

A low-angle, upward-looking photograph of three people smiling and looking towards a large red balloon. The balloon is partially cut by a clear plastic bottle that is being held by a hand from the right. Inside the bottle, a silver Canon PowerShot S110 digital camera is visible. The scene is set against a bright, clear sky. The overall mood is joyful and celebratory, suggesting a successful launch or achievement.

# LEADING SOCIAL ENTREPRENEURS

## Community-Based Science

Ashoka Fellow Shannon Dosemagen, upper right, demonstrates a do-it-yourself camera and balloon mapping kit with her colleagues, Scott Eustis (upper left), and Jeff Warren (bottom). Shannon and Public Lab were featured in episode one of “The Crowd & The Cloud,” a 2017 PBS documentary series showcasing the power of citizen science in the digital age and hosted by former NASA Chief Scientist Waleed Abdalati. The episode, titled, “Even Big Data Starts Small,” talks about “building communities of care, so we can take care of ourselves, advocate for ourselves and live in a clean and healthy environment.”

Shannon and her team are what Ashoka calls “Social Sci-preneurs,” changemakers who use STEM to create positive change for the greater good. Ashoka is working with school districts across the U.S. to integrate changemaking skills—empathy, teamwork, leadership, and problem-solving—into STEM curricula, redefining STEM as using knowledge and skills to create social change.



Photo credit: Nathan Dappen, The Crowd & The Cloud.  
<http://crowdandcloud.org>

**“ Public Lab positions every community member as an expert, working together to demystify technology in the name of environmental justice.”**

*Shannon Dosemagen*

What began with grassroots data collection in the Gulf of Mexico has grown into a much larger community, with Public Lab members in 12 countries. In southern Lebanon, for example, young Palestinians in the Bourj Al-Shamali refugee camp used Public Lab kite and balloon mapping kits to advocate for creating green spaces within the overcrowded, dense confines. Using standard digital cameras to take aerial photographs and stitch the images together using Photoshop, citizen scientists produced the first-ever aerial map of Bourj Al-Shamali, nearly 70 years after the camp was first established. Making the map resulted in much more than just a piece of paper. While it helped with camp improvements, such as figuring out where electricity was needed, constructing the map also enabled these young people to creatively contribute something important to their community, making them feel empowered and valued.

Fulfilling Ashoka’s core “everyone a changemaker” philosophy, young people in the camp took the lead on the “Greening Bourj Al-Shamali” project and enthusiastically formed their own Public Lab chapter. As a result of the chapter’s work, the local municipality in Lebanon gave them space next to the camp—a first—that the community will use for a garden.



Public Labbers Firas Ismail, Amal Said and Mustapha Dakhoul use balloon and mapping kits to create a map of the Bourj Al-Shamali refugee camp in southern Lebanon.



An aerial image of the Bourj Al-Shamali refugee camp.

# LEADING SOCIAL ENTREPRENEURS



**ASHOKA INNOVATORS FOR THE PUBLIC**

1700 North Moore Street | Suite 2000 | Arlington, VA 22209 USA  
Tel: (703) 527-8300 | Fax: (703) 527-8383 | [www.ashoka.org](http://www.ashoka.org)

**Managing Editor:** Lauren Jackman

**Copy Editors:** Christine Regan Davi, Casey Dillon, Vong Ham, Danielle Kichler, Candy Lou, Tim Slattery

**Production Artist:** Sima Designs

**Contributors:** Istem Akalp, Sybil Caballero, Maira Cabrini, Robin Chowdhury, Arjun Durr, Lenka Dvorakova, Claire Fallender, Lynsey Farrell, Diana Fernholz, Maria Fonseca, Ross Hall, Katharina Hinze, Binta Houma, Beth Inabinett, Mayura Ludhani, Jill Barrett Melnicki, Claudia Martinez Mansell, Yujin Noh, Younhee Park, Laxmi Parthasarathy, Limbani Phiri, Annie Plotkin, Valentina Raman, Samara Randhawa, Angelika Roth, Aya Sabry, Giulia Sergia, Till Schopen, Gorav Seth, Kelsey Sakumoto, Trina Talukdar, Sarais Tineo, Katie Turner, Alex Vesey, Maho Sylvia Watanabe, Michael Zakaras

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## ASHOKA INNOVATORS FOR THE PUBLIC

Ashoka: Innovators for the Public builds, connects and amplifies a global community that is leading the everyone a changemaker movement. We now live in a changemaker world. This requires a new framework for enabling everyone to thrive in and contribute to society. Based on the insights from our work with more than 3,500 of the world's leading social entrepreneurs in more than 93 countries, Ashoka has an experienced-based framework of empathy, teamwork, new leadership and changemaking that is the new foundation for living and working together.

Ashoka uses a rigorous, highly-refined, five-step process to identify the most important emerging social change ideas and the entrepreneurs behind them who, together, will redefine their fields, be it human rights or the environment or any other area of human need. This process focuses sharply on five key criteria:

- A big, pattern-setting New Idea
- Creativity in both goal setting and problem solving
- Entrepreneurial quality
- The social impact of the New Idea
- Ethical fiber

Once Fellows are elected, Ashoka makes sure that they have the supports and full freedom—including the ability to work full time—they need to launch their visions and succeed. This includes providing a launch stipend to the degree it is needed for an average of three years, organizing a wide range of high-leverage supports, and—most important—engaging them in a local-to-global collaborating fellowship of their peers.

By continuing to develop our expansive network of Fellows, Ashoka works to share the wisdom of leading social entrepreneurs with a global audience. Our Fellows' work exposes the world's most urgent and critical needs. Ashoka looks for patterns in these fields; investigates them to gain new insights; and then mobilizes social entrepreneurs to collaborate and expand in the needed areas.

In this volume, you will find profiles introducing a sample of the ideas and leading social entrepreneurs recently elected by Ashoka. They are grouped according to six broad fields: civic engagement, environment, full economic citizenship, health, human rights, and learning/education. These sketches introduce entrepreneurs at different stages in their careers; some have already had profound social impact but most are just launching their work. *However, annual Ashoka evaluations show that ten years after their election, 83 percent of Ashoka Fellows have changed the pattern in their field at the national level.* Moreover, they encourage many others to stand up and become changemakers. Both as role models and because, to succeed, they must—and do—find champions in community after community that adopt and spread their models.

Ashoka invites everyone to contribute in the most powerful way by joining with us as co-leaders in the “everyone a changemaker” movement. We are social entrepreneurs, youth entrepreneurs, and change leaders across sectors who are bringing this powerful framework to our communities, businesses, schools, and neighborhoods.





# PREFACE

## The New Inequality

Dear Friend,

Missing a turning point is a really, really bad idea—especially when it is the biggest ever.

That's what's happening now to far too many of us.

Starting your day confident in your football skills will get you nowhere if the world's game is now chess.

Everywhere, societies are increasingly divided. Two examples: universally worsening income distributions and, increasingly, “us versus them” politics. The chief reason is that those who are successful players in the new game (which requires complex changemaking skills) are doing very well indeed; but those who don't see it and have none of the new skills required are being pushed out. As the CEO of a major U.S. company that is doing very well in the new game put it to me some weeks ago, “[Hiring only those with changemaking skills] is simply bottom line.”

The worst thing society can do to anyone is to not want them. To leave them useless, unable to contribute.

This is the new inequality.

It's not just that the old game—give a person a skill (banker, baker) and organize work (guilds, assembly lines, law firms) so that people repeat their skill forever—is in exponentially fast decline. It's that the new game is not just different; it's the opposite of the old patterns in almost every way. One must now organize in always-morphing teams of teams. And each team needs all its members to spot new patterns occurring anywhere, see the implications, and help build and live in a consequent new team of teams. These complex skills require new approaches to everything, from growing up to leadership.

Is your daughter practicing changemaking? Does she confidently know that she is a changemaker? If she thus has her power, she and you know she will be a powerful giver in life and that the world will always want her. In other words, she will have a happy, healthy, long life. If you can't answer “yes” to these questions, you have urgent work to do.

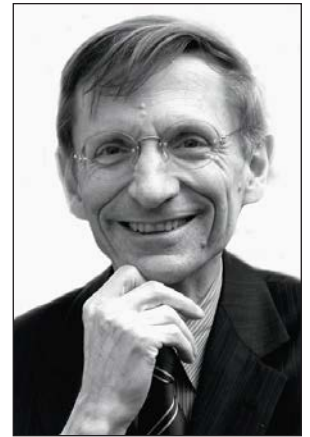
The same is true for any young person about whom you care, your coworkers, and your friends.

The organizations you lead need even more help. They must hire changemakers, help all their people become changemakers, and organize in fluid, open teams of teams even while becoming more tightly focused.

Most of us fight for equal opportunity for all. A turning point like this is an opportunity for any disadvantaged group to leapfrog ahead. Unfortunately, it is all too easy for such groups instead to fall quickly further behind. This is deeply disturbing given that so many of the world's people still suffer from the old gender, ethnic, religious, and social inequalities.

For a fair and healthy society, we all need to work hard to ensure that this new era is an “everyone a changemaker” world. This is, of course, Ashoka's goal.

This moment feels to me quite like the few years before the American civil rights movement and, a bit later, the women's movement. Each went through its respective half-dozen dramatic



Bill Drayton

turning point years. Decades of underlying change and preparation had created new realities, but few people saw the signs. The key to society's tipping into the turning point years where quickly everyone sees the new game—and the hundred things they can and need to do—is building broadening awareness. Here, you can surely help importantly.

You and all the rest of us in the broad Ashoka movement and community are uniquely well-positioned (1) to see and seize the opportunities of this historic turning point for our family, friends, organizations, and ourselves; and (2) to ensure that everyone at least has equal opportunities to do so.

To serve this historic turning point, what are the Ashoka community's unique strengths? The first is its over 3,500 Fellows. (As you know, three-quarters have changed the patterns in their field at the national level within five years of launch.) In any field, Ashoka can therefore reliably map where the world must go by seeing where our Fellows' innovations point. So far these prescriptions fit hand-in-glove with what Ashoka has learned is required in an everything changing world where each change begets yet more change. The Fellows also bring myriad proven ways of getting there.

Second, Ashoka recognizes that this transformation must begin by helping everyone go through a hundred changes in how they see and understand the world. Engineering such society-wide mindset change is very different from leading other sorts of change. Ashoka approaches this challenge with the very great advantage that it has already done this once: It set out very consciously decades ago to introduce the construct of social entrepreneurship, a construct that now empowers people everywhere to recognize that it is feasible, normal, and respected to see a problem or imagine an opportunity and to go out and change the world.

Third, the Ashoka community is where the co-leaders of such a global mindset change movement can be found. Ashoka Fellows, partners, top-quality business entrepreneurs, staff, and Ashoka Young (teen) Changemakers are all people who have given themselves permission to and who know how to change their world.

Moreover, we are now well into the work—and learning fast.

In other words, our ability to help the world free everyone from the new inequality and thereby to escape a bitterly-divided society both draws on and strengthens Ashoka's original core commitment to its Fellows and to the field of social entrepreneurship it is building across the world. Indeed, it is this unity that uniquely positions our Ashoka movement to succeed in this new, critical work.



**Bill Drayton**

Ashoka: *Everyone* a Changemaker

November, 2017



# LETTER FROM THE ASHOKA PRESIDENT

Dear Friends,

For generations, we have been led to master a set of skills like math and reading, learn a trade or profession and repeat it. Working hard and following rules has typically been the accepted recipe for “success.” But today’s world is different. Rapid change is the norm. Technology allows people to participate and connect in new ways. Rules and hierarchies are shifting and disintegrating. Many people who are repeating old and often outdated skills or ways of interacting are feeling pushed out and frustrated. They are trying to hold on to an old way of functioning and interacting which is no longer viable in the new game. We see this in the deep divisions that are driving wedges between people and whole societies globally. We see this in violent extremist recruitment of those who are seeing these divisions and feeling they are on the losing side.

For more than 35 years, Ashoka has been building a network of extraordinary social entrepreneurs—Ashoka Fellows—who are changing systems in response to the new world order. For decades, their ideas have been pointing to a new framework for how we can all navigate and thrive in a world of rapid change. Specifically, they help people (particularly young people) develop core skills of empathy, teamwork, new leadership where everyone leads and changemaking. Through these skills, Ashoka Fellows are helping people be full contributors and be powerful. Theirs is the alternative to an angry and divided world. It is an “Everyone a Changemaker” world that is more equitable, more just, more healthy and happy.

This edition of *Leading Social Entrepreneurs* features a selection of just a few of the Ashoka Fellows recently brought into the largest global network of social entrepreneurs. As you will read in the pages that follow, many of them are helping marginalized groups become full contributors to the world around them. For example, Ashoka Fellow **Benson Wereje**, himself a refugee, is helping young refugees from the Congo take control of their economic future through leadership and agricultural training to counter the recruitment by violent rebel groups in Eastern Congo. In the U.S., Ashoka Fellow **Katie Orenstein** through her “OpEd Project,” is helping members of under-represented minority groups in the U.S. make their opinions and voices heard through inserting their opinions in local and national Op-Ed pages. In Egypt, **Ahmed El-Hawary** is empowering 12-17 year olds to become spokespeople for the issues most relevant to their communities through a network of youth-led media outlets. Finally, **Ashif Shaikh** in India is helping the most marginalized of the Dalit caste (once called “untouchables”) to lead a movement against discrimination and ultimately abolish the caste system.

These and the other stories you will read point to a new kind of leadership that our Fellows have pioneered: one in which power is distributed and everyone can be part of the solution. We invite you to support Ashoka by sharing these stories and helping us continue to find and invest in the next generation of systems change social entrepreneurs who are building an “Everyone a Changemaker” world.

Warm regards,



**Diana Wells, Ph.D.**  
President, Ashoka Innovators for the Public



**Claire Fallender**  
Director, Global Venture and Fellowship



Diana Wells



Claire Fallender



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*A Representative Sample of New Ashoka Fellows and Ideas*  
2017 Edition

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# CIVIC ENGAGEMENT





## Andrés Gallardo

MEXICO

Crime

Technology/  
Information Technology

Urban Development

Concern about crime and isolation in his own neighborhood led Andrés Gallardo to create an app-driven network which allows neighbors to quickly respond to emergencies and communicate with each other about the issues in their communities.

### THE NEW IDEA

Andrés is strengthening urban security in neighborhoods throughout Mexico and Latin America by creating a social network among neighbors and their family members, coworkers and friends. Different from the often inefficient and costly traditional security measures, Andrés' application—Haus—fulfills the demand for safer neighborhoods by offering a free mobile application to assist with health and safety emergencies. The system is offered in an application for smartphone users and an affordable watch for non-smartphone users. Haus has a geolocalized panic button for emergencies that connects the user with the neighbors in their network and with local authorities if desired.

The system also includes communication and organization features to enhance community resilience. The communities, bound together by a strong common interest—safety, organically develop relationships and regulate their own neighborhoods. This social cohesion acts to increase security in both preventive and defensive ways, as neighbors are more connected and willing to help each other.

Andrés is also contributing to the dialogue between civil society and local authorities. Though primarily a tool for citizens to communicate, congregate, and empower themselves in the interest of collective security, Haus also functions as a data communication tool between neighbors and regional governments. Haus offers crime statistics to the government, which improves security efforts and policies on the local level.

### THE PROBLEM

A United Nations study places Latin America as the most criminally violent of all world regions. According to a 2015 government survey on victimization and perception on public security, more than 80 percent of Mexican citizens said they felt unsafe in their own neighborhood. Moreover, more than 75 percent say that they cannot rely on their neighbors if a problem arises. Crime is among the most urgent concerns facing Mexico and Latin America and low apprehension and conviction rates contribute to the high crime rate. This high level of perceived insecurity, along with a low level of social cohesion and mistrust of public authorities contributes to uncertainty and, in some cases, social unrest.

“ **Successful in Chile, Brazil and Colombia, Haus has gained ground, growing more than 400% in users in only 4 months since arriving from Mexico.**”

*El Universal*

Public security measures in Mexico and Latin America have yet to provide an adequate solution to this widespread problem. Most public methods, such as alarms, are installed only in mid-high socioeconomic zones, continuing to leave lower-class areas vulnerable. The private security sector offers expensive solutions such as security cameras that most people in this region simply cannot afford. The existing security mechanisms tend to focus heavily on reactive measures while neglecting preventative measures. There are few systems that give communities the tools to work together and protect each other.

