

# **An Environmental Scan of Early Stage Social Entrepreneurship in Developing Contexts: Analysis for D-Prize**

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## Introduction

Social entrepreneurship has attracted the attention of individuals and organizations all over the world as a vehicle to produce and distribute solutions to the world's most pressing problems. A unique ecosystem of organizations has developed around social entrepreneurs to support their personal growth as entrepreneurs and to facilitate the success of their social enterprises. The individual organizations that support social entrepreneurs are specialized and independent, but their mutual reliance on overlapping resources and the similarity of their missions create natural formal and informal relationships between organizations in such a way that it makes sense to analyze entrepreneur support organizations as a loose yet interconnected network.

The information and analysis that follows was compiled to help D-Prize understand the environment within which it operates. Recognizing that there is incredible diversity among organizations that support social entrepreneurs and even greater diversity among entrepreneurs themselves, this report attempts to describe a few of the key features of the entrepreneur support environment by (1) profiling organizations that successfully support entrepreneurs in a way that informs strategic decisions about the way D-Prize operates in relation to other organizations, (2) by assessing the funding streams of these organizations in a way that informs strategic decisions about the way D-Prize pursues funding, and (3) by describing the characteristics, behaviors, and attitudes of successful early stage social entrepreneurs, understanding that the identification and selection of social entrepreneurs is among D-Prize's most critical tasks.

This report was compiled by a team of Master's of Public Policy Candidates at the Humphrey School of Public Affairs. The report makes reference to the compiling team using "we" and "our" language.

## **Section 1. Key entrepreneur support organizations**

### **1.1. Secret Sauce**

The following is a brief overview of four entrepreneur support organizations. Each of the five organizations provides paragraph length biographical information on the entrepreneurs that they support. We copied 242 entrepreneur profiles, and keeping them separated according to the organization from which they receive support, conducted basic thematic analysis. Our goal was to identify patterns and insights into the characteristics of successful social entrepreneurs that launch ventures in developing contexts. We entered all of the entrepreneur profiles into a qualitative analysis software and coded each profile for features which we deemed significant, such as work history, motivating experiences, educational background, history of innovation, past awards, and more.

The entrepreneur support organizations profiled were chosen because Nicholas expressed interest in their unique selection of entrepreneurs, because they are similar in some way to D-Prize, and because there were large numbers of relatively uniform entrepreneur biographies on their websites.

The trends, differences, and organizational preferences described in this memo are anecdotal. No significance testing was done to show the strength of the differences between the organizations.

#### **Unreasonable Institute**

Unreasonable institute (UI) describes its entrepreneurs in business terms more than the other social entrepreneur support organizations. “Business, Management, Company, and Experience” were all used more frequently in Unreasonable Institute entrepreneur profiles than in profiles of other support organizations. This is consistent with the type of support provided by UI, which places a strong focus on developing the behaviors and the skills necessary to succeed. Mentoring is centralized in the support provided by UI. The way UI talks about its services to entrepreneurs, one could infer that connections to high quality mentors are its most valuable service. Given the centrality of business mentoring, it makes sense that their entrepreneurs are described in business language. The terms used to describe entrepreneurs are also consistent with the descriptions of UI mentors, who tend to be business leaders or social business leaders with significant management/strategy expertise.

*Secret sauce:*

Based on the profiles of entrepreneurs and mentors, one could conclude that UI prioritizes operations/strategy minded individuals with a penchant for social impact.

### **Draper Richards Kaplan Foundation**

The Draper Richards Kaplan Foundation (DRK) is the only organization for which “Development” is not the most frequently used term. This reflects the nature of DRK support, which tends to come at a mid-stage growth point in the life of an organization. DRK descriptions of entrepreneurs are intertwined with descriptions of the programs that the entrepreneurs lead. Among the entrepreneur support organizations studied, DRK was the only organization to not discuss entrepreneurs and their organizations separately. This led to words related to the grant making areas appearing more frequently in entrepreneur descriptions. “Health, schools, programs, educators, Provides” were all terms used in DRK descriptions that did not appear prominently in the profiles of other organizations. Africa is the most talked about geographic focus area in DRK profiles.

It is worth noting, the way that DRK supports organizations as much as entrepreneurs is a stark contrast to the way Ashoka supports entrepreneurs. Ashoka is primarily interested in the person, and will discontinue support to an organization as soon as the Ashoka fellow moves on from that organization to start something new. An interview with Ashoka Twin Cities Director revealed that “Ashoka follows the people, not the ideas”.

*Secret Sauce:*

DRK prioritizes evaluation and organizational success over the personal characteristics of its entrepreneurs. This is one of the luxuries of supporting mid-stage ventures.

### **Echoing Green**

Echoing Green, more than any of the other support organizations, described entrepreneurs by their education and work history. The terms “University and College” appeared more frequently in Echoing Green profiles than in the entrepreneur profiles of other organizations. Technology is also a prominent theme in many Echoing Green profiles. The words “technology”, “engineering” and “design”, appear frequently in Echoing Green profiles. It is also notable that 15 of the 50 Echoing Green Fellows included in the qualitative study cited some kind of “management consulting” work experience. Though management consulting was among the most common careers for all of the entrepreneurs that we profiled, no one cited “consulting” more frequently than

Echoing Green. India is the most talked about geographic area in Echoing Green profiles.

*Secret Sauce:* Echoing Green sponsors young, high performers. They seem to be energetic and often ivy-league educated. These entrepreneur profiles describe rapid, lean growth, and tend to attribute the success of the organization to the dedication and character of the entrepreneur.

## **Skoll**

Skoll, more than any other entrepreneur support organization, describes their entrepreneurs as initiators. Skoll profiles more frequently used words such as “founded, started, launched, and create” than any other organization. This emphasis on the entrepreneur’s role in the organization’s beginnings is in contrast with the fact that Skoll entrepreneurs tend to receive support at later stages in the organization’s life cycle. These entrepreneurs are generally well established and have long lists of proven results. Africa is the most talked about geographic focus area in Skoll profiles.

*Not-so Secret Sauce:* The Skoll foundation sponsors well established entrepreneurs who are leaders in their field. They have 5-10 years of documented high-impact experience in their environments.

## **Conclusion**

The results of the thematic analysis were mixed. On one hand, we were able to paint general pictures of entrepreneurs supported by each institution. On the other hand, entrepreneurs between the different supporting institutions were only marginally differentiated. The most significant differences between groups of entrepreneurs tended to be related to the stage of growth at which support was awarded. These differences most often took the form of awards to the entrepreneur and descriptions of organizational success.

The degree to which we can use this analysis to make causal inferences about entrepreneurs in general is limited. The entrepreneur profiles were not uniform, which made it difficult to assess the degree of importance of any one type of background experience. Furthermore, the diversity in the ventures represented by the entrepreneurs makes it difficult to prioritize the importance of any one experience/qualification for success.

The trends exposed by the thematic analysis of entrepreneur profiles are all consistent with the literature on entrepreneurs, social entrepreneurs, and social entrepreneurs in developing contexts.

- The vast majority of the entrepreneurs profiled listed international work experience as a primary attribute which qualified them to lead their initiative/organization. This is consistent with the literature on entrepreneurs in developing contexts' emphasis on cultural/social competence.
- Many of the entrepreneurs cited some kind of risk-taking behavior such as leaving a stable job to pursue social impact.
- Some of the entrepreneurs, though not most, listed a motivating experience which spurred them to pursue social impact. When motivational experiences were mentioned, the majority of them cited experiences with adversity as the motivational factor.
- The long lists of diverse work experience that appeared frequently in entrepreneur profiles led us to believe that these entrepreneurs are open to new experiences, often trying their hand at in multiple industries or positions. This attribute is consistent with literature on socially oriented and for-profit entrepreneurs.

As mentioned in the literature review memo, there are many characteristics that contribute to the success of an entrepreneur. This thematic analysis did not uncover any major trends or themes that were inconsistent with the literature. The profiles primarily dealt with the accomplishments of the entrepreneurs rather than their personality traits.

## 1.2. Evaluating Success of Entrepreneur Support Organizations<sup>1</sup>

Are entrepreneur support organizations equally successful in their selection of social entrepreneurs?

### Echoing Green:

Organizations profiled	15
Years Sponsored	2007-2010
Currently active organizations	11
Success Rate	73%
Range of Revenue	258K- 2 million
Best estimate of average annual revenue	700K
Range of FTE	5-40
Best estimate of Average FTE	15
# of orgs with <b>significant</b> recognition post-sponsorship	3
# of orgs with <b>moderate</b> recognition post-sponsorship	5
# of orgs with low <b>recognition</b> post sponsorship	3

### Unreasonable Institute:

Organizations profiled	10
Years Sponsored	2010-2011
Currently active organizations	8-9
Success Rate	80-90%
Range of Revenue	Unknown
Best estimate of average annual revenue	Unknown
Range of FTE	Unknown
Best estimate of Average FTE	15
# of orgs with <b>significant</b> recognition post-sponsorship	1
# of orgs with <b>moderate</b> recognition post-sponsorship	4
# of orgs with low <b>recognition</b> post sponsorship	3

\*Note.<sup>2</sup>

<sup>1</sup> This data was compiled primarily using the websites of the organizations profiled and corresponding Form 990s which are publicly available.

