



HAND IN HAND  
INTERNATIONAL



**HAND IN HAND  
INTERNATIONAL  
ANNUAL REPORT** 2013-2014



The figures in this annual report relate to the Hand in Hand network as a whole for the period from April 2013 to March 2014, with the exception of the financial overview, which relates to Hand in Hand International for the same period. Hand in Hand is a network of legally independent organizations and as such does not have consolidated financial accounts. Based in London, Hand in Hand International is one of the network's three support and fundraising operations.

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Cover photo: Habiba | Weaving business owner | Kaldar district, Afghanistan



Beatrice Wanjiku, her trainer and group treasurer | Dairy producer | Nairobi outskirts, Kenya



## A WORD FROM BRUCE GRANT, CHAIRMAN HAND IN HAND INTERNATIONAL

I am delighted to chair the board of Hand in Hand International. We are fortunate to benefit from co-founder and former Chairman Percy Barnevik's continued support as Honorary Chairman.

As a business founder and owner, I know first-hand how entrepreneurship transforms lives. This is what originally led me to support Hand in Hand as a donor, and what continues to drive the organization's success. Since joining the board of Hand in Hand International in 2009, I have witnessed our formula for job creation take shape in six new countries. I have also seen the establishment of a regional hub in Eastern Africa and the launch of our own social impact fund.

Hand in Hand is broadly on track to achieve our ambitious goal of 10 million jobs. For this we are indebted to Hand in Hand's network leaders in Asia and Africa – and to the hard work of their 50,000 staff and volunteers – who deliver that promise on the ground, day in and day out.

As a seasoned commercial and philanthropic investor, I recognize that the prime responsibility of our UK team is to make sure donors receive maximum social return on their investment. The team monitors our programs rigorously and transparently, and will seek out further opportunities to raise our game by learning from experts, both within and outside of the network.

I particularly want to thank the committed organizations who have supported us for many years such as the Johnson & Johnson Corporate Citizenship Trust, Primark Better Lives Foundation, and Sida (the Swedish International Development Cooperation Agency). I'd also like to welcome new funders including the European Union.

As I step into my new role, I want to encourage all of us – trustees, donors and staff – to work together to build on Hand in Hand's growing international reputation as experts in fighting poverty with grassroots entrepreneurship.



Peter Maina | Group  
treasurer | Gatundu, Kenya



Beatrice Wanjiku | Dairy producer | Nairobi outskirts, Kenya



# 01. THE CHALLENGE

In 2014, the World Economic Forum in Davos named unemployment as the second-biggest global risk. The International Labor Organization (ILO) predicts 600 million new jobs will be needed in the next 10 years.

Traditionally the world has looked to large corporates and governments to provide jobs. But although most countries in Africa have made enormous economic strides, with almost 5 percent average GDP per capita growth in sub-Saharan Africa since 2000, this has produced relatively little employment. Still, less than 50 percent of African women have jobs. In Asia, even economies such as India, which reached middle-income status seven years ago, have largely experienced “jobless growth”.

Not even exceptionally high growth in manufacturing and services will generate enough waged employment. Meanwhile, the World Bank estimates more than 3 billion people are working in the informal sector: farming, small household enterprises or casual day labor. Because it offers less stable incomes, informal work is often viewed as a problem.

Instead we believe the informal sector is part of the solution. Family micro-enterprises in farming and beyond have generated most new jobs in recent years and this trend is set to continue. Hand in Hand turns the traditional attitude to informal entrepreneurship on its head and sees it as a well of latent economic power.

We work in four key stages. First, we create community groups, mainly women, who support each other, save together and learn together. Then we train the group members to discover and develop small businesses that make use of their skills and potential. Next, we provide access to microloans and finance, and the support across the group ensures they are paid back. Finally we help scale up their businesses by finding a larger market, which in turn benefits members’ families and communities.



Appalam bakery | Kanchipuram, India





## MEET HABIBA FROM AFGHANISTAN

Until recently, Habiba wove carpets on wages for local shops. In Afghanistan's far north, near the Uzbek border, weaving is tradition – an industry built of necessity in a region with poor soil and even worse water management. Trade with Central Asia has historically buoyed business, but recent unrest in the region means times have been hard – so hard, in fact, that Habiba's children faced having to find work.

Then she joined a Hand in Hand Self-Help Group. "I didn't know about saving before, so I wasn't able to start my own business," says the mother of four. Armed with newfound skills and savvy, Habiba devised a plan to compete with imported, chemically treated, machine-made carpets.