### THE STRATEGY

Seeing the enormous lack of trust and sense of safety in urban Latin American communities, Andrés created an innovative, modern solution using digital peer-to-peer security. In 2015, Andrés launched Haus in Chile, but quickly established Haus headquarters in Mexico, due to the country's security challenges, the enormity of the market, and its strategic location between the United States and the rest of Latin America.

Haus' core product, the Haus App, is a powerful tool that establishes a shared security system for any community. Anyone can download it free of charge and as soon as more than five neighbors join the community, the group

is “formalized” and given a security code, managed by the founder or the most active member of the group (called the “Key Neighbor”). Once added, users are instantly connected to a network of nearby residents even without their telephone contact. A principal feature is the panic button, which, when pressed, sends alerts to every neighbor in the community network and instantly publicizes the location of the person in need. Neighbors can then take a variety of measures, such as responding by chat, physically traveling to the emergency location, or simply turning on their lights to indicate that they are watching. The average neighborhood response to the panic button is less than one minute.



Andrés and neighbors in the La Soledad neighborhood in Bogotá, Colombia, pose after working on a park beautification project together, organized and funded through the Haus app.

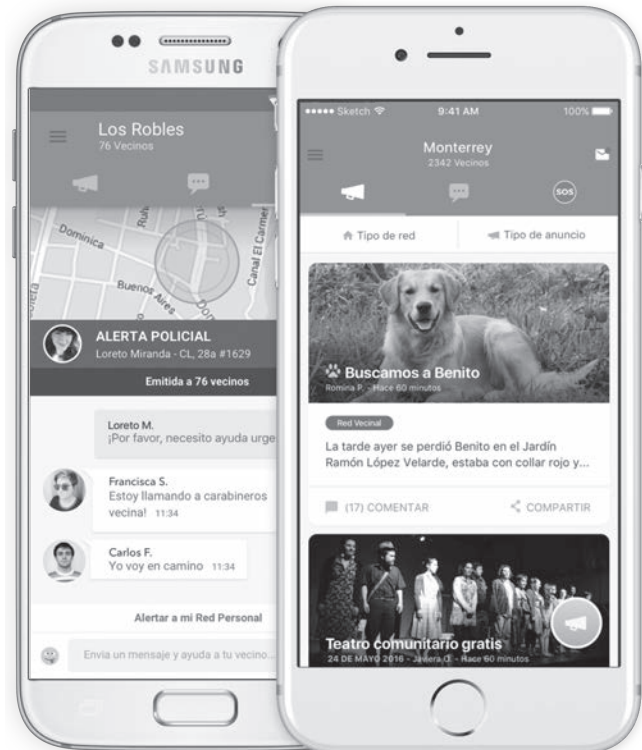
In addition to the security features, the Haus application is a communication channel that integrates the life of the community into its platform. Users can create news feeds using categories such as “Safety Concerns,” “Maintenance Issues,” or “Group Buying,” which contribute to the social cohesion of each neighborhood. People in the La Soledad neighborhood of Bogotá, Colombia, used the Haus app to organize and raise money to put grass in a nearby park. This is an example of how the security of a neighborhood is not only about posting suspicious activity or crime alerts, but also about working together to build trust and improve the neighborhood.

For those who do not have access to a smartphone—roughly 30 percent of the user base—Haus offers the Haus watch, a SIM-card installed watch that comes with both the core security features (the panic button and GPS) as well as regular calling and messaging. This solution is especially designed for elderly citizens and children and is available with subsidy at a low monthly fee or free of charge if bought and distributed by local governments. If the user desires, the GPS and SMS messaging can be connected to the regional government or to a certain organization.

In addition to distributing the application and watches, Andrés works to establish relationships with each community. Andrés realizes that without the trust of users, the Haus app

would not be as effective, as it would lose its community-based, grassroots appeal. The Haus team regularly visits neighborhoods to hold workshops on how to use the technology as well as to receive feedback and conduct consumer research. Users are given regular follow-up surveys via application after the meetings. Andrés makes a personal effort to attend those meetings and meet each neighborhood group, contributing to the relationship and helping Haus acquire more users within existing networks.

Haus does not charge a fee to its end-users. Instead, revenue comes from local governments and local businesses. Haus’s macro database, the Haus Web, collects information on panic button usage as well as the distribution and size of each community, which allows a comprehensive and real-time view of the regional security landscape without sharing personal information or specific user data. Haus sells this data to municipal and federal governments in Mexico and Chile, who use it to improve safety policies and response. Protection of personal information is a defining principle of Haus’s policy, for both ethical and practical reasons. Only in certain cases where the citizens specifically request connection to the government network can personal GPS data be incorporated into the government Haus Web system.



Haus is expanding the security features and will include other features that move beyond security, creating an application focused on community resilience, such as supporting victims of domestic violence. This feature will include a hidden button for female users, who can discretely contact organizations or officials that work with victims of domestic violence. This



identity exposure is with the explicit consent of the user and will work with well-established relationships with appropriate local officials.

Haus is also expanding the app to include group deals and coupons for local products and services. This will also enable Haus to provide the security platform for free to the end-user. This feature will be available exclusively for small business partners that share the local customer population and the team has already established local partnerships in many communities.

As an experienced application developer and entrepreneur, Andrés understands that a high-tech solution means nothing without real impact. In order to tackle the difficult task of measuring an increased sense of security within Haus communities, Haus uses its extensive backend technology to collect as many statistics as possible on usage data, frequency of panic button use, response time to panic button use and regular in-app user survey results. Among this data, Andrés looks at two main indicators to measure impact: perception of insecurity and the daily usage per community.

To date, Haus has more than 7,000 neighborhood networks with more than 100,000 active users in Mexico and Latin America. Haus now has 13 full-time employees across six countries. The internal structure of Haus was designed to target international growth from the beginning, setting up virtual offices rather than physical offices where members communicate and share information. Haus intends to expand its services through partnerships and, within the next five years, aims to collaborate with 20 percent of the local governments in Mexico and Latin America and acquire 50 million users.

## THE PERSON

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Growing up in Santiago, Chile, Andrés was often home alone or with his grandparents, as his mother worked several jobs to support him. Though he did not feel unsafe, he knew from an early age that urban children and elderly populations were vulnerable. Andrés was creative and curious, and when he discovered the internet for the first time at age fifteen, he was fascinated by its ability to connect people. As an eclectic individual interested in music, technology and history, he decided to study philosophy. After graduating from university, he got a temporary job as a sales representative for a large bank and was quickly promoted. For the next 9 years, he worked for international finance corporations in Chile on different projects, such as researching financing options for low-income people in Latin America. He learned about needs-based approaches to services, as the services offered by banks were not designed to meet the real financial and social realities of this population. Andrés was eventually put in charge of business intelligence and innovation and he worked on projects involving more than 400 million customers

throughout Latin America.

Andrés soon realized that the financial corporate sector gave him great experience and important contacts, but it did not help him solve the problems that mattered to him. He also began to observe disconnection and safety issues around his neighborhood and that residents in dangerous areas felt safer if they were strongly connected to each other. After talking with his Latin American contacts, he determined that feeling unsafe was more widespread and a continental problem. People in emergencies would greatly benefit by immediate communication and support from their neighbors. Andrés knew then that this was the project where he could use his expertise to create a positive impact. In July 2014, he partnered with a Brazilian software engineer to develop the application. With his partner's technical knowledge and Andrés' business know-how, Haus formally launched in Chile in 2015.

An unexpectedly popular early reception of the application—with some 20,000 downloads—led Andrés to reposition Haus' strategy within the first few months. He saw the potential for Haus to become a continental, if not global, application, and turned his attention to Mexico, a country where a staggering 80 percent of its citizens feel unsafe in their own neighborhood. With the help from a Startup Mexico grant, Andrés moved to Mexico City to establish company headquarters. He partnered with the government and began to meet and train people in neighborhoods throughout the country. Andrés believes that well-developed technology, accompanied by real human connections and government partnerships, is a solution to the security challenges in Mexico and Latin America. ♦



## Katie Orenstein

UNITED STATES

Democracy

Gender Equity

Media/Communications

By removing barriers and intentionally cultivating and elevating underrepresented voices, Katie Orenstein is enabling a greater diversity of people to participate in the national conversation in America.

### THE NEW IDEA

Katie founded the OpEd Project to empower a wave of new voices to join the important discourse of our age, take their equal place as narrators of the world, and then encourage others to do the same. This will create a multiplier effect that will alter the patterns of under representation in media and other influential outlets. What began as an initiative to increase the number of women thought leaders in key commentary forums (such as the op-ed pages of major newspapers) has grown into a national movement dedicated to making our public conversation more inclusive and intelligent.

The systems by which ideas flow into the world have historically been exclusive and narrow, perpetuating a culture where a small and demographically limited group of people have a monopoly on voice. But today, the massive media technology moment we live in is causing tectonic shifts and creating opportunities for a much wider range of voices to be heard. Through the OpEd Project, Katie hopes to ‘hijack the system’ and change the culture so that good ideas, regardless of where they originate, have a chance to be heard and ultimately to shape policy and social progress.

Katie’s vision is to build, together with a network of collaborating institutions, an ‘open-source think tank’ that taps into and disseminates expertise and perspectives across a wide range of high-leverage, high-visibility channels.

### THE PROBLEM

Across a broad spectrum of forums, such as Congress, corporate boards, Hollywood, TV talk shows, and Wikipedia, women represent on average only about a 17 percent share of voice. Voices of color overall are approximately 13

percent. This lack of diversity leads to unequal distribution of resources and opportunity at every level and to a culture of disenfranchisement, in which a majority are not heard and feel powerless to make a difference.

There are many reasons for this imbalance of voice, but a lack of knowledge or skill on the part of those who are underrepresented is not among them. Rather, the root cause is a culture of exclusion in which women and minority voices rarely have the inside information, connections, or resources to become influential in our public spheres. On a systemic level, the voices and ideas that can enter public discourse are severely constrained at every inflection point, but especially at the early entry points—such as major op-ed pages, where underrepresented groups are sorted out of the conversation before they ever enter it. These forums are early blueprints that shape the direction of public discourse and history.

Moreover, the lack of representation in such forums contributes to withdrawal on the part of underrepresented groups who internalize—in subtle but nonetheless significant ways—a lack of confidence in their own expertise or relevance. This lack of self-confidence is reflected in their significantly fewer submissions to influential forums, perpetuating a negative cycle.

Currently, this problem—lack of voice—is addressed in a hodgepodge of ways. Many organizations and initiatives address the lack of representation in specific arenas (focusing on media or politics, for example), or silos (focusing only on women, or people of color, or low-income groups). These are important and necessary efforts, but there is inadequate connection and collaboration among them, in part because there is relatively little focus on the shared systems and culture of underrepresentation that connect us. There is also a need for more intentional and more collaborative efforts to address the cultural and mindset changes that need to be in place in order to correct these imbalances at the core.

### THE STRATEGY

Katie’s strategy is to saturate our public discourse with new voices and perspectives until the depth and breadth of those voices on any media platform becomes a key measure of its quality and authority. To do so, the OpEd Project works both at the grassroots level to provide training and support for any citizen across the country, and at the institutional level with partner organizations who will accelerate the shift toward inclusiveness.

The OpEd Project partners with universities, think tanks, foundations, nonprofits, corporations, and community organizations across the nation. They scout and train underrepresented experts, especially women, to take thought leadership positions in their fields; they connect them with an international network of high-level media mentors; and

they vet and channel the best new ideas and experts directly to media gatekeepers in all media platforms. The OpEd team offers customized multi-day and multi-week programs for organizations as well as day-long public programs in major U.S. cities. They also run yearlong fellowship programs for faculty and other influencers within key institutions—from Yale and Princeton to the Ford Foundation—who then become ambassadors for the OpEd Project at the institutional level.

New ideas and voices most readily enter the public ecosystem through “front door” forums—such as the op-ed page of *The New York Times*, *The Washington Post*, and high-visibility online platforms like HuffPost and Medium. Since these forums funnel resources and talent to all other media (social, television, books), imbalances at the front door predict greater imbalances later in the chain. These forums are enormous predictors of which ideas and individuals will rise in influence. For example, when CNN and other major news organizations search for expert opinions to bring on the air for perspective on a whole range of issues—from science and technology to poverty or racism—the first place they pull from are the opinion pages of major newspapers, because that is an immediate vetting tool. Therefore, on a strategic level, the OpEd Project has implemented initiatives that target these high-leverage forums which can set in motion a change as the flow of diverse ideas and voices increases.

Over the last several years, the OpEd Project has invested in two national initiatives to accelerate the ideas and public impact of underrepresented voices, especially women’s voices. The first is the Public Voices Fellowship that targets senior leaders and has already launched at more than a dozen foundations and institutions, including Columbia, Northwestern University, University of Texas at Austin, and Ms. Foundation. In 2015, more than 240 diverse thinkers and influencers participated in the Public Voices Fellowship. The yearly Fellowship gathers underrepresented expert voices who participate in monthly seminars and workshops designed to help them articulate their specific expertise and then begin packaging that expertise. This expertise is then packaged in ways that can have broad relevance and appeal. The curriculum, called ‘Mattering,’ focuses less on the craft of writing and communicating and more on identifying and addressing the assumptions that many underrepresented groups hold about what they know and whether their expertise matters. The first exercise has each participant complete the single sentence “Hello my name is X and I am an expert in Y because Z.” The exercise often reveals fascinating patterns across minority groups including what Katie calls the ‘abuse of modesty.’

The criteria for participation are that (1) women must make up a majority, (2) all participants must be members of a group that is underrepresented in some form, and (3) the group represents a wide diversity of fields of thought and lived experience. Already from these Public Voices Fellowships, significant and influential thought pieces have ended up in

key media. At Columbia University, the group spent weeks discussing the Ebola epidemic and their perspective was influential in lifting the quarantine in the U.S. Meanwhile at Emory University, participants published a *Washington Post* op-ed on white rage, which was one of the most-read op-eds of the year. Each Fellowship produces approximately 100 pieces which together reach from 1 million to as many as 10 million readers. Fellowship groups at each institution are paired with journalist mentors who provide training over the course of the year and who become important contacts after the Fellowship is complete. The process of participating throughout the year is itself transformative for Fellows who gain confidence and experience articulating their expertise, translating it for relevant audiences, and putting it out into the world. To spread the impact beyond the group, each participant commits to becoming an ambassador for peers and colleagues to follow suit.

Demand for institutional participation in the Public Voices Fellowship is high because institutions have a self-interested reason to participate: it helps them amplify their own voice and spread their ideas. Rather than having to heavily promote Public Voices, the OpEd Project has a long line of eager groups who want to participate.



**“After years of being ignored, people now listen to what I say, mostly because I learned how to perfect an evidence-based argument through the OpEd Project. There’s power in my pen and I know it.”**

Chandra Bozelko, who attended a “Write to Change the World” workshop at the OpEd Project and has since published more than 70 op-eds in major national outlets including *The New York Times*, *The Washington Post*, and *The Wall Street Journal*.

A second major initiative, Write to Change the World, reaches many more people but in a short-burst fashion. These programs are structured as one-day workshops open to anyone regardless of affiliation, education level, or privilege—though just like Public Voices they seek out participation from underrepresented voices and women in particular. Each workshop brings together 20 people for an eclectic, diverse, game-based day of live experimentation around ideas and impact—and is designed to generate immediate results and create doorways into the OpEd Project ecosystem. Katie and her team currently run workshops in 10 U.S. cities with plans to expand to more cities in the future. Via a train-the-trainers approach, Katie’s goal is that workshops can grow and sustain themselves on a much larger scale over the next two to three years and operate in dozens of cities.

The OpEd Project’s goal is to get to a tipping point where

representation in our public discourse is permanently different. They track both individual program results, as well as impact on the landscape. In the seven years since its founding, there has been a marked improvement in women's representation in key opinion forums. For example, in 2008, women voices made up 15 percent of key opinion forums; today that percentage is in the mid-20s. For Katie and her team, the milestone in mind is 33 percent, where research suggests a tipping point occurs in a way that can irreversibly change the game.

But the intended impact lies well beyond movement of percentage points. Katie sees these percentages as a proxy for a change in culture that is more inclusive and provides greater pathways for a diversity of voices to be heard, and for people to stand up and take action. In other words, it's not simply about replacing a current small set of thinkers and influencers with a new small set that looks different. Rather it's about precipitating a mindset shift so that more citizens recognize their expertise and feel a sense of responsibility and obligation to share their expertise with the world. The workshops and fellowships are initial steps in this direction. But Katie's theory of change imagines that as more diverse voices are showcased with greater frequency, they will attract others, and an irreversible paradigm will emerge where diverse individuals' confidence and sense of responsibility to contribute have increased, while the barriers to contributing have decreased. This change would impact a wide range of influential systems including the obvious: policies, legislation, and political candidates. But including more diverse voices would also have an impact in more subtle ways—changing the content of health and nutrition literature, for example. Heart disease is the primary killer of women in America but Katie believes that because of the dominance of male voices in literature, this fact is not widely known.