<sup>2</sup> In general, less information was available on ventures that came out of Unreasonable Institute. They did not file form 990 with the IRS and their web pages had significantly less content. This could be due to the fact **that they are 2-3 years younger** than organizations sponsored by Echoing Green, it could be

**Skoll:**

Organizations profiled	10
Years Sponsored	2007-2010
Currently active organizations	10
Success Rate	100%
Range of Revenue	2.5 mil-95mil
Best estimate of average annual revenue	15 mil
Range of FTE	35-500
Best estimate of Average FTE	Hundreds
# of orgs with <b>significant</b> recognition post-sponsorship	7
# of orgs with <b>moderate</b> recognition post-sponsorship	2
# of orgs with low <b>recognition</b> post sponsorship	None

**DRK:**

Organizations profiled	10
Years Sponsored	2007-2011
Currently active organizations	10
Success Rate	100%
Range of Revenue	360K-12mil
Best estimate of average annual revenue	2.7 mil
Range of FTE	14-111
Best estimate of Average FTE	41
# of orgs with <b>significant</b> recognition post-sponsorship	4
# of orgs with <b>moderate</b> recognition post-sponsorship	4
# of orgs with low <b>recognition</b> post sponsorship	None

**Analysis:**

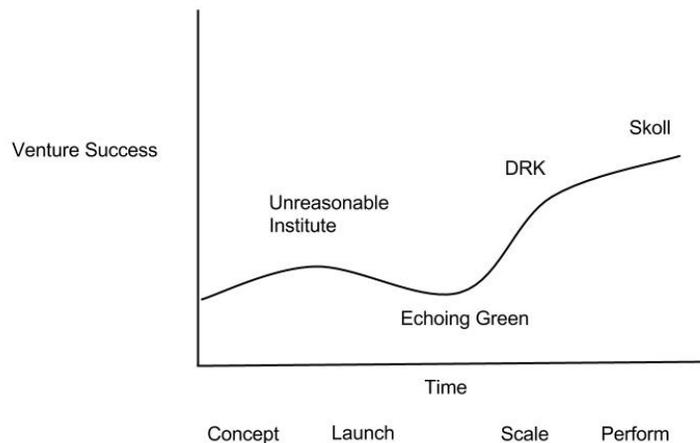
The success rate of entrepreneur support organizations is clearly tied to the stage at which they begin their support of social entrepreneurs. Comparing Echoing Green & Unreasonable Institute with DRK & Skoll, the relationship between success and growth stage is clear. More established ventures tend to succeed in the long term.

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because **they were more likely to be for-profit companies** that did not require strong internet presence, **or it could be that they are simply less developed** in comparison to other social ventures profiled

Comparing Echoing Green with Unreasonable Institute, the opposite trend appears. Echoing Green fellows are generally further along in the development of their venture when compared to Unreasonable Institute Fellows, but Echoing Green had a failure rate twice as large as the failure rate of Unreasonable Institute. A number of factors could have contributed to the difference:

- Small sample sizes in both groups created the perception of difference. There may be no difference at all between the success rates of the two groups.
- The data available on Unreasonable Institute ventures from 2010-2011 is of low quality. The data may be outdated or misrepresent the venture's success.
  - The low quality and quantity of the online data available on UI entrepreneurs could reflect differences in the profit structures of the two organizations. Many of the UI enterprises were for-profit ventures in developing countries where a significant web-presence may not be a valuable asset
- UI is too new to provide the same longitudinal information as the other three organizations. EG fellows had more time to fail. The EG Fellows had 2-3 years longer to fail than Unreasonable Institute Fellows.
- EG Fellows may have weathered more of the 2008 global recession than UI fellows.
- UI may provide better services to fledgling entrepreneurs than EG
- Venture success over time may not be linear. It is possible that universally, more ventures fail during the stage at which EG provides support than the venture stage at which UI provides support. This hypothesis is shown in following page:



Visualization of Possible Relationship Between Time and Venture Success

### Implications for D-Prize:

D-Prize should take the above information into account when benchmarking itself against other organizations that provide support to social entrepreneurs in developing contexts. D-Prize staff can use this data to set empirically grounded goals for the enterprises that it supports. Below is a list of hypotheses supported by the data that should be taken into consideration:

- Success rates are partially dependent on the stage at which support is provided, so **accurately evaluating the success of D-Prize will require keen awareness of the stage at which it provides support for each venture.**
- Though there is clearly a positive relationship between time and the success of a social enterprise, that relationship may not be linear. That matters because:
  - D-Prize should be aware of the amount of risk it is assuming in each investment
  - D-Prize should be aware of how its long term risk changes over time
  - **If D-Prize supports a very early stage venture, it would be possible that D-Prize discontinues its support during a phase where the enterprise is already more likely to fail.**
- The profit structure of the venture may drastically change the success evaluation criteria. Profit structure may affect the degree to which enterprises win awards and the value they derive from a strong online presence.

## Section 2. Characteristics of Social Entrepreneurs

### Summary<sup>3</sup>

1. The relationship between personality traits and entrepreneurial intention/performance

	Generally Agreed	Controversial
Entrepreneurial Intention	Extraversion (+) Emotional Stability (+) Conscientiousness (+) Openness to Experience (+) Agreeableness (-) Risk Propensity (+)	
Entrepreneurial Performance	Extraversion (+) Emotional Stability (+) Conscientiousness (+)	Agreeableness Openness to Experience Risk Propensity

2. Traits of social entrepreneurs including personality

- Personality traits: mostly consistent with those of entrepreneurial intention except a controversy over agreeableness
- Other characteristics: creativity, “aha! experience”, social vision, social innovation, and social networking

3. Social entrepreneurs in developing countries

- Distinctive features required: a strong cultural competency, networking ability

4. For sample interview questions, see 2.6

### 2.1. Introduction

Social entrepreneurs, especially their personality traits, have been relatively less studied when compared with entrepreneurs. Understanding personality traits, however, is particularly important for organizations like D-Prize seeking successful social entrepreneurs. Whether or not they can achieve their mission of achieving social impact

<sup>3</sup> The summary is generated based on our team’s research.

highly relies on selecting the right persons, as well as providing them with essential resources.

In this memo, we clarify key personality traits of successful entrepreneurs described in academic literatures. In addition, we focus specifically on crucial characteristics of social entrepreneurs including their personality traits. Finally, we discuss the features especially required by social entrepreneurs targeting developing countries. Understanding these factors could be useful for screening and selecting potentially successful social entrepreneurs.

## **2.2. Personality traits of entrepreneurs**

Social entrepreneurs have many traits in common with entrepreneurs as they are considered a type of entrepreneur. Therefore, understanding the personality traits of entrepreneurs would provide valuable implication on that of social entrepreneurs. Contemporary theorists on personality traits agree that there are five fundamental dimensions of personality, often referred to as the “big five” (Costa and McCrae, 1992).

In entrepreneurial literatures, the “big five” personality attributes – extraversion, emotional stability, agreeableness, conscientiousness, and openness to experience- are often used for measuring entrepreneur’s personality. While some studies used a set of more specific and narrow traits such as achievement motivation, creativity, innovativeness, internal locus of control, this memo uses the personality scales of Zhao, which categorized such narrow traits into the big five traits (Zhao, 2006).

According to several pieces of academic literature, the big five traits are characterized as follows (Ciavarella, 2004; Costa and McCrae, 1992; Llewellyn, 2003; Zhao, 2006).

- Extraversion: People high on extraversion are described as assertive, dominant, energetic, active, talkative, outgoing, gregarious, optimistic, sociable, and enthusiastic.
- Emotional stability: People who are emotionally stable are described as calm, stable, even-tempered, relaxed and hardy. (This includes internal locus of control.)
- Agreeableness: People high on agreeableness are characterized as trusting, altruistic, cooperative, and modest.

- Conscientiousness: It indicates an individual's level of achievement, work motivation, organization and planning, self-control and acceptance of traditional norms, and virtue and responsibility toward others. (This includes achievement motivation).
- Openness to experience: People who are intellectually curious, imaginative, creative and seeking out new ideas and alternative values and aesthetic standards. (This includes creativity and innovativeness).

### ***Entrepreneurial Intention***

Previous studies on the relationship between personality and entrepreneurial intention indicate that there has been generally agreed propensity for each trait. According to the studies, entrepreneurs tend to be high on extraversion, emotional stability, conscientiousness, and openness to experience while low on agreeableness. People who have such traits are more likely to have entrepreneurial intention than people who have not (Antoncic, 2013; Brandstätter, 1997, 2011; Caliendo, 2013; Ciavarella, 2004; Collins, Hanges & Locke, 2004; Envick, 2000; Nicholson, 1998; Rauch & Frese, 2007a; Zhao, 2006, 2010).

In addition to the big five traits, some studies point out that risk propensity affects entrepreneurial intention. People high on risk taking are more likely to start their own businesses (Brandstätter, 2011; Caliendo, 2013, Stewart & Roth, 2001; Zhao, 2010).

### ***Entrepreneurial Performance***

With respect to entrepreneurial performance, studies show some different aspects from the relationship between personality and entrepreneurial intention. On the one hand, similar to the relationship with entrepreneurial intention, people high on extraversion, emotional stability, and conscientiousness are more likely to be successful in their entrepreneurial performance. (Schmitt-Rodermund, 2001, 2004; Barrick & Mount, 2001; Brandstätter, 1997, 2011; Ciavarella, 2004; Collins, Hanges & Locke, 2004; Llewellyn, 2003; MacMillan, 1986; Rauch & Frese, 2007a, 2007b; Zhao, 2010)

On the other hand, when it comes to agreeableness, the relationships with entrepreneurial performance are controversial. Contrary to the studies arguing people low on agreeableness are more likely to be successful in their business performance (Rauch & Frese, 2007a; Zhao, 2010), other studies argue that cooperation is a key factor to secure capital and future support from venture capitalists. According to them,

people high on agreeableness are more likely to develop alliances with larger companies, increasing the chance for long-term survival of the venture (Baron & Markman, 2000; Cable & Shane, 1997)

In addition, the relationship between openness to experience and the performance is contentious. Contrary to many studies arguing a positive relationship between them (Brandstätter, 2011; Rauch & Frese, 2007a; Schmitt-Rodermund, 2001, 2004; Zhao, 2010), Ciavarella (2004) argues that entrepreneurs high in openness are less likely to perform successfully because they may be open to too many opportunities, spreading resources among these rather than concentrating available resources on limited opportunities and improving its chance of success. In a similar way, some argue that risk propensity supports business foundation, but not necessarily business success. Rather, it has a negative relationship with performance in the long run (Brandstätter, 2011; Zhao, 2010)

***Controversial Traits:*** Openness to experience, Agreeableness, and Risk propensity

According to our literature review, there have been inconsistent conclusions whether or not risk propensity and openness to experience have a positive effect on their entrepreneurial performance. Furthermore, when comparing entrepreneurial intention and performance, we also found two controversial traits, agreeableness and risk propensity. Considering such controversies, we cannot conclude that specific traits would always result in success. It depends on how you define success. For example, if D-Prize emphasizes more on business foundation than long term performances, it would choose someone low in agreeableness and high in risk propensity. Therefore, a particular attention on the controversial traits-openness to experience, agreeableness, and risk propensity- should be more paid when identifying traits for a successful entrepreneur.

### **2.3. Traits of social entrepreneurs including personality**

We found few studies specifically focusing on the personality traits of social entrepreneurs. Rather, studies mention the traits as part of characteristics of social entrepreneurs (Brooks; 2009, Nga & Shamuganathan, 2010; Praszkie & Nowar, 2012).