First, she researched which designs were most popular in local marketplaces. Next, she made sure to advertise her carpets' competitive qualities: traditional craftsmanship and natural materials. Finally, she sought out traders to export her carpets to neighboring Uzbekistan. The result: an increase in monthly income to 16,600 AFN (US \$300) from 2,500 AFN (US \$45). "I'm saving more money to purchase another two carpet weaving frames," says Habiba. "I want to create jobs for other women in my village."



# 02. THE YEAR IN REVIEW

## 2.1 SCALING UP: NEW PARTNERS

Last year, Hand in Hand pledged to “scale up job creation rapidly and effectively by co-operating with partners”. This year we got to work doing it.

An ambitious new program with CARE International UK went live in Rwanda. The three-year, US \$3 million partnership blends the best of both organizations, pairing CARE’s experience mobilizing savings groups with Hand in Hand Eastern Africa’s expertise in training rural populations to start their own businesses. The project aims to support 100,000 members. As of March, more than 43,000 members had started training, two-thirds of them women. Such rapid enrolment would not have been possible without access to thousands of pre-existing Village Savings and Loan Associations established by CARE.



### THE CHALLENGE IN RWANDA

Rwanda is both a very poor nation and one that is highly conducive to our model of grass roots entrepreneurship. After Mauritius, Rwanda is the easiest African economy in which to do business - a ranking that also applies to women. But the country is also the 22nd poorest (by income per capita) of 53 African nations.

**45% OF THE POPULATION  
LIVE BELOW THE NATIONAL POVERTY LINE**  
World Bank, 2011

**1 IN 5 RWANDAN HOUSEHOLDS  
ARE FOOD INSECURE**  
World Food Programme, 2012

**9TH EASIEST NATION IN WHICH  
TO START A BUSINESS (OUT OF 189)**  
World Bank, 2014

**4 OUT OF EVERY 10 BUSINESSES  
ARE RUN BY WOMEN**  
African Development Bank Group, 2008

Hand in Hand India’s pilot in Cambodia also got under way. Our goal is to create more than 9,000 jobs by 2016. Our implementing partner – the Cambodia Rural Development Team (CRDT) – has trained more than 1,700 villagers by the Mekong river in Eastern Cambodia, with guidance from our team in India. The women have been coached in entrepreneurial skills as well as specialist professions such as tailoring and hairdressing. We have already identified another six possible implementing partners throughout the country.

## THE CHALLENGE IN CAMBODIA

Our work in Cambodia is dictated by need – it has the lowest income per head in South East Asia – as well as the opportunity to forge partnerships with the many other NGOs present in the country. Relatively high female literacy will facilitate our work there, too.

**1 IN 5 CAMBODIANS  
LIVE BELOW THE POVERTY LINE**



World Bank, 2011

**EVERY FOURTH CAMBODIAN  
SUFFERS FROM UNDERNOURISHMENT**



Council for Agricultural and Rural Development, 2011

**2 OUT OF 10  
WOMEN LACK ANY FORM OF PAID WORK**



World Bank, 2012

**7 OUT OF 10 ADULT  
WOMEN ARE LITERATE**



United Nations Global Forum for Gender Statistics, 2012

Hand in Hand Southern Africa showed success in mobilizing funds for its work: the team secured US\$ 1.1 m funding from UN Women – this is in addition to earlier grants from the South African government's Jobs Fund and the National Lotteries Board of South Africa worth US\$ 3.3m.

## 2.2. LOANS THAT CHANGE LIVES

In July, we launched our social impact fund to an audience of 200 philanthropists, social entrepreneurs and development practitioners at the Partners for Global Impact conference in Switzerland.

The Enterprise Incubation Fund (EIF) is working to benefit 100,000 Kenyan micro-entrepreneurs, mostly women, by allowing them to start their own micro-businesses.

The EIF addresses a market gap: microfinance is widely available in Kenya but often not to the poorest, who lack assets or a credit history. Our catalytic microloans start from as low as Kenyan Shilling (KES) 5,000 (US \$60) and are available to members with a good group lending record and a business plan. We aim to raise US \$3 million in loan capital. An investment of US \$100,000 supports the creation of nearly 11,500 jobs, helping to lift 57,000 adults and children out of poverty. The fund pays a fixed annual interest over five years.

We have raised the first US \$50,000 this financial year and plan to raise more now that the Hand in Hand Eastern Africa team has established solid first EIF results. As of March, 4,298 loans had already been extended, 80 percent of them to women, with a repayment rate of more than 99 percent.

## 2.3. SHARING BEST PRACTICE

Our ultimate goal is to leverage our replicable model of job creation in Asia and sub-Saharan Africa by encouraging others to adopt it.