The OpEd Project has a team of 25 workshop leaders and eight full-time managers. Fifty percent of its revenue comes from paid Fellowship programs. Among its growth goals in the next two to three years is to expand the Fellowship partners from 12 to 30 and to organize them into a cohesive driving force.

## THE PERSON

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Katie's father's family is from Russia. Her grandfather was an immigrant who began working manufacturing hat bindings at age eight and eventually earned enough money to put all his children through college. Her mother has roots that trace back to the Mayflower. She founded one of the first Montessori schools in Oakland, CA. Katie grew up in a civil rights family, and her aunt was the first white member of the NAACP in Missouri.

But even within her family, there existed a subtle frustration and tension around which stories were told and which perspectives dominated. While social justice was a regular

topic of conversation, feminism was rarely discussed. When she moved to Haiti in 1990 during the first democratic elections, she was stunned at how few stories from the majority class ever emerged in international publications. For example, there was up to a tenfold underreporting in the number of casualties reported. This influenced how the world reacted and what kinds of political action were taken. At the time, Katie was studying folklore, tracing the evolution of stories over time, and she began thinking more about the impact of lack of voice on societal groups and social progress. Then she began to write. Her first pieces focused on the 'who' of storytelling and the implications of this question on how we perceive the world and the information we act on.

Later, back in the United States, Katie was similarly surprised and dismayed to discover that 90 percent of the major op-ed columns in this country were penned by men. Perhaps even more surprising was the discovery that 90 percent of submissions themselves also came from men. She founded the OpEd Project to close that specific gender gap. Over time, her work evolved to focus more broadly on democratizing voice and on creating pathways for diverse perspectives to be heard on influential platforms. ♦



## Dario Riccobono

ITALY

**Citizen/Community Participation**

**Crime**

Native Sicilian Dario Riccobono believes that social, cultural, and economic dependence on the Mafia can be broken through the collective action of individuals leveraging their power as consumers.

### THE NEW IDEA

Dario is empowering consumers to break the economic and cultural influence of the Mafia by creating Mafia-free economic opportunities for businesses and new options for consumers. Sicily is home to Cosa Nostra, one of Italy's most powerful Mafia networks and many generations of locals have quietly acquiesced to Mafia control of their economy. Young people, if able, tend to leave Sicily to seek opportunity elsewhere. Dario is changing the culture of denial that contributes to Mafia power and is giving regular people hope and agency to resist Mafia control. He is educating a new generation of consumers about the impact of the Mafia. Dario enables citizens to use their collective consumer power to create a Mafia-free economy.

Dario came of age in the 1990s during a particularly violent era in Cosa Nostra's history. He and his peers started organizing in the early 2000s to leverage the power of consumers to fight the pizzo, the traditional "protection tax" levied on businesses by the Mafia. Since people were losing their lives fighting individually against the Mafia, Dario and his peers sought to engage people in a collective effort to decrease the Mafia's power. Dario's organization, Addiopizzo (goodbye pizzo), began working in Sicily in 2004 under the slogan "a society that pays the pizzo is a society without dignity." By leveraging the sense of honor and dignity shared by many Sicilians, Addiopizzo reframed the message: it's not only pizzo-paying businesses that sustain the Mafia; anyone who purchases goods from them is a tacit accomplice, too. Once consumers were mobilized and their demands articulated, businesses followed, and a movement toward change in Sicily was born.

The Mafia's influence extends far beyond Sicily and Dario inherently understood the importance of including non-Sicilians in the fight against the Mafia. However, denial of Mafia

influence is widespread in other parts of Italy and beyond, where the Mafia is even glamorized in film and television. Dario is challenging this culture of denial and glamour by breaking the cultural taboo of talking about the real Mafia. He launched Addiopizzo Travel in 2009 to engage tourists and schools in the movement. Addiopizzo Travel brings awareness of the Mafia's infiltration in the economy to more people, and encourages people to use their power as consumers to support anti-Mafia brands. This increases demand for pizzo-free services, thereby creating extra incentives for more companies to join Addiopizzo. This focus on the collective power of consumers to turn their economic choices into acts of citizenship can be applied to other areas of Italy impacted by the Mafia and to other countries with similar organized crime networks.

### THE PROBLEM

Italy is commonly considered to be one country made up of two economies. The north is highly competitive and innovative, and the south is stagnant. The southern region of Sicily has one of the highest unemployment rates in Italy, which results in hundreds of thousands of young Sicilians moving out of the area to northern Italy and other countries. While the economic divide between the north and south has often been attributed to historical or cultural issues, a major factor is that the economy in the south is largely in the hands of organized crime. The Cosa Nostra Mafia network wields significant influence in Sicily. Furthermore, the large Sicilian diaspora has contributed to the spread of Cosa Nostra throughout Italy and globally.



A store front in Palermo proudly proclaims its membership in Addiopizzo and that they do not pay a "protection tax" to the Mafia.

Like other organized crime networks, the Mafia affects and modifies the entire social structure of a community. The first and most important characteristic of the Mafia is widespread territorial control. These groups gain citizens' trust by offering services that the government is failing to provide, including jobs, infrastructure, health assistance, and other opportunities. In this way, the Mafia creates a powerful network of dependency based on the fulfillment of people's personal needs. In this system, violence is a last-choice solution to

conflicts, but one wielded readily if something goes wrong. Violent acts are often used to solve political conflicts (e.g., a mayor or council member undermining the interests of the criminals), social conflicts (e.g., trade unionists asking for more rights), and conflicts with other criminals (e.g., debts not paid or feuds inside the organization).

The Mafia traditionally uses racketeering to control a territory politically and economically. Entrepreneurs and shop owners are coerced into paying a “protection tax,” or *pizzo*, to the local Mafia boss. In Italy, more than 200,000 businesses are believed to pay the *pizzo*, for a total amount of about 12 billion dollars. According to the National Union of Enterprises, 70 percent of businesses in Sicily give part of their earnings to Mafia bosses and between 5-10 percent of businesses in northern Italy also give part of their earnings to the Mafia. Many people in Sicily have never known a valid alternative to paying money for protection; they just accept it as a cultural norm.

**“ Why [did we decide] to focus on the *pizzo*, rather than drugs, weapons or shady deals? Because we immediately realized that it was the tool for the Mafia to create a culture that accepts their control of the territory. If you take that away, everything else the Mafia does will collapse.”**

*Laura Nocilla, one of Addiopizzo’s founders, on PBS’s “Frontline/World”*

This racket reduces the overall well-being of a population in the present and future, with a direct impact on the prospects for economic development. For example, while Sicily has 20 percent of Italy’s coastline, and 15 percent of the UNESCO world heritage sites in Italy, tourism only counts for 8.5 percent of employment on the island and 3 percent of its economy, with the Mafia stunting the potential of the industry by deterring national and foreign investment. Making matters worse, before Addiopizzo Travel, the only attempt to work with tourists to understand the Mafia was through “Mafia tours.” Mostly overseas travel agencies would create a stereotypical Mafia experience for tourists with Mafia “costumes,” and the opportunity to meet the relatives of famous Mafia bosses. This is deeply offensive and humiliating to the local population, for

whom the Mafia is not something to be glorified.

Organized crime is invisible, and its influence incentivizes denial, so it is hard to counteract. But given its long history with Mafia culture, Italy is at the forefront of the anti-Mafia movement. Up to the period of “bloodshed” (as the 1990s are called), the fight against the Mafia was largely led by individuals who sacrificed themselves by reporting illegal activities, only to be murdered shortly afterwards by the powerful criminal network. Since the 1990s, the anti-Mafia movement in Italy has grown and become well organized. Thanks to Libera, the main anti-Mafia organization, important victories have been won, however, Libera focuses mostly on the legal aspects of fighting the Mafia. Dario’s work helps address the psychological—and cultural—dependence on the Mafia, including widespread hopelessness that change is possible. Dario engages citizens by putting them at the center of a strategy to fight organized crime.

## THE STRATEGY

Dario’s strategy is composed of four elements: to empower consumers to make non-Mafia choices; incentivize businesses to resist Mafia control; leverage tourism in Sicily to increase the impact of the non-Mafia economy and expand its reach; and to educate young people to help break the culture of Mafia denial. His first objective is to expand the number of citizens who are aware of their consumer power to make purchases aimed at reducing the economic and cultural control of the Mafia over Sicilians. In 2004, Addiopizzo began by collecting signatures from 3,700 citizens of Palermo, who pledged not to buy any products from *pizzo*-paying shops. Signatories were not allowed to see who else had signed until 3,700 signatures were collected, and no business was approached until Addiopizzo published these signatures in a newspaper, making the fight public and collective. Thirteen years later, about 20 percent of all consumers in Palermo and other Sicilian towns are conscious consumers who purchase mostly *pizzo*-free products. Dario and the other members of Addiopizzo avoided becoming a target of the Mafia by employing a creative decision-making structure. Leadership changes every month, statements are published collectively, and interviews are always given by different people. Consequently, the Mafia has not found a clear target.

This has allowed Dario to reach his second objective: to incentivize local businesses to break away from paying the *pizzo*. For this to work, the business owners needed to ensure the personal safety and economic well-being of themselves and their families. In the past, the state and the police were seen by most as antagonists; “snitching” would be seen as a betrayal of the community. Dario and Addiopizzo began working closely with the police to make sure reports would be followed closely by a team of lawyers, who could properly charge the perpetrators. By creating a network of proud businesspeople who said no to the Mafia, they also created

a psychological and cultural incentive: people would feel less lonely in their battle and were encouraged in their struggle. The power of collective action in challenging the Mafia created both power and safety.

**“ Addiopizzo’s work is a blow to the country’s shadow economy, which generated about \$17 billion a year for the Mafia. (Giovanni) Di Giacomo, the imprisoned boss of one of Cosa Nostra’s groups, has publicly railed against Addiopizzo’s operations.”**

### *POLITICO*

In the early days of Addiopizzo, one businessman’s warehouse was burned down after he stopped paying the pizzo, but the community rallied around him: they collected enough money to replace his equipment and convinced City Hall to provide another space for the rebuilding of his warehouse. Further, by engaging a critical mass of consumers, Dario ensured that those joining Addiopizzo would have a new clientele as a tradeoff for part of the clientele they would inevitably lose.

The third element of the strategy is to leverage the tourism industry to increase the economic impact of Addiopizzo, while increasing the national and international scope of its work. Addiopizzo Travel creates additional incentives for businesses by increasing the number of consumers who commit to buy products and services by Addiopizzo members. Since Sicily is a popular tourist destination, Dario harnesses the purchasing power of tourists as a new driver of change. Addiopizzo Travel organizes tours of Sicily by making sure all the services purchased—from hotels to restaurants, from car rental to bars—are pizzo-free. In doing this, he raises awareness of the danger that the Mafia represents in Italy and abroad. Tourists are taught that they can make a difference by choosing to spend their money on Mafia-free products and services. During their stay, Dario offers an anti-Mafia tour to understand the issue beyond the clichés of the television crime drama “The Sopranos.” The tour guides are called “cultural mediators” and they explain the Sicilian culture through the context of the Mafia and anti-Mafia history.

The fourth objective is to educate a new generation about the Mafia and how to fight the organization successfully. This is a core mission of Addiopizzo Travel. In addition to

working with schools in Sicily, Dario works with high schools across the country to choose Sicily as a destination for annual educational trips. Young people discover Sicily and learn about civic engagement, entrepreneurship, and history at the same time. Small movements in other cities have started as a result of students taking this experience back to their home towns. Students in Sicily have helped break the local silence around the Mafia by directly approaching their parents about whether they pay the pizzo.

To date, more than 18,500 people have traveled through Addiopizzo Travel. With the average cost of a stay estimated at \$1,000, this means that approximately \$18.5 million has been kept away from the Mafia and directed toward independent businesses while involving thousands of people from different countries in the struggle against organized crime. Any profit Addiopizzo Travel makes is reinvested in Addiopizzo and other local anti-Mafia organizations.

Addiopizzo has been replicated in three cities and seeks to grow in new ways. As more consumers and tourists join the Addiopizzo network, more businesses join the pizzo-free community in Palermo. The network has been growing at a rate of 100 new businesses per year. Dario thinks that the tipping point will be when 50 percent of consumers are buying pizzo-free products. Beyond growing the number of students and tourists reached, Dario is exploring other ways to increase impact, including building an open-air museum about the anti-Mafia movement in Palermo to further break the silence around the Mafia. Beyond the Italian Mafia, he believes there are similarities with organized crime in South and Central America that could make his model replicable there.



Dario Riccobono with an Addiopizzo Travel group in Palermo.

### **THE PERSON**

Dario grew up in the 1990s, when waves of bloody public assassinations of prosecutors, police, and anti-Mafia priests paralyzed Sicily. Dario was just 13 years old when a team of anti-Mafia prosecutors, including Giovanni Falcone and Paolo Borsellino, made a concerted effort to combat the Mafia

and the rising tide of violence. They were both killed in car-bombing plots. Giovanni Falcone was killed in Capaci, where Dario was born. He remembers the big explosion and running out with his father to see what happened. A month later, Paolo Borsellino was assassinated, too. Dario heard the news on TV and remembers his father's desperation. He knew from that moment on that he would work to transform his region and country. At 13 years old, he became an active leader of the youth wing of a civic political movement that emerged as a consequence of the attacks.

In 2004, Dario joined a group of young people who had organized for the explicit purpose of doing something about the pizzo. The group initially held clandestine meetings at night at locations only communicated hours before the meetings. From these meetings, Addiopizzo was born. When Dario launched a celebration on the stage of a public square and saw hundreds of people gathering to listen, he knew the movement would succeed. He left for university in northern Italy and began to speak of Addiopizzo outside of Sicily, creating a network of contacts that enabled the launch of Addiopizzo Travel. Though most of the young people in the original Addiopizzo founding group ultimately left for other opportunities, Dario turned down a job offer in northern Italy to return to Sicily and launch the next phase of his life's mission—to end the Mafia's control in Sicily and beyond. ♦



## Mikuláš Kroupa

CZECH REPUBLIC

Citizen/Community Participation

Democracy

Intergenerational Issues

Youth Development

Mikuláš Kroupa works to inspire civic responsibility and engagement among youth and adults in Central Europe by equipping them with the tools to learn from history.

### NEW IDEA

Mikuláš is helping to spur critical thinking and citizenship among young people by enabling them to meet with witnesses of historical events to learn firsthand about critical moments of the last century. Through his organization, Post Bellum, he encourages people to examine, understand and embrace their shared past through the crowdsourced “Memory of Nations” collective narratives. He helps participants of his programs see the danger in ideological manipulation, fear and indifference. Conversely, he helps participants recognize the power in acts of solidarity, courage, and empathy.

Mikuláš believes that simply learning about history is insufficient and he emphasizes the importance of active learning from history. He organically weaves such active learning into the spaces that influence people the most: school, family and media. Where other attempts to make history more exciting merely re-package information, this new approach helps people relate on a deeper level to the importance of overcoming indifference to public life in human history. Working with these narratives, participants are better positioned to bring positive change to their communities.

### PROBLEM

The active and effective civic engagement of the Czech and other Central European populations in the late 1980s drew global interest and was one of the key reasons why civil society has undergone a renaissance. Petitions, mass demonstrations and eloquent speeches by charismatic leaders, especially in Czechoslovakia and Poland, were heard and supported by millions of their citizens and from people around the globe.

However, once the goal of gaining political independence was achieved and the euphoria subsided, the level of citizen



engagement in Central Europe significantly dropped. Moreover, new generations became less and less aware of the significance of civic engagement in their countries' historical achievements. Studies show that today the level of citizen engagement in these countries is significantly lower than in Western or Northern Europe. For example, a Czech study shows that only 40 percent of the respondents believe they can influence developments at the municipal level, only 25 percent say they can count on their legitimate demands to be met, and only 6 percent believe their active participation can contribute to solving a problem at the national level. Unengaged Czech and Polish citizens were asked to name a reason why they do not engage civically, and many said, simply, they had not been asked to engage and they didn't know how to help. The study also suggests that people might not have enough role models and examples to show why empathy, solidarity, cooperation, and caring about public life matter. Sociologists and educators from around the world speak about the phenomenon of citizen apathy and "global indifference."