#### ***Personality traits of social entrepreneurs***

Nga and Shamuganathan (2010) examine the influence of the big five personality traits on social entrepreneurs' start-up intention. The study reinforces the positive

relationship between personality traits and entrepreneurship in general. More specifically, it points out that agreeableness and openness to experience positively influences social entrepreneurs' start-up intention.

Praszkier and Nowak (2012) identify entrepreneurial spirit and personality as part of pivotal dimensions of social entrepreneurs. Entrepreneurial spirits include highly achievement-oriented, moderately risk taking, preference to take personal responsibility for their decisions, and internal locus of control. With regard to personality traits, they consider creativity one of the most important personality traits. Creative persons have the ability to produce work that is both novel and appropriate. In addition, most of them have an *aha!* experience, when some major solution to a problem crystallized in their minds (Csikszentmihalyi, 1997). More personality traits which would be necessary to consider include trust and optimism, cooperation, risk taking, mechanisms for coping with adversity.

Brooks (2009) points out social entrepreneurs have psychological ingredients for an entrepreneurial orientation such as innovativeness, achievement orientation, independence, sense of control over destiny, low risk-aversion, and tolerance for ambiguity.

These narrow personality traits mentioned by Praszkier and Brooks can be categorized into big five traits based on Zhao's work (2006). Overall, personality traits of social entrepreneurs seem to be mostly consistent with those of entrepreneurs except a controversy over agreeableness.

### ***Other distinctive characteristics***

Beyond personality traits, literatures indicate other distinctive characteristics of social entrepreneurs. Brooks adds that social entrepreneurs should have community awareness and social concern. Nga and Shamuganathan (2010) indicate that social entrepreneurs have five distinctive characteristics namely social vision, appreciation of sustainable practices, innovativeness, social networking, and financial returns.

Praszkier and Nowak (2012) identify pivotal dimensions of social entrepreneurs including social mission, social innovation, social change, entrepreneurial spirit, and personality. According to Praszkier, social entrepreneurs are significantly advanced on all five dimensions, whereas other leaders (social activists, professional innovator, and socially responsible business people) may excel only in some; only this rare amalgam of qualities makes a social entrepreneur.

In conclusion, while social entrepreneurs have similar personality traits in common with entrepreneurs in general, they are distinguished by the characteristics of social vision, social innovation, social networking and so on. Therefore, D-Prize should consider these distinctions in its selection process of social entrepreneurs.

## **2.4. Social entrepreneurs in developing countries**

We found few studies specifically focusing on distinctive personality traits of social entrepreneurs working in developing countries. Nonetheless, entrepreneurship in developing countries is distinctive from that practiced in developed countries (Lingelbach, 2005). Comparing differences in environmental contexts for business between developing countries and developed countries would provide meaningful implications for D-Prize's applicant selection criteria.

### ***Major differences***

In the developing world, the environmental constraints representing the political, cultural, social and economic environment are problematic in social value creation (Haugh, 2005; Weerawardena & Mort, 2006; Mair & Marti, 2006) and the risks posed by economic, political and regulatory uncertainty are substantial (Lingelbach, 2005; Foryt, 2002). The cultural and political environmental contexts militate against the efforts of the social entrepreneurs to create social value (Katzenstein & Chrispin, 2011; Rametse & Shah, 2012). In addition, while entrepreneurship could be more effectively enhanced with the benefit of mentorship and apprenticeship, developing countries are more likely to lack such benefits (Lingelbach, 2005).

With regard to financial resources, entrepreneurs in developing countries heavily rely on informal source of finance for their start-up business due to insufficient formal financial markets (Bygrave, 2003). A turbulent economic environment and the changing funding world in developing world are also substantial challenges to social entrepreneurs (Kariuki, 2010).

### ***Success factors***

In the developing context, social entrepreneurs should understand the environment which sustains the current reality of the target population in order to determine the strategy and the process that the social venture will undertake (Diochon & Anderson, 2009; Katzenstein & Chrispin, 2011). When interacting with people from different cultures, social entrepreneurs need accurate perceptions, sound diagnosis, and

appropriate adaptation to manage diversity effectively. In other words, the social entrepreneurs should learn how to learn culture (Katzenstein & Chrispin, 2011).

Building networks and partnerships to achieve social value creation and sustainability is vital for social entrepreneurs (Foryt, 2002; Maddy, 2000; Rametse & Shah, 2012). Social entrepreneurs in developing countries should proactively create their own value networks of companies that share their social vision at a very early stage (Mair & Schoen, 2007). In addition, the support and active participations of bureaucrats and professionals are necessary to gain active cooperation from them and ultimately to engender change and sustainability (Katzenstein & Chrispin, 2011). Given the insufficient and unstable financial markets in developing countries, networks and partnerships are crucial for social entrepreneurs to access to financial resources. They could finance their venture through both formal financial markets and the greater pools of private savings based on their networks (Lingelbach, 2005).

In summary, a strong cultural competency and networking ability are indispensable traits of successful social entrepreneurs in developing countries. Therefore, examining these specific traits should be considered in the selection process, if D-Prize focus particularly on identifying social entrepreneurs targeting developing countries.

## **2.5. Conclusion**

While further research should be conducted on this topic, existing studies provide some insights that can be useful for application review process of D-Prize. Based on both generally accepted traits and the ongoing controversies indicated in this memo, D-Prize should establish own criteria for its selection process. This memo would be useful to spark further discussions.

## 2.6. Sample interview questions for characteristics of social entrepreneurs<sup>4</sup>

### 1. Sample questions for the big five

#### Extraversion

- It can be difficult in a new situation to reach out to other people whom you do not know. Give me an example of how you have coped with such a situation in the recent past.
- Give me a specific example of when you had to motivate a group of people to get an important job done.
- Every work group has times when people just seem down and need someone to “pep them up.” Give me an example of when you have been the person who has been able to do that.

#### Emotional Stability

- We sometimes find ourselves working in difficult circumstances. When have you found yourself in this situation? How did you handle yourself in this case?
- All of us find ourselves in high-pressure or high-stress work situations when it is important to maintain an optimistic or positive outlook. Please tell me about such a situation in your work life.
- Would you tell me about when you’ve had to handle high stress on a recent job? Tell me about the situation, the other people involved, what happened, and what you did to help handle the situation
- Tell me about a time when there was a great deal of pressure to get a job done and how you handled it.

#### Agreeableness

- Being successful on the job depends upon having good relationships with others. Tell me about a time you were able to get a job done because you had such a relationship with another person.
- Describe a time when you were able to effectively communicate a difficult or unpleasant idea to a superior.

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<sup>4</sup> These questions are formulated by our team based off of multiple resources.

### Conscientiousness

- Social entrepreneurship is tough; you will inevitably face obstacles along the way. Demonstrate that you have bounced back or have the capacity to do so, as well as the ability to foresee any challenges.
- Provide one or two examples of your ability to overcome challenges and adversity. How do you cope when unexpected obstacles hinder your work?
- There are times when we work without close supervision and we must make sure the job gets done. Tell me about when you found yourself in such a situation. What happened?
- There are many jobs or parts of jobs that involve a continuous routine. Tell me about your experience with that kind of work and how you managed both yourself and the job.
- Sometimes, even when you put forth a great deal of effort on a project, it is best not to expect any fanfare or even hope for any acknowledgement. Tell me about a time when that happened to you

### Openness to experience (including creativity)

- Sometimes a suggestion or an idea seems “off the wall” and never even gets considered. Can you tell me about a time when you had to deal with such an idea and how you handled it?
- Explain to us how your approach is different from things that have been tried in the past.
- Some problems require developing a unique or different approach. Can you tell me about a time when you were able to develop such a different problem-solving approach? How did it work out?
- Seeing a new way of doing the job can often lead to greater productivity. Give me an example of when you were able to see and implement such a new way of getting the job done
- Imagination is often required to create a new product or a new approach to things. Is there a time when you were able to use your imagination in that way? Tell me about how it worked out.

## **2. Sample questions for other characteristics**

### Aha experience (epiphany)

- Explain to us what aha! moment(epiphany) you have experienced leading you to this social venture.

### Social Vision and Change

- Innovative ideas bring about dramatic not just incremental change. Tell us how your approach will lead to lasting change and have a greater impact than other models or ideas.

### Cultural Competency

- Describe a specific situation in which you worked with a diverse group of people over a period of time. Based on this experience, what did you learn?
- What efforts have you made, or been involved with, to foster multicultural understanding and cultural competence particularly in the context of developing countries?

### Networking and partnership

- Please list anyone who could be considered a co-founder? How did you come to start this organization together? Describe your individual roles within the organization and the nature of your working relationship.
- Show us that you can attract money, people, and other resources to your cause. What resources and partnership have you attracted your cause in the past?

## Section 3. Funding Considerations for D-Prize

### Summary

<p><b>Corporate</b></p>	<ul style="list-style-type: none"> <li>- Corporate funders are a definite possibility for a range of support, if the potential to form a relationship is present</li> <li>- The opportunity for corporate funders can lead to multiple types of support including sponsorships, monetary funding, or even partnerships. Some corporations are more willing than others to offer support             <ul style="list-style-type: none"> <li>• <i>Google</i> Multiple types of support available – approach for non-monetary support at beginning of relationship</li> <li>• <i>Goldman Sachs &amp; Barclays</i> Support many organizations – hard to establish relationship due to size</li> <li>• <i>McKinsey</i> Like to see impact of their philanthropy, giving is very important to them – would need contact and structured plan to receive funding</li> </ul> </li> </ul>
<p><b>Individuals</b></p>	<ul style="list-style-type: none"> <li>- Individuals are an important way to receive funding.</li> <li>- The pursuit of individual funding varies greatly from organization to organization. Most organizations do not list individual donors, with the exception of large funders.             <ul style="list-style-type: none"> <li>• Relationship building and Networking are pivotal in creating stable individual funding base</li> <li>• Finding Individuals who share values and ideas that align with the organizations mission essential for creating individual funder pools</li> <li>• Echoing Green has a Gala event; this is a good fundraising tool to cultivate new individual donor pools</li> </ul> </li> </ul>
<p><b>Government</b></p>	<ul style="list-style-type: none"> <li>- Government support is unlikely</li> <li>- Few of the organizations observed received governmental support, unless having been created by a government or powerful international organization (United Nations).</li> <li>- Example: The Equator Competition received support from the United Nations and multiple governments. It was created through a program run by the UN Development Programme.</li> </ul>

