



Social Enterprise Ecosystem  
Country Profile  
**PAKISTAN**

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# PAKISTAN

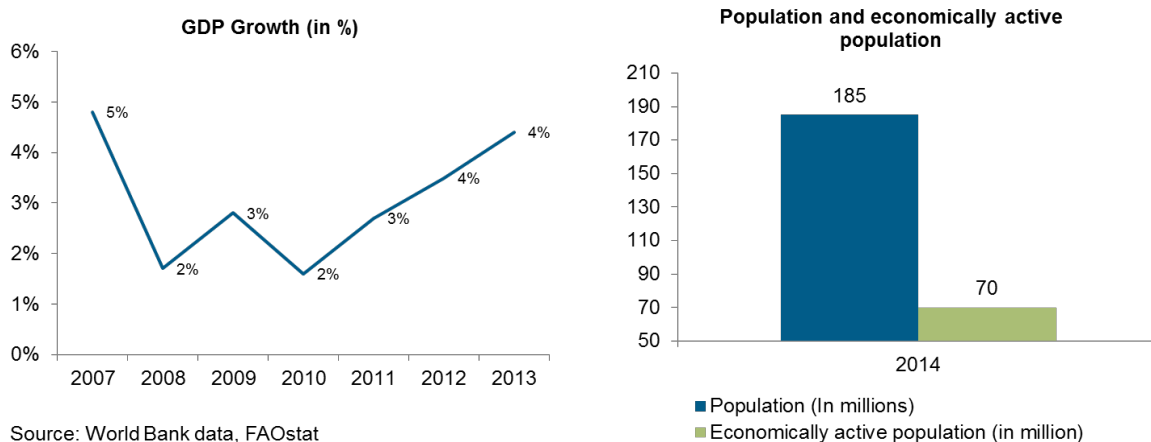
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# 1. Introduction

Pakistan is the second largest nation in the SAARC region in terms of land area with a population of more than 180 million.<sup>1</sup> Pakistan's per capita GDP stands at USD 1275 which is slightly lower than the South Asia average of USD1417.<sup>2</sup> In 2013 overall GDP was USD 232.3 billion, with the agriculture sector accounting for 25 percent, industry accounting for 22 percent and services sector accounting for 53 percent of the GDP.<sup>3</sup> Pakistan's economy has seen a significant shift in GDP composition away from agriculture to services, although agriculture sector continues to employ almost 37 percent<sup>4</sup> of the economically active population.

Figure 1. GDP growth and population



Pakistan has seen modest economic growth of nearly 4 percent in the last 2-3 years and continues to receive significant economic aid from various development agencies that contribute significantly to its economy.<sup>5</sup> Significant gap between demand and supply of services in healthcare and education has led to growth of SE activity in the country. However, political instability and perceived insecurity has acted as a deterrent for attracting investments<sup>6</sup>. Despite help from development agencies and growing economy, a large part of Pakistan's population lives in the state of deprivation without access to basic facilities like primary healthcare, water, sanitation and education. Pakistan has a human development index rank of 146 out of 187<sup>7</sup> nations with about 22 percent of the people living below national poverty line.<sup>8</sup>

<sup>1</sup> World Bank development indicators, 2013

<sup>2</sup> World Bank development indicators, 2013

<sup>3</sup> CIA Pakistan fact book 2013

<sup>4</sup> FAOstat Data, FAO of the UN, 2014

<sup>5</sup> Pakistan ranks third in the world in receiving US Aid. It received ~USD 2 billion in 2012, 80 percent of which is for activities supported by the Economic Support Fund (ESF) and the Pakistan Counter-insurgency Capability Fund-OCO (PCCF).

<sup>6</sup> Landscape for Impact Investing in South Asia, 2014, GIIN

<sup>7</sup> UNDP data 2013

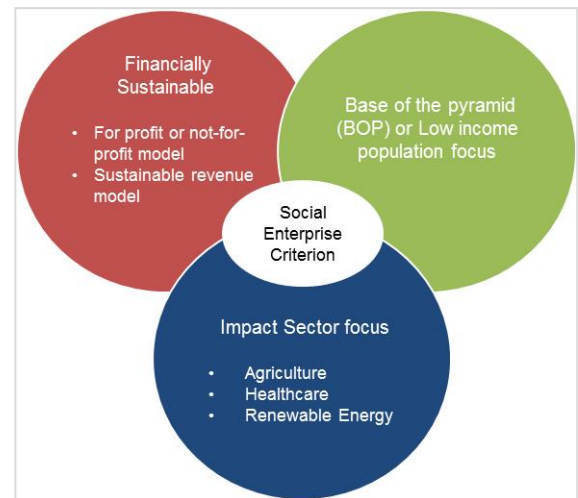
<sup>8</sup> 2006 data, SAARC in Figures

## 2. Methodology for Analysis of the SE Sector

While being cognizant of these challenges on definition and perception, this report aims to cover all the enterprises that meet the following criterion:

- **Financially sustainable:** The social enterprise (SE) operates as an independent registered business and can be either for-profit or a not-for-profit established on a financially sustainable revenue model.
- **Focus on social impact at base of the pyramid (BOP) or Low-income population:** Empower population at BOP as producers or providers of income-generating commodities, products or services, as consumers of affordable goods and services, and as independent entrepreneurs.
- **Impact Sector focus:** They operate in one or more sectors that have a direct impact on the lives and livelihoods of the BOP population: agriculture, healthcare and renewable energy.

Figure 2. Criterion for SEs



Registered charities and trusts operating purely as charitable organizations delivering a public good/service with no inherent model for financial or revenue sustainability are not considered in the SE criterion for this report. Given the SE definition is still evolving in many countries under study, many private businesses with clear laid out social or environmental goals and that engages with low income communities as customers or as key suppliers has been included in the study.

The research for the study was conducted in two phases. In the first phase an overall SE ecosystem analysis was conducted base on the key dimensions of the SE ecosystem. In the second phase, a sector-level assessment was conducted to capture the current state of sector value chains as relevant for creating an impact at the BOP. A firm-level assessment to map the presence of SEs in various stages of enterprise development was also completed in the first phase of the study.

The ecosystem in which SEs operate refers to interdependent networks of individuals and organizations (actors) and the influencing enterprise environment that act upon those networks, leading to a variety of actors. To this extent, the ecosystem is comprised of enabling or constraints conditions setting the parameters by which SEs operative. Many of these ecosystem conditions result from the decision or behavior of actors or from interactions of actors within the ecosystem and are indeed critical as these can shape the creation, sustainability and scale of SEs. The SE ecosystem was analyzed using framework covering four key dimensions: a) Market landscape, b) Policy, c) Enablers/Intermediaries and d) Capital that are important for promoting social entrepreneurship. The framework was designed to bring out nuanced and actionable insights on market drivers, need-gaps, challenges and opportunities for SEs as seen across each country.

Figure 3. Dimensions for analysis in this report



This sector-level assessment was completed to discuss the presence of SEs across the sector's value chain and the critical needs that these enterprises are trying to address to create impact on low-income populations. The level of organized activity was rated as high, medium or low depending on the number of SEs active in the sector/sub-sector. For instance, a sub sector was rated as 'High' if  $\geq 50$  percent of the total SEs in the sector fell within this category. Similarly 25-50 percent was rated as 'Medium' and less than 25 percent was 'Low'. This classification was modified based on information collected for the study from each country.

The framework covers the value chain for the agriculture sector consisting of: provision of inputs (pre-harvest), cultivation and plantation (harvest) and process/packaging and warehousing/distribution (post-harvest) across various critical needs and impact areas for the BOP. Similar value chain analysis for other two sectors have been developed and used across the seven selected countries to identify high potential sub-sectors for SE development.

Based on key findings of the ecosystem assessment, sector- and firm-level assessment, key insights and recommendations have been developed and reviewed with ecosystem stakeholders, social entrepreneurs and sector experts. The main study ("Social Enterprise Ecosystems in South Asian Association for Regional Cooperation Countries") and the associated country profiles provide an overview of opportunities in the SE space across the SAARC region and deeper insights across the three focus sectors of agriculture, renewable energy and healthcare.




