROM AFGHANISTAN

Hand in Hand Afghanistan entrepreneurs aren't the only ones making a difference. Across the country, in a growing number of provinces, trainers are too.

Take Palwasha Rafiqzada (pictured above, left). In less than a year, the vocational trainer has instructed 154 women in five different villages on skills as varied as poultry rearing and knitting. It's a small contribution to the thousands of jobs created by Hand in Hand Afghanistan, but one that Palwasha finds hugely fulfilling all the same. "I'm proud to work with poor women toward a change," says the 41-year-old. "These women have been stripped of everything by civil war and poverty."

Palwasha knows first-hand what that means. In the late-1990s, as civil war spread, the mother of six was forced to abandon a career in teaching and seek refuge in Pakistan. She returned home after the Taliban fell in 2001. Her husband found work as a doctor's assistant. She found work with several NGOs, including a stint as poultry team supervisor at the UN's Food and Agriculture Organization, before joining Hand in Hand more than a decade later in May 2013.

It's work she has every intention of continuing. "The women I work with face many problems – poverty, a lack of education, inadequate life skills – but by the time they graduate I find them strong and enabled," says Palwasha. "When they start to earn money they improve their position in the family and in society."



02. THE YEAR IN REVIEW

WOMEN

Too little research has been done into providing women with both access to microfinance and business and skills training.

Not anymore.

Starting in 2010, Self-Help Groups in Tamil Nadu, India were opened up to the Institute for Financial Management and Research (IFMR), an internationally recognized research organization employed by the World Bank, Harvard and other institutions. The IFMR's study is ongoing, but the results so far look promising. Compared to randomized control groups, women in Hand in Hand India's Self-Help Groups are:

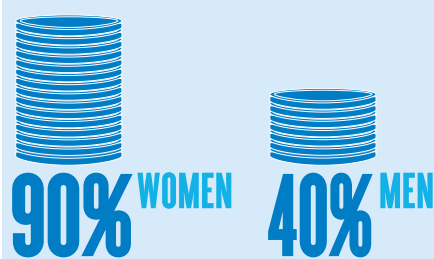
- More likely to save on a regular basis;
- More likely to have formal loans from microfinance institutions or banks (having used loans from Self-Help Groups as bridge financing);
- Less likely to take out informal loans (from friends, shop owners and predatory lenders);
- More likely to raise issues and campaign for solutions with community leaders and government officials.

The final report will be published this coming financial year.

Hand in Hand India members are more likely to save on a regular basis, borrow formal loans and speak out in their communities

WOMEN

PROPORTION OF INCOME SPENT ON FAMILIES AND COMMUNITIES IN DEVELOPING WORLD



Brookings Institution, 2014

INDIA'S RANKING IN WOMEN'S LABOR FORCE PARTICIPATION



International Labour Organization, 2013

YOUTH

1991-2014



International Labour Organization, 2015



United Nations Development Programme, 2013

YOUTH

Last year, Wangu Primary School in Nairobi hosted Hand in Hand Eastern Africa's first Entrepreneurship Club, training 60 students aged 10-16 in the basics of business.

In a country where youth unemployment is considered a ticking time bomb, the project's aim was simple: to raise the status of self-employment among young people and unlock the path to success through entrepreneurship. Students completed an income-generating group project making and selling soap to the school, their teachers and the wider community. Not only was the cost of the program covered, club members' school fees were subsidized by 300 KES (US \$3) each. Word spread, and dozens more students clamored for a spot in the club.

Today, thanks to generous grants from the Swedish Postcode Lottery and the IKEA Foundation, some 11,800 students from across Kenya are on their way to securing spots in the after-school clubs by 2020. Hand in Hand Eastern Africa staff are also advocating for greater promotion of entrepreneurship in Kenya's national curriculum.

Some 11,800 students from across Kenya are on their way to securing spots in Entrepreneurship Clubs by 2020

CREDIT

Savings groups and skills training go a long way towards eradicating poverty, but they aren't always enough. Without access to finance, many micro-entrepreneurs will never be able to expand their enterprises and lift themselves out of poverty.