## Summary

Name of Foundation	Interest in Social Entrepreneurship	Pitch Strategy	Other Important Information
Halloran Philanthropies	<ul style="list-style-type: none"> <li>• Supports accelerator organizations and social entrepreneurs who are implementing initiatives that address inequality, poverty alleviation, medical care, education and community well being.</li> <li>• Provides direct financial support and serves as a catalyst and consultant to several accelerator organizations involved in the training and development of social entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>• D-Prize should emphasize their position as one of the only idea stage funders in the entrepreneur support ecosystem.</li> <li>• D-Prize should also highlight the initiatives that they support.</li> </ul>	<ul style="list-style-type: none"> <li>• Information on obtaining funding from Halloran was not available on their website.</li> </ul>
W.K. Kellogg Foundation	<ul style="list-style-type: none"> <li>• Interested in social innovation, services and next generation leadership through new tools, platforms and partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>• D-Prize should emphasize their support of organizations that are solving distribution problems.</li> </ul>	<ul style="list-style-type: none"> <li>• Accepts submissions year round.</li> </ul>
Pershing Square Foundation	<ul style="list-style-type: none"> <li>• Invests in organizations that use innovative and scalable solutions to attack the compounding roots of poverty.</li> </ul>	<ul style="list-style-type: none"> <li>• D-Prize should emphasize that the organizations they support are using proven life-enhancing technologies in innovative ways to combat poverty.</li> <li>• D-Prize also seeks innovations that are scalable and will fight poverty.</li> </ul>	<ul style="list-style-type: none"> <li>• Information on how to apply was not available.</li> <li>• The foundation has supported the One Acre Fund since 2008.</li> </ul>

### **3.1. Introduction**

To determine which funding sources might be the best source for D-Prize, the consulting team looked at seven organizations similar to D-Prize to understand their funding sources.

The criteria for the organizations we chose included:

- Provide funding for idea stage or early stage ventures;
- Provide funding to social enterprises or entrepreneurs in several countries;
- Support a variety of initiatives and;
- Provide philanthropic support versus an impact investment.

The organizations that fit these criteria included Ashoka, Buckminster Fuller, the Dell Social Innovation Challenge, the DRK Fellows program, Echoing Green, and the Equator Competition. Additionally, we also chose to look at the Unreasonable Institute as they connect social entrepreneurs with funding support. We found that there are four different sources of funding that the seven organizations receive including government, individual, corporate and foundation. Not all organizations receive each type of funding support.

### **3.2. The Seven Organizations and Their Funding Sources**

The following section provides a brief introduction to each seven organizations we looked at. The funding specifics section accompanying the description of each organization is our best attempt to determine the source of their funding based on information gathered from their annual reports, form 990s and press releases. In some instances we could not determine what the complete breakdown of their funding sources was and this is indicated.

#### ***Ashoka***

Ashoka is over 30 years old and has identified over 3,000 social entrepreneurs whose new solutions are challenging conventional ideas and changing the world for the better. Their mission is to support social entrepreneurs who are leading and collaborating with changemakers.

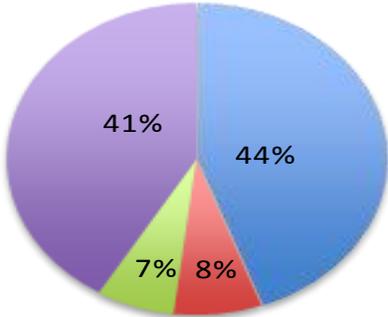
#### ***Funding Specifics***

According to Ashoka's 2011 Annual Report, entrepreneurs, foundations, corporations, and individuals from around the world fund their work. They do not accept funding from any government entities. Individual and institutional endowment funds provide for their

long-term stability. Individuals, business entrepreneurs and their organizations funded 65% of Ashoka’s work since inception, followed by 20% by foundations and the remaining by corporations. Based on our analysis of the most recent year financial data was available, 2012, at least 44% of their funding came from foundations with an additional 8% coming from corporations and 7% from individuals. The remainder of their support came from unknown sources, likely a mix of corporate and foundational support. From our analysis of their public financial data we could not determine the source. See Chart 1 on Page 5 for the breakdown of their funding.

### Ashoka Funding 2012 \*

■ Foundations ■ Corporations ■ Individuals ■ Unknown Sources



\*Calculated using data from Ashoka's FY2012 990 and from the FY2012 990s of Ashoka's supporters, see detail in Appendix A.1 and A.2.

A unique aspect of their funding is the building of its endowment. It has 36 specific endowments according to their 2012 audited financial statements that totaled over \$21 million. Such endowments are typically given by individuals or institutions to ensure permanent support in an area of concern to the donor. In total, public support for the organization was over \$53 million in 2011.

#### ***Buckminster Fuller Challenge***

The Fuller Challenge awards \$100,000 to innovative solutions to the world’s most entrenched sustainability problems. One award is given each year to support the development and implementation of one outstanding strategy.

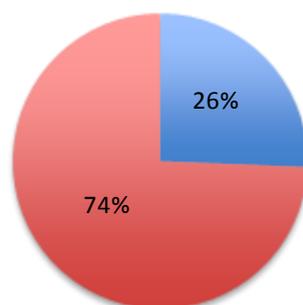
#### *Funding Specifics*

There are hundreds of Buckminster Fuller Institute (BFI) members that support BFI each year. There are over 70 organizations that provide more generous support. Some

of the better-known organizations and foundations include Consolidated Edison of New York, Google, Phillips, the Threshold Foundations and the Unreasonable Institute. Based on our analysis of the most recent year financial data was available, at least 26% of BFI's \$448,000 of funding came from foundations in 2012 with the remainder coming from unknown sources. See Graph 2 on page 6 for the breakdown of their funding.

### **Buckminster Fuller Institute Funding 2012 \***

■ Foundations ■ Unknown Sources



\*Calculated using data from BFI's FY2012 990 and from the FY2012 990s of BFI's supporters, see detail in Appendix B.1 and B.2.

### ***Verb (formerly The Dell Social Innovation Challenge)***

Verb evolved from the Dell Social Innovation Challenge (DSIC) program. The challenge began in 2007 and after receiving a \$5 million grant from Dell was renamed the Dell Social Innovation Competition. Verb will now offer three entrepreneurship competition types: Grand Challenge, Mini-Grand Challenge, and Spotlight Challenge.

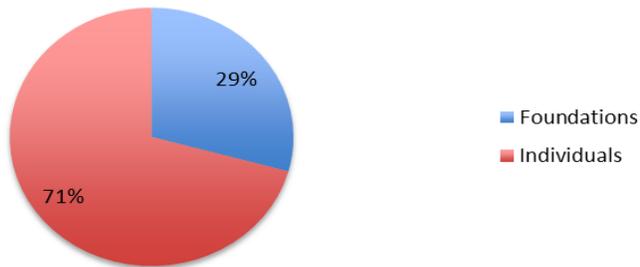
#### *Funding Specifics*

Given the change from the DSIC to Verb, it is not clear what their funding source is and public financial information did not appear to be readily available.

### ***Draper Richards Kaplan Fellows Program***

The Draper Richards Kaplan Fellows Program (DRK) is a venture philanthropy group focused on early stage high-impact non-profits.

## DRK Foundation Funding 2011\*



\*Calculated using data from DRK's FY2011 990, see detail in Appendix C.1 and C.2.

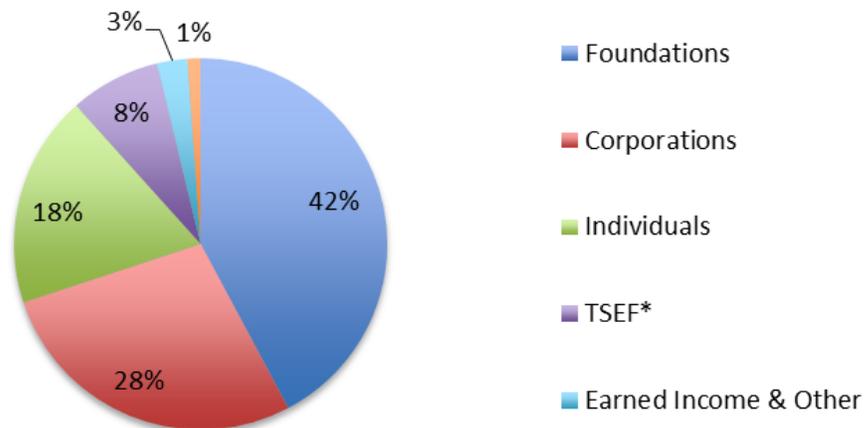
### *Funding Specifics*

Draper Richards is a private equity firm focused on venture capital investments. Draper Richards invests principally on behalf of the DRK Foundation.

### *Echoing Gren*

Echoing Green's mission is to unleash the next generation talent to solve the world's biggest problems. Founded in 1987, Echoing Green has provided over 600 social entrepreneurs with \$33 million in start-up funding, support services and access to a global network. In 2013, thirty-five fellows were selected.

## Echoing Green Funding 2013\*\*



\*Revenue recognized from for-profit Fellows' recoverable grants assigned to The Social Entrepreneurs Fund (TSEF).

\*\*Data from Echoing Green's 2013 Annual Report, see detail in Appendix D.1 and D.2.

### *Funding Specifics*

Echoing Green's work is supported by private contributions from corporations, foundations, and individuals. In 2013, the largest source of revenue was from foundations at \$3.6 million, followed by corporations at \$2.4 million, and individual donations of \$1.5 million.

Some of the foundations that provided support to Echoing Green in amounts greater than \$500,000 include;

- David C. and Laurie B. Hodgson Foundation
- General Atlantic Foundation
- Newman's Own Foundation
- Open Society Foundation
- Pershing Square Foundation
- W.K. Kellogg Foundation

There were a number of corporations, foundations and individuals that gave between \$100,000 and \$499,999, eleven in all. A large number gave less than \$100,000.

### ***Equator Prize***

The Equator Prize recognizes local sustainable development solutions for people, nature and resilient communities. Prize winners each receive \$5,000 with selected winners receiving an additional \$15,000.

### *Funding Specifics*

It is not apparent how the Equator Prize is funded. However, the United Nations and multiple governments are major partners with the program.

### ***Unreasonable Institute***

The Unreasonable Institute exists to give entrepreneurs tackling the world's greatest challenges an "unreasonable advantage." Each year, a dozen ventures from around the world are matched with 50 mentors and 100+ funders at 5-week boot camps.