**“ Thanks to stories, documented by Mikulas Kroupa and his team at Post Bellum, the audience can learn for example how it was for political prisoners, imprisoned during the communist regime, to come home. These stories bring evidence that even after their release, these people were still persecuted by the regime.”**

*Aktualne.cz*

The root causes of the aforementioned challenges can be traced to dynamics at play in schools, families and the media. Schools might be failing to effectively communicate the lessons of the twentieth century, the scale of tragedies, the consequences of extremist ideas and the critical role citizen participation played in this very region just a few decades ago. History in most schools today has become a boring litany of dates, facts and foreign personalities and young people can feel disengaged in the classroom. Schools may fail to encourage active citizenship in young people. It's also true that although almost every family story could be the first and most organic source of learning from history, parents are often too busy, unwilling or not knowledgeable enough to introduce family history and role models to children.

Finally, while the media represents an important and perhaps

life-defining space—especially for young people—there is a lack of compelling civic engagement materials to capture the attention of demanding audiences. None of these points of influence—school, family or the media—sufficiently contributes to developing the critical prerequisites of a thriving democracy: citizens engaged in public life and able to think critically and make conscious political and ethical decisions.

## STRATEGY

Mikuláš works at three levels to engage young people to be active citizens—education, family and the media. He founded Post Bellum to work on multiple levels to ensure that there are tools for people to engage with historical role models and events in a constructive and critical way, making history relevant to the present day and future decision-making.

More than 350 schools have adopted Post Bellum's "Stories of our Neighbors" program, a team-based and youth-championed six-month-long program embedded in elementary and high school history classes. It guides teenagers to explore witness perspectives on key historical events and lessons they have learned from history. Events covered range from World War II to the decades that followed the fall of the Iron Curtain. Along with in-person conversations with historical eyewitnesses, students learn how to cross-check the narrative for factual accuracy by working with archives and testimonials of other witnesses. The program culminates in a presentation to peers and communities. As an effect of the deep personal encounter, the story often remains with the students for a long time, and youth often grow into ambassadors, taking up the responsibility of sharing and discussing the story and lessons learned with classmates, friends and families.

Graduates of the program show a much higher interest in reading and history, have a higher propensity to join youth organizations, and often initiate public discussion on current political situations, social issues and human rights questions in their schools, communities, and on social media. To date, there are more than 2,500 alumni of the "Stories of our Neighbors" program, which is now being replicated in every region of the Czech Republic through a network of engaged students and teachers who, upon completion, have become peer coordinators.

Building on the success of the "Stories of Our Neighbors" program, Mikuláš and Post Bellum launched "Stories of the 20th Century," a public competition open to people of all ages that encourages them to find, document and share stories of historical witnesses within their own families. This program thus triggers conversations—often the first and previously tabooed—about history and its lessons within the family circle while strengthening intergenerational bonds. Thousands of families have participated in this program, with more than 600 documentaries submitted each year.

To intensify and diversify the process of story collection, Post Bellum works with more than 400 “capturers of history” from different sectors of society. These core volunteers not only produce new stories, but they also manage the entire Post Bellum database. Many of these volunteers are college students specializing in history who will become history teachers. By the time they graduate, they will have created a historical narrative and worked with the Post Bellum oral history database. By influencing future teachers to include Post Bellum materials in their classes allows Mikuláš to further his impact.



Mikulas Kroupa interviews retired general Tomas Sedlacek, who was arrested in 1951 and sentenced to a lifetime in prison by the Communist regime. He was released in 1960 and exonerated by the Czech Velvet Revolution in 1989. Photo credit: Aktualne.cz.

All historical witness narrative produced through Post Bellum's programs are uploaded to the “Memory of Nations” portal, the largest crowdsourced and publicly accessible online collection of oral histories in Europe. The interactive documentary museum today comprises more than 6,400 narratives and is easily accessible to the public.

Mikuláš' approach to scaling includes working with stakeholders willing to replicate his work and open source methodologies to help him bring his work beyond the Czech Republic, to Poland, Hungary, Slovakia and Germany. Mikuláš is also aware that in order to solidify his scaling strategy, he needs to establish a way to measure the impact of his work. He is focusing not only on the outcomes of his programs in schools but also on the framework change in the long-term perspective, especially on how his programs influence young people's decisions to enter civil society or political arenas as active shapers and contributors.

## PERSON

Mikuláš grew up in a bleak period in Czech history, the era of “normalization,” in which the Soviet-dominated rule censored the press and the creative arts. Surrounded by dissident family members, Mikuláš grew up witnessing acts of civic courage

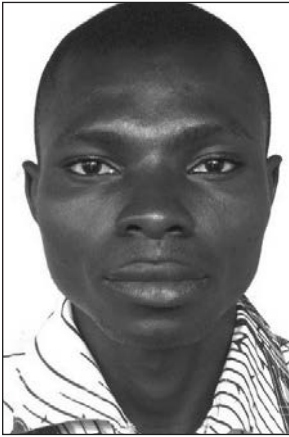
and action, daily dilemmas of ethical choices and passionate determination driven by people's strong beliefs. His father was active in working against the communist establishment and was later imprisoned and became one of the signatories of Charta 77, a civic initiative addressing human rights violations.

Mikuláš' first changemaking experience came during his teenage years, after the Velvet Revolution in 1989, in which non-violent protests effectively ended the one-party communist government. Together with his friends, he began rebuilding a scout group which had been forbidden for nearly two decades. The culture and deep relationships within the scout community positively influenced Mikuláš, leading to a focus on key pillars that include family, values and faith. His work has been imprinted with these pillars ever since.

When Mikuláš finished community college, he became a freelance journalist and worked for the BBC and Czech Radio. A chance opportunity to meet and interview war veterans sparked a passion, leading him on his journey as a social entrepreneur. During those war veteran interviews, Mikuláš quickly realized that these veterans held many more stories and lessons deep within their memories. Keenly aware that the war legends would not be living forever, Mikuláš became passionate about engaging with our past and learning how historical role models can help young citizens overcome indifference to public life and strengthen their civic engagement, now and in the future. ♦

# ENVIRONMENT





## Evariste Aohoui

IVORY COAST

Employment/Labor

Income Generation

Pollution

Waste Management/  
Sanitation

Evariste Aohoui tackles the issue of electronic equipment waste in West Africa by educating the public and engaging the informal sector as environmental agents.

### THE NEW IDEA

Evariste developed an innovative circular economy model that positions electronic and electrical equipment waste (3EW) management as an opportunity that supports a sustainable environment and creates jobs. Utilizing scrap dealers and repairmen to repurpose equipment and sell recoverable and recyclable parts, Evariste is reducing waste and increasing the income of these dealers. His model also provides additional jobs to local representatives who manage the process. Everywhere in the world, the recycling industries are big and deal with the overwhelming bulk of recycling through formal companies, in the informal sector or, usually, a combination. Evariste is helping this industry be more effective in its value-added chain and in economies of scale. His strategies address planning, negotiating, marketing, and regulation.

Evariste's organization, PARO-CI (Waste Sanitation and Recycling Program of Cote d'Ivoire), uses a multi-pronged approach to address 3EW challenges, which include the lack of management for unwanted products, the marginalized people working with 3EW, and the lack of data and understanding around these issues.

Evariste is reorganizing the 3EW sector, integrating the informal sector into a formal one. He developed a method that utilizes the individuals and networks already active in the field to effectively address 3EW. He built the first database of all actors in the sector to organize and integrate the 3EW collection system into a more formal system. He helped form the Association of Modern Breakage Scrap Dealers of Cote d'Ivoire (AFECAMCI) and trained and educated dealers, turning them into effective environmental conservationists. Through his full waste management system, Evariste creates value and opportunity for the different participants along the chain, from waste collectors and refurbishers to final users of the recycled

products. To mitigate the digital divide, equipment that is still usable is repaired and redistributed to low-income families at a discounted rate.

### THE PROBLEM

The issue of 3EW in Cote d'Ivoire has been greatly exacerbated in recent years by efforts to reduce the digital divide between the northern and southern parts of the country. African countries receive secondhand electronic equipment from around the world that quickly becomes outdated and ends up as waste. A 2012 United Nations study estimated that more than 1,000,000 tons of 3EW is generated every year in Benin, Cote d'Ivoire, Ghana, Liberia and Nigeria, increasing environmental pollution and putting public health at risk. Unfortunately, people are not fully aware of these risks or trained to properly handle the end-of-life management of 3EW.

Furthermore, new high-quality electrical and electronic equipment is not often accessible to the average African. The university system in West Africa requires one computer per student, which is difficult for low-income families. When the equipment is retired, it is often dumped in improvised landfills and recovered by scrap dealers who dismantle the technology and keep only the parts that have resale value. Dealers can earn \$2 a day, but their contact with toxic components affects their health. Living in extreme poverty without proper education, dealers are often unaware of the adverse effects that their profession has on their health and the environment. Despite constituting an important community, scrap dealers may not be viewed that way by state authorities and organizations working in 3EW management.

**“ We are facing the onset of an unprecedented tsunami of electronic waste rolling out over the world.”**

*Achim Steiner, former Executive  
Director of United Nations  
Environment Program*

The general population is also greatly affected by poor waste management. Citizens inhale airborne chemicals, in addition to ingesting toxins that have seeped into the water supply, contaminating crops and fisheries. The World Health Organization has linked these poisons to health issues such as heart disease and cancer.

Some corporations, such as the telecommunications company Orange, have started collection programs in Cote d'Ivoire and other countries for unwanted electronics like cell phones. Although this is a positive step, it does not provide a systemic answer to the problem. A recycling infrastructure and regulatory and institutional framework, as well as political management, are urgently needed to battle the issue of 3EW in Cote d'Ivoire and Africa.



PARO-CI employees refurbish computers.

## THE STRATEGY

In 2012, Evariste identified the key issues of the waste problem to be a lack of end-of-life management for electronic equipment, the fact that the stakeholders were not organized, and the lack of data on and understanding of the sector.

To resolve this, he began mapping the locations of equipment storage and commercialization. He then empowered unemployed young people from these areas to serve as representatives of PARO-CI. These agents succeeded in gaining access to the informal 3EW sector and identifying stakeholders. This allowed Evariste to establish the first reliable database of approximately 8,000 scrap dealers and 4,000 repairmen, most of whom work informally. Having established trust within the community, Evariste could then convince them to participate in a more productive system, creating a strong impact on environmental, social and economic levels. In 2013, he encouraged and supported the creation of AFECAMCI to better structure the sector and offer information on safer practices for end-of-life equipment management.

Evariste and his team also worked to raise awareness of the consequences of poor waste management among stakeholders and households. They trained scrap dealers in best practices for handling waste and processing the material. PARO-CI worked to educate the surrounding community, especially children, as they often play in the waste sites. Evariste initiated school environmental clubs to teach children about the risks and encouraged them to inform their families and neighbors.

Evariste evaluated the market and found European technical partners interested in buying different components of electronic waste. He appoints local collections representatives managed by PARO-CI to oversee informal dealers in specific zones. Each of them works with about fifty local collectors who deposit the waste recovered from the scrap dealers. An area manager is responsible for each collection site and ensures the waste is transported to the PARO-CI warehouse in Abidjan. Repairmen then make a first selection of computers for reconditioning. These new computers are sold for \$100—three times cheaper than “secondhand” equipment available on the market. Because the competitive price makes them popular, Evariste partners with organizations that work with disadvantaged populations to ensure the beneficiaries come from low-income backgrounds.

In cases where the machines cannot be repaired, they are dismantled. Recoverable or recyclable parts are sorted out, including aluminum, copper, iron, steel and printed circuits. They are packaged and made available to technical partners, such as the European partner PAGANETTI, which supports routing to its warehouses. PARO-CI expands the markets that may have been unavailable to scrap dealers, such as embassies and institutions. Having negotiated prices with various parties, Evariste has established a fair income redistribution system for all the actors in the chain. A portion is used by PARO-CI to cover its operations and enable its expansion to other parts of the country. Some of the waste with no commercial value is used for making artwork.

Since 2012, PARO-CI has opened 20 collection sites in six cities. They have trained more than 2,750 informal 3EW actors in Cote d'Ivoire and enabled approximately 6,000 scrap dealers to join AFECAMCI who have seen their daily income increase by 50 percent. Funded by corporate partners in Europe, approximately 100 tons of 3EW has been refurbished and recycled. In addition, three hundred families have received refurbished computers and Evariste plans to expand this program to benefit a larger number of students.

PARO-CI works with Ivorian and European universities on research to inform national and international opinion on 3EW in Ivory Coast. Through these actions, Evariste and his team are working with the Ministry of Environment to support the organization of the 3EW sector and to establish a fair, competitive and adapted institutional and regulatory framework. PARO-CI has become an international reference in the field of environmental protection. It has offices in many countries, including Gabon, Togo, Benin, Senegal, Mali, Central African Republic and Mauritania. Offices in Guinea and Chad are in progress. Evariste's long-term goal is to halve the flow of secondhand electronic equipment entering Africa.



PARO-CI and PAGANETTI representatives visit a 3EW site in Abidjan.

## THE PERSON

Evariste grew up in a village in the southwest of Cote d'Ivoire with five brothers. From a young age, he dreamt of exploring the world. He also showed a strong desire to end social inequality. At university, he created a knowledge-sharing club for students to increase their chances of success in their studies. He also created a library on campus after organizing a donation of two freighters of books from the French military base in Abidjan. In 2008, he volunteered to teach English for two years after a nonprofit organization built a college in a remote area where teachers refused to travel.

Through these actions, Evariste was recognized as an emerging leader by the U.S. Embassy in 2010, and invited to participate in a select social entrepreneurship program in the United States. In the U.S., Evariste realized the extent of the problems that Africa was facing, but also the resources and the power of everyone as a changemaker. On his return to Cote d'Ivoire, he launched a community service project on environmental conservation to mobilize young people. In 2011, he was selected by Ashoka Youth Venture and received a small grant which he used to purchase bins, brooms and rakes and, with young volunteers, embarked on cleaning unsanitary sites. This project later became PARO-CI, an organization with several programs focusing on education and community service, renewable energy and recycling non-biodegradable products.



## Sriram Kuchimanchi

INDIA

Environmental  
Sustainability

Conservation/  
Preservation

Sriram Kuchimanchi engages the values, self-interest, and competitiveness of both individuals and organizations to maximize environmental, social, and economic benefits—all three. His work starts hands-on in a restaurant, on a construction site, or in a healthcare facility.

## THE NEW IDEA

Sriram is changing the way organizations operate by showing them how sustainability saves money, increases revenues and generates consumer good will. Going beyond just “green buildings,” he founded Smarter Dharma to help organizations offer environmentally responsible products and services and make every area of business operations and supply chains as sustainable as possible.

Sriram focuses on some of the fastest-growing consumer industries in India – textiles, construction and hospitality and tourism – and works with a change team to constantly look for better ways to improve and implement environmental, social and economic benefits equally. Each dimension strengthens the others.

Sriram's approach to engineering this profound and society-wide change has three dimensions. First, he partners with a change team of workers and management in an organization to identify, implement, and measure the success of one improvement after another. He starts with the most energetic, innovative firms to maximize his power to model and challenge other firms.

Next, he works at the university and graduate school training/ leadership level to encourage sustainability as a lifestyle. Finally, he changes public policy to incorporate “social sustainability” in the industries where Smarter Dharma works, such as providing safe working conditions and making sure employees earn a fair wage.

Sriram's core insight is that today any successful organization must be constructed of energetic, confident, and motivated people. For them to be skilled, collaborative changemakers, they must be treated well, empowered, and enabled to pull together.

## THE PROBLEM

Nielsen's 2015 Global Corporate Sustainability Report revealed that 66 percent of global online consumers say they are willing to pay more for products and services from companies that are dedicated to social and environmental impact. To survive, thrive and be distinct in a competitive business environment, industries must consider economic growth that uses natural resources in a sustainable manner.

Businesses face critical barriers in aligning their sustainability practice with the environmental needs of the 21st century. Improved environmental sustainability is not valued in internal capital allocation decisions, with companies lacking mechanisms to value the benefits of environmental sustainability. As a result, sustainability decisions are not made in sync with financial decisions. For example, according to a study by Developmental Alternatives, the construction sector emits about 22 percent of the total annual carbon emissions in India, mostly due to dependence on energy intensive materials.

In India, the industries best positioned to lead the sustainability movement are textiles, construction and hospitality and tourism, as these are among the largest fast-growing consumer sectors. They employ record numbers of informal laborers and often have the most environmentally and socially unsustainable practices. Sector norms include low wages, no overtime or social security benefits, and uncontrolled pollution.