*Note on Limitations of the Methodology:*

The report is constrained by limited availability of consistent data on SEs active across the three sectors in the seven SAARC countries. In the absence of readily available data on the number of SEs in some sectors, the report relies on data from the field and insights from various stakeholders. The SE activity and its representation across the impact areas are based on interviews with sector experts and social entrepreneurs across the SAARC countries. It must also be noted that the report does not extensively cover all of the critical needs of the BOP and impact areas in a sector, but only the promising, potentially high-impact areas for SEs.

### 3. SEs in Pakistan—An Overview

SEs in Pakistan adapt various innovations either in product design or service delivery or distribution channels to ensure they could be financially and socially sustainable in the long run. For instance, SEs such as Jassar farms are helping improve the productivity in the livestock sector. SEs such as Sehat First, Teledoctor in the healthcare space use technology to improve the accessibility and quality of care in remote areas with low infrastructure costs. SEs in renewable energy such as SRE are ensuring last mile delivery in rural areas for solar pumps, solar lanterns to meet the energy demand. Figure 1 below lists the different innovative business models across focus sectors in Pakistan and some examples of SEs pursuing these models.

Figure 4. Innovative business models in Pakistan

Agriculture 	Healthcare 	Renewable Energy 
Productivity improvement Affordable last mile delivery in rural areas Jassar Farms	Maternal, infant mortality improvement Increasing accessibility through ICT/ mobile vans Healthline/SehatSahulat	Improved accessibility Distribution channels for last mile delivery SRE
Access to capital Technical assistance with capital NRSP MFI	Primary care Use of ICT to improve accessibility Sehat First	Better quality Community based models AKRSP
Better market linkages Supply chain optimization Milk'Op	Reduced Healthcare expenditure Health micro insurance plans Naya Jeevan	Higher affordability Pay-as-you-go model/ financing through MFI Eco Energy Finance
Diagnostics and care Integrated clinics HealthOne		

Source: Intelicap analysis

A case study of a company that provides improved quality of healthcare to the BOP through micro-insurance program has been shown in the box below.<sup>9</sup>

#### Case Box 1: Examining the business model of a healthcare insurance company<sup>10</sup>

Naya Jeevan, a hybrid business model, provides low-income families with affordable access to quality healthcare through their micro-insurance program. The company offers its insurance program in Pakistan at subsidized rates under a national group health insurance model underwritten by Allianz-EFU, IGI Insurance and Asia Care. The low-income employees only pay a minor cost and are covered in all major private hospitals in Pakistan, with an annual limit of PKR 150,000 (USD 1,800). As of 2011 the total number of beneficiaries enrolled in the health plan was 15,300. Naya Jeevan currently offers its health plan in 40 cities through a network of more than 100 accredited hospitals.

Many SEs have in the country have successfully balanced the social impact and financial sustainability aspect of business. However, businesses are also faced with challenges like lack of strategic direction, issues of scalability, lack of technical know-how to manage financial and cash cycles among others.

<sup>9</sup> Naya Jeevan: Pakistan's #1 Social Enterprise in 2011 available at <https://socialentrepreneurshipasia.wordpress.com/2012/06/26/naya-jeevan-pakistans-1-social-enterprise-in-2011/>

<sup>10</sup> Schwab Foundation available at <http://www.schwabfound.org/content/asher-hasan>

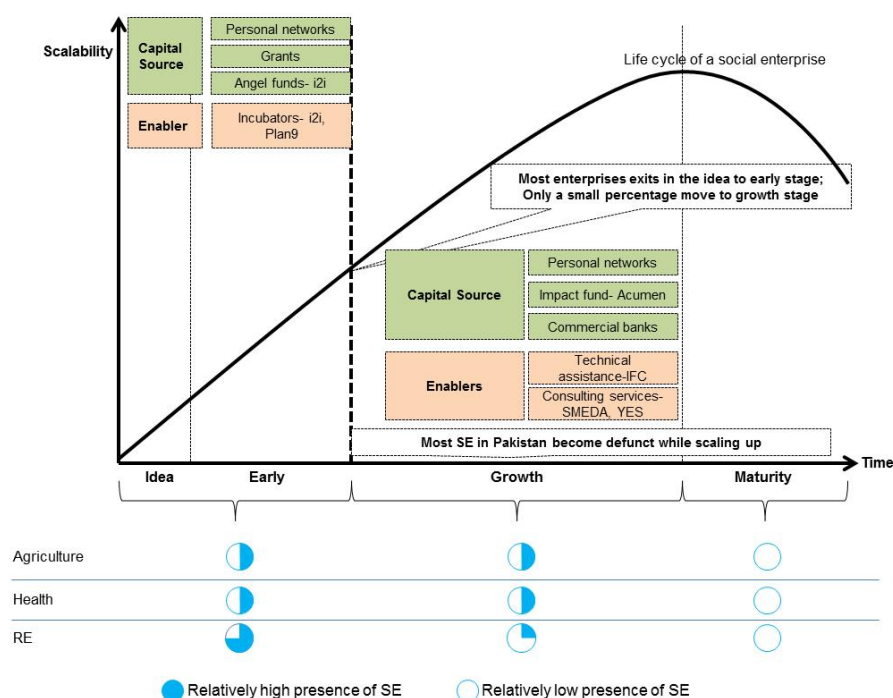
A brief case study on issues faced by an enterprise providing irrigation facilities to farmers has been shown in the box below.

#### Case Box 2: Examining the case of an enterprise providing irrigation facilities to farmers

The enterprise develops and provides irrigation products and services as poverty alleviation solutions to farmers in Pakistan's arid regions. The primary customer of the enterprise is the government as they provide subsidies to the farmers to use the services from the mentioned enterprise. The aim of the enterprise was to help farmers improve their yield through easy to use products at a low cost. However, while running the operations the enterprise is facing issues related to product quality, long receivables cycles from the government due to red-tape and corruption.

The SE space in Pakistan is evolving and often witnesses the emergence of entrepreneurs with innovative business ideas to solve social issues. However, the absence of a supportive ecosystem acts as a roadblock for the enterprises to scale up. Currently many enterprises in the agriculture and health sector have been operating for over five years but have not been able to scale up due to various issues. Some of the critical challenges include issues related to product quality leading to operational issues, inability of customers to pay. For instance a low cost irrigation product introduced by a SE resulted in high silt deposits in the water pipe that lowered the product efficiency. Similarly enterprises dependent on government as their key customer have faced issues related to delay in payments and lower cash conversion cycles. Many of the SEs face challenges related to access to capital given the low number of profitable and sustainable business model in the country.

Figure 5. SEs in Pakistan – Life cycle mapping



Note: The above analysis was conducted based on inputs from investors, SE, incubators and sector experts in Pakistan

SEs as a concept is comparatively more evolved in Pakistan compared to other countries (except India and Bangladesh) in the SAARC region. SEs active in the country are aiming to thrive in a difficult political



environment. For instance many enterprises in the healthcare and renewable energy are leveraging networks of financial inclusion and MFIs to ensure affordability and last mile delivery of the products. As these SEs move through the early stage, there is vast scope for investors, mentors, incubators to support such enterprises to scale their operations to solve the critical needs of the low income population in the country.

## 4. Ecosystem Assessment

**SE landscape in Pakistan is progressing from traditional not-for-profit organizations towards for-profit enterprises.**

Landscape	Policy
Capital	Enablers

SE is an established concept in the financial inclusion sector in Pakistan, and is rapidly gaining a foothold in various other sectors such as healthcare and renewable energy supported by technology enabled solutions. Most of the SEs in Pakistan operate in the urban centers of Karachi, Lahore, Peshawar and Islamabad with a few enterprises active in the rural areas of the Punjab province as well.