### *Funding Specifics*

Unreasonable has a short list of funders since they don't actually award funding to ventures rather it is their *capital partners* who fund the entrepreneurs they support. Their main source of revenue comes from the \$10-12,000 they charge each team for attending the Institute, which brings in around \$250,000 in revenue. Additionally, they raise around \$250,000 in philanthropic funding from foundations, corporations and high-net worth individuals. The list of funding and corporate sponsors can be found in

Appendix F.1 along with what specifically they do for the Unreasonable Institute. Their goal with corporate funders is not to raise money but rather have an open door with the right people should it be necessary.

### **3.3. Conclusion**

There appears to be four sources of funding among the seven organizations including corporate, foundation, individual and government sources. Below is an analysis of how likely it is that each type of funding source would be likely for D-Prize.

#### ***Government Funding***

For D-Prize, attaining government sources is unlikely. None of the organizations received government support except the Equator Competition. The Equator Competition was funded differently than the other organizations. It is mainly supported by government and international entities such as the Government of Norway and the United Nations Foundation. The expected reason for this is that the Equator Initiative or Equator Competition is a program that is run through the United Nations Development Programme.

#### ***Individuals***

Individuals were also prominent funders for the organizations. However, it is difficult to identify how much each individual gave and also to know in some instances who they actually are. For example, for DRK, the individuals were listed but had some type of influence over the organization itself or are directly involved in the organization.

It is unlikely that we can identify individuals to pursue beyond recommending building relationships with people and networking. It is also difficult to identify a value proposition for an individual, as their values are not posted on a website or annual report. Echoing Green does have a Gala celebration. Events such as a Gala, while used as a tool for fundraising, can also be utilized to grow and show appreciation for one's individual, corporate, and foundation donor pools.

#### ***Corporations***

Four of the organizations had corporate sponsors, funders, or partners, Buckminster Fuller, Ashoka, Echoing Green, and the Unreasonable Institute. When looking at whether these corporations sponsored multiple organizations, there were a few noticeable callouts. Barclays, Goldman Sachs, HP, and McKinsey Institute were

involved with at least 2 of these prize organizations. Google was involved with three. This allows us to make a couple of observations. There are corporations that fit the D-Prize role. These corporations could be a viable source of funding for D-Prize.

### *Google*

Many organizations receive multiple types of support from Google. Depending on the type of relation, their support varies from in-kind donations, grants, promotions, among others. Google would be a great corporation with which to pursue a relationship. They funded 3 organizations that were looked into, with varying levels and kind of support.

### *Goldman Sachs & Barclays*

Goldman Sachs, as a corporation, has given over \$1.2 billion since 2010. They have multiple programs and give to a wide variety of organizations. Barclays is an English firm that also has a large and wide range of funding procedures. These are very large organizations. While the possibility of funding is definitely there, it is difficult to establish a relationship.

### *McKinsey*

They view philanthropy as research and development and they have the view that giving promotes growth strategy. They view corporate philanthropy as necessary and “normal”. The corporation funds many other organizations; they are driven to give by the impact that the organizations create through their philanthropy.

### ***Foundations***

Five out of the seven organizations we looked at received foundation funding. This seems to be a likely option for D-Prize to pursue. One foundation, Halloran Philanthropies gave to three of the seven organizations. There were two other foundations, W.K. Kellogg Foundation and the John S. and James L. Knight Foundation gave to two of the organizations, Echoing Green and Ashoka.

### *Halloran Philanthropies*

Halloran supports accelerator organizations and social entrepreneurs who are implementing initiatives that address inequality, poverty alleviation, medical care, education and community well being. Halloran is committed to promoting social entrepreneurship through direct financial support and serving as a catalyst and consultant to several accelerator organizations involved in the training and development of social entrepreneurs. They gave \$479,000 to this initiative in 2012. D-Prize seems like it would be a perfect fit for Halloran and their mission. D-Prize has a unique position

in the entrepreneurs support ecosystem. As one of the only idea-stage funders, any organization that believes in the pipeline concept would have reason to support D-Prize.

#### *Knight Foundation*

Even though two of the organizations were granted funds by the Knight Foundation, this doesn't seem like a good fit for D-Prize. The Knight Foundation focuses more on domestic initiatives rather than on international initiatives.

#### *W.K. Kellogg Foundation*

The Foundation funded Echoing Green in the area of civic engagement. This meant supporting the development and implementation of a national influence strategy for social innovation, services, and next generation leadership development through new tools, platforms and partnerships. What makes this a good fit for D-Prize is the Foundation's commitment to inclusion, innovation and results in finding community solutions, even globally. D-Prize's commitment to solving distribution problems could be a unique value proposition to the Foundation's commitment to social innovation through new tools and platforms.

The W.K. Kellogg Foundation also supports Ashoka and their Hybrid Value Chain initiatives in Mexico and Central America. Again this shows the Foundation's commitment to innovative solutions and could be a great fit with D-Prize's mission.

Additionally, there are several other foundations that on the surface appear to be a good fit for D-Prize as well that have provided support to the other seven organizations. First is the Skoll Foundation, which works with Ashoka to achieve its overall goals, which are to identify social entrepreneurs whose new solutions are challenging conventional ideas and changing the world for the better. This is very similar to D-Prize's goal.

Pershing Square Foundation is another foundation that might be a fit for funding. Pershing has invested in Echoing Green for four years and helps them to champion their fellows working in fields ranging from domestic education to global health and economic development.

In the appendices you will find a complete list of supporters for all the organizations that we looked at. Viable options for D-Prize are highlighted.

### **3.4. List of Appendices**

Appendix 1: Ashoka Funding Detail 2012

Appendix 2: List of Ashoka's Foundation Partners 2011 and 2012

Appendix 3: List of Ashoka's Corporate Partners 2011 and 2012

Appendix 4: List of Ashoka's Partners – Investor's and Business Entrepreneurs 2011 and 2012

Appendix 5: Buckminster Fuller Institute Funding Detail 2012

Appendix 6: List of Buckminster Fuller Institute Foundation Supporters 2014

Appendix 7: List of Buckminster Fuller Institute Outreach and Other Partners 2014

Appendix 8: Draper Richards Kaplan Funding Detail 2011

Appendix 9: List of Draper Richards Kaplan Foundation Partners 2011 and 2012

Appendix 10: Echoing Green Funding Detail 2013

Appendix 11: List of Echoing Green's Partners 2013

Appendix 12: List of Equator Initiative's Partners 2013

Appendix 13: List of Unreasonable Institute Funding and Corporate Partners 2014

**Appendix 1: Ashoka Funding Detail 2012<sup>1</sup>**

<b>Type</b>	<b>Source</b>	<b>Amount</b>
	Brin Wojcicki	\$ 1,000,000
	The Hilti Foundation	2,000,000
	The Mastercard Foundation	6,591,389
	Bill and Melinda Gates Foundation	2,034,798
Foundations	Ford Foundation	150,000
	GE Foundation	250,000
	John S. and James L. Knight Foundation	150,000
	Lemelson Foundation	207,500
	Robert Wood Johnson	299,017
	Silicon Valley Community Foundation	650,250
	W.K. Kellogg Foundation	10,590
	Accenture	\$ 961,862
	Intel	1,300,000
	Individuals	Anonymous Donor
Unknown Sources	Other	\$ 12,441,303
	<b>Total</b>	<b>\$ 30,047,289</b>

<sup>1</sup> Calculated using data from Ashoka's FY2012 990 and from the FY2012 990s of Ashoka's supporters.

## Appendix 2: List of Ashoka's Foundation Partners - 2011 and 2012<sup>1</sup>

Name of Partner	Area of Support
The Arthur Guinness Fund	Unknown
Avina	Unknown
Bill and Melinda Gates Foundation	Agricultural Support
Brin Wojcicki Foundation	Provide a match to any first-time and increased donations or gifts from returning donors to Ashoka on a dollar-to-dollar basis up to \$1 million in 2012.
Bush Foundation	Provides consulting to Bush Foundation
Carnegie Corporation of New York	STEM Education
David and Lucile Packard Foundation	Youth Venture and Conservation and Science
Ford Foundation	Expanding Livelihood Opportunities for Poor Households
GE Foundation	Innovative and Impact oriented solutions for maternal health in SS Africa
Goldman Sachs Foundation	Unknown
Jenesis	There goal is to build a bridge between social entrepreneurs and business entrepreneurs. Jenesis does not accept unsolicited grants.
John S. and James L. Knight Foundation	Support Network Global Summit's First Worldwide GATHERING in Miami aimed at developing a greater and more effective partnership between business leaders and social entrepreneurs
JP Morgan Chase Foundation	Unknown
Lemelson Foundation	To Support the Ashoka accelerator program to scale existing technology-based ventures of Ashoka-Lemelson Fellows.
One Foundation	Unknown
Omidyar Network	Omidyar Network partnered with Ashoka's changememakers to launch Property Rights: Identity, Dignity and Opportunity for all, a competition aimed at promoting innovation in property rights around the world.
Robert Wood Johnson Foundation	Health care innovations, grantmaking for social innovation, supporting the Changemakers' competition to identify social and emotional learning programs,
Silicon Valley Community Foundation	Building Community
Skoll Foundation	Supports Ashoka's core operation and helps Ashoka achieve its overall goals. Together the Skoll Foundation and Ashoka seek to raise awareness of the work and impact of individual social entrepreneurs.
The Hilti Foundation	Working together to provide better and affordable housing for the needy in Brazil, Columbia and India.
The MasterCard Foundation	Youth Learning
W.K. Kellogg Foundation	Improve leadership development in native and afro-descent communities in Haiti by developing a network of social entrepreneurs

<sup>1</sup> List of partners gathered from the 2011 and 2012 annual reports of Ashoka.

Area of support collected from partners websites, Ashoka's website and includes data from 990s. In some instances, partnership may not be in the form of a grant.

