Introduction & Context

Micro, Small and Medium-Sized Enterprises (MSMEs or interchangeably, "small and growing businesses", (SGBs) are a key engine for jobs and economic growth in the African and Middle East markets, absorbing up to 70% of the labour market and generating 40% GDP. However, despite the role such enterprises play in their local economies, there appears to be a lack of capital to finance these businesses. As such, they are often referred to as the "missing middle" - too small for traditional commercial finance (e.g. local banks, pension funds and PE funds), and too big for micro-finance institutions.

The Collaborative for Frontier Finance has developed this survey to assess the "state-of-play" with regards to the SGB financing sector in these regions. The following survey is designed to better understand the emerging class of Local Capital Providers (LCPs). These LCPs are heterogeneous group of indigenous fund managers that use alternative structures to provide capital to SGBs in their local markets.

With this survey we will look to better understand the business models of these LCPs, the current environment and near-term outlook; and also compare to our 2022 survey. The survey is comprised of seven sections:

- 1. Organizational Background and Team
- 2. Vehicle's Legal Construct
- 3. Investment Thesis
- 4. Pipeline Sourcing and Portfolio Construction
- 5. Portfolio Value Creation and Exits
- 6. Performance-to-Date and Current Environment/Outlook
- 7. Future Research

We appreciate your candor and accuracy. All responses are confidential and results are anonymized. Our request for respondent information allows us to follow up with specific questions and further advance CFF's Learning Lab agenda and materials including case studies, as well as developing thematic specific mini-surveys targeted to a handful of similar organizations. We estimate the survey will take **approximately 30 minutes** to complete.

Note that given the innovative nature of this sector, we refer to the terms "fund" and "investment vehicle" interchangeably.

Thank you in advance for your participation and sharing your valuable insights.

The Collaborative for Frontier Finance team.

* 1. Email address	
* 2. Name of organisation	
* 3. How many funds are you currently raising and/or	r investing?
<u> </u>	
<u>2</u>	
≥ 3	
None of the above	
* 4. Name of Fund to which this survey applies (that is	s Fund 1)

Organisational Bac	kground and	Геат			
Questions apply to	Fund 1				
* 5. Timeline . When did your fund/investment vehicle achieve each of the following? (Please provide a date for each of three points in your fund's evolution)					
	Not Achieved	2017 or earlier	2018 - 2022	2023	
Legal Entity					
First Close (or equivalent)	\bigcirc	\bigcirc	\bigcirc	\bigcirc	
First Investment					
US Europe Africa: West Afri Other (please sp	ca ecify) Team based? (Africa: East Africa Africa: Central Africa Africa: Southern Africa Africa: East Africa Africa: Southern Africa Africa: East Africa Africa: Central Africa Africa: Central Africa	Africa: Middle	North Africa East North Africa	
principals Last year 2022 Current Year-End 2024 (est.)		y-interest principals o			

participation interest in	the fund is $\geq 50\%$	
ation on the board/investr	ment committee is ≥ 50	
fund management team i	s ≥ 50%	
eporting on gender related	d indicators for your investors/fu	nders
eporting on gender relate	d indicators by your portfolio ent	terprises
cify)		
-		
gement? (Please pr	ovide a response for eac	h row as to your GP
Not Applicable	Applies to 1 Principal	Applies to 2 or more principals
	ation on the board/investr fund management team is sporting on gender related sporting on gender related sify) Twork experience was agement? (Please proposed fund principals' experience)	work experience within the GP leadership te agement? (Please provide a response for eac fund principals' experience)