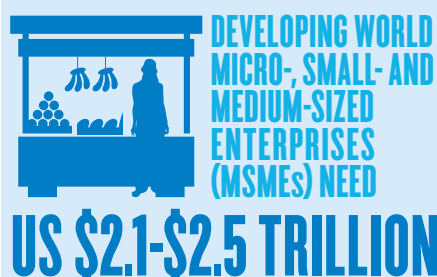
By their very definition, however, Hand in Hand's members lack the asset collateral required to borrow from traditional banks and microfinance institutions. That's when we step in as a lender of first resort.

Hand in Hand India made loans totalling US \$60.8 million in 2015-'16. Repayment rates surpassed 99 percent. In Kenya, Hand in Hand Eastern Africa made loans totalling US \$2.5 million, receiving 100 percent repayment. (This versus rates of 60 to 65 percent in comparable facilities such as Kenya's Youth Enterprise Development Fund.)

In both cases, repayment rates were credited to rigorous financial training and the productive use of credit. In India, for example, 80.5% of borrowers used their credit to support enterprises and jobs.

Hand in Hand's repayment rate surpassed 99 percent in 2015-'16

CREDIT



International Finance Corporation, 2010

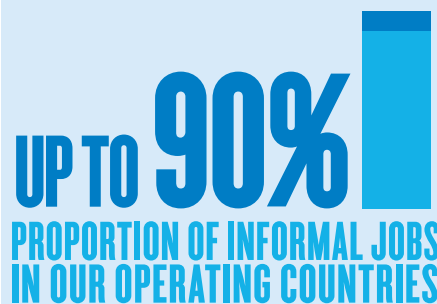


Entrepreneurial Finance Lab, 2014

JOBS



United Nations Department of Economic and Social Affairs, 2015



International Labour Organization, 2015

JOBS

Hand in Hand supported the creation of almost 490,000 jobs in 2015-'16. That's almost a quarter of our historic total.

Not surprisingly the greatest gain came from our biggest operation, Hand in Hand India, which created some 325,700 jobs. Operations in Kenya and Afghanistan also made significant gains, contributing 90,600 jobs and 11,000 jobs respectively. (If those figures look small compared to India's consider that Kenya added 42 percent to its historic total, while Afghanistan's jobs total almost doubled.)

Perhaps most notable, however, was our growth in Rwanda. Hand in Hand's partnership with CARE International in the country aimed to create 80,000 jobs. But by the time it concluded in March 2016 more than 115,000 had been created in three years' time.

Today, the program serves as a testament to the power of partnerships – combining Hand in Hand's job creation model and CARE Rwanda's savings groups – and a blueprint for future expansion. We'll be sharing our learning about this approach with the development community throughout 2016.