## THE STRATEGY

Sriram starts with two guiding ideas: 1.) that economic growth and sustainability are interdependent; and 2.) strategies to move people, organizations and governments toward a more inclusive approach that sets the stage for behavior change at every level.

Sriram begins by performing an expansive audit of an organization's performance and infrastructure needs and uses the data captured. He examines the behavior cues and patterns of all stakeholders involved. Through his work, Sriram has found that the best solutions come from a deep understanding of the status quo and why people subscribe to it. A Sustainability Team, with guidance from Smarter Dharma, is formed within the organization to create change from within by enabling a culture where everyone is a changemaker and has the power to present ideas for practicing sustainability. Sriram's team also conducts awareness and training programs for employees and other key stakeholders so they can see the

impact of changing their behavior on a larger social problem, further encouraging adaptation to the new practices.



Vasudev Adiga's, a large restaurant chain in Bangalore, used Smarter Dharma services to implement energy-saving strategies and to reduce waste.

A compelling example of Sriram's model is seen in the work that he is doing with Vasudev Adiga's, one of Bangalore's largest restaurant chains, with 14 locations in the city. Sriram started in its largest location by first identifying quick and easy-to-implement strategies to reduce the amount of waste generated. These included the segregation, recycling and composting of food waste; reducing energy consumption by letting in more natural light; and reducing water waste by only refilling water glasses when customers asked. He then identified employees on the shop floor who were incorporating the new processes suggested by Sriram, such as maintaining the air conditioning at a certain temperature and turning on only necessary lights. Employees demonstrating these behaviors are rewarded and recognized and those who demonstrate these behaviors on a continual basis and encourage others to do so are certified as "Green Staff."

Monthly updates on the amount of waste reduced, energy and water saved, and the cost savings were given to the store supervisor and executive management. Over the course of a year, Vasudev Adiga's started seeing significant gains, with a monthly savings of 9,000 kilos of waste and a daily saving of 6,000 liters of water. The monthly gas bill was reduced by an estimated \$190 and energy usage was reduced to half its previous consumption. While the fast food industry sees as high as a 50 percent monthly staff turnover rate, at Adiga's, it is now much lower than that.

Sriram believes that environmental and social sustainability go hand in hand and that an organization with a low carbon footprint cannot be sustainable if its workers are exploited. He is helping bring change to industries that are most lacking in social equity. The construction industry has abysmal working conditions. Through his engagement with builders, Sriram has instituted a housing system, with clean energy cook stoves,



safety gear, bank accounts and health and accidental insurance for workers.

Sriram finds “role model” companies to work with to champion comprehensive company sustainability. He is documenting his work with these early-adopter companies to use for sustainability policy guidelines for the entire industry, as well as for lobbying the government to demand industry-wide sustainability measures. For example, Sriram is using the work he did with construction companies in Bangalore to lobby the city municipality to mandate that all new building construction must have waste management systems, solar panels, and rainwater harvesting systems.



Going Zero Waste: Sriram and his team work with this healthcare facility in Bangalore to set up a six-level dry waste segregation process and reduce paper usage by 50%, food waste by 20%. Here, workers are shown composting food waste on the roof of the facility.

To further the spread of Smarter Dharma's mission, Sriram is working with universities to develop and teach sustainability courses to social development and engineering students. Sriram is preparing the next generation of sustainability professionals who can cater to the growing needs of companies and consumers. While there is a growing base of young people who understand the importance and need for sustainability, this lifestyle is still seen as alternative. Sriram believes sustainability should be a mainstream lifestyle for everyone.

While guiding companies to produce sustainable products and services, Sriram is simultaneously building and catalyzing consumer demand for them. The “DharmaMeter” is an Android application tool that allows a consumer to measure how green their living environments are and provide recommendations for an eco-friendlier lifestyle. The “Karmameter” allows consumers to understand their social impact on a real-time basis, thereby incentivizing sustainable living behavior. Both meters also show how other users are performing and publicize the most sustainable users, thereby motivating behavior change. Through these tools, Sriram aims to multiply behavior change at an individual and institutional level.

## THE PERSON

Sriram's upbringing taught him to value sustainable living and social impact from an early age. These values came through a combination of words of wisdom and simple actions, such as his father ensuring no food went to waste. His mother, a school administrator, injected the value of selfless giving and Sriram remembers his parents bringing food and water to victims during the nationwide 1992 riots between Hindus and Muslims.

He first began to understand the importance of sustainability in 2006, when volunteering at the Association for India's Development (AID), where he educated AID volunteers on the importance of sustainable living and ensured that AID events were zero-waste and plastic-free. AID also exposed Sriram to the unique challenges of the nonprofit world while helping him build a nuanced understanding of sustainability—both environmental and organizational. During this time, he was working for a technology firm in San Jose, California, and he began to think about the complex web of global warming and the irony of the developed world contributing to its own challenges. This led to his deeper understanding of the need to focus on behavior change.

Sriram became passionate about marrying social and environmental impact and took a course on sustainability at the Presidio Graduate School in San Francisco. He developed and demonstrated his model by working with restaurants to help them become sustainable in their use of energy, water, waste and products. Sriram also developed software to aid and guide restaurant owners through this process. In 2011, Sriram moved back to India to build a social impact-driven consumer goods ecosystem with regenerative models of production and consumption. He founded Smarter Dharma to help communities, companies, and government agencies understand, embrace and practice sustainability. ♦



## Michihiko Iwamoto

JAPAN

Energy

Information Technology

Michihiko Iwamoto is persuading Japanese society to participate in a “Total Recycle Culture,” a model that recognizes the value of all products as recoverable and reusable. This culture shift will protect the environment, shrink landfills, and reduce dependency on foreign petroleum.

### THE NEW IDEA

By harnessing the power of consumers and businesses, Michihiko is taking used personal items—such as clothing, cell phones and plastic toys—and repurposing the items into energy resources and new products. While recycling plastics bottles and paper is common, Michihiko wants people to expand their view to see there is no such thing as waste in the world and that everything is a resource. Michihiko combines his decades of marketing expertise, tenacious research and development and comprehensive knowledge of the recycling industry to not only innovate new products and processes, but also to convince disparate segments of society to participate in recycling. His company, JEPLAN (Japan Environment Planning, Inc.), has a two-pronged approach to create this cultural shift on a large scale. The first approach is to develop the technologies and systems that make it possible to “recycle everything.” Not only does JEPLAN build recycling infrastructures, but Michihiko co-developed the technology to convert used cotton clothing into bioethanol.

Michihiko’s second approach is a comprehensive effort to change how people look at products to get maximum participation in the recycling culture. He believes that substantial change is not possible if recycling is viewed as an “environmental issue” and not as a valuable endeavor in which everyone should participate. To reach this goal, his initiatives include showing businesses how to increase sales by having a clothing collection bin at their stores; educating consumers about how their choices affect Japan’s dependency on foreign oil; and teaching kindergarteners how they can have a positive impact on the environment by recycling their toys and their parents’ used cell phones. Michihiko uses entertainment to spread his message and wants people to see that recycling can be fun and not just another chore. In 2015, to celebrate the

30th anniversary of the film “Back to the Future,” he organized a large-scale recycling event featuring a DeLorean car that runs on bioethanol. More than 60,000 people brought materials for recycling. JEPLAN uses the car at events to create interest around recycling.

Michihiko and JEPLAN are moving consumers away from the “produce-consume-dispose” model where products at the end of life are either dumped into landfills or burned, destroying the value that was created in the first place. JEPLAN works to retain a product’s value and wants people to instead think in terms of “recycle-purchase-use.” For example, collected used clothing goes to a JEPLAN plant where it is treated with a process that breaks down the cotton fibers to create bioethanol, which can then be used as fuel.

### THE PROBLEM

The Japanese consume more than 200 million tons of oil per year and is the fourth largest oil consumer in the world, behind the U.S., China and India. A 2016 Ministry of Economy, Trade and Industry report showed that Japan relied on other countries for the majority of its energy resources and has a self-sufficiency rate of 6 percent, one of the lowest in the world. Additionally, the government reports that forty-five million tons of consumer garbage is discarded in Japan every year. If this garbage were recycled and processed in a plant, it would create 11 million tons of bioethanol, which could be used for fuel and decrease the dependency on foreign petroleum.



Michihiko Iwamoto saw “Back to the Future” as a young man and the movie stayed with him. “I totally believed that in the future, there would be a car that runs on garbage,” Iwamoto said of the scene in which Marty and Doc fly in a trash-fueled DeLorean. Iwamoto’s DeLorean runs on bioethanol that his company, JEPLAN, produced from cotton fibers of used clothing collected from consumers all around the country.

Approximately one hundred million tons of used textile products are disposed of as waste every year in Japan, roughly 70 percent of which goes to incinerators or landfill sites. Used textile product recycling is not widely implemented in Japan. Polyester fiber is used for producing about 60 percent (approximately 40 million tons) of clothing annually and much of the fiber’s raw material is derived from petroleum resources.

Tokyo is the world's largest metropolitan area with more than 37 million people, including the capital's own 13.5 million. With limited space for landfills, the government is constantly looking for ways to “reduce, reuse and recycle,” and an increasing population and limited space will only complicate the waste challenge in the future. Although Japanese are familiar with recycling, most are not aware of the process and the many possibilities for maximum recycling. Municipalities have different recycling policies and there is a need for efficiency in the entire operation.

## THE STRATEGY

Michihiko believes that many conflicts around the world are caused by fighting for limited resources. If everyone participates in recycling, turning “waste” into resources, this competitive stress will ease and we will have sustainable societies using what we have on Earth.



A “BRING” project collection center at a Muji store, one of the companies that connects consumers to recycling. Collected clothing is brought to a recycling plant, where the clothes are sorted as either reusable or recyclable to make bioethanol, polyester pellets and other products.

Michihiko and his partner, Masaki Takao, launched JEPLAN in 2007, after they successfully conducted an experiment using enzymes as a catalyzing agent to turn cotton into bioethanol. Michihiko knew he had to change consumer and business mindsets to succeed in repurposing clothing. JEPLAN's recycling project “BRING” collects clothes from customers at clothing stores, making it easier for consumers to participate in recycling during their regular shopping. The collected clothing is brought to a recycling plant, where the clothes are sorted as either reusable or recycled to make products such as polyester pellets to make clothing. JEPLAN sells the final recycled clothing back to participating stores, further connecting the consumer to these stores.

Michihiko showed businesses that recycling clothing in their stores is a value-creation driver. Beginning with a successful collaboration trial in 2009 with Japanese retail giant Muji,

Michihiko proved that consumers felt more connected to the recycling process when they could return their clothes back to the store in which they purchased them. The trial also showed a direct correlation between the recycling process and an approximately 4 percent increase in store sales. After the trial, Michihiko persuaded the two largest supermarket chains, AEON Co., Ltd. and Seven & i Holdings Co., Ltd., to join the movement, promoting the economic benefit as well as the importance of working together towards achieving cultural change. The success of these trials generated more commercial support.

Michihiko further changed recycling mindsets by changing how used clothing and goods were picked up at residences. Traditionally, these items were considered trash and picked up by garbage trucks. By using a company known for high-quality transportation services to collect these goods, Michihiko showed that these goods are precious resources and worthy of a dedicated service.

“ (JEPLAN is) working on a technique that extracts polyester fibers from clothing through multiple distillation and vaporization cycles. The process generates half the amount of carbon dioxide that's produced when making the material from scratch.”

*Bloomberg Businessweek*

JEPLAN wants the apparel industry to decrease its dependency on petroleum, which is used to make clothing, such as polyester. They are expanding into recycling polyester—the most commonly used fiber in the apparel industry. Production of petroleum-based polyester uses harmful chemicals, including carcinogens, and if emitted to water and air untreated, can cause environmental damage. JEPLAN has developed the technology to produce a polyester resin that is used as a raw material for polyester fiber. This breakthrough technology of chemically-recycled polyester allows them to make textiles using post-consumer clothing with the same quality as the virgin product.

In addition to the clothes recycling, JEPLAN entered into an agreement in 2010 with NTT DoCoMo, a predominant mobile phone company in Japan, to repurpose used cell phones by extracting the rare metal by-products of the recycling process.

Since then, JEPLAN recycles approximately four million of the seven million cell phones discarded per year.

In 2012, the Ministry of Environment commissioned JEPLAN to explore the technology to recycle plastics and Michihiko contracted a company to implement this technology. In 2012, the company launched the “PLA-PLUS Project,” which stations collection bins in shopping malls and fast food restaurants. Participating stores collect a range of plastic items, including toys, cups and pens. High-traffic stores such as Toys R-Us and Starbucks Coffee in Japan have also joined the movement.

Part of Michihiko’s goal of changing mindsets is educating kindergartners about the benefits of recycling. Through music and crafts, JEPLAN shows young children that recycling is not only good for the environment, but can be fun, too. Fifteen thousand kindergartners have participated in this project by bringing old plastic toys for recycling. Due to the success of the program, Michihiko implemented the PLA-PLUS Project with schools in India in 2015.

Currently, JEPLAN works with more than 150 Japanese and international companies and organizations to recycle products. They built their first independently-owned plant for recycling cellular phones in 2016 and are currently building a separate plant for producing polyester pellets from collected clothing in Kitakyushu City, which will open this year.

**THE PERSON**

Michihiko was born in 1964 and studied economics at the University of Kitakyushu and worked for 20 years in sales and marketing in textile trading companies. While working in textiles, he started producing shirts with threads made from plastic bottles and led the movement that raised plastic bottle recycling in Japan from 20 percent to 85 percent between 1994 and 2006. Michihiko became interested in “circulating everything” by taking used items and making them into new products to sell. He noticed the tons of production waste and discarded clothing sent to landfills and established a textile recycling system in collaboration with government, retailers, and trading companies. He then founded JEPLAN with a vision to realize a society where everything will be circulated with economic efficiency. ◆



**Shannon Dosemagen**

UNITED STATES

**Citizen/Community Participation**

**Conservation/Preservation**

**Equality/Rights**

A passionate believer in environmental justice, Shannon Dosemagen makes scientific methods available to everyone, helping people investigate ecological hazards, collect their own data and advocate for the changes they want to see in their neighborhoods.

**THE NEW IDEA**

Shannon is democratizing science by providing tools and techniques so that anyone can research environmental concerns in their communities. Through her nonprofit organization, Public Lab, Shannon fuses grassroots organizing tactics with new media technologies and tools to make “community-based science” globally accessible. By using inexpensive materials and do-it-yourself methods, Public Lab community members monitor air, water and land quality. Public Lab organizers work with more than fifty local organizations and thousands of individuals around the U.S. and the world, using tools and data to ultimately create healthier environments.

Beyond helping collaborators design and build tools, collect data and organize, the Public Lab team works to ensure data collected by community scientists is understandable, legally admissible, available online and part of public databases, such as Google Earth. Even regulatory agencies have recognized the value of community-generated data compared to traditional, expensive and centrally-controlled data collection processes. Through these efforts, the equilibrium is shifting as more engaged community-based scientists bring new insights, power and possibilities to the environmental justice movement.

**THE PROBLEM**

Pollution-creating industries in the U.S. are centered disproportionately in disadvantaged communities where people have historically lacked the means and power to defend themselves and their environments. These communities are at the mercy of pollution-producing plants and extractive industries that are set up in their backyards and that, in

many cases, are careless with their effect on local human and environmental health.

Public agencies have historically had the responsibility of protecting people—especially the disenfranchised—from abuse and exploitation. But the U.S. federal government is weakening existing environmental regulations and decreasing funding for protection agencies. Though laws exist to protect citizens from industrial pollution and hold polluters accountable, there is often lax enforcement and, in the worst cases, outright corruption. Some laws even allow for companies to do their own reporting. In this enforcement and regulatory landscape, industries often have free reign to continue profiting from practices that harm people and the environment.

Citizens often lack access to the tools and techniques needed to participate in decisions being made about their communities, especially when facing environmental hazards. It can be challenging for rural residents and other marginalized groups to take on large industries suspected of perpetrating environmental crimes. The tools required to document a crime, make a compelling case or to begin legal proceedings are inaccessible to most people not familiar with this process. Today's technology and tests required to measure air, water and land pollution are prohibitively expensive and highly technical, as these tests have traditionally been designed for industry, academic or government uses. Even science has been professionalized to the point that the public cannot easily access it.

