

Setuka Partners: Profile

Setuka (www.setuka.in) is a mission driven boutique advisory firm that works with responsible enterprises, asset managers and investors to forge enduring partnerships that involve the movement of catalytic capital (debt, equity, mezz, grants) and capacity from overseas providers to deserving social enterprises. The firm brings a unique combination of policy, private sector, non-profit sector and investor perspectives developed over 20 years of experience in Strategy Consulting, Investment Banking, Transaction support and Advocacy both in the mainstream / commercial and development finance space.

Setuka's work spans across Impact Investment funds, multilateral agencies, Development Finance Institutions (DFI), Foundations, Family Offices at one end and seed to mid-stage social enterprises in emerging and frontier markets at the other end.

As part of its mission the firm (a) Guides emerging market focused investors, fund managers and entrepreneurs in building enduring partnerships (b) Drives fundamental change in the construct, delivery and evaluation of aid and development programs by embedding practical insights from on-ground experience and networks in emerging markets. Appropriate leverage and blending of public and private capital for economic transformation in emerging and fragile countries lies at the core of its work.

We pride ourselves in delivering customized, bespoke services accompanied with hands-on support that delivers proven commercial and social impact upside in conjunction with tightly controlled timelines. The firm was founded with the belief that financial capital can and must be made to work for sustainable models better and that structuring and deployment of such capital requires close facilitation and handholding on both sides. This belief has driven us to mobilize and direct almost **\$140mn** in blended patient capital in the last 4 years towards such models. This comprises several bespoke transactions, each put together in close consultation and handholding with capital providers and recipients ranging from **\$1 - \$40mn** in individual ticket sizes.

With **Investors based in India, USA and Europe** the firm has supported conversations with Limited Partners on behalf of Impact Investing Funds as part of which it has had the opportunity to develop and refine the investment thesis of these funds. We have a differentiated set of relationships with DFIs, Impact Asset Managers and Foundations in the US that have a rising share of their capital allocation dedicated towards impact investing. Details can be found [here](#). The firm has also supported strategy development, sourcing, evaluation and post investment value maximization advisory for their investment portfolio of SME social enterprises, across impact sectors, including agribusiness, healthcare, financial services, education, renewables and logistics.

With **social enterprises in emerging and frontier markets**, the firm's work involves representing them to investors globally to support their growth and profitability through bespoke for debt, guaranty, equity, mezz and grant models tightly aligned to investors' thesis and priorities. As part of this, we have closed multiple cross-border investment transactions from DFIs to enterprises, financial institutions and fund managers in various sectors. With a base in Washington DC and New Delhi, while the firm started its work with primarily Indian enterprises, over the years it has been able to expand its work across West, East and North Africa, other parts of South Asia and Southeast Asia.

With **DFIs, Foundations and multilateral agencies** including IFC, World Bank, Asian Development Bank and FAO Setuka conceptualizes, plans and executes Technical Assistance, Knowledge Exchange (Study Tours) and investment projects in several countries across Africa, Central Asia, Eastern Europe and South Asia. This often involves not only the design but also a close assessment and evaluation of the impact of SME / social enterprise development initiatives in conjunction with and / or facilitated by policy reform. Details can be found in following pages and [here](#).

Setuka was founded by Aman Khanna with the core intent to bridge the capital and capacity divide between the "developed" and "developing" world. The firm has offices in Delhi and Washington DC. Before setting up Setuka, Aman was an Associate Director in the Transactions Advisory practice of Ernst & Young (EY) based in New Delhi, India. At EY, Aman advised several SMEs on equity fundraising, growth strategy and operations improvement. He also led multiple Commercial Due Diligence exercises on SMEs as part of their evaluation for investment by both mainstream and socially conscious investors. Prior to EY, Aman has worked with Andersen Consulting, KPMG Consulting, Infosys Consulting, Everest Consulting and Hyundai Motors in India.

Illustrative list of cross-border direct debt / equity / grant / blended finance transactions closed and in progress

- [\\$5.5mn guaranteed loan for INI Farms](#) (closed)
 - another \$10mn debt and larger international equity mandate in progress
- [\\$4.6mn direct loan for Be Well Hospitals](#) (closed)
- [\\$5.5mn guaranteed loan for Waycool Foods](#) (closed)
- [\\$10mn direct loan blended with a \\$371,000 Grant \(DFC's first ever grant in India\) to Milk Mantra](#) (closed)
- [\\$20mn direct loan blended with a \\$700,000 Grant to Samunnati Financial Services](#) (closed)
- [\\$20mn guaranteed loan for an commodity financing entity \(closed\)](#)
- [\\$10mn guaranteed loan for an agri-focused financial institution \(closed\)](#)
- \$10mn guaranteed loan for one of India's largest agritech platforms (closed)
- [\\$7mn guaranteed loan for India's largest in-home healthcare company \(committed\)](#)
- [\\$1.2mn Technical Assistance Grant for a Northeast India based healthcare company \(closed\)](#)
- \$15mn direct loan for one of India's largest solid waste recycling company (LOI stage)
- \$7mn equity for an Indian agri-tech company (Draft Term Sheet stage)
- \$25mn Debt + Equity for one of the world's largest organic agri-produce processor (Draft Term Sheet stage) for its expansion in The Philippines
- \$25mn equity + debt raise for one of East Africa's largest poultry companies (LOI stage)
- \$4mn Debt for one of India's largest skilling and staffing companies (Final Term Sheet stage)
- \$50mn direct loan + \$1mn Grant for an Indian kidney care company for its expansion in India, The Philippines and Uzbekistan (Draft Term Sheet stage)
- \$10mn guaranteed loan for one of India's fastest growing healthcare distribution platforms (Draft Term Sheet stage)
- \$5mn direct loan + \$0.5mn Grant for an Egyptian agri-processor (Final Term Sheet stage)
- \$9mn guaranteed loan for one of India's largest Eyecare companies (Draft Term Sheet stage)
- \$20mn equity and \$10mn direct loan for an agritech platform democratizing food processing in India through technology interventions (LOI stage)

Illustrative list of cross-border mandates from fund managers for their fund close

- Anchoring the outreach for securing international LP commitments for an agri-focused equity fund in Assam, India (Assam Agribusiness Investment Fund under a World Bank sponsored Assam Agribusiness and Rural Transformation Project) with the Govt of Assam as anchor LP. Setuka was recommended by the World Bank / IFC to the Govt of Assam for this exercise.
- Running a name-specific exclusive mandate to secure LP commitments for
 - The 4th fund (\$150mn) from one of the pioneering Impact Investing funds in India that has extensive investments in MFIs along with exposure in agtech, healthtech and climate tech
 - The 6th fund (\$250mn) from India's largest and most established Impact Asset Manager that has extensive investments in Agri, FIs, healthcare and other impact sectors
 - the third equity fund (\$100mn) of an established Indian Fund Manager focused on Healthcare and Financial institutions investing.
 - the second equity fund (\$100mn) of a pioneering Indian Fund Manager focused on early stage investments in Healthcare, Agriculture and Education.
 - an agri-focused impact equity fund focused on seed stage investments for an established asset manager
 - 8th impact debt fund of an experienced Fund Manager in India
 - Three other mandates in the pipeline from established (and one new) fund managers
- Supporting a pioneering India-based Venture Debt Fund (\$100mn) in its outreach to international LPs with triple bottom line investment theses. This involves not only securing new relationships and managing the process up to LP commitments but a fundamental repositioning of the Fund entity for impact investors.