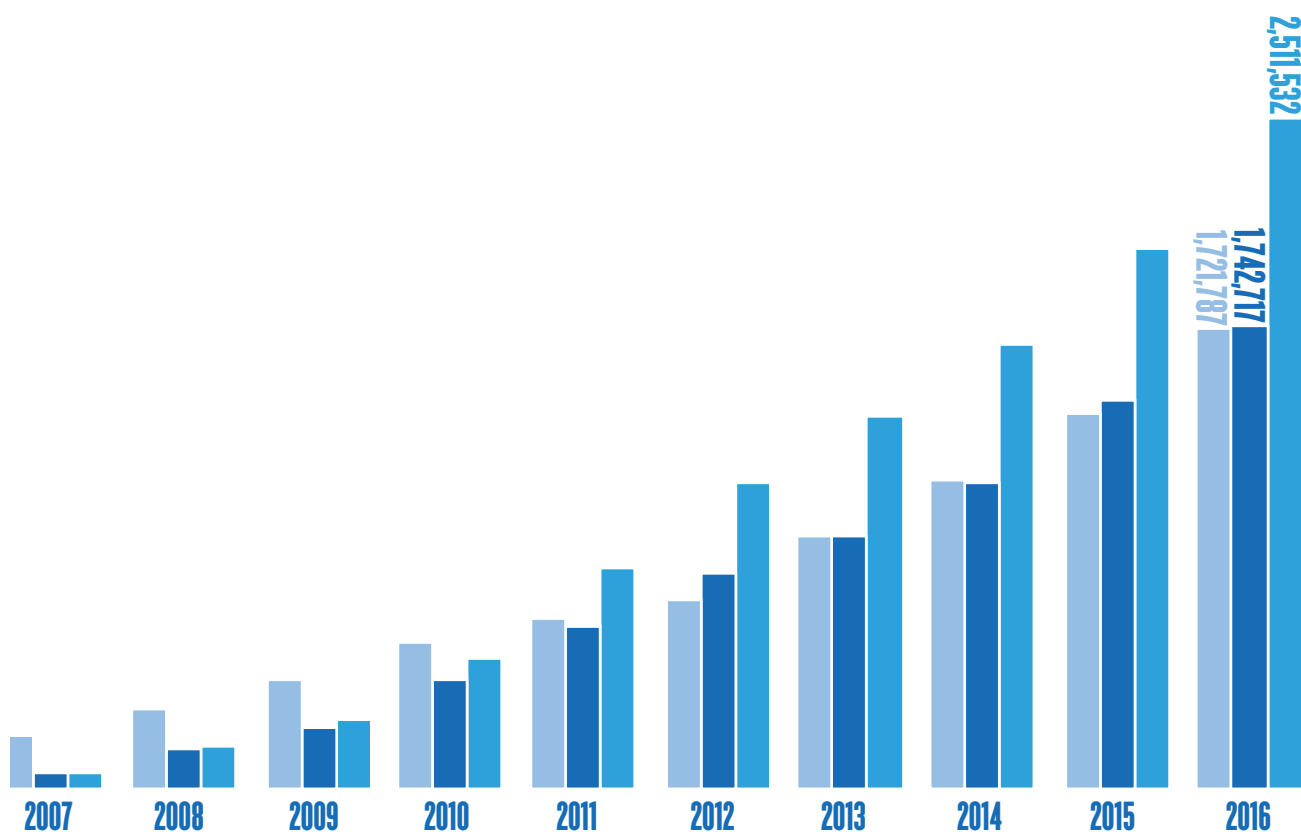
Our program in Kenya added 42 percent to its historic jobs total, while Afghanistan's almost doubled

03. OUR NETWORK RESULTS

Hand in Hand nurtured the creation of more than 1,300 jobs a day in 2015-'16. That's 300 more per day than in 2014-'15.

Our ratio of enterprises to members trained was 96 percent, consistent with previous years. While not everyone succeeds in launching or expanding a business, those who do typically become serial entrepreneurs, developing more than one enterprise.

Our members remained firmly in the micro-enterprise space, producing an average of 1.7 jobs per enterprise.



298,834
MEMBERS ADDED
APR 2015-MAR 2016

21% GROWTH

287,210
BUSINESSES ADDED
APR 2015-MAR 2016

20% GROWTH

489,980
JOBS ADDED
APR 2015-MAR 2016

24% GROWTH

MEET KOMALA FROM INDIA

Running her own beauty salon had been a dream of Komala's since childhood, but lacking education and in her mid-30s, she found herself a housewife living on the brink of poverty instead. Things changed when Hand in Hand India arrived in Komala's panchayat, along with the promise of beautician training and, if she worked hard and presented a convincing business plan, a microloan to get her started.

Sure enough, Komala finished her training, took out a loan and opened up shop. With four beauty salons already nearby, she established a competitive advantage based on comparatively low prices and superior customer service. Even still, Komala found she had downtime during the day. That's when she established a side-business embellishing saris with sequins and embroidery, an activity that now accounts for 30 percent of her income.

But she wasn't done there. Smelling opportunity, Komala trained to become a beauty trainer herself, and today tutors up to 20 students a month for INR 1,000 (US \$15) each. Together, her three streams of income bring in an average of INR 51,600 (US \$770) a month. That's enough to pay for life-changing appliances like a refrigerator and air conditioner. Next up: a better home for her family and, when they grow up, university for her two children.



Komala | Hairdresser | Pondicherry, India

04. FUNDING OUR AMBITIONS

Hand in Hand International raised almost US \$8 million this fiscal year – 14 percent more than our target of US \$7 million. Donations were fairly evenly balanced among governments, foundations, individuals and corporate donors.