Historically, SEs were established as not-for-profit organizations in Pakistan, either as a not-for-profit company, or as a Co-operative or as a Society as per their focus areas.<sup>11</sup> Organizations such as Alkhidmat Foundation, Aga Khan Foundation have operated as not-for-profits catering to healthcare, education, housing needs of the low income population. However, recent trends suggest a shift towards for-profit SEs that are emerging in the healthcare and renewable energy sectors, primarily to ensure financial sustainability and reduced dependency on donor money or grant aid. For instance the not-for-profit Buksh Foundation established a for-profit arm Buksh Energy Private Limited to ensure financial sustainability while meeting its social and environmental goals. Further, many enterprises such as Engro Foods in the agriculture and food processing sector are creating impact for their suppliers by sourcing milk directly from farmers through a village level infrastructure, even though they do not classify themselves as a SE.

SEs in Pakistan also face various issues related to availability of skilled labor, access to capital, and lack of technical assistance amongst others. These issues point towards the need of an enabling support system for SEs in different functions of business, including technical assistance, financial support and access to skilled human resources.

**Government is supportive of promoting small businesses in the country by forming industry bodies and outlining enabling policies; SE focused policies are lacking.**

Landscape	Policy
Capital	Enablers

Currently policies in Pakistan are outlined for promoting private sector and small and medium business activity across agriculture, healthcare and renewable energy; however, specific policies to encourage SE development is presently lacking in the country. Creation of government bodies such as the Small and Medium Enterprises Development Authority (SMEDA) and programs such as the Youth Biz Loan scheme, ICT R&D fund to boost development of small businesses are likely to impact SE development in the country positively.<sup>12</sup> Besides policies for small businesses, the government of Pakistan has also outlined sector specific policies to encourage private sector participation including SEs in impact sectors. Despite the efforts, Pakistan ranks lowly at 128 out of 189 countries in the ease of doing business index.<sup>13</sup> Enforcing legal contracts, getting access to reliable electricity and access to credit are some of the key reasons for low ease of doing business bank. This coupled with a few inhibitive tax policies such as

<sup>11</sup> NGO World available at <http://www.ngoworldpk.com/knowledge-bank/laws-to-register-ngos-npos-in-pakistan.htm>

<sup>12</sup> invest2innovate , 2014, Pakistan entrepreneurship ecosystem report

<sup>13</sup> World Bank data 2015

customs duty of 5 percent and GST of 17 percent on imports on inputs for solar products inhibits development of SEs in the country.

Table 1. Policies and projects to support for-profit SEs in Pakistan

Policy/Projects	Objectives
<b>Prime Minister's Youth Business Loan<sup>14</sup></b>	<ul style="list-style-type: none"> <li>Financial assistance to social entrepreneurs between the age group of 21 – 45 years.</li> <li>To provide subsidized financing at 8.0 percent mark-up per annum compared to the normal lending rate of ~12 percent<sup>15</sup> for one hundred thousand beneficiaries, through financial institutions, like National Bank of Pakistan (NBP), First Women Bank Ltd. (FWBL).</li> </ul>
<b>Agriculture policy<sup>16</sup></b>	<ul style="list-style-type: none"> <li>No customs duty on import of agricultural machinery.</li> <li>Tax relief to SEs operating in the agriculture sector.</li> <li>Initial depreciation allowance at 50 percent of machinery cost.</li> </ul>
<b>Renewable energy policy<sup>17</sup></b>	<ul style="list-style-type: none"> <li>Introduce investor-friendly benefits and incentives to encourage SE participation</li> <li>Assist in institutional, technical and operational capacity building of all RE stakeholders.</li> <li>Government's plan to exempt custom duty and GST on solar PV panels is expected to boost demand for these products<sup>18</sup></li> </ul>
<b>Drugs policy<sup>19</sup></b>	<ul style="list-style-type: none"> <li>The upcoming drugs policy is aimed to stabilize prices of drugs.</li> <li>The new policy aims to utilize the process of automation of the drug pricing mechanism as from July 2016, drug prices will be automatically adjusted to the changes in the CPI.</li> </ul>

**Source of capital for SEs in Pakistan may be provided by a spectrum of investors from impact funds, DFIs/grant agencies, and commercial banks; however access to credit remains a key challenge.**

Landscape	Policy
<b>Capital</b>	Enablers

The capital infrastructure for for-profit SEs and other private businesses in Pakistan fares better compared to other SAARC countries except India, with a few angel/seed funds, impact funds, PE/VC investors and a number of commercial banks active in the country. The 'not-for-profit' SEs are largely dependent on grant funds from DFIs or aid agencies with a few funds such as the Acumen fund investing in both for-profit and not-for-profit SEs. Most of the impact capital in Pakistan has been invested primarily in the energy and financial services sector.

Commercial banks are a key source of debt capital and provide priority loans to impact sectors such as agriculture and clean energy. For instance, commercial banks in Pakistan had a compulsory agriculture credit target of USD3.7 billion (PKR380 billion) for FY 2013-14 as mandated by the central bank.<sup>20</sup> However, only 66 percent of the total credit target was provided in advances from scheduled banks.<sup>21</sup> However, requirements such as high value of collateral, profitability for last 3 years etc. often make it difficult for

<sup>14</sup> SMEDA website available at <http://www.smeda.org/>

<sup>15</sup> World Bank development indicators, 2014

<sup>16</sup> Agroasia website available at <http://www.agroasia.net/paksectors.htm>

<sup>17</sup> Policy for Development of Renewable Energy for Power Generation, 2006

<sup>18</sup> Pakistan exempts taxes on import of solar panels, 2014 available at <http://www.dawn.com/news/1149791>

<sup>19</sup> Pharma firms decide to drop objections to drug policy, Feb 2015, The Tribune, available at

<http://tribune.com.pk/story/835090/pharma-firms-decide-to-drop-objections-to-drug-policy/>

<sup>20</sup> Agriculture corner website available at <http://www.agricorner.com/higher-agriculture-credit-disbursement-by-banks-during-july-february/>

<sup>21</sup> State Bank of Pakistan annual report available at <http://www.sbp.org.pk/reports/annual/arFY14/Stats/Eng/Chapter-6.pdf>

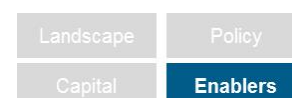
SEs to raise debt from banks. For many SEs in Pakistan, difficulty in raising capital is one of the key operational challenges for scalability as supply of capital is concentrated in a few urban areas and in growth stage companies.<sup>22</sup>

Table 2. Capital infrastructure for SEs in Pakistan<sup>23,24</sup>

Investor type	Institutions
<b>Angels/Seed</b>	<ul style="list-style-type: none"> <li>i2i angels, LCE, Plan9</li> </ul>
<b>VentureCapital/Impact funds</b>	<ul style="list-style-type: none"> <li>Acumen Fund, Impakt Capital, DYL Ventures, Breeze Angel Investments, Mini Ventures, SEED Ventures, Indus Basin Holdings, Insitor</li> </ul>
<b>Foundations</b>	<ul style="list-style-type: none"> <li>Agha Khan foundation, Aman foundation, JS Foundation, Pasha fund</li> </ul>
<b>Private Equity</b>	<ul style="list-style-type: none"> <li>Cyan capital, Abraaj capital, Catalyst fund, JS Private equity, Abu Dhabi group, MIT enterprise fund</li> </ul>
<b>Banks</b>	<ul style="list-style-type: none"> <li>There are various banks to provide loans to small businesses including:<sup>25</sup> <ul style="list-style-type: none"> <li>4 nationalized and provincial banks such as FWBL, NBP</li> <li>4 specialized banks such as Industrial Development Bank of Pakistan, SME bank</li> <li>16 private domestic banks</li> <li>11 private foreign banks</li> </ul> </li> </ul>

#### Various institutions, funds and development agencies are running programs to provide non-financial assistance to SEs.