## THE STRATEGY

Five years after one of the most devastating storms in U.S. history, Hurricane Katrina, exposed the ineptitude of the state and federal government in New Orleans, the 2010 BP Deepwater Horizon oil spill in the Gulf of Mexico again put the city in the national spotlight. In the way that Katrina exposed the systemic problems in New Orleans, locals hoped that the environmental injustices now on display would inspire a national response. Instead, BP launched a concerted effort to ratchet down images of affected wildlife and oil-damaged marshes. They were also able to impose a Coast Guard-enforced Temporary Flight Restriction; no flights under 3,000 feet meant no photographic evidence of the widespread damage caused by oil slicks and tar balls reaching the shore. People on the ground were seeing a major disconnect between the destruction they saw all around them and what was being shown in the media and the official response to the disaster.

Shannon and her colleagues at local environmental justice organizations hatched a plan to use helium balloons, kites and inexpensive digital cameras to launch their own “community satellites” over the spill to document and share what was really happening. In the days and weeks that followed, more than 100,000 images were collected by citizens of the Gulf Coast, stitched together into aerial maps using open-source

technology of the team's design, and picked up by media outlets from *The New York Times* and the *Boston Globe* to BBC and PBS. The realization that “do-it-yourself” tools and community-collected data can help disenfranchised people tell their own stories and play a meaningful role in the decision-making process became the foundation of Public Lab.



Scott Eustis (left), Shannon Dosemagen and Jeff Warren were part of the Public Lab response to the Deepwater Horizon disaster, using low-cost cameras, kites and balloons to document the BP oil spill. Photo: Nathan Dappen/Crowd & Cloud.

Today, Public Lab is a global community of people with diverse backgrounds and interests who come together to investigate environmental concerns. Many engaged with social or environmental issues for the first time after discovering a hazard in their community. Some are researchers who come to Public Lab to use the tools and become immersed in a community-change effort. And some people who join Public Lab are already actively engaged in environmental justice work in their environmentally-degraded communities. Some arrive curious, and others are furious after years of frustrated efforts to work with the industries and authorities. As a convener, Public Lab sees its role as helping people translate their interests and experiences into tools and strategies that can create change for the communities they care about.

Through its online presence and offline community, Public Lab has created easy-to-navigate pathways where community members can participate, share and learn in a collaborative social space. The Public Lab organization—a registered 501(c)3 with a team of 12—provides support and structure to the movement. The staff offers a robust calendar of engagements, including weekly calls with community members and working groups, and provides ongoing support and trainings to organizers and members. Public Lab also operates an annual calendar of “Barnraisings,” where the wider community comes together to network, develop tools and tutorials, and discuss new research strategies and projects. At Public Lab, expertise is valued whether it comes from academia or the local community.

**“...a growing number of environmentalists [are] using unusual tools in ways pioneered by a generation of hackers and activists, and they’re collaborating and sharing their work. Leading the way is a nonprofit group called Public Lab, which calls the phenomenon civic science or community science.”**

*Newsweek*

Public Lab is focused on community and movement building, not on creating an isolated, technology-centered project. People develop and create tools using easily accessible materials and techniques, demystifying technology and learning how to collect data. These open, replicable, tools are affordable. A balloon-mapping kit costs less than \$100 and captures images with 2cm pixel resolution, 10 times more detailed than Google Earth images. A total of three were used to document more than 100 miles of coastline after the BP oil spill. Compare this to a “low-cost” \$1,200 drone with GPS and a camera. Public Lab spectrometer kits start at \$10 compared to \$900 commercial options; and Public Lab Infragram kits—an online tool that measures plant health—cost \$10-\$135, compared to off-the-shelf infrared photography options that range from \$300 to more than \$1,000. Shannon envisions a future where individual pollution-sensing devices for checking air or water quality are as common as household smoke detectors. All the tool specifications, designs and instructions are freely available on PublicLab.org and all parts can be sourced from a hardware store. More than 20 toolkits are available for purchase online, including balloon mapping kits and DIY spectrometers. Assembly is required to maintain the DIY ethos.

To date, Public Lab has more than 50 partner organizations. More than 5,000 members have uploaded maps, new tool designs, organizing tips and data sets to the online platform. And as proof that this approach is gaining traction, community groups across the country are effectively engaging with their environments and local authorities. Organizations like the Gulf Restoration Network in Louisiana and Dredge Research Collaborative in New York have repeatedly used Public Lab’s aerial mapping tools to advocate for wetlands and habitat restoration projects and to keep community and partner organizations abreast of progress (or lack thereof).

Public Lab members at the Bourj Al Shamali refugee camp in southern Lebanon have used mapping tools to assess land use and advocate for green spaces inside the camp. And through vigilant aerial surveying and analysis, Public Labbers working with the Gowanus Canal Conservancy in New York identified four active pipes and inflows that the EPA’s survey of the polluted canal had missed; through collaboration with regulators, they amended and improved the area’s Superfund cleanup plan.



Citizen scientists assemble mapping kits at a Public Lab event.

Shannon sees Public Lab—and, indeed, all Public Labbers—as a bridge between communities and authorities. Approximately 20 percent of Public Labbers hail from academia or research or regulatory agencies. Public Lab’s relationship with the EPA includes participating in monitoring and working groups; contributing data and analysis for memos; and receiving an EPA grant for urban water assessment and improvement. Public Lab is proving that everyday citizens are creating legible, litigable and competitively precise data about environmental issues in their communities using tools that they create and control.

Through these efforts, Public Lab is taking on an even bigger challenge: addressing the perception that “experts” are powerful and non-experts are powerless. Shannon is encouraged by the emerging field of “citizen science,” a term added to the Oxford English Dictionary in 2014 and used to describe the act of everyday citizens participating in scientific research projects like annual bird counts. But the majority of citizen science projects involve data that isn’t owned or used by the people collecting it. Public Lab is pioneering a different, more cooperative approach they call “community-based science.” Shannon insists that only by putting science into communities can real contributions to social change be made. Less encumbered by formal academic hierarchies or funding mechanisms, community-based science is more closely and authentically aligned with the most important scientific and technological questions we face as a society today.

## THE PERSON

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Shannon's parents were social workers and instilled in her the importance of thinking about your community first. Growing up in Milwaukee, Shannon dropped out of two high schools after realizing it wasn't a setting in which she felt curious, creative or able to learn. Her father helped her enroll in an alternative high school where she completed high school credits through a year of volunteer work and community service. This school placed Shannon at the Urban Ecology Center in Milwaukee, then just a trailer in a public park. She quickly found her footing—and her calling. The program she began working with—a freshwater ecology course for under-resourced kids that involved kayaking, plant identification and rock climbing—is still offered more than 15 years later, and the Center has expanded in Milwaukee and internationally.

For Shannon, the experience at the Urban Ecology Center was eye-opening. She saw firsthand the importance of ecosystem awareness in order to stop the degradation of natural spaces. She began to investigate sources of pollution and how social inequities contributed to lack of ecosystem awareness. In her late teens and 20s, Shannon created and ran a community center for youth called Urban Patrons Reclaiming our Culture. She helped re-brand and launch a Milwaukee freshwater, science and technology museum and developed a full range of adolescent programming.

Shannon went to college and earned Bachelor of Arts and Master of Science degrees and two Masters' certificates. As she taught environmental education in informal settings, she realized that the layers and hierarchy of expertise in science were stifling and exclusionary and did not contribute to an involved public engaged in their local environments. For Shannon, Public Lab addresses this problem by democratizing science and empowering the people in communities most affected by environmental degradation. ♦





# FULL ECONOMIC CITIZENSHIP





## Radwa Rostom

EGYPT

Citizen/Community  
Participation

Housing

Rural Development

Engineer Radwa Rostom tackles the challenge of slum development in Egypt by building low-cost, stable units using locally-sourced and environmentally-friendly materials. Residents participate in every part of the planning and construction process, ensuring that their housing and community needs are met and that they are invested in the neighborhood.

### THE NEW IDEA

Radwa started her organization, Hand Over, to train architecture and civil engineering students to work with local slum residents to design and build sustainable housing and community buildings. Using the abundant earth-based materials in the Nile Delta—soil, sand, and gravel—for construction provides a cost-efficient, structurally-sound alternative to traditional construction techniques. Using these materials also reduces carbon emissions produced in the manufacturing of typical building materials and does not require any heavy equipment.

Hand Over addresses the lack of funding, government attention and community investment in slums and teaches residents to primarily construct the buildings themselves. This inspires ownership and provides new skills which could lead to another source of income.

At the same time, Hand Over establishes a network that links low-income families with local citizen groups, community volunteers, private sector companies, and governmental institutions. This new community development approach combines providing basic needs with a network of connections that contribute to the success of a community.

### THE PROBLEM

According to Egypt's Ministry of Housing, Utilities and Urban Communities, there are 1,221 "informal settlements" in urban areas, most of them in Cairo. Three hundred and fifty-one of the slums are listed as "unsafe," with approximately 850,000

people living in dangerous housing conditions. Some families have lived in these informal settlements for generations, but they are unwilling and unable to invest any resources in these structures because they have limited income and they view the dwellings as temporary.

Slums are characterized by poor quality housing, made of tin sheets, stones, or wood. Overcrowding, as well as a lack of clean water, sanitation, and electricity lead to poor health and a low quality of life.

Typically, communities are not engaged in any planning process or attempts to improve living conditions. Inadequate government solutions include arbitrary evictions and forcibly resettling people to alternative housing designed and built without consulting the people who are being resettled. This lack of consultation can result in people moving back to the original informal settlements. For example, if a person's income comes from his/her animals, and the new housing is not animal-friendly, they cannot stay in the new housing because they would lose their source of income.

**“ To create a real community development, each segment of the community has something to contribute. That is the principle behind Hand Over, a human-centered, award-winning social enterprise solving (the) housing deficit in Egypt.”**

*Rural Reporters News Network*

Reuters reports that Cairo's population is set to grow by 500,000 this year, more than any other city in the world, which will increase the slum population. There are many citizen groups working on rehabilitation and housing in slums, but none of them are using a human-centered, sustainable approach.

### THE STRATEGY

Radwa constructs low-cost buildings with structural integrity, meeting all required residential construction codes. She trains undergraduate engineering and architectural students to build the environmentally friendly housing based on individual and community needs. After meeting with members of a community to learn about their needs, these students design prototypes and present their work to the community for



Radwa Rostom, founder and CEO of Hand Over, works on a housing project. Photo credit: Hand Over.

approval and start planning for construction. Hand Over’s business model includes commercial services for private sector, customers and companies. They want to change the mindset of the construction industry by incorporating environmental sustainability and stewardship in all buildings, including those in middle- and high-income areas. Hand Over is offering their design, construction and consultancy expertise to a wider segment, to secure a stable revenue stream and spread awareness of slum development and the techniques they are reviving and inventing. They are also designing education curriculums that teach about participatory design using earth-based materials to create a supply of talent who will positively impact vulnerable neighborhoods.

To show impact, Hand Over is currently working on an evaluation and monitoring system that incorporates beneficiary feedback. They have identified several key performance indicators, such as the number of residents served and how many students and volunteers become involved in each project. Hand Over has completed two housing units and currently has three running projects in locations around the country. They have engaged more than 50 volunteers for these projects. After completing several successful projects, Radwa hopes to work with the government to spread her model.

## THE PERSON

Radwa was born in 1987 to an Egyptian family and was raised in Qatar. She returned to Cairo to pursue a construction engineering degree and began volunteering in the Ezbet Abu-Qarn settlement in the suburbs of Cairo.



Students work to understand community member’s housing needs. Here, two students take measurements in a shelter in order to design a prototype for the resident’s approval. Photo credit: The DO School.

After graduating, she continued to volunteer in the informal settlement. While providing food, clothing, and other services for the residents, she was struck by the condition of their housing and came to believe that living in a decent and humane place is a basic right that should not be optional. In her first job, she was the lead structural engineer for airport and shopping mall construction projects. She then moved to an energy consulting firm, where she led a virtual volunteer “team of teams” project to design housing solutions after the 2012 Metro Manila floods in the Philippines. Her team’s solution was selected as one of the best three and was implemented by the firm that sponsored the online competition.

In 2014, Radwa received a fellowship at The DO School in Hamburg, Germany, which offers educational programs that focus on social entrepreneurship. During the one-year fellowship, she worked on innovative housing solutions that eventually evolved into Hand Over. ♦



## René Estenssoro

BOLIVIA

Criminal Justice

Equality/Rights

Income Generation

Law and Legal Reform

René Estenssoro, the son of a former prisoner, is enabling prison inmates and their families to own and operate businesses, thus generating economic resources that not only ensure a more successful reintegration into society but also improve prison conditions for all inmates.

### THE NEW IDEA

Through his organization, SEVIDA, René is empowering prisoners to both improve prison conditions and increase their reintegration potential by operating small businesses that generate benefits for prisoners, their families and the prisons. The enterprises—currently in textiles and baked goods—are owned and managed by self-governed associations of prisoners in collaboration with family members and staff and volunteers outside of the prisons. Those outside the prison serve as a sales force for the products. Family and community engagement outside the prisons is essential both to the functioning and sustainability of the enterprises but also works to maintain connections that are critical to prisoners' psychological health and ultimate reintegration into society.

Through this model, René helps prisoners develop ways to generate current and future income; psychological techniques for personal wellness; and build positive connections with the outside world, all of which help to prevent the recurrence of criminal activity. Many of the prisoners have remained involved with the business once released from prison. Others have found jobs in other companies or started their own businesses.

Additionally, the model directly contributes to improving prison conditions because a percentage of the revenue is invested in improving medical and other services in the prison. As such, all prisoners benefit, regardless of whether they are directly involved in the enterprises. SEVIDA is empowering not only the prisoners but their family members, who also receive economic benefits.

### THE PROBLEM

There are approximately 15,200 prisoners in Bolivia, who reside in correctional facilities with inhumane living conditions. Inmates do not have access to health care or common areas for recreation. Prisons lack decent beds, bathrooms and hygienic eating conditions. Bolivia's judicial system is overburdened and most people cannot afford an attorney. According to a report in *Americas Quarterly*, more than 80 percent of inmates have never been sentenced and often wait years for a final verdict in their case. In addition to the inhumane living conditions, prisoners experience stigma and abandonment by their own families.

Women are especially affected by the prison system, and nine out of ten female prisoners are of indigenous ancestry and come from extreme poverty. The majority have experienced domestic violence and drug and alcohol abuse. Seventy-five percent of female prisoners are charged with drug trafficking and seventy percent have less than a high school education.

“(SEVIDA) is an organization that has been working in the Obrajes prison for women since 2000, attempting to improve the economic, legal, and psychological situation of inmates.”

*Bolivian Express*

Prison laws in Bolivia approach rehabilitation and social reintegration in a superficial way and do not have the strategies or resources to strengthen the lives of prisoners. For example, Bolivian law allows that for every two days of work, one day is removed from a sentence. While this provides an opportunity to generate value for the prison and for the inmate, this opportunity is not utilized. It is common for a prisoner to weave a piece of clothing to show prison officials to get a reduced sentence, only to unravel it and remake it the next day, proving productivity but generating no benefit for the prison or the prisoner.

Despite legislation that supports the rights of prisoners to have access to education and skills training, the penitentiary system in Bolivia does not accomplish this and the inmates still face very difficult conditions. Ex-convicts, especially women, face rejection from society and have no access to formal employment opportunities, which leads them to return to criminal activity. More than half of inmates are repeat offenders. Traditional rehabilitation programs do not

consider the needs of prisoners or allow for the possibility that inmates can become contributing members of society. The government's Ministry of Education provides some training but this model is not well received because it does not motivate inmates to work.

## THE STRATEGY

SEVIDA's strategy begins with encouraging prisoners to support each other and engaging the prison staff in a collaborative atmosphere. They assist prisoners in building creative enterprises as well as alliances with people and institutions outside the prison.

René began his pilot project in Obrajes prison, a prison with 240 female inmates representing 65 percent of the country's total female prison population. Obrajes had only one doctor and one psychologist before René's intervention. Assistance to prisoners was limited to isolated actions such as finding discounted hospital treatments for prisoners in serious condition. The guards worked in a coercive atmosphere, without regard to rules and where the abuse of power prevailed. For his initiative to succeed, René had to first shift this dynamic by changing mindsets within the penitentiary system and bring stakeholders together to collaborate toward better outcomes.

René implemented group therapy sessions that replaced individual therapy sessions. This encouraged the women to support each other. René works with the groups to form self-governed associations that address important issues inside the prison and lead the small businesses. The association is composed of 4 sub-programs: Sales, Training, Production and Marketing.

