



**The Jacana Venture Partnership is expanding the provision of growth capital funding and resources to small and medium-sized growth businesses throughout Sub-Saharan Africa.**

#### **OUR MARKET**

The world's aid agencies and governmental development programmes have failed to create sustainable growth in Sub-Saharan Africa (SSA) economies. Despite some exceptions, the continent as a whole remains extremely poor, while once similarly underdeveloped economies in South and East Asia have experienced dramatic growth. Huge amounts of aid investment have failed to deliver: according to the United Nations Development Program's 2007 report, 29 of the world's 30 least developed countries are now located in Sub-Saharan Africa.

However the economies of SSA are now growing relatively quickly; even amid the global slowdown the IMF predicts a 2009 growth rate of 2.0% for Africa (vs. -3.8% for the major advanced economies) with some countries in the region predicted to grow much faster. Many commentators now believe that Africa represents the best growth opportunity of all emerging markets.

#### **THE OPPORTUNITY**

Jacana believes that small and medium-sized enterprises (SMEs) represent the strongest opportunity for economic growth, employment and wealth creation across the region – a view shared by most International Finance Institutions. Today, SMEs account for 90% of businesses and 50% of all employment in Sub-Saharan Africa. However, promising SMEs currently find it difficult to access risk capital and managerial talent. As a result, these businesses are unable to achieve a scale that would allow for improved efficiency, local wealth creation and opportunities for increased local employment.

Jacana believes that the growth of talented local venture capital (VC) managers can help change this situation, by providing a long-term source of investment and management support to SMEs. We believe that the SSA risk capital market is similar to the situation in North America and Europe thirty years ago. At that time, venture capital's pioneers were very well placed to deliver excellent returns. Jacana believes that a similar opportunity now exists in SSA.

#### **OUR VISION**

The creation of a sustainable, responsible and robust SME fund management industry in Sub-Saharan Africa that supports local SMEs, fuels economic growth, creates employment and thereby makes a major contribution to the reduction of poverty in Africa.

#### **OUR BUSINESS**

Jacana is a socially responsible, for-profit business that invests in new or emerging Fund Managers (FMs) and builds the capacity of those FMs to the point where they can achieve critical mass in their operations and funds under management.

Our objective is to select the highest potential FMs for inclusion in our partnership network and then to work closely with these Partner FMs to create an attractive investment opportunity for the international investment community.

Jacana provides four main services to its Partner FMs:

#### **• STRATEGIC INVESTMENT**

Jacana provides strategic investment capital to fund FMs in the early stages of their development, when their businesses are not profitable.

#### **• CAPACITY BUILDING**

Jacana assists its Partner FMs in building sustainable businesses that can present a strong investment case to Jacana's investment partners. In practice this means: (i) establishing a highly selective and ethical investment framework; (ii) providing management and strategic expertise; (iii) providing high quality management systems and processes within a strong governance framework; and (iv) being involved in all portfolio investment recommendations in the early years of the partnership.

Jacana's capacity building services are supported by our own team and strategic partners including those with successful fund management start-up experience and leading members of the international venture capital and private equity community who will be "twinned" with each Partner FM.

#### **• INTERNATIONAL FUNDRAISING**

Jacana invests directly in the funds of its Partner FMs and has a strong network of contacts within the international investment community. Jacana works in close partnership with its Partner FMs to provide a strong investment case to international investors.

#### **• TECHNICAL ASSISTANCE**

Jacana works with specialist partners to provide technical assistance (e.g. training, market access studies, legal/accounting expertise, etc.) to its Partner FMs and also to the SMEs that the FMs invest in.

#### **OUR SOCIAL IMPACT & THE JACANA FOUNDATION**

Jacana is a for-profit business. However we seek to combine our profit objectives with social impact objectives, particularly the creation of new employment opportunities in the SSA region. In addition, a percentage of the future profits of Jacana are dedicated to a foundation that will support charitable projects in SSA that are consistent with Jacana's Vision.

#### **OUR TEAM**

**Stephen Dawson** (Co-founder and Chairman): a pioneer of the VC industry in the UK 30 years ago. Co-founder of Impetus Trust, a venture philanthropy charity.

**Simon Merchant** (Co-Founder and CEO): an experienced entrepreneur with a background in finance and VC investment.

**Connie Helyar** (Co-Founder and Director) over 30 years' administration, investment and management experience working with major international finance institutions.

**Lord Joel Joffe CBE** (Co-Founder and Director): a philanthropist with a background in human rights law, a successful entrepreneur and former Chairman of Oxfam.

**Robert Jenkins** (Adviser): founding partner of Phildrew Ventures (1985) with 25 years' SME board level experience.

**Liesbet Peeters** (Adviser): background in VC and social enterprise including roles within IFC/World Bank.

**Rob Pettit** (Adviser): background in project management and debt finance across Africa.