One of the key reasons for SEs not being able to unlock impact capital in Pakistan despite the presence of impact funds and donor/development agencies is because the business models are not scalable and the enterprises are not investor ready. In order to attract capital and create sustainable business models, social entrepreneurs in Pakistan need access to technical support besides access to finance. Non-financial support such as business model development, mentoring, skills training, implementation guidance and the like can help enterprises scale up. There are various incubator platforms and programs being run in Pakistan to provide technical assistance and training to small businesses including SEs. At the university level, Pakistan's Higher Education Commission (HEC) has instituted incubators across Pakistan, but few provide more than just real estate for entrepreneurs. Accelerators such as invest2innovate operate exclusively for SEs in Pakistan. Further business competitions such as Civic Hackathons by Code for Pakistan, StartUp Dosti, Youth SE on Peace run by Youth and Gender Development Network and YES-Network Pakistan also promote growth of SEs in Pakistan. However, often the innovative ideas from these competitions do not receive requisite technical and financial support to scale the operations of SEs. One way of mitigating this challenge is that such competitions could be held in partnership with other ecosystem stakeholders such as impact funds and technical assistance providers to ensure that SEs have good access to these services in near future.



<sup>22</sup> Invest 2 Innovate: Building an Ecosystem in Pakistan available at <http://www.thrivelabs.co/invest-2-innovate-building-an-ecosystem-in-pakistan/>

<sup>23</sup> invest2innovate, 2014, Pakistan entrepreneurship ecosystem report

<sup>24</sup> Note: the sources of capital are not exclusively for SEs

<sup>25</sup> State Bank of Pakistan available at [http://www.pbs.gov.pk/sites/default/files/other/pocket\\_book2006/12.pdf](http://www.pbs.gov.pk/sites/default/files/other/pocket_book2006/12.pdf)

Table 3. Incubators and other enablers active in Pakistan<sup>26</sup>

Incubator type	Enterprise
University Incubators	<ul style="list-style-type: none"> <li>KITE, KSBL, IBA, ITU, LUMS, UET, NUST, IQRA, COMSATS, BAHRIA</li> </ul>
Private incubators	<ul style="list-style-type: none"> <li>Plan9, PlanX, Invest2Innovate, Speed incubator, Nest i/o, LUMS Center for Entrepreneurship</li> </ul>
Advisory Services	<ul style="list-style-type: none"> <li>SMEDA , Buksh Foundation, Youth Engagement Services Network -YES Pakistan</li> </ul>
Technical Assistance	<ul style="list-style-type: none"> <li>USAID, Department for International Development (DFID), International Finance Corporation (IFC)</li> </ul>

There are various non-financial programs which are also being run by impact funds and other development agencies to support the promotion of entrepreneurship in the country. Bank Alfalah and Development agencies are also supporting projects to improve the state of development across impact sectors. For instance Khyber Pakhtunkhwa IT Board and the World Bank ran the Digital Youth Summit, a tech conference and a startup expo.<sup>27</sup> World Bank is running the “Punjab Irrigated Agriculture Productivity Improvement Program” to improve productivity and promote modern methods like drip and sprinkler irrigation systems to encourage crop diversification. Similarly the World Bank along with the government of Pakistan is also supporting initiatives to improve the availability, accessibility and delivery of primary and secondary health care services at the district level.<sup>28</sup> Creating an eco-system and awareness amongst low income customers for improved products and services can boost the promotion of SEs.

## 5. Sector-Level Assessment

This section covers sector-level assessment of the SE activity in Pakistan across agriculture, healthcare and renewable energy sectors. Each sector assessment study includes a detailed description of the presence of SEs across the sector’s value chain and the critical needs that these SEs are trying to address in order to create an impact on the low income population group in the country.

### 5.1. Agriculture Sector

Pakistan has a rich and vast natural resource base, covering various ecological and climatic zones with great potential for producing various types of crops. About 37 percent of the economically active population of Pakistan is engaged in agriculture, but the country’s per acre yield of crop has remained constant.<sup>29</sup> About 60 percent<sup>30</sup> of farmers in Pakistan have small and fragmented landholdings and do not benefit from economies of scale. Further water shortage, absence of high yield varieties of seeds, and lack of research and development are the basic causes of low per hectare yield of crops in Pakistan.<sup>31</sup>

<sup>26</sup> Business recorder ICT review 2014 available at [http://issuu.com/businessrecorder/docs/ict\\_telecom\\_review/20](http://issuu.com/businessrecorder/docs/ict_telecom_review/20)

<sup>27</sup> World Bank data available at <http://www.worldbank.org/en/events/2015/05/01/digital-youth-summit-2015>

<sup>28</sup> World Bank data available at [http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/SAR/2014/11/28/090224b0828a0b69/1\\_0/Rendered/PDF/Pakistan00PK00Report000Sequence007.pdf](http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/SAR/2014/11/28/090224b0828a0b69/1_0/Rendered/PDF/Pakistan00PK00Report000Sequence007.pdf) , [http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/SAR/2014/11/23/090224b082883f9c/1\\_0/Rendered/PDF/Pakistan000Pak0Report000Sequence007.pdf](http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/SAR/2014/11/23/090224b082883f9c/1_0/Rendered/PDF/Pakistan000Pak0Report000Sequence007.pdf)

<sup>29</sup> For instance Pakistan’s cereal yield has increased by 0.8 percent pa from 2000 to 2010 compared to 1.6 percent of India and 2.4 percent of Bangladesh. Source: FAO, Feeding the World available at <http://www.fao.org/docrep/018/i3107e/i3107e03.pdf>

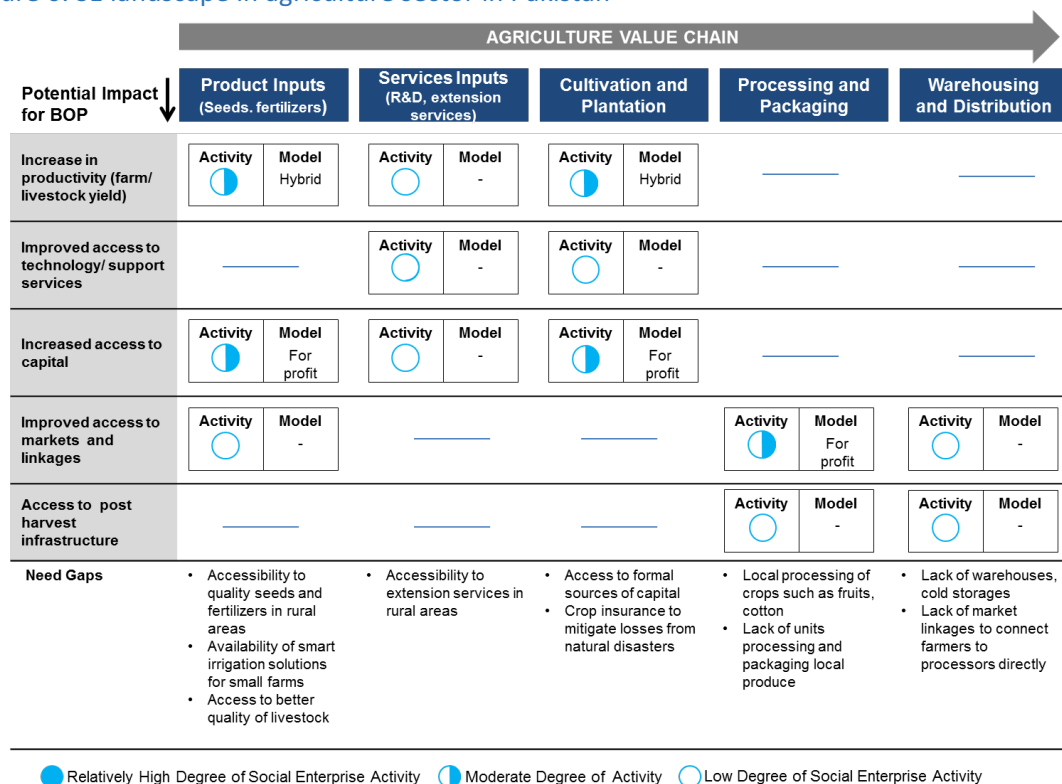
<sup>30</sup> Agriculture census 2010 Pakistan

<sup>31</sup> Pakistan lags behind in per hectare crop yield, 2012, available at <http://www.thenews.com.pk/Todays-News-3-99616-Pakistan-lags-behind-in-per-hectare-crop-yield#sthash.dD4pXBYp.dpuf>

**Most of the SE activity in the sector is focused towards improving agriculture productivity through provision of inputs such as seeds, irrigation solutions and better quality of livestock.**

Pakistan faces issues of productivity both for crops and livestock especially for the farmers with small land holding. Several SEs have emerged in the input segment to improve the farm or livestock productivity and subsequently increase income avenues for farmers. The demand of seeds and fertilizer is mainly served by not-for-profit SEs and by private companies with substantial subsidy from the government. Lack of irrigation infrastructure is another critical factors impacting agri-productivity. SEs such as Jassar farms are also aiming to improve the milk yield for small dairy farmers in Pakistan by establishing a livestock semen processing unit to bring high-quality semen to at affordable prices.