### Appendix 3: List of Ashoka's Corporate Partners - 2011 and 2012<sup>1</sup>

Name of Partner	Area of Support
Amgen	Find the best solutions to augment patient's voices to improve health outcomes
Barclays Bank	Unknown
Boehringer Ingelheim	To find new and better ways to improve health globally
CitiGroup	Unknown
The Corporate Executive Board	EB has provided outstanding pro bono services to Ashoka and Ashoka programs and Ashoka Fellows, including lending leadership and insight to our global Measuring Effectiveness survey of Ashoka Fellows.
Google	How to drive innovation that advances information citizenship while preserving key news and knowledge values — among them, freedom of information; access to information; quality of information; and privacy.
Group Danone	Unknown
Hilti Corporation	Working together to provide better and affordable housing for the needy in Brazil, Columbia and India.
Latham and Watkins LLP	Provides ProBono legal services.
McKinsey and Company	The two organizations now share offices and expertise in dozens of offices around the world. McKinsey consultants work with Ashoka Fellows on a pro bono basis, strengthening institutional capacity and training social entrepreneurs to write business plans, make effective presentations, and market their work. Ashoka in turn creates opportunities for transformative experiences and impact to McKinsey and its clients.
Nike, Inc.	The Ashoka - Nike Partnership promotes the concept of sports as a tool for social change and gender empowerment. Further, they wish to create and promote a stronger business-social bridge model.
Natura	Unknown

<sup>1</sup> List of partners gathered from the 2011 and 2012 annual reports of Ashoka.

Area of support collected from partners websites, Ashoka's website and includes data from 990s. In some instances, partnership may not be in the form of a grant.

## Appendix 4: List of Ashoka's Partners Investors and Business Entrepreneurs 2011 and 2012<sup>1</sup>

<b>Name of Partner</b>	<b>Area of Support</b>
Jeffery Skoll	Partnership started in 2003
The Jensen Family	Directly funded the expansion of Ashoka into North America and also helped build a bridge between social entrepreneurs and business entrepreneurs.
Michael Hilti	Working together to provide better and affordable housing for the needy in Brazil, Columbia and India.
Pierre and Pam Omidyar	Behind the Omidyar network
Stephan Schmidheiny	Mr. Schmidheiny is the founder and president of Avina Foundation.
Sergey Brin and Anne Wojcicki	Their Foundation the Brin Wojcicki Foundation provides support to Ashoka.

<sup>1</sup> List of partners gathered from the 2011 and 2012 annual reports of Ashoka. Area of support collected from partners websites, Ashoka's website and includes data from 990s. In some instances, partnership may not be in the form of a grant.

## Appendix 5: Buckminster Fuller Institute Funding Detail 2012<sup>1</sup>

<b>Type</b>	<b>Source</b>	<b>Amount</b>
	Arnaw Family Fund	\$ 100,000
	Nautilus Foundation	400
Foundation	The Atwater Kent Foundation	2,600
	The Highfield Foundation	2,000
	Jewish Community Fund	10,000
Unknown Sources	Other	\$ 333,431
	<b>Total</b>	<b>\$ 448,431</b>

<sup>1</sup> Calculated using data from BFI's FY2012 990 and from the FY2012 990s of BFI's supporters.

## Appendix 6: List of Buckminster Fuller Institute Foundation Supporters 2014<sup>2</sup>

Foundation	Area of Support
Arnou Family Fund	Unknown
Center for Architecture Foundation	Unknown
Nautilus Foundation	Scientific Interest
Rivington Ridge Fund	Unknown
Robert Rauschenberg Foundation	Unknown
Rudolf Steiner Foundation	Unknown
The Atwater Kent Foundation	Scientific Interest
The Halloran Philanthropies	Halloran supports accelerator organizations and social entrepreneurs who are implementing initiatives that address inequality, poverty alleviation, medical care, education and community well being. The Foundation is committed to promoting social entrepreneurship through direct financial support and serving as a catalyst and consultant to several accelerator organizations involved in the training and development of social entrepreneurs. They gave \$479K to this initiative in 2012.
The Highfield Foundation	General Operating Support
The Jewish Communal Fund	General Operating Support
Shei'rah Foundation	Unknown
Thomson Reuters Foundation	Thomson Reuters Foundation, the charitable arm of the world's leading provider of news and information, is committed to empowering people in need around the world with trusted information and free legal assistance. Buckminster Fuller Institute is an official referral partner of TrustLaw Connect, an innovative programme of the Foundation that links social enterprises and NGOs with top law firms from around the world offering their legal assistance pro bono. As such, all semi-finalists, finalists, and winners of the Buckminster Fuller Challenge are eligible for fast-track access to TrustLaw Connect in order to access free legal assistance around the world.
Threshold Foundation	Unknown

<sup>1</sup> List of supporters gathered from BFI's website at <http://www.bfi.org/get-involved/our-supporters>  
Area of support collected from BFI's website and also supporters 990s.

## Appendix 7: List of Buckminster Fuller Institute Outreach and Other Partners 2014<sup>1</sup>

<b>Outreach Partner</b>	<b>Area of Support</b>
Bioneers	Outreach Partner
Design for Social Innovation at SVA	Outreach Partner
dMass	Outreach Partner
International Living Future Institute	Outreach Partner
Katerva	Outreach Partner
SOCAP	Outreach Partner
Storefront for Art and Architecture	Outreach Partner
United Purpose	Outreach Partner
Unreasonable Institute	Outreach Partner

<b>Other Partners</b>	<b>Area of Support</b>
Bingham McCutcheon LLP	Unknown
Black Mountain College Museum + Art Center Blue (Susan West)	Unknown
Consolidated Edison Company of New York	Unknown
Friends of LaGuardia Place	Unknown
GENI	Unknown
Global Education Motivators	Unknown
Google	Unknown
Hart Distributing, Inc.	Unknown
Interface, Inc.	BFI is proud to partner with Interface, Inc., a worldwide leader in design, production and sales of environmentally-responsible modular carpet for the commercial, institutional, and residential markets. Founded by legendary sustainability pioneer Ray Anderson, Interface is now the world's largest carpet tile manufacturer and a leader in sustainability thinking.
Library of Congress	Unknown
Max Protetch Gallery	Unknown
Metropolis Magazine	Unknown
Mohawk Paper	Unknown
New Morning Gallery	Unknown
New York Lawyers for Public Interest	Unknown
New York University	Unknown
Pearson Education	Unknown
Phillips	Unknown
Postmodern Times	Unknown
Purchase College, State University of New York	Unknown
Quilted.org	Unknown
Reader's Corner	Unknown
RealTerry, Inc.	Unknown

Richter+Ratner	Unknown
Robert Rubin	Unknown
RSF Social Finance	Unknown
School of Visual Arts	Unknown
Son & Sons	Unknown
Spring Scaffolding	Unknown
The Cooper Union Institute for Sustainable Design	Unknown
The Elumenati	The founder is chair of BFI's board.
The Estate of R. Buckminster Fuller	Unknown
The Media Arts Project	Unknown
The NYC Department of Transportation Temporary Art Program	Unknown
The Towbes Group, Inc.	Unknown
The United Nations	Unknown
The Whitney Museum of American Art	Unknown
Toulouse Arts Festival	Unknown
United Country-Mountain Reality	Unknown
United Nations International School	Unknown

<sup>1</sup> List of supporters gathered from BFI's website at <http://www.bfi.org/get-involved/our-supporters>  
Area of support collected from BFI's website and also supporters 990s.

**Appendix 8: DRK Funding Detail 2011<sup>1</sup>**

<b>Type</b>	<b>Source</b>	<b>Amount</b>
Foundations	Draper Foundation	\$ 200,000
	Bohemian Foundation	\$ 500,000
	Warren Helman Foundation	\$ 200,000
	Crotty Family Foundation	\$ 250,000
	Peery Foundation	\$ 200,000
	David Marquardt	\$ 200,000
Individuals	Arthur Rock	\$ 200,000
	Jeffrey Walker	\$ 150,000
	Naren Gupta	\$ 301,000
	William Price, III	\$ 200,000
	Robert Kaplan	\$ 1,500,000
	Dave Anderson	\$ 201,000
	Robin Donohoe	\$ 506,172
	<b>Total</b>	<b>\$ 4,608,172</b>

<sup>1</sup> Calculated using data from DRK's FY2011 990.

## Appendix 9: List of DRK's Partners - 2011 and 2012<sup>1</sup>

<b>Name of Partner</b>	<b>Area of Support</b>
Draper Foundation	At the Draper Richards Kaplan Foundation, we are looking for lasting solutions to broad social problems. When we think about impact, we look for both long-term measurable success of an organization and shorter term operational goals that indicate future probability of success.
Bohemian Foundation	Bohemian Foundation envisions a community that nurtures and inspires all of its members to continually improve their quality of life and pass this legacy on to the generations that follow. Through new and creative approaches, we seek to discover solutions to issues and concerns in our community.
Warren Helman Foundation	The San Francisco Foundation is an incubator for community investment, original ideas, and passionate leadership. Since 1948, we have been bringing together networks of philanthropists and civic leaders to support and build on the strengths of the community and make the Bay Area the best place it can be.
Crotty Family Foundation	The Crotty Family Foundation Inc benefits philanthropy, voluntarism and grantmaking foundations, focusing specifically on private grantmaking foundations programs.
Peery Foundation	Our mission is to strengthen youth and families to build lives of dignity and self-reliance. We invest in and serve social entrepreneurs and leading organizations in the San Francisco Bay Area and around the world.

<sup>1</sup> List of partners gathered from DRK's FY2011 990.

Area of support collected from partners websites.

## Appendix 10: Echoing Green Funding Detail 2013<sup>1</sup>

Source		Amount
Foundations	\$	3,602,241
Corporations	\$	2,366,746
Individuals	\$	1,573,271
TSEF*	\$	671,256
Earned Income & Other	\$	225,292
Donated Goods and Services	\$	97,110
<b>Total</b>	\$	<b>30,047,289</b>

<sup>1</sup> Data from Echoing Green's 2013 Annual Report.

\* Revenue recognized from for-profit Fellows' recoverable grants assigned to The Social Entrepreneurs Fund (TSEF).