That hasn't always been the case. Historically, Hand in Hand hasn't targeted corporate donors with the same frequency as others – a consequence of close relationships with governments, foundations and individuals. But recognizing the need to diversify our donor base, we entered the 2015-'16 fiscal year with corporates squarely in mind.

The outcome has been promising. In 2014-'15, corporate donations totalled US \$400,000. This year they hit US \$2.1 million.

The jump was attributable to an expanding portfolio of donors. Companies including Norton Rose Fulbright, Cevian Capital and Alquity made highly valued contributions.

So too did UBS, which signed on to provide match-funding to a program designed to help young children reach their full potential, and mothers increase their incomes. Our largest corporate donation came from Gunvor, a global commodity trading company headquartered in Geneva, which embarked on a multi-year partnership with Hand in Hand.

Our largest foundation grant meanwhile came from the IKEA Foundation, which signed on to donate US \$3.6 million over four years. The project will help 43,200 impoverished mothers and young people in Kenya thrive as eco-entrepreneurs, even while inspiring 4,800 future business leaders at Entrepreneurship Clubs in schools. For thousands of children, the results will be transformative: full stomachs, inquiring minds and a world full of potential.

KEEPING COSTS LOW

Hand in Hand International is committed to staying lean and keeping overheads low. Our fundraising and administration costs to expenditure (FACE) ratio is 9.8 percent.





MEET MARTHA FROM KENYA

A few short years ago, Martha Kimuyu barely scraped by selling drinks by the side of the road. Today she's a pioneering eco-entrepreneur earning five times her former income and changing the way her village burns fuel. Not bad for a semi-literate 68-year-old who, before joining Hand in Hand Eastern Africa, couldn't afford to pay her orphaned grandchildren's school fees.

Martha joined Hand in Hand in 2011 as one of our first members in Machakos County, just east of Nairobi. A training session on green business opportunities got her thinking about a trip to her daughter's, where she'd encountered a curious fuel source: charcoal briquettes, made out of spent charcoal, water and soil. Not only did the briquettes save trees and dramatically reduce air pollution caused by cooking with pure charcoal, Martha would later discover, they also reduced fuel costs by as much as 90 percent.

Martha set up shop as Machakos County's first charcoal briquette producer, handing out free samples to neighbours before charging KES 150 (US \$1.50) per briquette versus a production cost of KES 80 (US \$0.80). She now earns 14,000 KES (US\$ 163) a month, more than enough to feed her grandchildren a varied, nutritious diet and pay for school fees.



Martha Kimuyu | Charcoal briquette producer |
Machakos County, Kenya



05. LESSONS LEARNED

Hand in Hand has long had a system to consistently track our work's key outputs – metrics like loans or numbers of jobs. By their very nature, however, the differences in members' lives that result from those outputs – known as *outcomes* – are harder to quantify.

Ratified in autumn, the United Nations Sustainable Development Goals (SDGs) got us thinking: how could Hand in Hand think differently about which outcomes we measure? More specifically, how could we use the SDGs as a framework?

Working in partnership with the Johnson & Johnson Corporate Citizenship Trust and TCC Group, a leading M&E consultancy, we developed a range of new outcome indicators establishing quality health (SDG 3) and education (SDG 4) as two of the ultimate long-term outcomes we expect to see. The indicators are being rolled out later this year.

Meantime, earlier efforts in outcome measurement are beginning to bear fruit – and provide some encouraging results – across the Hand in Hand network.

Monthly income

Only 9.1% of our members in Kenya earned more than US \$100 per month (the World Bank's latest definition of poverty) when they joined Hand in Hand Eastern Africa. By 2016, 37.4% of those same members had crossed the US \$100 threshold, while the proportion earning less than US \$30 a month had decreased from 56.3% to 14.9%.

9.1%
EARNED MORE THAN
\$100 PER MONTH

37.4%
EARN MORE THAN
\$100 PER MONTH

Increased profits

Hand in Hand Eastern Africa's members in Rwanda earn an average of US \$49 a month in business profits. Their peers in savings groups that didn't receive our training earn 42% less.