Figure 6. SE landscape in agriculture sector in Pakistan



Source: Insights from relevant stakeholders, Intelicap analysis

SEs in Pakistan are also increasing efficiencies in the post-harvest segment of agriculture by providing market linkages to the farmers. Engro Foods provides better market linkages to small dairy farmers. Various enterprises involved in processing of food are also engaged in backward integration by sourcing directly from farmers. However, this may be done primarily for cost optimization and not necessarily with an intention to create impact and hence such enterprises may not be termed as SEs. Access to capital is a major issue for stakeholders across the value chain. However MFIs partly cater to the demand for farmers in rural areas with institutions such as NRSP Microfinance providing debt to farmers at affordable interest rates with minimal collaterals.

**Potential opportunities for SE intervention could be investigated in improved access to post-harvest infrastructure and improvement in market linkages.**

The SE space in the agriculture sector in Pakistan is still at a nascent stage and there is a significant spectrum of opportunities available. Market linkage in terms of providing access to quality inputs at the farm gate could be explored. The SEs could further advise the farmers about the use of improved inputs

to improve agriculture yield. There also exist opportunities for SEs in the processing, packaging and warehousing segment given that there is 40 percent wastage of fruits and vegetables due to poor handling during harvesting, transportation and lack of storage facilities.<sup>32</sup>

Despite being an agrarian economy, the level of SE activity in this sector is limited in the country. Some of the key reasons include lack of innovation due to weak intellectual property right protection and lack of infrastructure to promote innovative solutions. In addition, subsidies and programs run by the government that provide product and service to the farmers at low prices also act as a deterrent for SEs. Thirdly, most farmers in Pakistan have a small land holding with a limited crop cycle. This results in low uptake of innovative products and services due to capital constraints and fear of crop failure. Further, only 10 percent of farms account for close to 50 percent of the farm area, thereby resulting in a small customer base with the ability to pay for the upfront cost of products or services offered by the SEs. Finally the high presence of intermediaries and middlemen creates inefficiencies in the supply chain for various agriculture products limiting the high income earning opportunity for the farmers.

## 5.2. Healthcare Sector

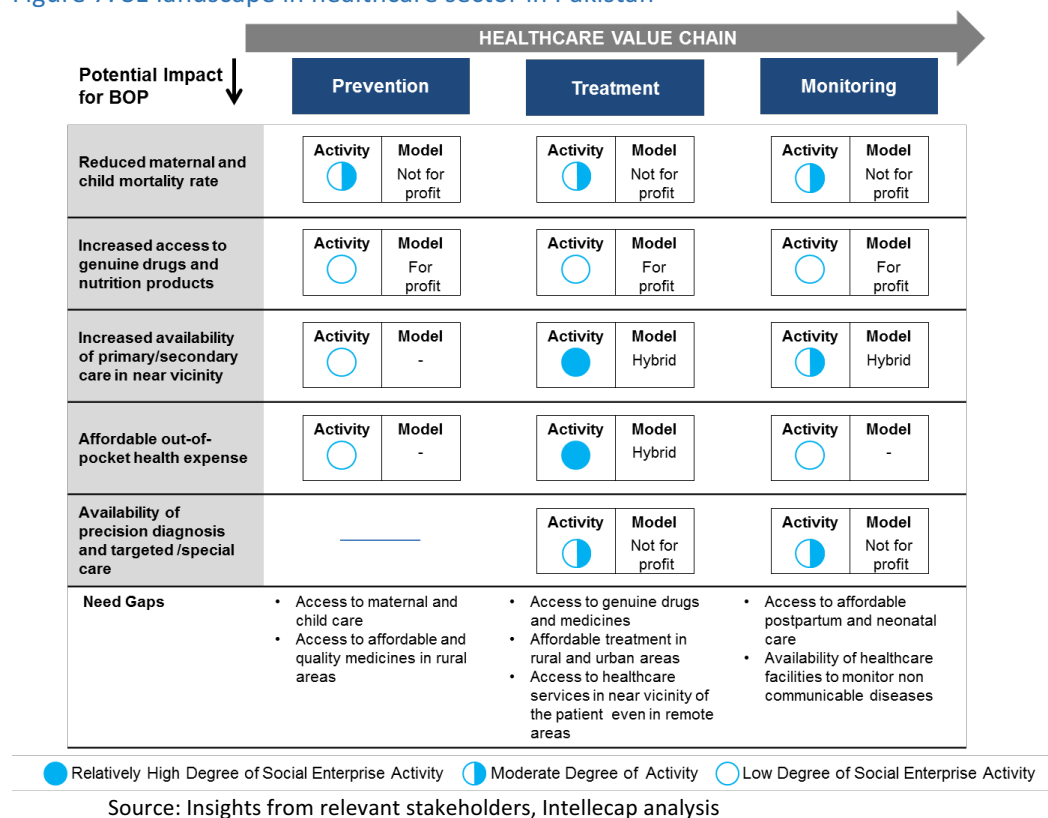
The healthcare sector in Pakistan provides opportunities for SEs. Affordable healthcare service in rural and semi-urban areas is largely provided by the government, although healthcare expenditure is only 1 percent of the country's GDP. The quality of government healthcare services is also questionable and patients could face long waiting periods before receiving treatment. The services provided by private hospitals and diagnostic centers are usually expensive and limited to urban areas, thereby adding to the high private out of pocket healthcare expenditure for the low income population. Inadequate public healthcare infrastructure and high demand has attracted a number of SEs into the healthcare sector with both for-profit and not-for-profit models emerging in the country.

**The majority of the SE activity in the sector is concentrated in the primary care segment and in the health insurance segment to cover out of pocket health expenses.**

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<sup>32</sup> Pakistan observer (2012), Around 40 pc fruits, vegetables go waste due to poor handling

Figure 7. SE landscape in healthcare sector in Pakistan



SEs in Pakistan mainly operate in the primary healthcare delivery segment as it helps in addressing critical health and well-being needs of the low income population. SEs in Pakistan are using multiple business models to run primary healthcare centers and clinics. The most recent trend includes use of technology by enterprises such as Tele-doctor, Tele-Sehat to establish telemedicine networks and Procheck to check the authenticity of drugs and medicines and identify counterfeit drugs. This has helped in increasing accessibility of patients to healthcare services even in remote areas of the country. Pakistan is also witnessing emergence of clinics such as HealthOne, Sehat First that are providing integrated services including, basic diagnostics, treatment and pharmacy. Such models have helped the low income population save on time and cost by half. While maternal and child health segment is dominated by not-for-profit enterprises, other segments have a good mix of for-profit and not-for-profit models.

Both for-profit SEs like Tameer Sehat and hybrid SE such as Naya Jeevan operate in the healthcare insurance space to provide a financial cushion to the low income population to meet the healthcare expenditure. Most of these enterprises provide a bundle of services including in-patient care, life insurance, and post-natal checkups amongst the others. Pakistan has a well-developed microfinance network which is being used by the healthcare industry to provide benefits to the low income population.

