

SOLVING JOBLESSNESS FUND

FUND STRATEGY

***The Solving Joblessness Fund** is an actively managed giving fund that unites the brightest Christian innovators and capital providers to identify and catalyze breakthrough solutions to joblessness.*

***Our Niche** - We focus on bold, upstream solutions to joblessness that help to shape the operating environment for businesses on the ground.*

***Ephesians 4:28** - "Let him labor, doing honest work with his own hands, so that he may have something to share with anyone in need."*

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Executive Summary

The **Solving Joblessness Fund** is an actively managed giving fund that unites the brightest Christian innovators and capital providers to identify and catalyze breakthrough solutions to joblessness.

Why Joblessness

Work is central to God's design. Yet today, 2.02 billion people—39% of the world's working-age population—are structurally jobless, trapped in poverty. Creating good jobs is the most powerful solution to poverty.

Why This Approach

Many well-intentioned efforts fail not due to a lack of ideas, but because they lack clear strategy, coordinated execution, and flexible tools to solve the problem. The Solving Joblessness Fund exists to close that gap - uniting the brightest minds and providing a flexible, risk-on pool of capital to fund catalytic solutions to joblessness.

Where We Start

The Fund's initial geographic focus is **Anchor** countries in **Anglophone Sub-Saharan Africa**, where:

- 65% of the population (≈70 million people) are structurally jobless
- Demographic tailwinds and macroeconomic environments make the problem solvable
- The team brings **115+ years of experience** building and investing in the region

How We Work

In community, the Fund Manager, Investment Committee, Board of Advisors, and investment partners:

1. Map the problem
2. Identify key leverage points
3. Structure catalytic deals
4. Monitor, evaluate, and adjust
5. Catalyze solutions until market forces take over

Strategic Focus Areas

We redefine the problem using **Structural Joblessness**—a more accurate measure that includes the unemployed and underproductive - those making insufficient income to provide for basic needs. The Fund targets key leverage points across four job-creation categories:

- **Sustaining Jobs** - Jobs that serve the local community
- **Growth Jobs** - Jobs that serve markets outside of that community
- **Jobs of the Future** - Emerging industries that will be a significant place of job creation in the future
- **Enabling Work** - Infrastructure that allows jobs to scale (capital markets, digital rails, trade systems, etc.)

Capital Philosophy

The Solving Joblessness Fund is a **Donor-Advised Fund**. Donor capital is taken in and the fund manager, along with the investment committee and board of advisors deploy **risk-on, flexible, smart capital** utilizing whichever financial instrument(s) most effectively catalyzes the solution. The Fund may deploy donations or investments, but all returns recycle back into the Fund—never returned to donors. The Fund is not a passive allocator, it is an **active partner** and **dealmaker**, working with founders and co-investors to structure solutions that scale.

What Success Looks Like

Success is not perfection—it is **proof**. We define success as proving or disproving theories of change and catalyzing solutions until they reach a self-sustaining tipping point



The Problem: Understanding Poverty

Defining Poverty

Poverty is more than a lack of resources—it's the loss of opportunity to live and work as God designed.

Because poverty affects the whole person—heart, mind, and body—the poor often describe it less by what they lack and more by how it makes them feel. When meaningful work is absent, dignity erodes.

Aside from the gospel, providing meaningful work that solves core problems—wrapped in the love of the Holy Spirit—is the greatest gift we can give the poor and the most powerful way to address poverty.

Historical Successes + Failures in Solving Poverty

In 1960, ~60% of the world was living in poverty. In stunning success, over the last 66 years, that number has dropped to just 10%. But while some economies have rapidly developed, others have been left behind.

Africa accounted for just ~20% of the world's poor in 1960, but is expected to account for 80% by 2030. Acknowledging the oversimplification, a core reasoning for the disparity is that other economies, like China, pursued market-based economic development, while Africa pursued aid-based economic development.

As seen in the below graphic, Africa was wealthier and twice as productive as China in 1960, but while China has almost eradicated extreme poverty from their country and increased their GDP/capita by 17.5x, Africa still has mass amounts of extreme poverty and has had stagnant productivity for the last 66 years.

Comparison of Africa & China — 1960 vs. 2024

Category	AFRICA		CHINA	
	1960	2024	1960	2024
Population in Poverty	~75%	~46%	~85%	<2%
GDP Per Capita (INFLATION-ADJUSTED USD)	\$1,600	\$1,800	\$800	\$14,000

Key Ingredients to Solving Poverty

Market-based solutions have consistently proven to drive economic development and reduce poverty. Accordingly, this fund prioritizes marketplace solutions to joblessness—because sustainable job creation is foundational to long-term economic growth, opportunity, and dignity.