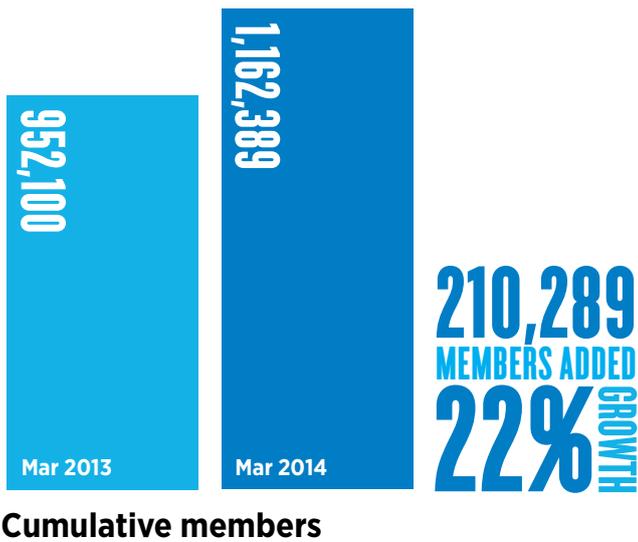
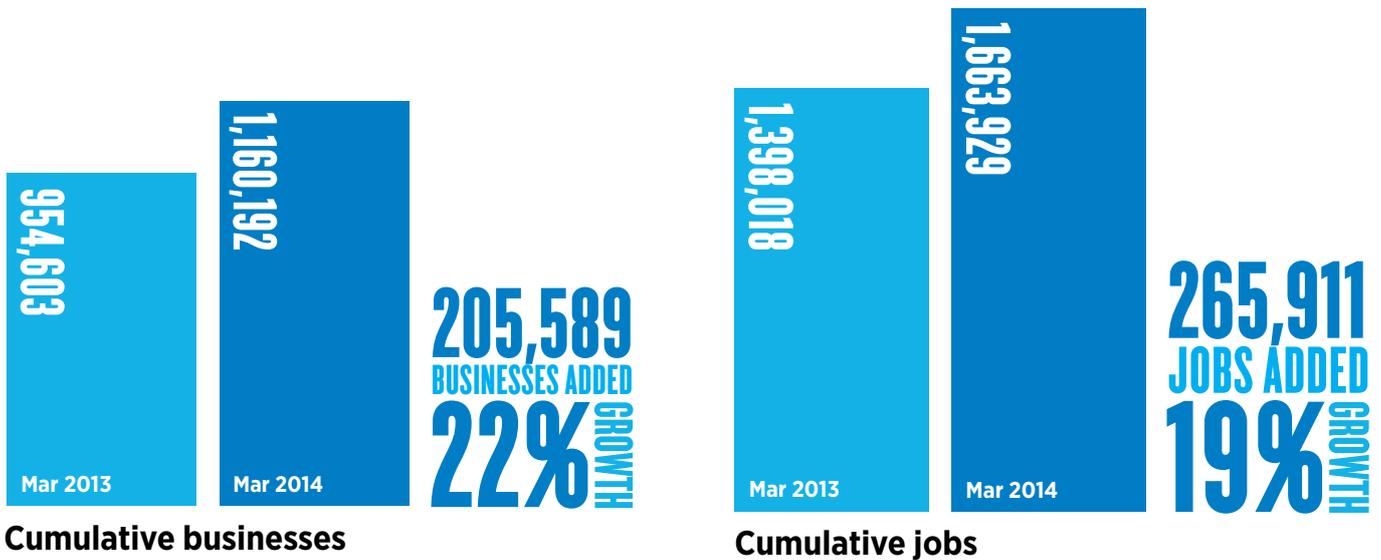
In the first instance this requires proof through incisive monitoring and evaluation. Measuring outcomes – jobs created, businesses launched – is straightforward enough. Measuring impact – the effect those jobs and businesses have on people's lives – is altogether more difficult. That's why we engaged specialist consultancy Itad in December to help us deliver independently verified evidence at impact level even more consistently.

Advocacy also means intensifying our efforts to share learning across our network and beyond. This August in Rustenburg, South Africa, we ran the Social Entrepreneurship Program for the third year. Taught by Professor Rangan of Harvard Business School, it is one of only a few courses of its kind in the world. Throughout the year, Hand in Hand leaders spoke out at the 10th Commonwealth Women's Affairs Ministerial Meeting, in the development sector press, and in mainstream media, including *The Guardian*, *Forbes*, *BBC Breakfast*, *BBC World News* and the *Huffington Post*, the world's second-biggest news website.

# 03. OUR NETWORK RESULTS

The Hand in Hand network has achieved 99 percent of the March 2014 target set in the Strategic Plan published by Hand in Hand International in summer 2013. In order to meet our overall target, we will need to add more than a million jobs by March 2016.