\$28 MONTHLY
WITHOUT HAND IN HAND
BUSINESS TRAINING

\$49 MONTHLY
WITH HAND IN HAND
BUSINESS TRAINING

Food Security

When Hand in Hand first arrived in Rwanda, 33,438 of the women we trained reported having to miss at least one meal in the previous six months. By the time the project had finished three years later that number was down to 14,560 – a 57% drop.

33,438
SKIPPED MEAL
BEFORE HAND IN HAND

14,560
SKIPPED MEAL
AFTER HAND IN HAND





Aloys Nsabimana | Barber | Bugesera District, Rwanda



MEET ALOYS FROM RWANDA

Ask Aloys how Hand in Hand has changed his life and he'll happily explain. "Before I had nothing – nothing – to spend each day. Now I can spend 1,000 RWF (US \$1.45) or 1,500 RWF (US \$2.20) in a morning. I have a cow. I have a house. I have a wife and five children. I can pay school fees, I can buy health insurance and when the children are sick, I can buy medicine."

Aloys started in business years ago selling clothes in Kigali, but the venture failed to take off. Next he tried farming. When that failed too, he set up shop underneath a tree in Murama village, Ngeruka sector, and started cutting hair at 100 RWF a pop. Finally, he'd found his calling. But he lacked the knowhow to reach the next level.

Then he joined a local Village Savings and Loan Group organized by Hand in Hand field partner CARE Rwanda, and received our business and skills training. Today, he is Bugesera District's most successful barber.

His secret: electricity. There are plenty of barbers in town, but despite government plans to electrify 70 percent of homes and businesses nationwide by 2017, only one is connected to the grid. Want a buzzcut? Aloys is your man. Some TV? He's got that covered, too. Factor in his side business charging cellphones and the 40-year-old is making 180,000 RWF (US \$260) a month – almost five times the national average.



06. FINANCIAL OVERVIEW

These financial statements cover our UK operation, Hand in Hand International, only. As a network of independent legal organizations, the Hand in Hand network does not have consolidated group accounts. Audited statements for other individual Hand in Hand organizations can be found on their respective websites or requested from info@hihinternational.org.

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDING 31 MARCH 2016

	2015-'16				2014-'15			
	Restricted US\$	Unrestricted US\$	Designated US\$	2016 Total US\$	Restricted US\$	Unrestricted US\$	Designated US\$	2015 Total US\$
Incoming resources								
Donations and similar incoming resources in furtherance of the charity's objects	3,058,125	4,825,089	107,948	7,991,162	1,397,062	4,022,082	-	5,419,144
Interest received	-	397	-	397	-	18,871	-	18,871
Total incoming resources	3,058,125	4,825,486	107,948	7,991,559	1,397,062	4,040,953	-	5,438,015
Less:								
Costs of generating funds								
Fundraising costs	-	784,182	-	784,182	-	527,234	-	527,234
Charitable expenditure								
Supporting people in Afghanistan	1,339,967	625,714	-	1,965,681	966,428	674,519	-	1,640,947
Supporting people in India	789,907	473,610	-	1,263,517	38,084	926,077	-	964,161
Supporting people in Eastern Africa	970,654	1,885,712	-	2,856,366	639,338	1,509,079	866,646	3,015,063
Supporting people in Rwanda	-	696,893	-	696,893	-	940,631	-	940,631
Supporting people in Southern Africa	-	53,330	-	53,330	192,144	-	-	192,144
Total charitable expenditure	3,100,528	4,519,441	-	7,619,969	1,835,994	4,577,540	866,646	7,280,180
Net incoming resources and net movement in funds	(42,403)	306,045	107,948	371,590	(438,932)	(536,587)	(866,646)	(1,842,165)
Transfer between reserves	-	-	-	-	(2,245)	2,245	-	-
Funds at 1 April 2015	42,403	490,948	2,918,513	3,451,864	483,580	1,025,290	3,785,159	5,294,029
Funds at 31 March 2016	-	796,993	3,026,461	3,823,454	42,403	490,948	2,918,513	3,451,864

We have set aside reserves of US \$3,026,461 to cover commitments to existing partners for the year to come. All of the above results are derived from continuing activities. There were no other recognized gains or losses other than those stated above. The formal accounts were reported in £ values but are shown here in US\$ at a conversion rate of 1.4393.