	Investments	Exits / Monetizations
- 4		
- 9		
0 - 14		
5 - 24		
25		

ehicle Construct			
uestions apply to Fun	d 1		
* 13. Where is the leg a	l domicile of you	ır fund? Select as many	as apply
Mauritius			
Netherlands			
Luxembourg			
Canada			
Delaware			
Kenya			
Senegal			
Nigeria			
South Africa			
Ghana			
Location pending			
Location pending - dep	pendent on anchor LP	preference	
Other (please specify)			
		,	
14. Currency Manage r ur fund LP vehicle? (Ple		ncy do you make investm th as appropriate)	ents? What currency is
	ocal Currency	Foreign Currency	Multiple Currencies
Currency for nvestments	\bigcirc	\circ	\bigcirc
furrency for LP commitments		\bigcirc	

	e fund type and cur ease select approp	•	ur most recent fund	vehicle's
Closed ended		,		
	- completed first close			
	- completed second clos	ee		
Open ended - to cover fund	fundraising and heading economics)	g towards equivalent o	of 1st close (i.e. lack suff	icient committed funds
Open ended -	achieved equivalent of 1	st close with sufficier	nt committed funds to co	ver fund economics
	vehicle - fund raising			
	vehicle - completed first	close or equivalent		
Third or later				
Other (please				
invested/outstand	current hard comm ing portfolio and ta ne answer for eac	rget size of your		Equivalent)
Current Funds Raised				
Current amount				
invested by fund				
Target fund size				
	et number of invest			
* 18. Does your LP	agreement/governa	ance permit "follo	ow-on" investment	s?
- N	Not Permitted	< 25% of Fund	26% - 50% of Fund	> 50% of Fund
Follow-on investment			\bigcirc	

· ·	and/vehicle received concessionary capital for any of the following needs? <i>y</i> as appropriate)
No Concession	nary Capital
Finance pre-la	unch set up costs (e.g. legal, GP team salaries, advisors, accountants, etc.)
Finance the fur	nd's ongoing operating costs (post 1st Close)
	Loss or Risk Mitigation for LPs
	ess development costs associated with portfolio enterprises
	stance for fund manager development
Other (please s	specify)
_	rces of LP capital. Please indicate the percentage committed investment y into fund. (Please provide responses summing up to 100%)

•	s of LP capital. Please in P category into fund at fu	-	0 0	-
summing up to 100		S	_	-
High net worth individuals / Angel Networks / Family offices				
Domestic institutional capital (e.g. pension funds, asset mgt. firms, fund of funds etc.)				
Local government agencies				
International Fund of Fund Vehicles				
Local Fund of Fund Vehicles				
International institutional capital (e.g. pension funds, asset mgt. firms, etc.)				
Development finance institutions (DFIs)				
International impact investors				
Corporates				
Donors / Bilateral Agencies / Foundations				
what is the form o	ng the capital contribution of GP financial commits	ment? (Please s	select as many as a	
	f contributed work by GP mana		evelop and launch fund	
	estments i.e. warehoused assets	5		
	by GP management team			
No GP financial o				
Other (please spe	ecity) 			

* 23. What is the GP Management Fee ? (Please select the appropriate description)
< 2% GP Management Fee
2% GP Management Fee
> 2% GP Management Fee
% GP Management Fee changes based on Size of AUM
Fixed annual budget
Other (please specify)
Other (please specify)
24. In what currency is your hurdle rate determined?
Local currency
USD
Euro
Other (please specify)
* 25. For your carried interest, what is your hurdle rate (%) ?
* 26. Based on your investment thesis, what is your target local currency return (%) above
domestic risk free return rate?
Using local government domestic
bond issuance
Using local
government Eurobond issuance

st 27. In raising funds for your vehicle, what are the factors that you perceive as the $most$
${\bf consequential\ barriers/constraints}\ {\bf in\ raising\ funds\ from\ potential\ investors?}\ ({\bf Please}$
provide a response for each row, ranking 1 = least constraining to 5 = most
constraining)

	1 - Least Constraining	2	3	4	5 - Most Constraining
Geography/ Country Targeted for Investing	0	\circ	\circ	\circ	\circ
Size of Fund			\bigcirc		
Lack of Alignment on Sectors/ Investment Thesis	\circ	\circ	\circ	\bigcirc	\bigcirc
Perceived lack of sufficient prior fund management experience	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc
Target Investment Returns	\circ	\bigcirc	\circ	\bigcirc	
Perceived risk associated with underlying investment portfolio	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\circ
Fund Economics					
Currency					
Domicile of Vehicle					
Governance / Risk Management Systems and Capabilities	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc
Other (please specify c	onstraint and 1 - 5 ra	nking)			