**Potential opportunities for SEs exist in providing access to affordable nutritional products, genuine drugs and preventive care in communicable and non-communicable diseases.**

The state of healthcare in Pakistan is not well-developed in the prevention and monitoring segments and requires various interventions. High fertility rate of three children per woman along with high maternal mortality and infant mortality rates compared to other SAARC countries points towards the need for higher access to maternal and child care before, during and after child birth. Secondly, about 30 percent<sup>33</sup>

<sup>33</sup> WHO data available at <http://www.havocscope.com/fake-drugs-in-pakistan/>



of all the drugs and medicines either for preventive or curative care in Pakistan are counterfeit; as a result, there is potential for SEs to create an impact on the BOP by providing access to genuine drugs while ensuring the last mile delivery. Thirdly the sub-optimal healthcare services provided by public hospitals and expensive private healthcare services create an opportunity for SEs. The SEs can provide affordable treatment in both rural and urban areas for communicable diseases like malaria, TB, polio<sup>34</sup> and non-communicable diseases like cardiovascular disease, respiratory disorders, cancer that have impacted the lives of low income population groups in the country.<sup>35</sup>

Dismal healthcare indicators for Pakistan offer SEs an opportunity to bridge the demand supply gap. However, traditionally healthcare sector in Pakistan has been dominated by not-for-profit organizations, faith based organizations and government healthcare facilities resulting in low willingness for customers to pay. Hence it has been a challenge for 'for-profit' SEs to thrive in the healthcare delivery space. A lower set-up cost for primary healthcare services further reduces the barriers to entry for other enterprises. Secondly, the affordable drugs and nutritional products segment has also not seen significant innovations due to the existing pricing laws capped with large innovation cycles and high capital requirement. Thirdly, despite having a demand for affordable medical devices and consumables there is no infrastructure and support for small enterprises to invest in new product design.

### 5.3. Renewable Energy (RE) Sector

Pakistan has a high renewable energy potential in hydro-power in the northern region and high solar irradiance across the country to meet its increasing power requirements. Over 90 percent of the population in Pakistan has access to electricity; however reliability in power supply is a challenge and a majority of the population is faced with load shedding for about 8 to 10 hours a day during peak demand seasons.<sup>36</sup> Further, use of traditional products for lighting such as kerosene lamps and fuel wood for cooking may lead to high pollution and increase the disease burden in low income households. Pakistan's energy deficit and its implications on growth and development have resulted in renewable energy becoming a growing focus for impact enterprises.

**Currently, most SEs in the sector are active in the off-grid solar products and solar PV segments providing last mile energy solutions and reliability in the power supply for the low income households.** SE activity in the renewable energy segment in Pakistan is largely concentrated in the off-grid solar products segment (solar lamps, solar pumps and solar PV panels). There is a mix of for-profit and not-for-profit business models in the renewable energy space. There are around 8 to 10 SEs operating in the solar PV space and around 10-15 SEs operating in the solar products segment.<sup>37</sup> These enterprises provide off-grid solutions in both urban and rural areas for basic usage such as lighting, cell phone charging, and running a fan. The grid energy generation space has significant private sector activity in Pakistan. However for a majority of these players, the government is the key customer and acquirer of services, with very little interaction with low income population groups.

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<sup>34</sup> Addressing the burden of infectious diseases in Pakistan, 2013 available at <https://icmhd.wordpress.com/2013/08/05/addressing-the-burden-of-infectious-diseases-in-pakistan/>

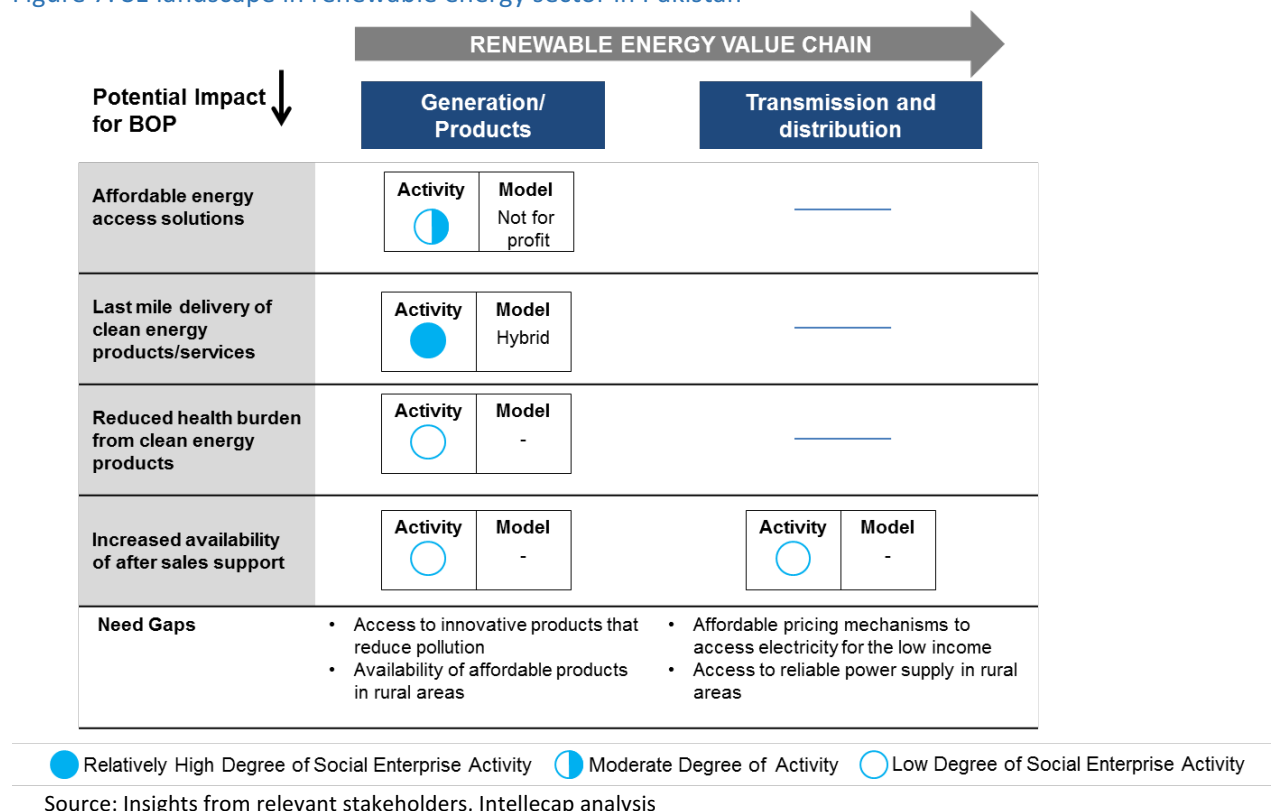
<sup>35</sup> NCD policy brief 2011, available at [http://siteresources.worldbank.org/SOUTHASIAEXT/Resources/223546-1296680097256/7707437-1296680114157/NCD\\_PK\\_Policy\\_Feb\\_2011.pdf](http://siteresources.worldbank.org/SOUTHASIAEXT/Resources/223546-1296680097256/7707437-1296680114157/NCD_PK_Policy_Feb_2011.pdf)

<sup>36</sup> Intellect primary interview with relevant stakeholders and industry experts

<sup>37</sup> Intellect primary interview with relevant stakeholders and industry experts



Figure 7. SE landscape in renewable energy sector in Pakistan



SEs are also setting up mini and micro hydropower plants to ensure power supply in remote areas. For instance, Aga Khan Rural Support Program has built locally-managed mini hydro plants in Chitral district in Pakistan to generate electricity.



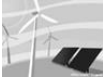
Despite low accessibility and availability of power, SEs have not been able to strengthen their foothold in the renewable energy market due to high upfront costs and lack of technical acumen for setting up and maintaining mini hydro and solar projects. Secondly, after sales support is extremely limited thereby acting as a deterrent for the low income population to invest in renewable energy products such as solar PV, solar pumps. Lastly, high taxes on imports of solar parts and products increases the cost of the product. Pakistan has proven reserves of silicon and support from the government to encourage domestic manufacturing of solar products can bring about a significant change in the sector.