## KEY PERFORMANCE INDICATORS, YEAR ENDING MARCH 2014



## MEET PARVATHI FROM INDIA

With three children and a fast-growing business, Parvathi is living proof it pays to invest in your children's education.

Parvathi joined a Hand in Hand India group and quickly set about establishing a knitting and embroidering enterprise. It was manual work with long hours, she says, but she did earn enough to put her children through university. Business was humming along when, in 2013, her son got his first job as an engineer – and along with it his first pair of protective gloves. And his second. And his third.

Amazed at the quantity of gloves ordered in his workplace, Parvathi's son suggested she start a new line of business: manufacturing protective gloves. The switch wouldn't be easy. For one, she would need to import an INR 500,000 (US \$8,300) knitting machine from Japan. Parvathi knew where to turn: armed with an introduction from Hand in Hand, she secured a bank loan, bought the machine and hired an experienced employee. Parvathi now owns two knitting machines yielding INR 176,000 (US \$2,900) a month and INR 54,800 (US \$912) in pure profit.

Where once they shared a one-room thatched-roof hut, Parvathi's family now live in a brand new concrete home (pictured). Loans to buy two more machines are pending. "I want to safeguard the future of my children" says Parvathi. Her son has joined her in the business. "I worked hard and they rested," she says. "Now it is my turn to rest and theirs to work".



# 04. FUNDING OUR AMBITIONS

Our dedicated fundraising offices in the UK and Sweden raised US \$9.4 million in the year. Significant domestic grants were also secured by the network teams based in the global South.

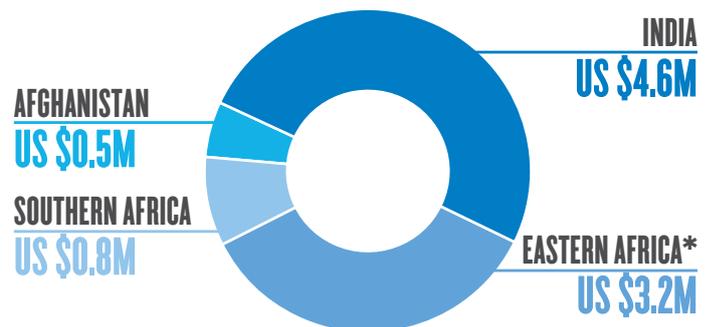
February brought a game-changing US \$1.2 million grant from the Delegation of the European Union to Afghanistan. The grant will mark a number of important milestones: our foray into Samangan Province and our first time targeting 70 percent female participation in Afghanistan – a hugely ambitious number in the conservative, male-dominated country. By the time the 30-month project is over, Hand in Hand Afghanistan will have helped create some 8,100 sustainable jobs, benefiting an estimated 56,700 family members.

Meanwhile, a clutch of grants secured across the network are poised to further boost our green credentials in India. In December, Hand in Hand India landed a US \$1.5 million grant from the National Bank for Agriculture and Rural Development (NABARD) to help fund its largest water retention program to date. The program will allow villagers to grow crops all year round by restoring natural water reservoirs. It will also free women from having to fetch water, enabling them to train as entrepreneurs instead. In February Hand in Hand Sweden raised US \$1.3 million from the Swedish Postcode Lottery for a special project planned and implemented in conjunction with Swedish NGO Håll Sverige Rent. The 30-month project will help 15 local authorities in Tamil Nadu, India train some 27,000 volunteers in recycling techniques, resulting in an estimated 42 percent reduction in waste.

We also succeeded in renewing long-lasting funding relationships. Three cases in point: Läkarmissionen, a Swedish aid agency, has extended its funding from our Indian to our Kenyan program to the value of US \$1.6 million. Radiohjälpen – the Swedish national broadcaster’s appeal – has backed Hand in Hand for the fifth year. Johnson and Johnson Corporate Citizenship Trust, having supported our work in Afghanistan since 2011, agreed in February to fund a one-year, US \$44,000 pilot to test whether social enterprise can help provide a solution to water scarcity in Kenya.

The UK and Sweden offices transferred US \$9.1 million to the Hand in Hand network’s operating organizations.