Yet many global challenges persist not due to a lack of ideas, but due to fragmented strategy, poor coordination, and limited flexibility in capital and tools. Breakthrough outcomes require all three working together

The Solving Joblessness Fund exists to close that gap—uniting the brightest Christian leaders, innovators, and capital providers around a shared strategy, coordinated execution, and the flexibility required to catalyze scalable, durable job creation.



A Biblical Framework: Work

Our Why: *We believe work is part of God's design to provide dignity and promote the flourishing of his people. Yet more than 2 billion people worldwide lack access to productive work, leaving families trapped in poverty. God cares deeply for the jobless, and so do we. Our mission is to identify and catalyze scalable solutions to joblessness, so God's children can find dignity, provide for their families, and contribute to the flourishing of their communities.*

God created work and made it good.

"The Lord God took the man and put him in the Garden of Eden to work it and take care of it." - Genesis 2:15

God created us in His image to build, create, and innovate.

"So God created mankind in his own image, in the image of God he created them; male and female he created them." - Genesis 1:27

"He has filled them with skill to do all kinds of work as engravers, designers, embroiderers in blue, purple and scarlet yarn and fine linen, and weavers—all of them skilled workers and designers." - Exodus 35:35

God commands us to provide for those around us.

"But if anyone does not provide for his relatives, and especially for members of his household, he has denied the faith and is worse than an unbeliever." - 1 Timothy 5:8

"Let him labor, doing honest work with his own hands, so that he may have something to share with anyone in need." - Ephesians 4:28

Dignified work allows us to know Him more deeply.

"For we are God's handiwork, created in Christ Jesus to do good works, which God prepared in advance for us to do." - Ephesians 2:10

Dignified work brings Him glory.

"Whatever you do, work at it with all your heart, as working for the Lord, not for human masters" - Colossians 3:23

Dignified work enables the flourishing of His people.

"At the present time your plenty will supply what they need, so that in turn their plenty will supply what you need. The goal is equality," - 2 Corinthians 8:14

God created us to solve problems.

"Is not this the kind of fasting I have chosen: to loose the chains of injustice and untie the cords of the yoke, to set the oppressed free and break every yoke? Is it not to share your food with the hungry and to provide the poor wanderer with shelter—when you see the naked, to clothe them, and not to turn away from your own flesh and blood? Then your light will break forth like the dawn." Isaiah 58:6-8

Fund Purpose

The Solving Joblessness Fund exists to unite the brightest Christian leaders, innovators, and capital providers to identify and catalyze breakthrough solutions to joblessness.

The scale of joblessness is immense. 2.02 billion people—39% of the world's working-age population—are structurally jobless. Addressing a problem of this magnitude requires bold, scalable solutions, and uncommon collaboration.

Together, we map the problem, identify key leverage points, and work with innovators to unlock them, leveraging our capital to strategically catalyze solutions to systemic joblessness. Everything we do has material spiritual integration, to ensure we are meeting both physical and spiritual needs.

The Team

The team is uniquely positioned with 115+ years of experience building and investing in Sub-Saharan Africa.

Fund Manager



Zac Sicher
Fund Manager
Former Trader at Goldman Sachs

Investment Committee



Henry Kaestner
Founder, Bandwidth,
Sovereigns, FDM, SWGP



Efosa Ojomo
Author, Prosperity Paradox &
Director, Global Prosperity

Board of Advisors



**More members will be added to the Investment Committee and Board of Advisors over time.*



Mapping Joblessness

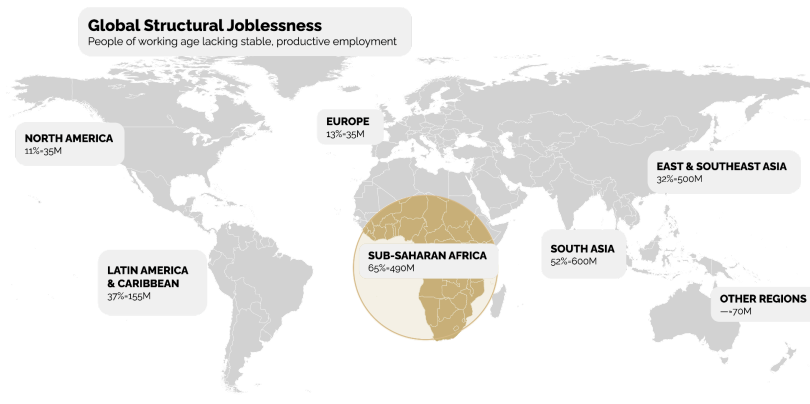
Conventional economic analysis puts the official *global unemployment rate* between 5-6%, representing 190-210 million people. In our analysis, this grossly underestimates the reality on the ground.