**Appendix 11: List of Echoing Green's Partners - 2013<sup>1</sup>**

<b>Gift Amount</b>	<b>Partner Name</b>	<b>Type of Supporter</b>	<b>About</b>
\$1,000,000 and Up	General Atlantic *	Corporate	General Atlantic is a global growth equity investment firm partnering with entrepreneurs and management teams and providing capital for large minority and majority stakes.
\$1,000,000 and Up	Open Society Foundations *	Foundation	A grantmaking operation aimed to shape public policy to promote democratic governance, human rights, and economic, legal, and social reform. On a local level, OSF implements a range of initiatives to support the rule of law, education, public health, and independent media. At the same time, OSF works to build alliances across borders and continents on issues such as combating corruption and rights abuses. One of the aims of the OSF is the development of civil society organizations (e.g., charities and community groups) to encourage participation in democracy and society.
\$1,000,000 and Up	W.K. Kellogg Foundation *	Foundation	The foundation is now the seventh largest philanthropic foundation in the U.S. Focuses: Early Childhood and Education.
\$500,000-\$999,999	David C. and Laurie B. Hodgson *	Individual(s)	Unknown
\$500,000-\$999,999	Newman's Own Foundation *	Foundation	Focus areas: Encouraging Philanthropy, Children with Life-Limiting Conditions, Empowerment, and Nutrition.
\$500,000-\$999,999	Pershing Square Foundation *	Foundation	The Pershing Square Foundation works to tackle the injustice of poverty globally by supporting visionary, social entrepreneurs.
\$100,000-\$499,999	Barclays	Corporate	Focuses: Disadvantaged young people to help them fulfil their potential, help young people develop life skills and revitalise disadvantaged communities in a sustainable way, help young people improve their opportunities for employment, support disadvantaged people in the UK and Spain to make informed, responsible and sustainable financial decisions, and support Youth Business International's global network to provide young people with the opportunity to start up in business.
\$100,000-\$499,999	The Bertha Foundation	Foundation	Four pillars support Bertha Foundation's mission to create more progressive and just societies; Activism, Media, Law and Enterprise.
\$100,000-\$499,999	Peter Bloom and Janet Greenfield *	Individual(s)	Unknown
\$100,000-\$499,999	Bohemian Foundation *	Foundation	Unknown
\$100,000-\$499,999	Steve and Roberta Denning *	Individual(s)	Unknown
\$100,000-\$499,999	Andrew Kassoy *	Individual(s)	Unknown
\$100,000-\$499,999	Laurie M. Tisch Illumination Fund	Foundation	Focuses: Healthy food, New York City community, service, and Jewish life
\$100,000-\$499,999	Larry Lunt *	Individual(s)	Unknown
\$100,000-\$499,999	Rockefeller Foundation *	Foundation	Goals: advancing inclusive economies that expand opportunities for more broadly shared prosperity, and building resilience by helping people, communities and institutions prepare for, withstand, and emerge stronger from acute shocks and chronic stresses.
\$100,000-\$499,999	Start Something That Matters	Foundation	Committed to a fund that will be used to help launch the ideas of social entrepreneurs and students.
\$25,000-\$99,999	Maya Ajmera and David Hollander	Individual(s)	Unknown
\$25,000-\$99,999	American Express Foundation	Foundation	Support visionary nonprofit organizations that are: preserving and sustaining unique historic places for the future, developing new leaders for tomorrow, encouraging community service where their employees and customers live and work
\$25,000-\$99,999	American Securities Capital Partners	Corporate	"We hope to make the world a better place by giving back to the communities in which we live and work."
\$25,000-\$99,999	Bloomberg L.P.	Corporate	Bloomberg L.P. is a privately held financial software, data and media company headquartered in New York City.
\$25,000-\$99,999	Guy and Kitty de Chazal	Individual(s)	Unknown
\$25,000-\$99,999	Flora Family Foundation	Foundation	public benefit organizations working throughout the world in education, health, arts and culture, the environment
\$25,000-\$99,999	William Ford	Individual(s)	Unknown
\$25,000-\$99,999	Godley Family Foundation	Foundation	upport innovative ideas and established projects that improve the health and well-being of residents in New England and developing countries
\$25,000-\$99,999	Goldman Sachs Group, Inc.	Corporate	Wide variety of giving
\$25,000-\$99,999	Halloran Philanthropies	Foundation	Social innovation
\$25,000-\$99,999	HP	Corporate	Wide Range of giving
\$25,000-\$99,999	Indira Foundation	Foundation	women's development, skill upgradation and training
\$25,000-\$99,999	Lisa and David Issroff	Individual(s)	Unknown
\$25,000-\$99,999	John P. & Anne Welsh McNulty Foundation	Foundation	Poverty Reduction in mid south USA
\$25,000-\$99,999	Joshua Mailman and Monica Winsor	Individual(s)	Unknown
\$25,000-\$99,999	Ajay and Debbie Nagpal	Individual(s)	Unknown
\$25,000-\$99,999	Paul, Weiss, Rifkind, Wharton & Garrison LLP	Corporate	Wide variety of giving
\$25,000-\$99,999	Marc and Stacey Saiontz	Individual(s)	Unknown
\$25,000-\$99,999	Segal Family Foundation	Foundation	Poverty reduction in Africa
\$25,000-\$99,999	TPG Capital, L.P.	Corporate	helps with increasing organizations investments
\$25,000-\$99,999	Daniel Weiss and Amy Berkower	Individual(s)	Unknown

\$10,000-\$24,999	Blue Ridge Foundation New York	Foundation	Supported great entrepreneurs with ideas that create a meaningful social impact, especially for people living in high poverty communities
\$10,000-\$24,999	Steve and Barb Buffone	Individual(s)	Unknown
\$10,000-\$24,999	Peter and Sybille Campbell	Individual(s)	Unknown
\$10,000-\$24,999	Coatue Foundation	Foundation	We support early and growth stage ventures that use technology to progress equal opportunity in America
\$10,000-\$24,999	Kathryn Corro and Joseph Ansanelli	Individual(s)	Unknown
\$10,000-\$24,999	Carrie Denning	Individual(s)	Unknown
\$10,000-\$24,999	Gibson Dunn	Individual(s)	Unknown
\$10,000-\$24,999	Andrew Eil and Hannah Seligson-Schaffer	Individual(s)	Unknown
\$10,000-\$24,999	Education Foundation	Foundation	Education
\$10,000-\$24,999	GE Antares Capital	Corporate	middle-market lender for private equity backed transactions across a wide variety of industries.
\$10,000-\$24,999	Adam and Julia Janovic	Individual(s)	Unknown
\$10,000-\$24,999	J.P. Morgan & Co.	Corporate	wide range of giving
\$10,000-\$24,999	Kaye Scholer LLP	Corporate	Firm with wide range of giving
\$10,000-\$24,999	Marie Kelly	Individual(s)	Unknown
\$10,000-\$24,999	Rene and Marie-France Kern	Individual(s)	Unknown
\$10,000-\$24,999	Knight Capital Americas LLC	Corporate	services firm engaging in market making, electronic execution, and institutional sales and trading
\$10,000-\$24,999	Margaret Loeb	Individual(s)	Unknown
\$10,000-\$24,999	Steve Malkenson	Individual(s)	Unknown
\$10,000-\$24,999	Murray Metcalfe	Individual(s)	Unknown
\$10,000-\$24,999	Anthony Meyer	Individual(s)	Unknown
\$10,000-\$24,999	Stuart Miller	Individual(s)	Unknown
\$10,000-\$24,999	Mario Morino	Individual(s)	Unknown
\$10,000-\$24,999	Maurice Amado Foundation	Foundation	grants to a wide array of charitable organizations that reflect the philanthropic interests of the Foundation's Directors and Advisors
\$10,000-\$24,999	McKinsey & Company	Corporate	leading businesses, governments,
\$10,000-\$24,999	Lisette Nieves	Individual(s)	and institutions.
\$10,000-\$24,999	Paulson & Co Inc.	Corporate	alternative investment manager specializing in event driven investing
\$10,000-\$24,999	Tom Phillips	Individual(s)	Unknown
\$10,000-\$24,999	Shiva Sarram	Individual(s)	Unknown
\$10,000-\$24,999	Robert and Karen Scott	Individual(s)	Unknown
\$10,000-\$24,999	Adam Shapiro	Individual(s)	Unknown
\$10,000-\$24,999	Ian and Liesel Pritzker Simmons	Individual(s)	Unknown
\$10,000-\$24,999	Jerome and Mary Vascellaro	Individual(s)	Unknown
\$10,000-\$24,999	Richard and Patti Wayne	Individual(s)	Unknown
\$5,000-\$9,999	Eli Aheto	Individual(s)	Unknown
\$5,000-\$9,999	John Burchett	Individual(s)	Unknown
\$5,000-\$9,999	Diana Propper de Callejon and Antonia Bowring	Individual(s)	Unknown
\$5,000-\$9,999	Thomas and Melissa DiTosto	Individual(s)	Unknown
\$5,000-\$9,999	Doris Duke Charitable Foundation	Foundation	improve the quality of people's lives through grants supporting the performing arts, environmental conservation, medical research and child well-being, and through preservation of the cultural
\$5,000-\$9,999	Cheryl Dorsey	Individual(s)	Unknown
\$5,000-\$9,999	Edwin Gould Foundation	Foundation	incubating many successful ventures in New York City. Building on that long and committed tradition of support, the Foundation operates the Gould Innovation Center, providing collaborative workspace for not-for-profit organizations to advance ideas and solutions addressing the college achievement gap.
\$5,000-\$9,999	Embrey Family Foundation	Foundation	social programs in the areas of Education, Human Services, Human Rights, Arts & Culture, Community Enhancement and Animal Rights.
\$5,000-\$9,999	Wendy Ettinger	Individual(s)	Unknown
\$5,000-\$9,999	Robert and Nellie Gipson	Individual(s)	Unknown
\$5,000-\$9,999	Google	Corporate	Building partnerships
\$5,000-\$9,999	Kirstin Hill	Individual(s)	Unknown
\$5,000-\$9,999	Dylan and Camomile Hixon	Individual(s)	unknown
\$5,000-\$9,999	Ellen Jewett and Richard Kauffman	Individual(s)	Unknown
\$5,000-\$9,999	John S. and James L. Knight Foundation	Foundation	Arts and enterprise
\$5,000-\$9,999	Peter Knight and Gail Britton	Individual(s)	Unknown
\$5,000-\$9,999	Miles Lasater	Individual(s)	Unknown
\$5,000-\$9,999	Millennium Management and Employees' Foundation	Foundation	The Millennium Management Foundation benefits philanthropy, voluntarism and grantmaking foundations, focusing specifically on private grantmaking foundations programs.
\$5,000-\$9,999	Morrison Foerster Foundation	Foundation	committed to making a real difference, particularly for our communities' disadvantaged children and low-income individuals seeking meaningful access to justice
\$5,000-\$9,999	Louis V. Molinari & Family	Individual(s)	Unknown
\$5,000-\$9,999	Sally Park	Individual(s)	Unknown
\$5,000-\$9,999	Ronnie Planalp and Stephen Trevor	Individual(s)	Unknown