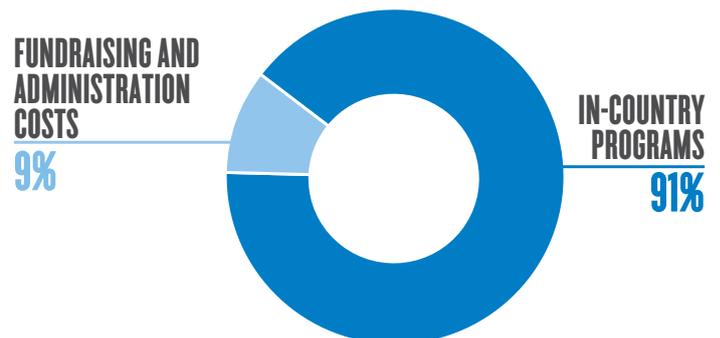
## GEOGRAPHICAL DISTRIBUTION OF FUNDS



\* including US \$0.3M in loans to the Enterprise Incubation Fund

## KEEPING COSTS LOW

We are committed to staying lean and keeping our overhead ratio among the lowest-in-class. Our fundraising and administration costs to expenditure (FACE) ratio in UK and Sweden is 9 percent.



## MEET GLORIA FROM RWANDA

Twenty years ago, the Rwandan genocide displaced 800,000 people. Gloria, who returned from Tanzania in 2009 after the government promised her a free hectare of land was among them.

At first, she barely eked out a living: “We did not know how to use the land” she says. Things began to change in 2011 when Gloria joined one of CARE Rwanda’s local community savings group: for the first time in her life, she had access to credit. She took a loan from the group of 25,000 RWF (US \$36) to buy tomato seedlings to grow as a cash crop. She remembers: “It was a lot. I was afraid how to pay it back.” But pay it back she did.

Today, Gloria’s crops bring in some 250,000 RWF (US \$360) in pure profit every season.

With help from the government’s agricultural grants scheme, also facilitated by the group, Gloria has built a water reservoir (pictured), a biogas system and expanded her acreage to grow passion fruit and papaya. She credits her improved income with new self-esteem: “In Rwanda, if you are a woman you look to everything from your husband”, she says. “Today I no longer have to beg from my husband. We share responsibility for the family.”



# 05. LESSONS LEARNED

Two major independent evaluations of our programs offered an excellent opportunity to learn and improve.

## OVERCOMING OBSTACLES IN AFGHANISTAN

Last June, the Swedish Institute for Public Administration made a number of recommendations after evaluating Hand in Hand Afghanistan's work. Afghanistan is sparsely populated and difficult to traverse, said the review. Cultural norms undermine women's economic empowerment. The evaluation also recommended that our members need to move on from basic farming to higher margin enterprises. Members need to compete with the cheap imports flooding Afghan cities, and their products need to be valuable enough to warrant the high transport costs in a country where roads are scarce and unsafe.

This coming year, each concern will be addressed in our new program in Samangan Province. To cut the time, risks and cost of travel, we will establish two new district local offices in Dara-i-Suf Bala and Dara-i-Sug Payan, both located in Samangan. We will also refine our recruitment strategy to focus even more on women. With the support of a micro-enterprise consultant specializing in conflict zones, we have identified seven high margin activities suited to the Afghan context, such as machinery repair, honey-making and tailoring. Specialist training and starter tool kits will be provided.

## DEEPENING ANALYTICS AND PUBLIC SECTOR INTEGRATION IN KENYA

"Sustainability is assured" by our program in Kenya, according to a report funded by the Swedish International Development Cooperation Agency (Sida), which goes on to state: "The implementation... by Hand in Hand Eastern Africa has been efficient and constitutes good value for money." Published in December, the independent report also made a number of recommendations. Improving analytics and monitoring and continuing to work closely with the Kenyan Ministry of Agriculture were chief among them.

Hand in Hand Eastern Africa listened, rolling out a new monitoring information system across all 16 branches in the region. As a result, the team is able to identify and replicate success – or identify and eliminate failure – more quickly than ever before.

Efforts to partner with the Ministry's Agricultural Sector Development Support Programme (ASDSP) are also well underway. ASDSP aims to "transform Kenya's agricultural sector into an innovative, commercially oriented, competitive and modern industry". Hand in Hand Eastern Africa has been reserved a pivotal role in group mobilization and business training. At the same time, we'll be raising our farming members' awareness of the market opportunities created by the ASDSP around priority crops in each county.



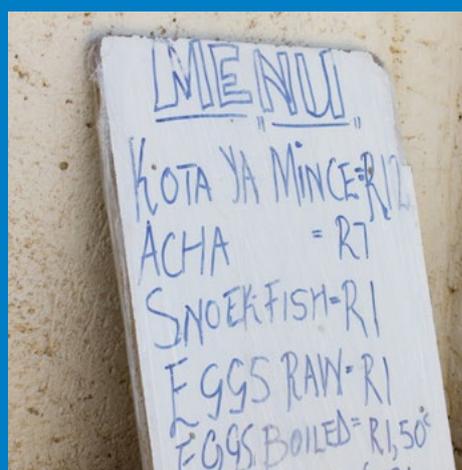


## MEET AYDA FROM SOUTH AFRICA

Five years ago, Ayda from Soweto, South Africa, became an entrepreneur out of desperation. She had lost her job and set up a snack food stall. Last year, Ayda was selected to participate in a Hand in Hand Southern Africa program funded by UN Women.