The Solving Joblessness Fund uses a different metric as our starting point: **Structural Joblessness**

Structural Joblessness represents those of working age who lack stable, productive employment that allows them to sustainably provide for their families. It includes the jobless and underproductive as seen below.

Structural Joblessness	
Jobless	Underproductive
People of working age with no employment (unemployed + discouraged workers)	People working far below their productive potential , earning insufficient income
<ol style="list-style-type: none"> Person who lost job & is looking Person who lost job & quit looking Person who never had a formal job 	<ol style="list-style-type: none"> Engineer driving a motorcycle taxi Street vendor making \$3/day Subsistence farmer

When accounting for all of the above, the **Global Structural Joblessness** rate is **39%**, representing 2.02 billion of the 5.2 billion people aged 15-64. See the below graphic for specifics:



The below 7 **Anchor Markets** in **Anglophone** countries account for **34% of all structural joblessness** in Sub-Saharan Africa (~165 million people). Furthermore, shared language, legal alignment, friendly business environments and key relationships create strong execution capacity that allows them to act as corridors to the rest of the continent.

ANCHOR MARKETS	SECONDARY MARKETS	TERTIARY MARKETS
<ul style="list-style-type: none"> Nigeria South Africa Kenya Ghana Rwanda Zambia Eswatini 	<ul style="list-style-type: none"> Tanzania Uganda Sierra Leone Liberia 	<ul style="list-style-type: none"> Zimbabwe Botswana Malawi The Gambia Lesotho

Summary: The Fund targets solving **Structural Joblessness** in **Anchor Anglophone Sub-Saharan Africa**.



The Strategy

The team will identify key leverage points within each vertical and catalyze solutions accordingly.

The Solving Joblessness Fund will deploy capital in a four-part, top down and bottom up strategy to holistically engage the continent's workforce. The *enabling work* category is meant to target critical infrastructure that enables work to be done at a level competitive in the global marketplace.



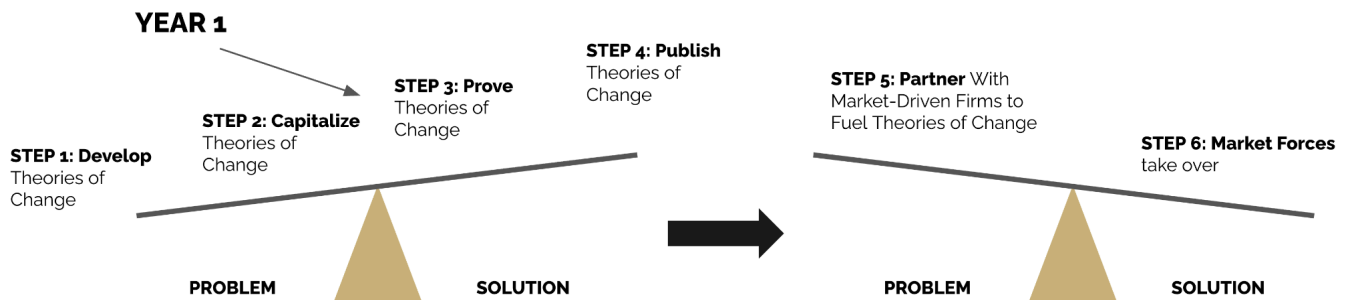
Defining Success

The **Ultimate Metrics** are:

1. Number of jobs created
2. Income generated from those jobs
3. Increase in economic productivity from those jobs

We must measure both job creation and the economic value those jobs produce to ensure we're advancing holistic, Christ-centered economic development. Focusing only on job count risks prioritizing low-productivity work that doesn't truly move the needle. A three-part metric keeps us aligned with what people actually need and want—meaningful, value-creating employment.

In working towards those goals, we will often have to work 2-3 steps prior to the ultimate metrics. In those cases, success is defined by proving or disproving theories of change and scaling the winners until commercial markets can carry them forward.



Fund Identity

Core Identity

Unashamedly Christian | **Unashamedly Pioneers**

Unashamedly Christian - Everything we do is Under God's Power and for His Glory, not ours.

Unashamedly Pioneers - We are pioneering a new way to solve problems.

- Actively managed funds with teams focused relentlessly on solving the problem.
- Capital deployed in new and creative ways to maximize impact.

Problem-Solving Strategy

Map the Problem | Identify Key Leverage Points | Structure Deals + Solve Problems | Measure Progress

Deal Structuring

We're more than capital allocators - we're dealmakers. We map the problems, identify key leverage points, and structure deals with other capital partners in the field to have a catalytic impact on creating good jobs. Our capital is not the end, it's the starting point.