Investment Thesis
Questions apply to Fund 1
* 28. <u>Stage of the businesses</u> that you finance / invest in. (Please provide responses summing up to 100%)
Start-up (pre- revenue, concept and business plan development)
Early stage (early revenue, product/service development, funds needed to expand business model)
Growth (established business in need of funds for expansion, assets, working capital etc)
* 29. Mix in growth expectations of portfolio enterprises you finance / invest in? (Please provide responses summing up to 100%)
Livelihood Sustaining Enterprises < 5% USD growth equivalent pa
Growth Enterprises 5-10% USD growth equivalent pa
Dynamic Enterprises 11-20% USD growth equivalent pa
High-Growth Ventures > 20% USD growth equivalent pa

* 30. Describe the Key Financing Needs of your Portfolio Enterprises at the time of initial
investment/funding. (Please provide responses summing up to 100%)
Venture launch (e.g. invest in initial staff, product/ services development and market acceptance)
Inventory and working capital requirements
Small-ticket tangible assets (e.g. computers, routers, mobile and connectivity systems, office equipment)
Major capital investments (facilities, production equipment, fleet/ logistics, etc.)
Enterprise growth capital (e.g. intangible investments such as staff build-out, expanded sales & marketing capabilities, new markets, operational and support systems, etc.)
* 31. Target Investment Activities by Sector. Provide sector mix according to target outlined in investment thesis. (<i>Please provide a response for each row, allocating as close to 100% as possible</i>)
Sector Focus Fund Target Percentage Allocation to this Sector
#1 Sector Focus
#2 Sector Focus
#3 Sector Focus
#4 Sector Focus
Section Focus
#5 Sector Focus
Other (please specify sector and ranking)

enior debt: Secured		
enior debt:		
nsecured		
lezzanine/ ubordinated debt		
onvertible notes		
AFEs		
hared revenue/ arnings instruments		
referred Equity		
ommon equity		
ther		
pply):	top o sustal	inable Development Goals that you target (or as many as SDG
F: .		عمرو
First		
Second		
Second Third		

* 34. Gender Lens Investing . Are any of the following either considerations or
requirements when making investment/financing considerations? (Please provide a
response for each row)

	Not Applicable	Investment Consideration	Investment Requirement
Majority women ownership (>50%)			
Greater than 33% of women in senior management			
Women represent at least 33% - 50% of direct workforce			
Women represent at least 33% - 50% of indirect workforce (e.g. supply chain/distribution channel, or both)			
Have policies in place that promote gender equality (e.g. equal compensation)			
Women are target beneficiaries of the product/service			
Enterprise reports on specific gender related indicators to investors			
Board member female representation (>33%)			
Female CEO			
>30% of portfolio companies meet direct 2x criteria			
Other (please specify)			

Pipeline Sourcing and Portfolio Constr	uction
Questions apply to Fund 1	
* 35. How do you source your pipeline ? (Pl	lease provide responses summing up to 100%)
Referral based	
Our own accelerator / development program	
3rd Party accelerator / development program	
Other	
* 36. What is the average size of invest	tments/financing per portfolio company?
< \$100,000	\$1,001,000 - \$2,000,000
\$100,000 - \$250,000	\$2,001,000 - \$5,000,000
\$251,000 - \$500,000	\$5,001,000 - \$10,000,000
\$501,000 - \$750,000	> \$10,000,000
\$751,000 - \$1,000,000	
* 37. What percentage of current capital ra (on average)?	ise are you funding for your portfolio companies
Equity	
Debt	
Other	

Portfolio Value Creation and Exits

* 38. In the **first 12 months after closing on an investment**, what are the key areas that you prioritize with regards to your portfolio enterprises? (**Please provide one ranking per row: 1 = lowest need, 5 = highest need**)