Fast forward, and the 51-year-old mother of three is now posting a 60 percent increase in profit - to 2,400 Rand (US \$230) a month - and speaks like a proud business owner. The biggest difference the training has made, according to Ayda, is to teach her how to manage cash flow: "I was just running the business without knowing how much profit I was making. What has helped me a lot is bookkeeping, because I was reckless with money before."

She also credits the financial peer support from her group as a lifeline: "If you're by yourself you cannot make it. But (now) we have a savings account that we can use to help each other in tough situations."



# 06. FINANCIAL OVERVIEW

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

## STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2014

	Restricted US\$	Unrestricted US\$	Designated US\$	2014 US\$	2013 US\$
<b>Incoming resources</b>					
Donations and similar incoming resources in furtherance of the charity's objects	821,215	3,664,223		<b>4,485,438</b>	6,241,808
Interest Received	-	76,034	-	<b>76,034</b>	97,781
Other Income	-	-	-	<b>-</b>	-
<b>Total incoming resources</b>	821,215	3,740,257	-	<b>4,561,472</b>	6,339,589
<b>Less: Costs of generating funds</b>					
Fundraising costs	-	423,215	-	<b>423,215</b>	566,118
<b>Net incoming resources available for charitable application</b>	821,215	3,317,042	-	<b>4,138,257</b>	5,773,471
<b>Charitable expenditure</b>					
Supporting people in Afghanistan	68,251	423,365	-	<b>491,616</b>	926,714
Supporting people in India	523,392	1,066,627	1,016,053	<b>2,606,072</b>	1,458,247
Supporting people in Eastern Africa	120,023	2,254,858		<b>2,374,881</b>	374,664
Supporting people in Rwanda	-	116,161		<b>116,161</b>	574,110
Supporting people in Southern Africa	286,991	446,899		<b>733,890</b>	959,881
The Social Entrepreneurship Programme	165,629	-		<b>165,629</b>	127,035
Governance Costs	-	25,177	-	<b>25,177</b>	16,420
<b>Total charitable expenditure</b>	1,164,286	4,333,087	1,016,053	<b>6,513,426</b>	4,437,071
<b>Total resources expended</b>	1,164,286	4,756,302	1,016,053	<b>6,936,641</b>	5,003,189
<b>Net incoming resources and net movement in funds</b>	(343,071)	(1,016,045)	(1,016,053)	<b>(2,375,169)</b>	1,336,400
Transfer between reserves	(250,363)	250,363	-	<b>-</b>	-
<b>Funds at 1 April 2013</b>	1,152,745	1,951,536	5,393,983	<b>8,498,264</b>	7,161,864
<b>Funds at 31 March 2014</b>	559,311	1,185,854	4,377,930	<b>6,123,095</b>	8,498,264

We have set aside designated reserves of US \$4,377,930 to cover commitments made to existing partners for the year to come. All of the above results are derived from continuing activities. There were no other recognized gains or losses other than those stated above. The formal accounts were reported in £ values but they are shown here in US\$ at a conversion rate of 1.6647.

## BALANCE SHEET AS AT 31 MARCH 2014

	2014 US\$	2013 US\$
<b>Fixed assets</b>		
Tangible assets	28,879	34,010
<b>Current assets</b>		
Loans due in more than one year	686,419	365,252
Debtors	58,271	763,543
Cash at bank and in hand	5,455,001	7,442,448
	<b>6,199,691</b>	8,571,243
<b>Creditors: amounts due within one year</b>	<b>(54,841)</b>	(106,989)
<b>Net current assets</b>	<b>6,144,850</b>	8,464,254
<b>Creditors: amounts due in more than one year</b>	<b>50,634</b>	-
<b>Net assets</b>	<b>6,123,095</b>	8,498,264
<b>Funds</b>		
Restricted funds	559,311	1,152,745
Unrestricted funds		
Special Fund for Development	4,377,930	5,393,983
General funds	1,185,854	1,951,536
<b>Total funds</b>	<b>6,123,095</b>	8,498,264

Approved by the Trustees on June 16, 2014. The formal accounts were reported in £ values but they are shown here in US\$ at a conversion rate of 1.6647.

## NOTES TO THE FINANCIAL STATEMENTS

These summarized financial statements contain information from both the statement of Financial Activities and the Balance Sheet for the year ended 31 March 2013, but are not the full statutory report and accounts. The full financial statements were approved by the Trustees on June 16, 2014 and have been submitted to the Charity Commission. They received an unqualified audit report and copies may be obtained from Hand in Hand International.