Building a typical enterprise starts with identifying prisoner's latent talents. In Obrajes prison, an analysis of the prisoners' skills found that 90 percent of the prisoners had abilities in making textiles and baking. The prisoners launched a bakery, which they named Pan de Libertad (Bread of Freedom). The prisoners' association works with SEVIDA to get an enterprise up and running, including training, purchasing raw materials, and connecting to the market. SEVIDA manages this process at the outset but then transfers all knowledge to the prisoners' association. For example, quality technical training is essential to success and thus is an ongoing part of the work, with usually 20 to 25 prisoners rotating through training at any one time. René currently hires trainers, but the association cultivates leaders so that they can provide the training themselves. The prisoners then rotate through production and training and every woman in prison has taken part in this cycle.

René closely tracks the participation of each prisoner and provides them a certificate for the hours in training and work to reduce their sentences. Once released, they can use the certificate to obtain work. Released prisoners can also remain

with the project, helping with sales. Approximately fifteen women who are now out of prison are still engaged with an enterprise. Others have found employment elsewhere, and some have started their own businesses.



Women in Obrajes Prison began a bakery business, thus generating benefits for themselves, their families and the prison.

Daysi Patzi Paz is one of the 1,500 women who has benefited from SEVIDA's work. After being imprisoned for 11 months at the Obrajes prison, where she took bakery and weaving workshops, she was released and was reunited with her two daughters. Daysi is now supporting her family with dignity and with her income as an alpaca clothing manufacturer for the OUT brand, a textile brand René created.

René partners with the prison system to encourage personnel to view prisoners in a more positive way. The staff and prisoners now have a pleasant and respectful relationship due to roundtable discussion groups in the prisons. The roundtable is composed of two prison officials, one person from the Labor Ministry, one person who represents inmates and a SEVIDA representative. This discussion is led by the prison officials, who approve the sales strategy of the products outside of the prisons and guarantees that funds are transparently invested. The roundtable tracks projects and procedures inside the prisons, which helps to ensure the sustainability of SEVIDA's programs.

Establishing a different relational dynamic in the prison lays the foundation for building a successful, profitable social enterprise as 30 percent of the income goes toward improving prison conditions. The association works with the roundtable to determine how this funding is allocated. Of the remaining income, approximately 25 percent is income for prisoners working in the business; 25 percent for purchasing raw materials; and 20 percent for product marketing.

Another critical piece of René's strategy is creating roles for family and allies outside the prison. Family and community are two of the most important assets that prisoners have to support their reintegration into society upon release. However, these ties are often severed while people are incarcerated.

René's model creates an essential role for family members and others outside of prison, a role the prisoners cannot play themselves—sales. René builds a sales network outside the prison that sells products door-to-door and through catalog sales and consignment in existing stores. This network is made up of family members as well as other volunteers and sales people receive a percentage of the sales they make. The enterprise in one prison currently generates \$1,000 to \$1,500 a month in revenue.

René has key strategic partners, particularly the Development Bank of Latin America (CAF), which has supported the project with logistics, equipment, technical and economic investment. The pilot enterprise is on track to become self-sustaining in less than a year, after which it will be fully run by the prisoners' association, although SEVIDA will continue to provide support as an ongoing member of the roundtable group. The social enterprise strategy has been piloted in one prison so far and René is working in some capacity with all four prisons in La Paz. SEVIDA's work is supported by the government's General Office of the Penitentiary Regime, which is interested in replicating the model in other prisons in Bolivia. René anticipates working in all 18 prisons in Bolivia within the next seven years.

René envisions that within ten years his model will contribute to improving and strengthening the quality of life for prisoners beyond Bolivia. He hopes to achieve true prisoner rehabilitation and social reintegration which will contribute to crime prevention, economic empowerment, and improved emotional health of ex-convicts. He will also work on strengthening the law for prisoners to have rights to health care, work opportunities, sports, recreational areas and legal assistance.

## THE PERSON

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When René was a teenager, his father served a 5-year sentence in the San Pedro prison in La Paz. It was a difficult time for his family and friends and some of the family abandoned his father. René's mother had to struggle to make ends meet. And his father lived for five years in deplorable conditions, emerging depressed and defeated. Although his father managed to begin an import business after his release, he ultimately never fully reintegrated and passed away soon thereafter, when René was 20 years old.

As a psychology student in college, René did the required practicum at a nearby prison—the Miraflores Women's Penitentiary, a maximum-security prison. Once there, René noticed that the regular psychologist who visited the prison typically just did one-on-one interviews with the inmates and then paperwork. René started pulling together groups of women to talk about their experiences. These groups not

only enabled more women to access psychological services, but gave the women a forum to talk about their experiences and support each other. René also developed events that connected inmates and their families, which had never happened before in the prison. Since René was not able to reach every prisoner, he convinced his university peers to join him. After he finished his studies, he continued this work as a volunteer and started visiting other prisons to learn about policies and procedures.

During his three years as a volunteer psychologist in prisons throughout Bolivia, René witnessed horrible conditions and started campaigns to try to fix some of the problems. The need was great, as was the negligence by the state. In 2003, he created an organization to address the inhumane living conditions, brought in medical and dental care, replaced mattresses, refurbished showers and bedrooms, and launched a kindergarten in the back of one of the prisons so that women could be near their children.

In 2005, the government asked René to become the psychologist for the Miraflores prison. He declined—because he believed that the public sector was too bureaucratic and does not foster innovation—and put all his efforts into SEVIDA. In 2010, René assisted female inmates who made candles to use their skills to generate revenue. René noticed that while the revenue was quite small, the effect on their well-being was big. He began to focus on how to tap into economic opportunity as a source of social, psychological, spiritual, and physical health for inmates. ♦



## Anup Akkihal

INDIA

Equality

Human Rights

Underserved  
Communities

By ensuring that essential goods and medicine reach the most remote areas in developing countries, engineer Anup Akkihal is making health equity, economic opportunity and growth across emerging markets possible.

### THE NEW IDEA

Anup's organization, Logistimo, combines technology and a human network built on trust and collaboration to tackle the logistical hurdles of "last mile" delivery—the movement of goods from warehouses to final rural destinations. Typically, each part of the supply chain—supplier, wholesaler, retailer, distributor—operates in isolation with partial information and is driven by personal interest. The demand and supply are not visible across the supply chain, which results in an inefficient system with rural retailers often running out of essential goods and medicines. Anup addresses this by providing a cloud-based platform that allows transparency for each step in the supply chain. Suppliers, distributors, and retailers can see information such as demand variability, quantity of essential products, and status on delivery orders, providing valuable insight on where to act to resolve gaps in the supply chain. This transparency also works to create an environment that changes behaviors and fosters trust and collaboration between the players with an eye on customer demand.



A last-mile medical supplier learning to use Logistimo.

Anup is dedicated to the "inclusive supply chain," one that includes village entrepreneurs who participate in the system as transporter, producer, consumer, or retailer—or any role they choose—thus fully harnessing the market potential of rural communities. Logistimo also uses social networking, allowing rural shop owners to share best practices and be fully included in the entire distribution process.

Logistimo's technologies and methodologies are open sourced and freely available for redistribution and modification according to each region and sector, which enables anyone, anywhere, to build an efficient supply chain.

### THE PROBLEM

In India, 70 percent of the country's population lives far from major cities, in remote areas with a lack of connectivity and infrastructure. Even though government and large donors have worked toward delivering essential goods to the last-mile recipient, the results have not achieved expectations. In the southwestern state of Karnataka alone, 75 percent of medical stores run out of stock at least every other day. According to a University of Michigan study conducted last year, even though India is one of the largest producers and exporters of vaccines in the world, two-thirds of children are not vaccinated on time. India has the greatest number of deaths for children under the age of five—1.2 million in 2015—a majority from vaccine-preventable diseases.

Historically, supply chains in India have an average of six to seven participants (including suppliers, distributors, wholesalers, and retailers) due to licensing laws. Each of these players uses different systems for inventory management—tally, software management, and simple bookkeeping for example—making real-time visibility of demand and supply impossible. Each stakeholder has different purchasing behavior based on conflicting interests. For example, suppliers seek to produce and sell a maximum amount of goods, whereas distributors prefer to limit inventory and costs, and rural retailers have limited resources to order enough goods to meet variability in demand. Each actor works in isolation, hindering collaboration and breeding a culture of conservatism and mistrust between buyers and suppliers. This system leads to consistent stock-outs in rural communities.

Ultimately, even if supply-chain stakeholders collaborate on the same inventory management platform, the most important piece of the chain lies at the last mile: accurate and up-to-date data on consumer demand. The challenges in gathering accurate consumer data are both technical and human. The rural store owner—the only player in the supply chain in contact with the customer—has limited resources, knowledge, technical support and is illiterate in most cases. These marginalized retailers in rural communities fail to capture consumer demand to drive the supply chain.



## THE STRATEGY

Logistimo works to change behavior and use technology to optimize existing supply chains—especially in public healthcare, agriculture, energy, industrial goods, and consumer products—across emerging markets. Anup founded Logistimo to target major suppliers of essential goods and create efficient supply chains that deliver goods at the right time, right place, and right quantity to rural areas. Major suppliers include government ministries that provide health, nutrition, and energy resources targeted at improving socio-economic conditions; and large inter-governmental or non-government agencies such as the World Health Organization, the United Nations, and the Bill & Melinda Gates Foundation.

**“ I have come across other logistics systems during my 20 years as a medicine supply chain expert, but they have all been top down systems. Logistimo brings transparency...and was designed by someone who knows the ground realities very well.”**

*Raja Rao, senior program officer  
for vaccine delivery, Bill &  
Melinda Gates Foundation*

The cloud-based platform is accessible from a mobile phone or computer application. Logistimo considers unreliable connectivity and a user's low literacy level. For example, to address low literacy levels, the majority of the application's language is simplified and input information is limited to numbers. To address connectivity challenges, the software is powered through SMS (text messaging) and Wi-Fi, and provides backup when offline. Inventory management, transportation, coordination and scheduling are all done with people in the field, using mobile phones.

Once the technology is in place, Logistimo, in partnership with the supplier, provides support and incentives to other users in the supply chain. This ensures participation and input of crucial up-to-date and accurate data on consumer demand and product quality, for vaccines, for example. Rural retailers commonly have low capital resources and are at high risk of financial loss due to variability in demand, waste, and damaged goods. To mitigate this risk, Logistimo asks suppliers to provide financial support by renting shelf space at the retail store or providing stable incomes regardless of

sales outcomes. A supplier integrates nearby retailers onto the same platform, enabling them to communicate through their mobile application and provide support in the form of inventory exchange or personnel assistance during sick days or other leave days. Rural store owners are therefore motivated to continue using the mobile application, improving their performance on sales and ensuring stability throughout the year. In some cases, suppliers create award systems on highest performances (such as stock availability and consistency of log-ins) and a culture of healthy competition among nearby retailers, increasing motivation to use the application.

Rural delivery of vaccines and medicines have been especially challenging, with dire consequences for supply chain inefficiencies. Logistimo not only optimizes quantity but also focuses on the quality of vaccines and medicines. For example, some vaccines require refrigeration. Exposure to temperatures outside the recommended range can decrease vaccine potency and reduce effectiveness. Logistimo now has sensors in vaccine refrigerators that transmit the temperature over the cloud, monitoring more than 7,000 refrigerators in real time.



Logistimo technology was deployed in 22 Karuna Trust primary health centers where 99 percent vaccine availability was achieved within 14 months.

In 2015, Logistimo developed the Electronic Vaccine Intelligence Network (eVIN), an online real-time vaccine logistic management system, for the Indian government. eVIN contains information on vaccine stocks and storage temperatures across all supply chain points and has garnered international interest from countries such as the Philippines, Indonesia, and Thailand.

Complexity of each supply chain differs due to the diversity in the goods or services delivered (healthcare, finance, nutrition, technical); partners and users involved (government, non-governmental, corporation, retailer, supplier); and cultural context (urban communities, remote areas). For these reasons, Anup follows a scaling strategy defined by “open technology, open insight, open methodology.”

In addition to releasing Logistimo's technology as open-sourced, Anup has struck important agreements with all Logistimo suppliers to open-source the data shared along the platform, such as consumer demand, delivery times and supply orders. Logistimo also documents each supplier's implementation strategy, including the diverse incentive structures built in different supply chains, and publishes this information online.

**Fast Company chose Logistimo in 2016 as one of “The World’s 50 Most Innovative Companies,” for keeping recipients updated on deliveries without Internet access.**

Logistimo is working in five countries in South Asia and Africa and has achieved 95 percent of stock availability across more than 12,000 stores. The platform logs more than 2 million transactions per month and more than 15,000 users access their services through mobile phones. Logistimo is currently supporting one of the largest immunization cold chains in the world, ensuring availability and potency of over 430 million doses of vaccines annually.

In 2016, Anup founded Tusker, a delivery service for rural communities, to resolve the challenge of last-mile delivery. Through the Tusker mobile-based app, transporters are crowdsourced and spare load capacity is collected on trips back and forth between villages and towns. Tusker collects data on product orders and uses data analytics to match the demand of deliveries at the village level with registered drivers that are already making the trip. By integrating GPS and computerized geographical data on shipments they also track orders to ensure secure delivery. Anup provides village entrepreneurs the ability to participate in any supply chain they choose, using Logistimo to make better decisions, and Tusker for the last-mile delivery.

## THE PERSON

Anup was born in 1974 in the United States, into a family originally from a village near Belgaum, India. From a young age, yearly vacations to India exposed Anup to the difficult reality in rural areas of the country. Extended family and friends would regularly ask Anup's family to bring back medicines, home appliances, and other essential goods that they could not find in their small town.

Anup excelled in mathematics, graduating high school early

and attending college at John Hopkins University at the age of 16. After graduation, Anup spent most of his career writing code for supply chain systems, from financial and accounting systems for Wall Street to weapons and ammunitions logistics for the Department of Defense (DOD).

During his time with the DOD, Anup was tasked with resolving the issue of last-mile supply chain for the military in Iraq. The unpredictability of war, soldiers losing connectivity in the battle field, erratic sandstorms, lack of structure in a foreign country, and the need to provide “right time, right place, right quantity” delivery made Anup realize the importance of supply chain management. Anup decided to transfer his expertise in supply chains and technology from highly unpredictable battlefield settings to the low-resource context of rural India.

Anup incubated Logistimo at Massachusetts Institute of Technology in 2009, where he published a paper on “humanitarian supply chains,” and moved to India and founded the organization in 2011. Rural India proved similar to his previous experience in tackling technological and structural challenges but held deeper issues of mistrust among supply chain players. Anup realized technology could only provide a platform for collaboration and a deeper behavior change had to take place simultaneously. Partnering with major suppliers, Anup provides village store owners access to global markets to sell their products, as well as access to all the goods communities need to thrive. ♦

# HEALTH





## Aldana Di Costanzo

ARGENTINA

Child Care

Mental Health

After suffering grief as a child and receiving little support, Aldana Di Costanzo is helping children and adults understand the concept of death and guiding them through the grief process.

### THE NEW IDEA

By enabling children and adults to comprehensively process the death of a loved one, Aldana is positively impacting society by making it possible for these people to fully participate in life. Operating Aiken Foundation—the only organization in Argentina working with children and grief—Aldana is creating a cultural shift so Argentinians view death as a normal part of life. Aldana believes that if children and youth acknowledge death as inevitable, they can live life with more awareness, gratitude and presence, avoiding negative secondary psychological effects from abnormal grieving processes.

She created a new, comprehensive approach toward the subject of death and is giving children and parents the tools to cope. A death is always a painful experience and most parents do their best to help their children manage. However, since most people are inexperienced in coping with death, adults caring for children may not be aware of how to keep them from suffering “inhibited grief.” This abnormal form of grieving—in which an individual shows no outward signs of suffering—can have serious effects on individual development, families and communities.

Working toward her two main goals—for adults to develop their own grieving process and to learn about healthy ways to support children in a situation of loss—Aldana envisions an Argentina where no child has to grieve alone.

### THE PROBLEM

Through her professional training and her own experience, Aldana realized that childhood grief is an issue that institutions working with children on a daily basis fail to address and that families lack the appropriate resources to deal with it. Grief

tends to be ignored and when it is acknowledged, it is treated as a personal health issue. And in school, teachers may not know how to help students through the grieving process. Because of this, when a death occurs, the situation is often avoided because of the stress and turmoil the subject brings.

Very often it is adults who are unable to express their feelings when confronted with death, and so they avoid discussing it. This avoidance denies children the opportunity to express their own emotions. Because some people believe that children are not capable of understanding death, they are kept on the sidelines and may not be told the full story. Evidence shows that children who are living through this experience often feel like they are “abnormal,” and this perception intensifies their pain and makes the process much more difficult.