\$5,000-\$9,999	Ryan Preclaw	Individual(s)	Unknown
\$5,000-\$9,999	The Sandler Family	Individual(s)	Unknown
\$5,000-\$9,999	Ben and Karen Kehela Sherwood	Individual(s)	Unknown
\$5,000-\$9,999	The Siege Family	Individual(s)	Unknown
\$5,000-\$9,999	Tom and Catherine Tinsley	Individual(s)	Unknown
\$5,000-\$9,999	David and Peg Topper	Individual(s)	Unknown
\$5,000-\$9,999	Philip and Jenny Trahanas	Individual(s)	Unknown
\$5,000-\$9,999	Klaas and Petra Van Der Kaaij	Individual(s)	Unknown
\$5,000-\$9,999	Robb and Jenny Vorhoff	Individual(s)	Unknown
\$5,000-\$9,999	Susan and Jerry Webman	Individual(s)	Unknown
\$2,500-\$4,999	Dr. Neal Baer & Gerri Smith	Individual(s)	Unknown
\$2,500-\$4,999	Lucy Ball	Individual(s)	Unknown
\$2,500-\$4,999	Richard Cavanagh	Individual(s)	Unknown
\$2,500-\$4,999	Jeffrey Greenip	Individual(s)	Unknown
\$2,500-\$4,999	HBO	Corporate	Support to organizations chosen variety of ways
\$2,500-\$4,999	Evan and Florence Janovic	Individual(s)	Unknown
\$2,500-\$4,999	Network for Good	Foundation	Networking and support to organizations that use their services
\$2,500-\$4,999	Noddle Family Charitable Fund	Foundation	Charitable Foundations, Century Foundation, Charitable Organizations, Catholic Charities, House Foundations.
\$2,500-\$4,999	Craig and Kim Pastolove	Individual(s)	Unknown
\$2,500-\$4,999	Robert and Margaret Patricelli	Individual(s)	Unknown
\$2,500-\$4,999	Anne Pollack	Individual(s)	Unknown
\$2,500-\$4,999	David Rosenstein	Individual(s)	Unknown
\$2,500-\$4,999	United Way of New York City	Foundation	Support for New York City based organizations
\$2,500-\$4,999	Jeffrey Walker	Individual(s)	Unknown
\$2,500-\$4,999	Margaret Wang	Individual(s)	Unknown
\$2,500-\$4,999	James Watson	Individual(s)	Unknown
\$2,500-\$4,999	Lance West	Individual(s)	Unknown

<sup>1</sup> List of partners and gift amount gathered from the Echoing Green's website.  
Type of Support and About collected from partners' websites.

## Appendix 12: List of Equator Initiative's Partners - 2013<sup>1</sup>

Partners	Area of Support
Conservation International	The organization's mission is to protect nature, and its biodiversity, for the benefit of humanity.
Convention on Biological Diversity (CBD)	Dedicated to promoting sustainable development. The CBD recognizes that biological diversity is about more than plants, animals and micro organisms and their ecosystems – it is about people and our need for food security, medicines, fresh air and water, shelter, and a clean and healthy environment in which to live.
Ecoagriculture Partners	EcoAgriculture Partners strives for a world where agricultural communities manage their landscapes as ecoagriculture to enable them simultaneously to enhance rural livelihoods, conserve biodiversity and ecosystem services, and sustainably produce crops, livestock, fish, and fiber.
Fordham University	Fordham University is a private, nonprofit, coeducational research university based in New York City, United States. It was founded by the Catholic Diocese of New York in 1841 as St. John's College, placed in the care of the Society of Jesus shortly thereafter, and has since become an independent institution under a lay board of trustees, which describes the University as "in the Jesuit tradition."
German Federal Ministry for Economic Cooperation and Development (BMZ)	Founded in 1961, the Ministry works to encourage economic development within Germany and in other countries through international cooperation and partnerships. It cooperates with international organizations involved in development including the International Monetary Fund, World Bank, and the United Nations.
Government of Norway	Historically, Norway has been a global leader in its efforts to address environmental degradation, loss of biodiversity and more recently, the threats of climate change.
IUCN - International Union for Conservation of Nature	Its mission is to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.
The Nature Conservancy	Its mission is to preserve the Earth's diverse array of plants and animals by protecting the lands and waters they need to survive. Founded in 1951, the Conservancy has worked in a science-based and collaborative way with local communities, government agencies and private businesses to help protect more than 90 million acres in 30 countries.
PCI Media Impact	PCI Media Impact is a leader in Entertainment- Education and social change communications. For 27 years, we have worked with local partners to produce more than 3,000 episodes of 75 television and radio programs to address the most pressing social and environmental issues.
Rare	Rare is an international nonprofit conservation organization with the mission to protect wildlands of globally significant biodiversity by enabling local people to benefit from their preservation.
Swedish International Development Cooperation Agency (Sida)	The Swedish International Development Cooperation Agency (Sida) works according to directives of the Swedish Parliament and Government to reduce poverty in the world with the overall goal of contributing to making it possible for poor people to improve their living conditions. Sida works with both short-term humanitarian assistance and long-term development cooperation.
United Nations Development Programme (UNDP)	An organization advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. UNDP helps developing countries attract and use aid effectively. In all its activities, UNDP encourages the protection of human rights and the empowerment of women.
United Nations Environment Programme (UNEP)	United Nations Environment Programme (UNEP) is the UN system's designated entity for addressing environmental issues at the global and regional level. Its mandate is to coordinate the development of environmental policy consensus by keeping the global environment under review and bringing emerging issues to the attention of governments and the international community for action.
UN Foundation	The Foundation's mission is to support the goals and objectives of the United Nations and its Charter in order to promote a more peaceful, prosperous and just world - with special emphasis on the UN's work on behalf of economic, social, environmental and humanitarian causes.
United States Agency for International Development (USAID)	The United States Agency for International Development (USAID) is a US government agency responsible for administering aid to foreign countries to promote social and economic development. USAID staff work in more than 100 countries around the world, extending a helping hand to people struggling to make a better life, recover from a disaster or striving to live in a free and democratic country.

<sup>1</sup> List of partners gathered from the Equator Initiative's website.

Area of support collected from partners websites.

## Appendix 13: List of Unreasonable Institute Funding and Corporate Partners - 2014<sup>1</sup>

<b>Partners</b>	<b>Area of Support</b>
Blue Dot Advocates (Campbell Law Group)	The Campbell Law Group has provided free legal advice to Unreasonable.
Halloran Philanthropies	Their community approach seeks to address the main challenges in community empowerment and business impact by investing in changemaking solutions and outstanding leadership.
HP	HP generously helped support the Final Marketplace in a number of ways, including providing their passionate entrepreneurs with scholarship funds to attend the unreasonable institute, technology to share their ideas and stories, and access to their global network of partners and customers.
Rally Software	Their focus is education and enabling of citizen engineering and social entrepreneurial activities in emerging and growing for benefit organizations.
Shell Game Changer	Connects with innovators and creative communities to identify unproven ideas that have the potential to drastically impact the future of energy.
Small Foundation	Funded the participation of three African social entrepreneurs at the 2012 Unreasonable training program. Granted \$18,305 to Unreasonable in 2012.
The Unreasonable Council	Guides the direction of the Institute.
Vodafone Americas Foundation	Supporting their technology efforts, gave \$11,000 to Unreasonable in support of their operations in 2011.

1 - Information comes from <http://unreasonableinstitute.org/our-partners/> and partner organizations 990s



	Description	Website	Non-monetary Support					Declaration	
			Fellowship	Training	Mentoring	Exposure to Financial Resources	Technical advice	Networking	Accelerator
Accion - Frontier Investments Group	Accion is a global nonprofit dedicated to creating economic opportunity by connecting people to the financial tools they need to improve their lives. The Frontier Investments Group is a hands-on equity partner that focuses on specific sectors that promise new solutions for under served markets. Applicants must submit a business plan.	<a href="http://www.accion.org">http://www.accion.org</a>					X		
Accion - Venture Lab	Accion Venture Lab focuses on for-profit enterprises with new products or business models that expand the range of high-quality financial services for people living in poverty. The Venture Lab are focused on opportunities in India and East Africa.	<a href="http://www.accion.org">www.accion.org</a>					X	X	
Acumen Fellows	Acumen is a non-profit that raises charitable donations to invest in companies, leaders, and ideas that are changing the way the world tackles poverty. Applicants must review Acumen's investment criteria, create an executive summary and submit application form.	<a href="http://acumen.org/leaders/">http://acumen.org/leaders/</a>	X	X	X			X	
Africa Angels Network	Africa Angels Network (AAN) is an Angel Investment firm that encourages, invests in and supports entrepreneurs in Africa, primarily in the TMT (Technology, Media and Telecoms) and Design sectors. (But NO specific information on their supporting.)	<a href="http://africaangelsnetwork.com/">http://africaangelsnetwork.com/</a>			X	X		X	
Agora Partnerships	Accelerate success of early stage impact-entrepreneurs who share commitment to solving social and environmental challenges through business. Agora aims to create a vibrant ecosystem for entrepreneurs that allows good capital to flow to good entrepreneurs.	<a href="http://agorapartnerships.org/">http://agorapartnerships.org/</a>	X	X	X	X		X	X

Philanthropic Support					Impact Investment						Stage			
Innovation Challenge/ Prize/ Award	Amount of Support	<\$5000	>\$5000 - <\$20,000	\$50,000-\$100,000	>\$100,000	Amount of Support	<100K	100K-500K	500K-1M	1M+	Not Specified	Idea	Early	Mid
						\$1-3 million				X			X	X
						\$100,000 - \$500,000		X				X	X	
						\$250,000 - \$3,000,000		X	X	X			X	
			X				X	X					X	X

Focus Area												
Children	Education	Health	Poverty Eradication	Climate	Agriculture	Environment	Energy	Affordable Technologies	Sustainable Income	Labor Inclusion	Financial Services	Anything
											X	
											X	
X	X	X			X		X					
												Technology, Design
												X

Duration of Support					Have to be on site? (Y/N)	Accepts International Applicants
0-3 months	3-12 months	1-3 yrs	3-7 yrs	Unspecified		
				X	No	X
				X	No	X
				X		X
						X
X	X	X				X

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## **Interviews Conducted**

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Jen Aspengren, Ashoka

Brad Brown, Social Venture Partners Minnesota