### Signed on behalf of the Trustees by Bruce Grant

June 16, 2014

### Independent auditors' report to the Trustees of Hand in Hand International

We have audited the financial statement of Hand in Hand International for the year ended 31 March 2014, which comprises of the Statement of Financial Activities, the Balance Sheet and the relevant notes. These financial statements have been prepared under the historical costs convention and the accounting policies set out therein.

Respective responsibilities of Trustees and auditors

The Trustees' responsibilities for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards are set out in the Statement of Trustees' Responsibilities. We have been appointed as auditors under section 43 of the Charities Act 1993 and report in accordance with regulations made under section 44 of the Act. Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and United Kingdom Auditing Standards.

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Charities Act 1993. We also report to you if, in our opinion, the Trustees' Annual Report is not consistent with the financial statements, if the

charity has not kept proper accounting records, or if we have not received all the information and explanations we require for our audit. We read other information contained in the Trustees' Annual Report, and consider whether it is consistent with the audited financial statements. We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements. Our responsibilities do not extend to any other information.

Basis of audit opinion: We conducted our audit in accordance with United Kingdom Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the Trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charity's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion: In our opinion the financial statements give a true and fair view of the state of the charity's affairs as at 31st March 2014 and of its incoming resources and application of resources in the year then ended and have been properly prepared in accordance with the Charities Act 1993.

### Graham Michael Wildin FCA

June 2014

# 07. OUR BOARD AND LEADERSHIP

## OUR FOUNDERS



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

The co-founder of the Hand in Hand network, Barnevik currently serves as the Honorary Chairman of HiH International.

He was previously CEO and chairman of a number of multinationals including Skanska, ABB, Investor, AstraZeneca and Sandvik, and a board member of Du Pont and General Motors. He has seven honorary doctorate degrees, is a member of the Academies of Engineering Sciences in Sweden and Finland and Honorary Member of the Royal Academy of Engineering, UK. He has been a board member of the Bilderberg Group, Vice Chairman of the World Economic Forum and member of the America Council for Foreign Affairs.



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

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

## THE BOARD OF TRUSTEES IN NUMBERS

ON AVERAGE  
**OVER 30** YEARS'  
BUSINESS  
EXPERIENCE

**OVER 20** COUNTRIES  
WORKED IN

**OVER 10** INDUSTRIES

**OVER 10** COMPANIES  
FOUNDED

**80** BOARDS  
SERVED ON

ADVISED OR  
LECTURED AT  
**OVER 20** ACADEMIC  
ESTABLISHMENTS

## THE BOARD OF HAND IN HAND INTERNATIONAL



### **Bruce Grant, Chairman**

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



### **Dr Madhvi Chanrai\***

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



### **Eric Drewery\***

The former Executive Vice President and member of the Group Executive Committee of ABB, the power and automation technology multinational, he held a number of leading positions in the engineering industry in the US, Australia, Canada and the UK.



### **Lynn Forester de Rothschild**

A pioneer in the telecommunications industry, where she launched a number of companies, she is today CEO of E L Rothschild LLC, a private investment company. She serves as a director and adviser to The Economist Newspaper, the Estee Lauder Companies and the Herrhausen Foundation of the Deutsche Bank and has been a member of the United Nations Advisory Committee on Inclusive Financial Services.



### **Jonas af Jochnick**

The co-founder of Oriflame International, a listed cosmetics company with a sales-force of three million independent entrepreneurs generating annual sales exceeding US \$2 billion across 60 countries, he also serves as a director of Medicover Holding and AAR, leading private healthcare services providers in Eastern Europe and Eastern Africa, respectively.



### **Lars G Josefsson**

As chairman and board member of five companies in the energy sector in Europe and North America and former CEO of Vattenfall (one of Europe's largest electricity producers), he has a long-standing interest in sustainable energy which led him to advise Germany's Chancellor Angela Merkel on climate issues. He is honorary professor in physics at the technical university of Brandenburg, Germany.



### **Dr Rita Rakus**

Since qualifying as a medical practitioner at Sydney University (Australia), Dr Rita Rakus has practiced in London for more than 20 years and is the founder and CEO of a leading cosmetic clinic in London. She is a founding member of the British College of Aesthetic Medicine.



### **Paola Ugglà**

A former legal counsel of the Volvo group in Sweden and of Tatweer Dubai, LLC, a diversified Middle-Eastern business conglomerate, she was admitted to practice at the New York Bar. Her long-standing professional interest in corporate social responsibility (CSR) led her to guest-lecture on CSR at the University of Gothenburg (Sweden).

