



ASPEN NETWORK
OF DEVELOPMENT
ENTREPRENEURS

ANDE Gender-Smart Capacity Building Facility

Expression of Interest

ANDE Gender Equality Initiative

The ANDE Gender Equality Initiative, founded in 2019, seeks to build supportive entrepreneurial ecosystems in emerging markets that are responsive to the ways in which women have been subject to gender bias and institutional exclusion. It will work to strengthen intermediaries that provide support to women entrepreneurs to fund more companies, build their capacity, connect them with appropriate sources of capital, and help them scale. Other priorities include advancing women as key decision makers—fund managers, board members, mentors, and employees—in the entrepreneurial ecosystem.

ANDE Gender-Smart Capacity Building Facility

The Challenge

While the emerging market small and growing business (SGB)¹ sector has made considerable gains in advancing gender equality, achieving systemic and sustainable change is not feasible without mass prioritization of gender considerations by SGBs and the investors² that support them.

For investors, the process of leaping from “why” to “how” can pose roadblocks. These investors buy into the business, moral, and/or legal case for embedding gender into their portfolio, but they lack the technical know-how to build or incorporate gender into their investment thesis and processes. For SGBs, gender is not often a consideration when making business decisions, even though there is evidence that suggests it can lead to lower risks and higher profits.

The Opportunity

¹ [*Small and Growing Businesses \(SGBs\)*](#) are defined by ANDE as commercially viable businesses with five to 250 employees that have significant potential, and ambition, for growth. Typically, SGBs seek growth capital from \$20,000 to \$2 million USD.

² **Investors** are funds or financial entities that provide capital to SGBs in developing countries. Investments include debt, equity, and quasi-equity and are generally between \$20,000 and \$2 million USD. In addition, some investor members also provide capacity development services.

In partnership with the United States Agency for International Development (USAID), ANDE's The Gender-Smart Capacity Building Facility will award **five grants of up to USD \$30,000** for pre-investment, gender-smart capacity building services to joint teams of **one investor and 1-3 SGBs** operating in India or Brazil or the East and Southeast Asia³, Andean⁴, or Eastern African⁵ regions (note eligible countries in the footnotes). Applicant teams must involve a third-party capacity development provider if the investor applicant does not provide such services (e.g. targeted mentoring; training based on women's needs assessment, etc) in house. Applicants looking to partner with a third-party capacity development provider will be asked to a) identify the capacity development provider or b) provide the profile of their target partner.

Projects implemented in multiple countries within one region will be accepted. Applicants must justify projects implemented in multiple regions in the application form. One winning project will be selected per region.

Applicant Profiles

On the **supply side**, this fund targets investors who are **committed to advancing gender equality through their investments** yet lacking the technical know-how. Applicants must be **willing to share lessons learned and results** of the capacity building program with ANDE and the wider SGB sector.

On the **demand side**, this fund targets SGBs which are **committed to advancing gender equality** via their business model and operations, yet lacking the technical-know how. Target SGBs also **have the capacity** to work with a gender-smart capacity development provider for 3-12 months.

Selection of the capacity development provider is at the discretion of the investor applicant.

Matching Funds

Investor applicants are required to **match funds** based on a sliding scale determined by the organization's assets under management (AUM). The **total funds** (ANDE's contribution plus the investor contribution) should be used to hire a third party capacity builder or cover in-house costs for delivering capacity building services as well as the administrative and monitoring costs incurred by the applicant investor.

Investor applicants are required to match funds based on the following sliding scale:

Investor AUM	Investor Match (Investor:ANDE)	Example
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³ Eligible countries in East and Southeast Asia: Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Thailand, and Vietnam

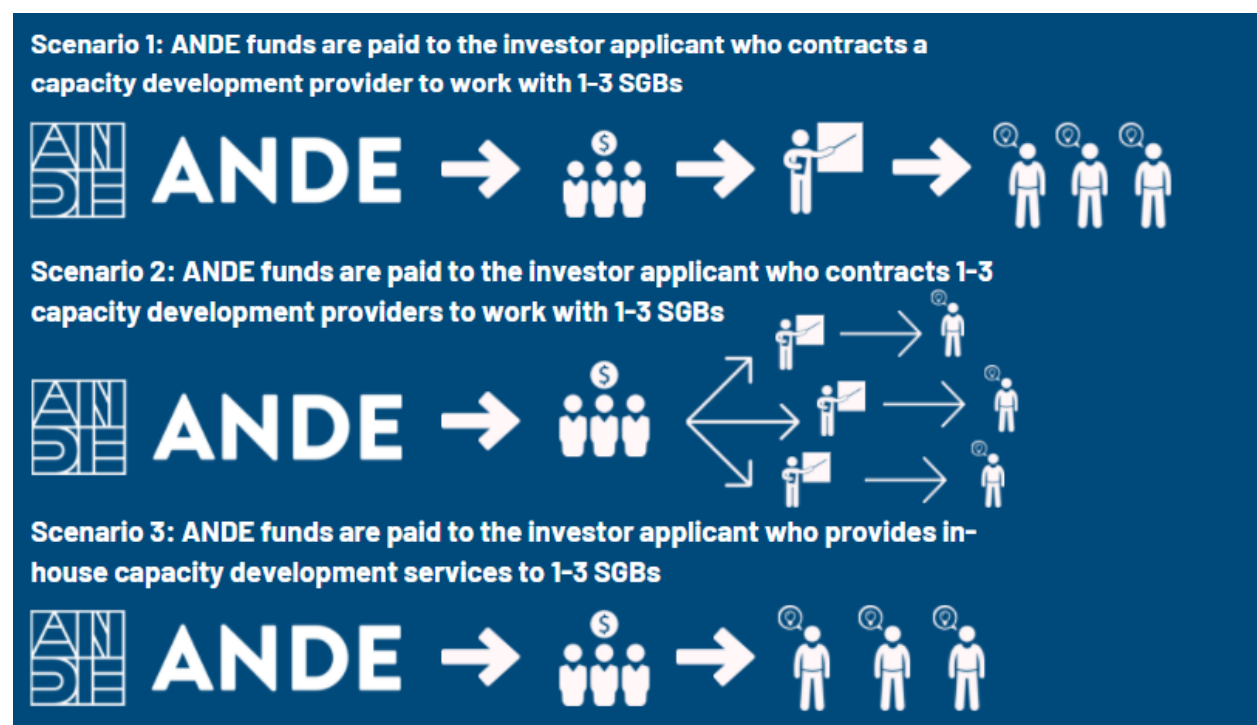
⁴ Eligible Countries in the Andean region: Argentina, Bolivia, Chile, Colombia, Ecuador, Peru, and Venezuela