BALANCE SHEET AS AT 31 MARCH 2016

	2015-'16 US\$	2014-'15 US\$
Fixed assets		
Tangible assets	18,627	23,874
Current assets		
Loans due in more than one year	1,291,439	845,664
Debtors	302,086	46,004
Cash at bank and in hand	2,320,133	2,673,405
	3,913,658	3,565,073
Creditors: amounts due within one year	67,545	93,303
Net current assets	3,846,113	3,471,770
	3,864,740	3,495,644
Creditors: amounts due in more than one year	41,286	43,778
Net assets	3,823,454	3,451,866
Funds		
Restricted funds	-	42,403
Unrestricted funds		
Special Fund for Development	3,026,462	2,918,515
General funds	796,992	490,948
Total funds	3,823,454	3,451,866

Approved by the Trustees on June 13 2016. The formal accounts were reported in £ values but are shown here in US\$ at a conversion rate of 1.4393.

NOTES TO THE FINANCIAL STATEMENTS

We have examined the summarized financial statements for the year ended March 31 2016 set out on pages 14 and 15.

Respective responsibilities of the trustees and the auditor

The trustees are responsible for preparing the summarized annual statements in accordance with applicable United Kingdom law and the recommendations of the Charities SORP.

Our responsibility is to report to you our opinion on the consistency of the summarized financial statements with the full annual financial statements and the Trustees' Annual Report.

We conducted our work in accordance with Practice Note 11 issued by the Auditing Practices Board.

Opinion

In our opinion the summarized financial statements are consistent with the full annual financial statements, presented in pounds sterling, and the Trustees Annual Report of Hand in Hand International for the year ended 31 March 2016.

Neil Finlayson, Kingston Smith

Devonshire House

60 Goswell Road

London, EC1M 7AD

June 2016

07. OUR BOARD AND LEADERSHIP

OUR FOUNDERS



**Percy Barnevik,
Honorary Chairman
of Hand in Hand
International**

Before co-founding the Hand in Hand network, Hand in Hand International Honorary Chairman Percy Barnevik was the CEO and chairman of multinational corporations including Skanska, ABB, Investor, AstraZeneca and Sandvik, and a board member of Du Pont and General Motors. He has seven honorary doctorates, membership in the Swedish and Finnish Academies of Engineering Sciences, and holds honorary membership in the Royal Academy of Engineering, UK. He has been a trustee of the Bilderberg Group, Vice Chairman of the World Economic Forum and a member of the America Council for Foreign Affairs.



**Kalpana Sankar,
Chairperson and
Managing Trustee,
Hand in Hand India**

Having earned her PhD in nuclear physics, Hand in Hand co-founder Dr Kalpana Sankar started her career in development during her husband's tenure as a district collector in South India, where they were routinely approached for help by local residents. In 2004, while working with the UN's International Fund for Agricultural Development (IFAD), she was approached by Percy Barnevik to set up Hand in Hand. Sankar played a key role in developing the Hand in Hand job creation model and helped to guide our expansion in Afghanistan and South Africa. In India, her team has helped create more than a million jobs. She has been honored for her work as an international social entrepreneur by the US Congress.

OUR BOARD



Bruce Grant, Chairman

A serial entrepreneur, Bruce Grant started his career at Arthur D Little where he rose to become the firm's President of North America. Today, he's the founder and chair of management consulting firm Applied Value LLC, which advises Global Fortune 500 corporations on turnarounds in North America, Europe and China. His investment company Garden Growth Capital acquires stakes in a growing portfolio of small firms to nurture their long-term potential.



Dr John Barrett

Before leaving the UK Senior Civil Service in 2014, Dr Barrett was the chief adviser on climate, environment, infrastructure and livelihoods at the Department for International Development (DFID). In addition to other senior roles in DFID's Policy and Research Division, he spent some 16 years working on country programs in southern Africa and Pakistan. He was awarded an OBE in 2007 for services to development and currently works as an independent consultant.