	1 (Lowest need)	2	3	4	5 (Highest need)
Senior Management Development	\bigcirc			\bigcirc	
Financial Management (e.g. budgeting, accounting, MIS)	\bigcirc	\bigcirc	\bigcirc	\bigcirc	
Fundraising, Accessing additional capital				\bigcirc	
Optimizing working capital mgt.					\bigcirc
Strategic Planning					
Refine Product/Services Proof of Concept	\bigcirc			\bigcirc	
Sales & Marketing, Diversifying Revenue Streams	\circ	\circ	\circ	\circ	\bigcirc
Human capital management - hiring/training	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc
Operations Mgt./Production Processes	\circ	\circ	\circ	\circ	\bigcirc
Digitalization of business model (e.g. web tools, AI, etc.)	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc
Governance (e.g. putting board structures in place)	\circ	\circ	0	\circ	0
Other (please specify)					

	ow is your pre and post technical assistance to portfolio companies funded? (Please e responses summing up to 100%)
Donor	
Managen	nent fees
Portfolio	company
Other	
N/A	
	Which of the following apply to your business development support to portfolio panies? (Select as many as apply)
	Predominantly standardised approach (intervention applies across portfolio)
	Predominantly tailored approach (intervention specific to portfolio company)
	Pre-investment TA
	Post-investment TA
	Predominantly outsourced
	Predominantly delivered by fund manager
	No TA provided
	Other (please specify)
* 41.	Typical investment timeframe?
	< 1 year
	1 - 3 years
	4 - 5 years
	6 - 7 years
	8+ years
	What is the typical form of investment monetization/exit ? ct as many as applicable)
	Interest income/shared revenues and principal repayment
	Other types of self-liquidating repayment structures
	Dividends
	Strategic sale/merger of company
	Management buyout
	Financial investor take-out
	Other (please specify)
	Giller (please speelity)

Performance to I	Date and Current Outlook
Questions apply t	to Fund 1
* 43. List the numb	per of investments made to date by your current vehicle.
Number of equity investments	
Number of debt/ self liquidating investments	
* 44. List number	of exits/monetisations achieved to date in current vehicle (Please
answer only as app	
Number of Exits for Equity Portfolio to date	
Number of full repayments for Debt/Self-liquidating Portfolio to date	
* 45. List number only as applicable)	of exits/monetisations anticipated in next 12 months (Please answer
Number of Exits for Equity Portfolio anticipated	
Number of full repayments for Debt/Self-liquidating Portfolio anticipated	
If no direct investment made any other type	plement to question above: nents made to date made from your fund vehicle, please specify if you have be of investment with funds raised that relate to your intended fund (such estments). (Please provide form of investment and number of

Most recent 12 onths leading up to March 30, 2023 Based on current ttlook, anticipated rformance for next months from April 1, 2023 er (please specify) B. What is the total impact on employment/jobs associated with your portfolio been the average impact since date of investments and what is the expected in next 12 months on direct and indirect jobs? (Please assess based on percentage r the period of time)		e period of time)	
Something leading up to March 30, 2023 Based on current titlook, anticipated reformance for next months from April 1, 2023 Base of (please specify) B. What is the total impact on employment/jobs associated with your portfolious been the average impact since date of investments and what is the expected in next 12 months on direct and indirect jobs? (Please assess based on percentage or the period of time) Net increase Jobs as of March 30, 2023 Anticipated net increase Jobs 30, 2024 Direct Indirect		Revenue Growth	Operating Cash Flow Growth
ook, anticipated ormance for next conths from April 1, 2023 (please specify) What is the total impact on employment/jobs associated with your portfolio open the average impact since date of investments and what is the expected in ext 12 months on direct and indirect jobs? (Please assess based on percentage the period of time) Net increase Jobs as of March 30, 2023 Anticipated net increase Jobs 30, 2024 Direct Indirect	eading up to		
S. What is the total impact on employment/jobs associated with your portfolious been the average impact since date of investments and what is the expected in next 12 months on direct and indirect jobs? (Please assess based on percentage the period of time) Net increase Jobs as of March 30, 2023 Anticipated net increase Jobs 30, 2024 Direct Indirect	anticipated unce for next us from April		
been the average impact since date of investments and what is the expected in next 12 months on direct and indirect jobs? (Please assess based on percentage the period of time) Net increase Jobs as of March 30, 2023 Anticipated net increase Jobs 30, 2024 Direct Indirect	ase specify)		
peen the average impact since date of investments and what is the expected in ext 12 months on direct and indirect jobs? (Please assess based on percentage the period of time) Net increase Jobs as of March 30, 2023 Anticipated net increase Jobs 30, 2024 Direct Indirect			
Indirect		rease Jobs as of March 30, 2023	Anticipated net increase Jobs by 1 30, 2024
	irect		
(please specify)	direct		
(please specify)	.6.)		
	ase specify)		