## 6. Conclusions and Recommendations

Pakistan is witnessing increasing activity in the SE space. The ecosystem in the country is evolving, with both for-profit and not-for-profit enterprises emerging across impact sectors. Despite being an agrarian economy most SEs in the agriculture sector have faced challenges related to scalability and it is in the health sector where we find most significant levels of SE activity, primarily through the presence of NGOs.




Pakistan presents the most mature SEs (i.e., growth stage enterprises) in the agriculture and healthcare sector addressing key impact areas in the figure below.

Figure 8. Key areas for SEs

Agriculture 	Healthcare 	Renewable Energy 
<ul style="list-style-type: none"> <li>▪ Increase in productivity (farm/ livestock yield)</li> <li>▪ Increased access to capital\</li> <li>▪ Improved access to markets</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reduced maternal and child mortality rate</li> <li>▪ Increased availability of primary/secondary care</li> <li>▪ Affordable out-of-pocket health expense</li> </ul>	<ul style="list-style-type: none"> <li>▪ Accessibility to products/services and last mile delivery</li> <li>▪ Quality and reliability of power supply</li> <li>▪ Affordability of the product and the service</li> </ul>

Based on the analysis, the SE ecosystem is at medium level of development (see graph below) and the impact potential of SE covering low income population considering the critical basic need gaps faced by Pakistan is the highest (together with Afghanistan and Nepal).

Table 4. Summary of findings of the SE ecosystem in Pakistan

 <div>Landscape</div> <ul style="list-style-type: none"><li>SE is a well-established concept in the financial inclusion sector and is gaining foothold in other sectors</li><li>SEs are progressing from not-for-profit to for-profit firms<ul style="list-style-type: none"><li>Ensuring sustainability while reducing reliance on aid</li><li>Increasing awareness amongst educated youth; Academic institutions like LUMS are promoting SEs</li></ul></li><li>SE activity is driven by demand and occupation patterns<ul style="list-style-type: none"><li>High engagement of the population in agriculture and demand-supply gap in healthcare and education sector</li></ul></li></ul>	 <div>Policy</div> <ul style="list-style-type: none"><li>Currently there are no SE focused policies in Pakistan</li><li>Government is forming bodies like Small and Medium Enterprises Development Authority and programs such as the Youth Biz Loan scheme</li><li>Government has also outlined sector specific policies to encourage participation of small businesses in impact sectors<ul style="list-style-type: none"><li>However, inhibitive tax policies such as 5% customs duty and 17% GST on imports of solar products inhibits growth of SE in the sector</li></ul></li></ul>	
<div>Capital</div> <ul style="list-style-type: none"><li>Capital for 'for-profit' SEs is more readily available as compared to other SAARC countries with some presence of angel / seed funds, PE/VC investors and commercial banks present<ul style="list-style-type: none"><li>Acumen fund is the only impact equity investor investing in for-profit and not-for-profit SE</li><li>Developed commercial banks sector; difficulty in accessing debt due to collateral requirement</li></ul></li><li>'Not-for-profit' SE's largely rely on debt/grant funds from donors</li></ul>	 <div>Enablers</div> <ul style="list-style-type: none"><li>Government and private institutions, funds, development agencies, universities are running programs to provide support to SEs<ul style="list-style-type: none"><li>World Bank is running programs to improve irrigation facilities</li><li>Bank Alfalah , Acumen run Entrepreneurship program</li><li>SMEDA provides legal, technical, consulting services to SMEs</li></ul></li><li>Competitions like Civic Hackathons , StartUp Dosti are promoting SE growth</li></ul>	
<div>Policy</div> <div>Loans to social entrepreneurs</div>	<div>Capital</div> <div>Acumen fund / PM Youth loan</div>	<div>Enablers</div> <div>I2i / LUMS/ SMEDA</div>

There are several potential interventions to promote and develop the SEs ecosystem in Pakistan. Two key areas have emerged from the study:

- Development agencies and impact funds may **invest in new ideas in the form of programs and pilots to test the proof of concept**. This will also allow SEs to tackle the expected operational roadblocks better before entering roll-out or scale up phases and aid in increasing the acceptability of their product/services while assisting low income communities. For instance, an enterprise providing agriculture services to improve farm productivity can run demos and pilots before launching its operations commercially. This will aid in increasing the acceptability of their product/services while assisting low income farmers to increase their incomes.

- Given the fluctuation in grant and donor money for Pakistan in the last few years, many of the not-for-profit SEs may find it challenging to scale up operations. Possible intervention in terms of **technical and financial assistance will allow them to mitigate the over-reliance on aid/grant money** while scaling up the business and replicating the model to other geographies. For instance majority of the SEs operating in preventive and curative care for maternal and child health could be supported to expand their outreach to remote locations while promoting sustainable revenue models.

## 7. Annex

### a. List of Interviewees

Person	Organization
<b>Afghanistan</b>	
Farzad Pouya	Business Innovation Hub
Riffat Manasia	MRA Associates
<b>Bangladesh</b>	
Anwar Faruk	Ministry of Agriculture
Mehedi Sajjad	BRAC Social innovation lab
Ujal Ibrahim	Yunus Centre
Nazmul Haque	IDCOL
Shahab Khan and Parvez A	Bangladesh Enterprise Institute
Mridul Chowdry	m-Power Health
Sanchayan Chakraborty	Aavishkaar fund
<b>Bhutan</b>	
Dorji Tashi	Loden foundation
Daniel Spitzer and Johannes Olejnik	Mountain Hazelnuts
<b>Maldives</b>	
Sandeep Kohli and Somil Nagpal	World Bank
Adam Sack	International Finance Corporation
<b>Nepal*</b>	
Aditi Shrestha	International Finance Corporation
Luna Thankur	Change Fusion Nepal
Shabda Gyawali	Dolma Impact Fund
Moushumi Shrestha	Practical Action
Shrawan Pradhan	Gham Power
Bishal Dhakal	Health at Home
*Note: Data for Nepal from Intellectap's database on a similar study conducted from March to July 2014	
<b>Pakistan</b>	
Saima Irtiza and Noor Ullah	Acumen Fund
Fiza Farhan	Buksh Foundation
Kalsoom Lakhani	impact2innovate
Farhad Hasan	HealthOne
Saim Siddiqui	ProCheck
Yasir Ashfaq	Poverty Alleviation Fund
Humza Khan	Insitor Fund
<b>Sri Lanka</b>	
Niroshan Kurera	Etimos Lanka Pvt. Ltd
Eranada Ginige	British Council
Amanda Kiesen	Good Market
Chamindra Gamage	Bimpu Finance
German Mueller	GIZ

## **b. Interview Guide**

### **SE (SE) EcoSystem Assessment**

#### **Market Landscape**

- What does the broad SE ecosystem (SEs, investors, supporters, regulators etc.) look like in the country? Which sectors have high potential and scope of development for SEs in the country?
- What is the preferred business model for SEs operating in the country: 'for-profit' model or 'not-for-profit' model? Why is one model preferred over the other? Do the not-for-profit' models have sustainable revenue streams?
- Are there discrete SE-focused support institutions? To what degree does SE support overlap with mainstream SME support?
- What are critical unmet needs of the base-of-the-pyramid population? Are there any on-going efforts to address these needs? What types of market infrastructure does the SEs demand – across stages and sectors?
- What types of technical assistance support are available for SE? Who provides this support?
- Is enabling infrastructure such as industry associations, market intelligence data available for SEs

#### **Policy Environment**

- What are the policy catalysts for SEs? Is there policy-level recognition of SEs? How is the policy landscape expected to evolve for SEs?
- Are there policies across the three focus sectors that benefit or inhibit SE growth? (e.g. priority sector in financing, budgetary allocation, enabling healthcare policy)
- What are the implications of the current Foreign Investment Policy in the Sector
  - Rules & policies for the sector/sub-sector for foreign investment
  - Attractiveness of the Sector for Foreign Investment