THE BOARD OF TRUSTEES IN NUMBERS

ON AVERAGE
OVER **25** YEARS'
BUSINESS
EXPERIENCE

OVER **15** COUNTRIES
WORKED IN



Dr Madhvi Chanrai

Brought up in a family of entrepreneurs and philanthropists, Dr Madhvi Chanrai

is passionate about women's empowerment and knows from personal experience that entrepreneurship can transform lives. She was born in India and raised in the UK where, after graduating from the Cambridge School of Medicine, she practiced as a GP for 20 years.



Lars G Josefsson

Lars G Josefsson is a chairman and board member of five energy companies

in Europe and North America, as well as the former CEO of Vattenfall, one of Europe's largest electricity producers. His longstanding interest in sustainable energy led him to advise German Chancellor Angela Merkel on climate issues. He is honorary professor in physics at The Brandenburg University of Technology in Germany.



Dr Rita Rakus

Since qualifying as a medical practitioner at Sydney University, Australia, Dr Rita Rakus

has practiced in London for more than 20 years as the founder and CEO of a leading cosmetic clinic in London. She is a founding member of the British College of Aesthetic Medicine.

THE BOARD OF TRUSTEES IN NUMBERS

OVER **10 INDUSTRIES**
5 COMPANIES
FOUNDED
15 ACADEMIC
ESTABLISHMENTS
 ADVISED OR LECTURED AT



Paola Ugglia

A former legal counsel of the Volvo Group in Sweden and of Tatweer Dubai LLC, a

diversified Middle-Eastern business conglomerate, Paola Ugglia was admitted by the New York State Bar Association. Her longstanding professional interest in corporate social responsibility (CSR) led her to guest lecture on CSR at the University of Gothenburg, Sweden.



Stephanie Whittier

Stephanie Whittier co-heads the Foundation and Endowment Services team at

Morgan Stanley Private Wealth Management, offering specialized investment management solutions. She joined Morgan Stanley in 1975 after graduating from Boston College Carroll School of Management. Stephanie serves on the boards of Grace Outreach and National Executive Services Corps, and is involved with Student Sponsor Partners and Christo Rey Schools, which provide quality high school educations to at-risk students.

08. LOOKING AHEAD

Hand in Hand is expanding into Tanzania.

Launching in 2016, our operation in Arusha – a city of 400,000 in the shadow of Mount Kilimanjaro – will be supported by staff from Hand in Hand Eastern Africa’s Nairobi headquarters. The location was chosen for its proximity to Kenya, and because our needs analysis shows the area will benefit most from our work.

For the first year, we’ll be laying the groundwork for further expansion in the country. In the second year, we’ll begin to make a significant impact. The search for strategic partners in Tanzania, selected to help scale up our operations in a similar manner to CARE Rwanda, is underway now. By the end of the five-year project, we’re aiming to create 200,000 sustainable jobs.

“A quarter-million micro-entrepreneurs have seen what our model can do in Kenya and, more recently, Rwanda,” said Hand in Hand International CEO Josefine Lindänge. “Expanding into Tanzania is a logical next step for our team in East Africa.”

Two-thirds of Tanzanians live in poverty.⁴ Almost half, 47 percent, live on less than US \$1.90 a day.⁵ Promisingly, annual GDP growth hovers at close to 7 percent.⁶ It’s a welcome trend, if one that belies reality for the country’s mostly rural population: 85 percent of Tanzania’s poorest residents live in rural areas.⁷

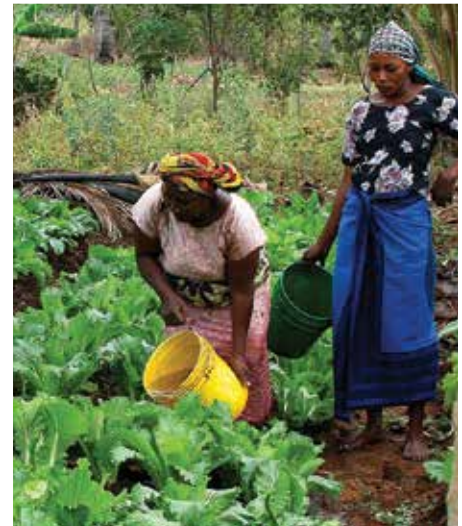
Starting a formal business in Tanzania is hard and getting harder all the time. The country dropped seven places to 129th overall in the World Bank’s 2016 Doing Business report, which measures business regulation in 189 countries. Now more than ever, family entrepreneurs in the informal economy must pick up the slack. Hand in Hand will be there to help them.