st 49. What will be your fund's areas of priority over the next 12 months? (Please answer
all rows and provide one ranking per row: 1 = Lowest need, 5 = Highest need)

1	(Lowest need)	2	3	4	5 (Highest need)
Capital Raising for Fund Vehicle		\bigcirc	\bigcirc		
Capital raising for second Fund Vehicle	\bigcirc		\bigcirc		\bigcirc
Refining your fund economics	\bigcirc		\bigcirc		
Pipeline Development Opportunities	\bigcirc	\bigcirc		\bigcirc	
Develop co- investment opportunities		\bigcirc		\bigcirc	
Make New Investments	\bigcirc		\bigcirc		
Pursue follow-on investments					
Post-investment support of portfolio enterprises	\bigcirc	\bigcirc		\bigcirc	
Talent Management and Development of Fund team	\bigcirc			\bigcirc	
Fund Administration, Back office and Technology	\bigcirc	\bigcirc	\bigcirc	\bigcirc	
Achieving Exits					
Legal/regulatory issues			\bigcirc		
Application of data and impact metrics	\bigcirc		\bigcirc		
Other (please specify)					

	1 Not a concern	2	3	4	5 Greatly Concern
lobal financial ystem uncertainty	\circ	\bigcirc	\bigcirc	\circ	\bigcirc
omestic political ncertainty	\bigcirc	\bigcirc	\bigcirc		\bigcirc
nternational trade ncertainty	\bigcirc				
urrency Risks					
nterest Rates uctuations	\bigcirc				
omestic supply hain	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc
ner (please specify))				

17.	+		Researc	L
Η.	11 T	ure	Researc	n

* 51. CFF is investigating the value, utility and feasibility of tracking financial and impact performance of LCPs over the long term. The desire is to provide sector level data on the performance, and therefore ability to assess risk/reward requirements for institutional and impact investors to invest in this asset class. Data would be anonymised and aggregated for purposes of dissemination.

Which of the following would you be prepared to make available? [note: we are currently investigating methodologies/tools for compiling such data] (Select all that apply)
Transaction level outputs (e.g., ticket size, instrument, sector, date etc)
Transaction level terms (e.g., pre-investment valuation/interest rate, tenor, etc)
Transaction level performance (e.g., exit valuation data, IRR/return multiples, principal repayment, write-off/default etc)
Portfolio enterprise level performance (e.g., revenue growth, EBITDA growth, key financial ratios)
Fund Portfolio level performance (e.g., portfolio level IRR - realised and valuation basis)
Portfolio enterprise level Impact data (e.g., shared metrics on gender and climate, jobs direct, and indirect, pay scale/employee self-satisfaction, etc.)
Other (please specify)
None of the above
* 52. Would you like a one on one meeting to discuss your insights on tracking performance?
Yes
○ No

Thank you for your valuable input.						
Survey Results						
53. If you are interested in receiving the results of this survey, please check the box below. Please note that all responses will be confidential and reported only in aggregate.						
Yes, I would like to receive the results of this survey						