#### **Capital Infrastructure**

- What is the state of capital markets and banking infrastructure? How does access to capital differ across enterprise legal structure (cooperatives, joint stock companies etc.), stage, and focus sector?
- How open & transparent are the SEs in the sector to disclose the financial details for effective evaluation?
- What are the main barriers to financing (assess to finance)
  - Requirement of Collateral, security
  - Limited Knowledge or awareness of the industry operations by the finance providers
  - Lack of market information on the sector to make informed decision making
  - Any other reason

### **Sector Specific Questions**

#### **Agriculture**

##### **Sector Structure and Value Chain**

- How would you classify the Sub-Sectors in the Agriculture sector in the country?
  - Crops and Cereals: Cash Crops/Export Crops or Fruits and Vegetables, Floriculture
  - Livestock based : Processed Meat, Eggs and Fishery products
  - Timber based forest products (such as herbal plants, furniture wood)
- Which of the above sub-sectors presently has seen maximum activity in terms of SE level (profit and not-for profit)? Which of the sectors is likely to see significant SE activity in the next 2-3 years
- What are the most critical unmet needs for the low income population groups in the country that could have the maximum impact :
  - Increase in productivity (farm yield, livestock yield)

- Improved access to technology/ support services
  - Increased access to capital
  - Improved access to market linkages
  - Improve access to post-harvest infrastructure
  - Any other?
- What are the business models of various SEs operating in the sector
  - What is the preferred business model ('for profit' or 'not-for-profit') and why?
  - What are the key challenges that companies face that severely affect their profitability and in-turn investments from external sources.

#### **Market Landscape and Regulatory Framework**

- What are the key segments with significant SE level activity (profit and not-for profit) in the country at present across the Agri value chain for key product categories
- Who are the important players in the Key sub-sectors across the Agri value chain?
  - Locally developed enterprises
  - Subsidiaries of foreign companies
  - Govt. or state owned players
- What are the key customer segments for the enterprises in the Agri Sector (retail vs wholesale vs international customers) across the sub-sectors
- What are the implications of the regulatory framework in the sector
  - Key drivers for the regulatory framework in the sector/sub-sectors. How often are these regulations modified/updated?
  - What are the present Government Subsidies in the sector/sub-sectors? Are these subsidies required to compete and remain profitable in the sector?

#### **Growth Drivers and Challenges**

- What are the key growth drivers for the Agri sector in the country (indicative list of drivers)
  - Increased local demand due to higher GDP per capita growth and increasing urbanization
  - Improvement in land laws and holding patterns improving accessibility to larger tracts of land in future for cultivation
  - Government spending as a result of higher GDP growth
  - Increased demand from international markets for export oriented products
  - Improved access to finance and credit facilitating private and public investments
- What are the main challenges in the Sub-Sectors in the Agri domain (indicative list of challenges)
  - Inefficient supply chain with number of intermediaries. Lack of market linkage options linking producers with the end wholesale buyers
  - Poor post harvesting infrastructure
  - Increased competition and low productivity due to high fragmentation in land holding
  - Political instability leading to lack of reforms/assess to finance to the sector

### **Healthcare**

#### **Sector Structure and value chain**

- How would you classify the key Sub-Sectors in the Healthcare sector in the country?
- What is the geographic presence of healthcare services in various regions?
- What is the urban versus rural concentration of each sub sectors?
- Which of the above sub-sectors presently has seen maximum activity in terms of SE level (profit and not-for profit)? Which of the sectors is likely to see significant SE activity in the next 2-3 years
- What are the most critical unmet needs for the low income population groups in the country that could have the maximum impact :
  - Reduced maternal and child mortality rate
  - Increased access to genuine drugs and nutrition products

- Increased availability of primary/secondary care in near vicinity
  - Affordable out-of-pocket health expense
  - Availability of precision diagnosis and targeted /special care
  - Any other?
- What are the business models of various SEs operating in the sector
  - What is the preferred business model ('for profit' or 'not-for-profit') and why?
  - What are the key challenges that companies face that severely affect their profitability and in-turn investments from external sources.

#### **Market Landscape and Regulatory Framework**

- Who are the important players in the key Sub-Sectors?
- What are the key segments with significant enterprise level activity in the country at present across
- What are the implications of the regulatory framework in the sector
  - Key drivers for the regulatory framework in the sector/sub-sectors. How often are these regulations modified/updated?
- What are the present Government Subsidies in the sector/sub-sectors? Are these subsidies required to compete and remain profitable in the sector?
  - What are the current dependencies on Aid Programs for supply of technology/infrastructure?
    - Engagement models of aid programs?

#### **Growth Drivers and Challenges**

- What are the key growth drivers
  - Government spending
  - Improved access to finance through private/public investments
  - Increased aid activity
  - Improvement in infrastructure
  - What are the main challenges in the Sub-Sectors? - access to finance, access to markets, access to technology, access to skilled doctors/trained paramedic staff, taxation, regulation, infrastructure: road, electricity, transport, corruption
- What are the implications of the current Foreign Investment Policy in the Sector

### **Renewable Energy (RE)/Clean Energy (CE)**

#### **Sector Structure**

- What are the key sources of energy for majority of the population in the country? What is the key reason for using a particular source of energy? - Fuel Wood, Bio Mass/Bio Fuel, Petroleum products such as Kerosene/LPG, Electricity, others
- How would you segment the key Sub-Sectors across the Renewable Energy in the country:
  - Grid Power using Hydro, Solar or geothermal energy
  - Products Category: Solar Home Systems, Lighting Systems, Clean Cook Stoves
- Which of the above sub-sectors presently has seen maximum SE activity (profit and not-for profit)? Which of the sectors is likely to see significant SE activity in the next 2-3 years
- What are the most critical unmet needs for the low income population groups in the country that could have the maximum impact :
  - Accessibility to products/services and last mile delivery
  - Quality and reliability of power supply
  - Affordability of the product and the service
  - Increased availability of after sales support
  - Reduced health burden by use of clean energy products
  - Any other?
- What are the business models of various SEs operating in the sector
  - What is the preferred business model ('for profit' or 'not-for-profit') and why?

- What are the key challenges that companies face that severely affect their profitability and in-turn investments from external sources.

### **Market Landscape and Regulatory Framework**

- What are the key segments with significant SE level activity in the country at present across the Renewable Energy sector
  - Grid Power: Hydro Energy, Solar Energy, Geo Thermal energy
  - Off-Grid Power/Mini /Micro Grids: Solar Energy, Hydro Energy
  - Products: Solar Home Systems/ Solar products/ Clean Cook Stoves
  - Legal Structures/Business Structures: Public sector/ State dominated, private sector dominated or not for profit dominated
- Who are the important players in the Key Sub-Sectors?
  - Locally developed enterprises
  - Subsidiaries of foreign companies
  - Govt. or state owned players
- What are the business models of various SEs operating in the sector
  - What is the preferred business model and why?
  - What are the key challenges that companies face that severely affect their profitability and in-turn investments from external sources.
- What are the implications of the regulatory framework in the sector
  - Regulatory landscape for grid power across generation , transmission and distribution
  - Key drivers for the regulatory framework in the sector/sub-sectors. How often are these regulations modified/updated?
  - What are the present Government Subsidies in the sector/sub-sectors? Are these subsidies required to compete and remain profitable in the sector?

### **Growth Drivers and Challenges**

- What are the key growth drivers for the Renewable Energy sector in the country
  - Access to grid electricity is very low across major geographic regions in the country, use of CE/RE products would be critical
  - Increasing customer demand for reliable sources of energy with rise in the IT and mobile communication penetration in the country and in general increased customer awareness
  - Government focus on the sector with increased spending due to higher GDP growth
- What are the main challenges in the Sub-Sectors in the Renewable Energy sector
  - Absence of manufacturing facility within the country for major RE/CE equipment's. High dependency on imported products
  - Less presence of research facilities to develop new product designs suited for the country
  - Access to finance for developing new products/ promoting products and services focusing on RE/CE technologies