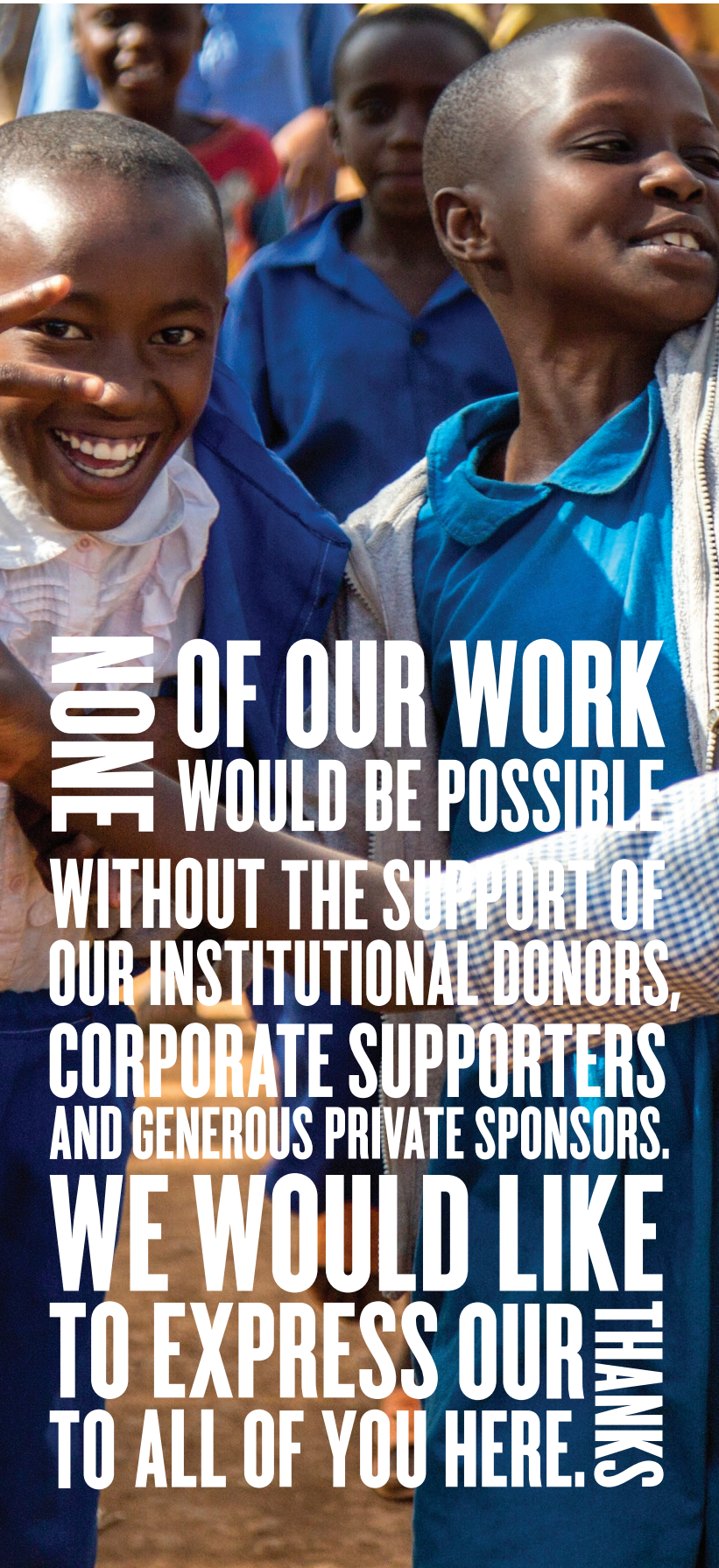
⁴ UNDP

⁵ The World Bank

⁶ Ibid.

⁷ Ibid.





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