⁵ Eligible countries in Eastern Africa: Ethiopia, Kenya, Rwanda, Tanzania, Uganda

Below \$1M USD	1:5	Investor contributes \$6,000, ANDE contributes \$30,000
Between \$1M USD and \$25M USD	1:3	Investor contributes \$10,000, ANDE contributes \$30,000
Above \$25M USD	1:1	Investor contributes \$30,000, ANDE contributes \$30,000

Contracting

ANDE will contract directly with the investor applicant who will use the funds to contract an external capacity development provider or cover the cost of in-house services. The investor may choose to work with a separate capacity development provider per SGB or the same one. These scenarios are outlined in the graphic below.



Winning programs led by non-profits will receive grant agreements while for-profits will receive fixed-fee contracts. In either case, **cost-reimbursable payments** will be made on **a quarterly basis**. Grantees will receive United States Government funds, thus submission of the compliance forms in **Appendix 1** are required alongside an application.

Application

To apply, **the applicant investor and 1-3 SGBs** must answer the individual and team information requested in the [requirements](#), submit a joint narrative, and identify a capacity development provider⁶. A partner intent form with the capacity development provider's signature will be required of applicants who are asked to submit further information in the second round.

Definitions and Guidelines

ANDE adopts existing frameworks, like those put forth by Catalyst at Large, Criterion Institute, and Value for Women, in defining what a “gender-smart” lens for investment or SGB capacity building entails. Applying a gender-smart lens involves embedding gender-based factors into the operations and analysis of a business, based on the evidence⁷ that doing so will generate greater financial and social returns. Applying a gender-smart lens to an SGB or an investment portfolio can lead to:

- Access to capital for SGBs led, founded, or owned by women
- Business models with products or services designed to fit women's needs
- Workplace or employment policies which champion gender inclusivity
- Assessment of risks and opportunities for women along supply chains

The gender-smart capacity building programs which ANDE seeks to fund should aim to improve an SGB's gender equality and financial performance. Borrowing [the Gender Smart Enterprise Assistance Research Coalition \(G-SEARCH\)'s](#) definition, gender-smart capacity building can take two shapes:

- **Internal capacity building** may involve recruiting more women employees, leaders, or board members, refining human resource policies to embed greater gender inclusion, or developing employee skills to mitigate gender skills gaps
- **External capacity building** may involve improving outcomes for women along an SGB's value chain to address supplier risks or refining a product to better reach or serve women customers

Applicants will be asked to detail the specific gender challenges which gender-smart capacity building will solve for as well as describe the capacity building program that will address those challenges.

Application narratives may be submitted in Spanish, Portuguese, or English, though the application form will be made available in English.

⁶ ANDE will concurrently run a [Call for Gender-Smart Capacity Builders](#) to submit their information and subsequently assemble a directory for applicants. If applicants do not yet have an identified provider, they may turn to this directory once published.

⁷ [Investing in Women: New Evidence for the Business Case](#). IFC.

Timeline

Expression of Interest Phase	
July 16, 2021	EOI Issued
August 18, 2021	EOI Due
Interview Phase	
September 2021	Semi-Finalist Interviews
October 2021	Winners Announced

Evaluation Criteria

ANDE has adapted the [Kellogg Foundation's Racial Equity 2030 Scoring Criteria](#) for the purposes of evaluating Gender-Smart Capacity Building facility applications focusing on the following four categories:

GAME-CHANGING	Is the proposed solution designed to transform the internal and/or external policies of the investors and SGBs involved?
EQUITABLE	Is the approach inclusive of communities most impacted by the issue in decision-making?
SUSTAINABLE	Is the model applicable and replicable across sectors and geographies?
ACTIONABLE	Does the team have the skills, capacity, knowledge or lived experience to implement the proposed strategy?

[APPLY HERE](#)

If you have any questions, please contact the ANDE Membership and Programs team (ande.membership@aspeninstitute.org)

All applicants must submit the appropriate forms to demonstrate that they are qualified to receive United States Government funding.

This project made possible with generous support from:



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Appendix 1: United States Government Compliance

US-Based Applicant:

- All: Must complete and upload the [domestic subrecipient questionnaire](#)
- All: Must upload their approved NICRA with the application. If applicant does not have a NICRA, please upload a brief explanation.
- All: Must upload their [W9](#)
- Universities: Must upload their approved F&A

Applicant Based Outside the US:

- All: Must complete and upload the [foreign subrecipient questionnaire](#)
- All: Must provide their [W8BEN](#)
- All: Must complete and upload your overhead policy. If the applicant organization does not have one, must provide an explanation.