\* In June 2014, Dr Madhvi Chanrai joined the Board and Eric Drewery stepped down.

## OUR CEO, HAND IN HAND INTERNATIONAL



**Josefine Lindänge**  
**Hand in Hand International**

Josefine was appointed as CEO of Hand in Hand International in February 2014.

A family background in entrepreneurship and a passion for development led Josefine to start her career at the United Nations. After some years in the private sector, she joined Hand in Hand in 2008. She played a decisive role in establishing Hand in Hand Eastern Africa and was promoted to Chief Operating Officer of Hand in Hand International in 2011. She holds an M.Sc. in International Economics from Lund University in Sweden and studied leadership for microfinance at Harvard Business School.



Our US office has no executive staff at present and is supported by a pro bono board

## OUR NETWORK LEADERS



**Charlotte Bohman**  
**Hand in Hand Sweden**

Charlotte Bohman holds a Master's degree in Economics and Business Administration from the Stockholm

School of Economics. She has led a number of Swedish public and private companies, mostly as a CEO. She has served on the boards of AMF Pension, the Swedish Federation of Industries, The Ratio Research Institute and the Swedish Foreign Trade Association.



**Sazini Mojapelo**  
**Hand in Hand Southern Africa**

Sazini is a social entrepreneur who led the establishment of Hand in Hand in Southern Africa, following a spell in a South African

government program focused on creating jobs in the informal sector. She is Chairperson of Business Bridge, a South Africa-based organization working to mentor and motivate entrepreneurs, a member of the African Social Entrepreneurs Network, the Institute of Directors and the African Leadership Network. The Business Women Association of South Africa named her Gauteng Social Entrepreneur of the year. Sazini holds an M.Sc. in Development Studies from the University of Cape Town. Under her leadership, Hand in Hand Southern Africa has grown from two employees in a small office in Johannesburg to a regional hub with 240 staff in four countries.



**Abdul Rahim Nasry**  
**Hand in Hand Afghanistan**

Abdul Rahim Nasry knows first-hand the struggles faced by Hand in Hand's members. As the Soviet war in Afghanistan

spread across the country, a 16-year-old fled Nasry to neighboring Pakistan. Twenty-three years, two degrees and several program management jobs later, Nasry moved back to Afghanistan to serve his country, initially taking control of the government's National Skills Development Program. A subsequent stint as Strategic Advisor to the Deputy Minister of Labor Affairs – where

he helped shape public policy on employment strategy and job creation – led Nasry to head up Hand in Hand Afghanistan from early 2012. Under his leadership, thousands of jobs were created in some of Afghanistan's most remote post-conflict communities and major new funding was secured for the organization.



**Pauline Ngari**  
**Hand in Hand Eastern Africa**

Pauline Ngari was 12 when her mother's shop in rural Kenya went out of business.

That moment inspired a life-long passion

to work with women entrepreneurs. In 2006, having started as a field officer 12 years earlier, she became General Manager of Program Operations at the Kenyan Women Finance Trust, the country's leading microfinance institution. Pauline was then in charge of loans worth KES 13 billion (US \$148 million) to some 250,000 women. Later in 2006, Pauline was asked by the Government of Kenya to help shape the country's 2008 Microfinance Bill. Since joining Hand in Hand Eastern Africa in 2011, Pauline has overseen the creation of more than 86,500 jobs, as well as our expansion into Rwanda.



**Dr Jeyaseelan Natarajan**  
**Hand in Hand India**

Dr Jeyaseelan Natarajan is a banker with a difference. Not content to focus on the bottom-line, he was drawn to work

with the "bottom of the pyramid" – the poorest of the poor in his native India. Having started his career in the banking industry with financial services company Indian Bank, Dr Natarajan soon found himself drawn to rural banking. He evaluated microfinance projects for international aid agencies including the UNDP (United Nations Development Program), bilateral agencies such as GIZ (the German agency for international cooperation) and NGOs such as Water.org. In 2008, Dr Jeyaseelan Natarajan left pure international microfinance to join Hand in Hand India. "Credit is not enough," he says, explaining his motivation. "Training creates a transformation and changes a life."

## ABOUT HAND IN HAND

Look at poverty differently and you'll see grassroots entrepreneurs, full of energy and ideas. Hand in Hand helps turn their skills and potential into jobs. They discover a way up and out of poverty.

Since 2003 the Hand in Hand network has worked in 10 countries, generating more than 1.7 million jobs. We've supplied more than US \$220 million in loans, created more than 80,000 community groups, trained more than a million people and helped start more than a million businesses. We aim to create 10 million jobs.

## DONATE

[handinhandinternational.org/donate](http://handinhandinternational.org/donate)

CONTACT

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