Fund Structure

Donor Advised Funds - We use DAFs because they are the *most tactical structure* for solving problems. Donor capital goes into funds → Capital deployed in ANY manner that solves the problem.

Team - Fund Manager | Investment Committee | Board of Advisors | Deep Community | SWGP Backbone Team.

Capital Characteristics

Risk-On | **Flexible** | **Smart**

Risk On - We take risks to solve problems the market may not be willing to take.

Flexible - We deploy capital in whichever manner solves the problem most effectively.

Smart - We strive to be a market leader both in where we invest and how we structure deals.

Key Requirements

Scalable Solutions | **Solvable Problems**

We deploy capital towards scalable solutions to solvable problems.

Defining Success

We define success as **catalyzing solutions** until they reach a self-sustaining tipping point.



Allocation Philosophy / Q&A

What is the capital's purpose? The Solving Joblessness Fund deploys capital to scale solutions to joblessness.

What is the fund's structure? *Donor Advised Fund (DAF)* – capital is donated into the fund and will not be returned. All returns made from investments will be recycled back into the fund. The Fund charges a 0% management fee; the op-ex is covered separately by donors so that 100% of donations flow directly into the field.

What type of capital do you deploy? *Any.* The Fund may deploy equity, debt, donations, profit-share structures, or novel instruments where needed. Each investment will carry a defined return expectation that balances impact with scalability. Concessionary capital must demonstrate a credible path to market-rate returns. The Fund has a strong preference for collaborative partnerships over individual grant-making or investing.

What is your risk tolerance? *High.* The Fund will underwrite elevated risk where success would produce catalytic impact. We may lose money, we may fail, but we will not be the servant with 1 talent who hid what he had out of fear of his master. We are stewards of *His* capital and believe He wants us to take risks for *His* children.

What stage companies/organizations do you focus on? *Any.* The Fund will likely allocate to early-stage companies, organizations, and new projects due to its risk tolerance, but may also back new strategies or innovations within established organizations.

What is the fund's time horizon? *Perpetual* at the Fund Level. Investment-specific time horizons set by the IC.

What is your geographical focus? For at least the first year, allocations will be limited to Anchor countries in Anglophone *Sub-Saharan Africa* or entities with material impact in the region.

What are your investee qualifications? *Preference for African founders, though not required. All investees must demonstrate:*

1. Clear potential for catalytic impact on joblessness
2. Excellent team strength for the current stage
3. Capacity and willingness to scale leadership and operations

How do you define success? The Fund's three core metrics are: 1) Number of jobs created, 2) income generated from those jobs, 3) and the increase in productivity from those jobs. In reaching those goals, we will often need to move 2-3 steps above the end goal to ensure the infrastructure exists to get us to those metrics. There, success is defined as proving or disproving theories of change and catalyzing them until market forces take over.

How will you communicate impact? The Fund will host Quarterly Update Calls + write an Annual Impact Report.

What is your return framework? No fund-level return target. Each investment will have a context-specific return expectation.

What is SWGP's value add? The Fund is an active partner, supporting portfolio entities through capital infusion, deal structuring, strategic guidance, operational expertise, and access to networks.

Portfolio construction? *We focus on conviction over diversification and impact over capital preservation.*

What is the fund's spiritual integration framework? Each investment must demonstrate *material spiritual integration*, as determined by the Investment Committee, calibrated to the context of the opportunity.



Giving to the Fund

When you give, your capital joins a coordinated effort to solve joblessness, because solving big problems requires coordinated generosity, not isolated giving.

Give once or over time. Consistent capital increases speed, strengthens execution, and allows the Fund to act with conviction.

The Fund is a Donor-Advised Fund (DAF) housed at TrustBridge Global. U.S. donations are tax-deductible. International eligibility varies by jurisdiction.

100% of contributions are deployed. Operational costs are covered separately.

Giving Options

1. **Direct:** Credit card, ACH, or wire: <https://solving.org/hunger/>
2. **Donor-Advised Fund (DAF):** Recommend a grant through your DAF.
 - Supported partners include National Christian Foundation, TrustBridge, Blue Trust, WaterStone, The Signatry, and others.
 - Instructions: <https://solving.org/daf/>
3. **Non-Cash Assets**
 - We accept:
 - Appreciated securities
 - Business interests
 - Real estate
 - Royalties, IP, precious metals
 - Estate gifts, retirement assets, and other structures

International

International donors can give through local structures or global platforms. TrustBridge facilitates cross-border giving. Tax treatment varies by country.

Recurring

Monthly, quarterly, or annual contributions. Enables planning. Increases speed. Supports conviction-led deployment.

Custody

Held by TrustBridge (International Generosity Foundation Trust). Provides legal and operational infrastructure for global deployment.

For more information: <https://solving.org/how-to-give/>