Insufficient statistical data and a lack of clinical studies make it difficult to document the scale of the issue. Aldana began to track and produce this information herself in order to position the subject within educational and health contexts using facts and data.

### THE STRATEGY

Aldana and Aiken help society address death by training people in schools, businesses and mental health professions, as well as providing healing therapies to children and families.



Children at Aiken Foundation participate in an exercise to help them deal with grief.

As a psychologist, Aldana began to specialize in children's grief and provide clinical care for children and young people on an individual basis. To expand the reach of this support, she set up a telephone line for initial consultations and referred patients to a team of trained professional psychologists. Aldana soon realized she would need to move beyond private practice in order to have a larger impact and change the mindset in how Argentinian society copes with death.

She created specialized training for health professionals, preparing them to approach the subject of death in a way

that is both human-centered and life-affirming. In addition to specific content relating to grief, Aldana's training equips participants to recognize the different stages of grief and the difference between normal and pathological grief. The training sessions also call on health professionals to join Aiken and be a part of the cultural change of how Argentinians view death, and Aldana is building a network of professionals across Argentina.

Multiple schools throughout the country use Aiken's methods, which are incorporated in teacher training centers. Aiken trains teachers to talk about death and grief and create empathy in the classroom, enabling classmates to participate in the healing process. Classmate questions and emotional reactions can deepen the pain a child is already facing and this is addressed by creating a separate space for other children in the class to express their feelings as they understand death and grief. The training includes games and rituals that help children get through the experience. Teachers also learn to identify the specific needs of children who are grieving and where to refer them for the help they need.

Aiken has also devised therapies for individuals and families using peer-to-peer counseling based on playing and the arts. Aiken provides group therapy for grieving children, one for ages 5-11 and another for teenagers ages 12-17. The therapist-led groups meet for 10 weeks, allowing children to strengthen their own capacity for healing. The group format helps them explore coping skills with people who are facing a similar situation.



Aldana with Aiken Foundation client Daniel Leguizamón, then 15, who lost his parents and credits Aiken's services with helping him through the grieving process so he could live a full life.

In the business community, Aiken conducts workshops and trainings for companies that might be experiencing the death of an employee. They train staff at organizations like cemeteries and funeral service providers who cope with death daily and Aldana makes these institutions a central space from where to build this new concept. Several companies, including Telecom and Havas Media Communications, have participated in the first training workshops.

Aiken's message has begun to gain a foothold on the public agenda. They are currently exploring partnering with the Ministry for Social Development to work with women's organizations and train them in grief support. Aldana has made numerous appearances on radio, television and in print, emphasizing that there is no magic formula for dealing with the death of a loved one. Nevertheless, it is possible to educate people in workplaces and schools so that they are better equipped to offer support and do not inadvertently add to the isolation and confusion that people typically experience at this time.

**“ The ability to recover, the resilience that can be generated in each child is frequent, existent and hopeful even if death has been tragic, unexpected, with or without warning—if a child is well accompanied, the sun will always come out again.”**

*Aldana Di Costanzo, writing in La Nación*

Aiken is growing at a fast rate and has a team of 37 people who work on their several programs and outreach. They have helped more than 420 children through the grieving process at the Foundation alone. One of those children was a 15-year-old named Daniel, whose aunt and uncle brought him to Aiken after losing his parents. He had lost interest in everything and they didn't know how to support him in his grief. At Aiken, Daniel recaptured his memories of his parents and talked about them, remembering family anecdotes and the things they took pleasure in. He reconnected to his mother's love of orchids and took part in a gardening project which eventually became his profession. Through his grieving process, Daniel found new meaning in his pain and could make sense of what had happened to him. Daniel's story, like those of many young people who have passed through Aiken, reaffirms the importance of coming to terms with death in order to live fully.

## THE PERSON

When Aldana was 6 years old, she faced the first of many losses when her father died of cancer. At the time, her mom was only 38 years old. Aldana and her family carried on the best they could without any professional help. She focused most of her energy on gymnastics, later becoming part

of the national team where she stood out as a committed and determined athlete. After finishing school, she studied psychology at university and always felt drawn to issues relating to grief.

During her training, Aldana became familiar with the work of Elizabeth Kübler-Ross, a Swiss-American psychiatrist and author of the book “On Death and Dying,” which described the five stages of grief. She learned about the ways grieving children were supported and was struck by how such support would have been valuable to her and her family. After researching grief support in Argentina and finding there were no agencies working in this field, she founded Aiken.

Hoping to share her vision with others, she contacted the Palliative Care Unit at the Enrique Tornú Hospital in Buenos Aires, which was supportive of her idea and allowed her to test some of her strategies. She gained experience and met people who joined the project and helped to shape Aiken’s development. In Aiken, Aldana found a way to heal her own pain and helping others through this process is her life’s mission. ♦



## Inge Missmahl

GERMANY /  
AFGHANISTAN

**Conflict Resolution**

**Equality/Rights**

**Mental Health**

Using her background as a psychoanalyst, Inge Missmahl is bringing culturally-aware, empathetic, committed counselors to people who are suffering due to regional, migratory and refugee conflicts.

### THE NEW IDEA

Inge founded Ipso to fill a gap between the existing curative medical approaches and social work, following a psychosocial and culturally-aware counseling and empowerment approach. Ipso trains counselors to consider ethnic identity and unstable living situations to address acute psychosocial stresses so patients can become active participants in society. Inge realized that too many people around the world in conflict situations or situations of acute stress have no access to effective relief or support to regain their inner strength and function in society. Introducing Western approaches based on fast, pathology-based diagnosis and pharmacological treatment are not as effective as treatment that considers cultural context and events. Using a culturally-sensitive approach as a basis for individual action and community well-being not only assists people in grappling with their situations but also prevents serious costs for national health systems.

Through her method of finding and training psychosocial counselors who are from different cultural backgrounds and who speak different languages, Inge is building a new and highly-effective network of citizen psychoanalysts. Following a clear set of guiding questions, these counselors guide clients to shift their view from being a victim of circumstance to being an active shaper of their situation—with deep impact on acute symptoms, but also on underlying issues like gender violence and family conflicts.

One hundred ten thousand treated mental health cases and successful implementation in Afghanistan’s national health care system have proven Inge’s model. This motivated Inge to not only strengthen the train-the-trainer component but also to transfer the model to the digital sphere to benefit a far wider target group. Refugees, migrants, as well as expats and development aid workers can easily and anonymously access

“Ipso e-care” and find professional support that reflects their cultural identity and current situation. To ensure that Ipso e-care can help as many people as possible while setting new qualitative standards in online psychosocial therapy, Inge is building new partnerships as part of a franchise system. Ipso e-care has a combination of web tools and trained coaches and is also adaptable to diverse cultural and institutional settings. With Ipso e-care, Inge is following her vision that every human have access to psychosocial support when needed.

## THE PROBLEM

The World Health Organization (WHO) estimates psychosocial stresses will be the second leading cause of disease globally within the next five years. The 2016 United Nations annual Global Trends report—a statistical assessment of refugees, asylum seekers and people forcibly displaced from their homes—showed a worsening of conflict, mayhem and persecution. The new total of 65.6 million people displaced from their homes is 300,000 people higher than in 2015, which had been the highest since World War II and its aftermath. Societies around the world are facing a mental health crisis in both migratory and stationary populations and established systems are not adequate to respond to the growing challenge.

If not resolved, cultural tensions and stress immobilize people at exactly the time they need to act for themselves and their families to positively influence their future and their environment. People feel segregated and powerless, which can lead to lost confidence and feelings of victimization. Drug and alcohol abuse, domestic violence and chronic psychosomatic illnesses are often present. There is also ample evidence that individuals who face traumatizing situations become violent and anti-social, which perpetuates the cycle of violence.



Intergenerational dialogue helps build cultural community and identity, which Inge believes is the basis for psychological improvement.

Using mostly Western, therapy-based frameworks to address

psychosocial stresses fail to achieve the broad impact needed. In situations of acute psychosocial stress, psychosocial therapy holds a key to progress for these populations. In post-conflict regions, this approach is especially needed, since psychological consequences of extreme circumstances often remain unaddressed and infrastructure is missing, damaged or hard to access.

## THE STRATEGY

Ipso's core activities focus on building and establishing infrastructures for psychosocial support in person and online; training counselors; and establishing what Inge calls “Cultural Containers,” places where community members meet and participate in activities that build culture and identify.

“ **Psychological therapy was virtually unknown in Afghanistan. Until recently, there were only 28 psychologists and psychiatrists in the country for roughly 30 million people.**”

*Martin Gerner, Qantara.de*

In 2004, Inge started working in Afghanistan. She focused on direct empowerment and self-efficacy, usually requiring three to five clearly structured sessions of 45 minutes each. The first key step is to develop an understanding of the situation based on the cultural and psychodynamic context of the person, or to identify the meaning of the symptom and then to identify the main complaint—the most pressing problem in the moment. Then a narrative is developed together that concentrates on a solution based on the patient's own values. Based on this, a clear statement is formulated on what “I, as an individual, can change within this situation.” Through this, the first key mind shift from feeling like a victim of circumstance to being in control is possible—always viewed in relation to being part of a greater whole, whether that is a family, a community or a society. Overall, the approach enables people to develop, shape and maintain relationships; to deal successfully with conflict; and to be empathetic within their surroundings.

This structured approach requires the vast mobilization of new talents in the field. The selection and training of counselors is based on their professional background, life experience (i.e., experienced mothers often make great counselors) and motivation. The first prerequisite for a counselor is a high cultural sensitivity. Counselors are only active in their own or comparable cultural environments and language. This



ensures a trustful atmosphere is built between counselor and patient, and a deep understanding helps to develop solutions applicable in the respective cultural setting. Prospective counselors are chosen in personal interviews and then trained for twelve months, practicing under supervision for nine of those months.

The impact of Ipso's work in Afghanistan is present on multiple levels. Most patients were suffering from psychosocial stressors such as family conflicts and personal problems, which contributed to domestic violence, sexual abuse and the disregard of women's rights and human rights. Psychosocial counseling made people aware of better solutions than restrictive traditional practices and contributed to the promotion of human rights and gender equality, as well as to the de-stigmatization of mental health cases. Furthermore, Ipso's database shows that from all treated cases, 70 percent of the people could cope significantly better with their stressors and were reporting being able to contribute to family and community life.

At the end of 2014, Inge and her team transferred Ipso into the digital world, creating Ipso e-care. They developed and implemented an online video platform, allowing her approach to scale even faster and to open her methods to new target groups. In 2016 and 2017, Ipso trained 92 refugees from 17 different countries speaking 13 languages to become counselors based in Germany. Inge is also working with migrants in Germany, who provide psychosocial counseling for refugees arriving and integrating in Germany. Beginning in September 2017, psychologists in Ukraine will also start using Ipso's online platform.



Ipso provides culturally-aware online counseling.

Overall, the quality in Ipso's work is ensured through selection and training, but also after each session, a short online evaluation is completed both by counselor and client. Both parties must rate the session a score of 70 percent or more. If not, a supervisor will contact the counselor for more information and training, if needed.

Based on her experience with "low-barrier" psychosocial counseling, which has no requirements for the patient to obtain counseling, Inge has expanded her work. She created

a concept for active community building in Afghanistan by implementing so-called "Cultural Containers," community centers specifically created for socio-cultural activities. Inge believes that a strong yet reflective cultural identity is the basis for openness and curiosity toward improvement. Since 2013, "Cultural Containers" have been implemented in eight provinces and are run by local teams in an adaptable three-step process. In the first step, the team invites inhabitants around the container to collect and explore aspects of their culture—"Who am I?" is the leading question with a phase of reflection. This is followed by identity building—with events, discussions and other outreach so people can become aware of cultural rootedness and changing values. The last step is carrying cultural projects into the community and inviting participation. Through this ripple effect, an active and reflected community is engaged.

Ipso has existed as a non-profit organization since 2008. Currently, Ipso works with more than 400 team members in Germany and Afghanistan, where they implemented in-person psychosocial counseling in hospitals and institutions in all 29 Afghan provinces. Eventually, almost all the psychosocial counselors in Afghanistan will be transferred over to the Afghan Ministry of Public Health to ensure sustainability.

Against the background of her experience in Afghanistan, the proof of concept of Ipso e-care and the Cultural Containers, Inge today stands at an inflection point. Given the current refugee migratory movements, Ipso's impact potential is considerable and Inge is pursuing scaling in Haiti, based on the successful identification of local partner organizations. Having explored varying concepts of implementation, training and train-the-trainer modules, Inge aims at building a hybrid financial structure which will allow her to grow somewhat independent from slow public funding and for partner organizations to easily work with her methods in the future.

## THE PERSON

Inge displayed entrepreneurial talent in what she calls her first career: founding and operating an international organization that used dance and theater to make youth and adults more self-aware. After handing the organization over to capable successors, Inge went to Afghanistan in 2004 to support the work of the humanitarian aid organization Medica Mondiale, providing therapy for Afghan women. As a trained psychologist, Inge soon realized that her work there was not having the impact that the situation required. Medications or hospitalizations could not solve most of the problems—and her analytical frameworks did not help to explain the problems the Afghans were facing. She decided to better understand the circumstances and, with support from an Afghan professor and two Afghan medical students, she started her own counseling centers. Success in Kabul encouraged her to expand counseling to both women and men and make counseling available for every Afghan. To achieve this, she knew that she needed

to raise awareness of the issue and make counseling easily accessible. With the financial help of Caritas International, she developed decentralized counseling centers and trained Afghan psychosocial counselors.

While the training and counseling were successful and her strategies were integrated into the national mental health strategy in Afghanistan, no institution moved to take broad action in that country. Frustrated, Inge founded Ipso in 2008 to build a train-the-trainer organization. Overcoming bureaucratic, cultural and social barriers, she talked to ministries and foreign aid donors, consulted with the WHO and finally convinced several stakeholders to finance and support psychosocial counseling in Afghanistan and to include this type of counseling in international aid programs. Thus, Afghanistan became a role model for a non-pharmacological treatment of psychological illness in public health systems.

Inge envisions a world in which every person in need has access to psychosocial support. Step by step, she is building the infrastructure and frameworks needed to reach this goal—proving her ability to work in intercultural teams and with very diverse stakeholders around the globe. With this team-of-teams at hand, she is emphasizing the importance of psychosocial well-being in a fast-changing world. ◆



## Adama Kane

SENEGAL

Child Care

Citizen/Community Participation

Health Care Delivery

Working with a simple insight and a powerful technological platform, Adama Kane is equalizing access to medicine through a system of exchange that allows everyone to contribute and improve community health.

### THE NEW IDEA

Having recognized that many family medicine cabinets were stocked with safe, unused drugs that others could benefit from, Adama launched JokkoSanté, a virtual community pharmacy that optimizes drug use and access. He created a secure virtual platform and a user-friendly application adaptable to all types of phones, where anyone can enroll free of charge. Participants can then make monetary deposits, withdrawals and loans, as well as purchase medicine. The platform also includes a database of all approved drugs by the Ministry of Health with official prices, contributing to greater overall transparency in a country where illegal street medicine is often used by the poor, without a quality guarantee.

Furthermore, the platform is used by local health facilities where drug purchases and usage is closely monitored. Drug supply management is still a challenge in Senegal and through this approach, health facilities are used more since it is clear they provide greater availability of medicines than the street.

JokkoSanté increases drug donations and contributes to developing a culture of giving. Leveraging smart technology and data to enable full traceability Adama hopes better visibility will encourage others, such as corporations, to support specific populations as part of their Corporate Social Responsibility (CSR) programs. Diaspora-supporting family members can also participate as members and provide medicine to their loved ones.

### THE PROBLEM

According to the World Health Organization (WHO), about 44 million households or more than 220 million people worldwide face high medical care expenses relative to their income. Some

20 million households—more than 100 million people—fall into poverty due to the cost of health services and medicine. Families find themselves reducing their expenses on primary necessities such as food and school fees in order to receive medical treatment.

In Senegal, as in many other developing countries, access to drugs is especially difficult and unequal. Drug expenses represent 52 to 72 percent of health spending and yet only half of the population has medical coverage. A large proportion of the population—those employed in the informal sector or living in rural areas—is excluded entirely from the health care system.



Customers using JokkoSanté services in a pediatric hospital in Dakar, Senegal.

To address these issues, Senegal has employed several strategies to improve access to health care, including creating decentralized health facilities. Health posts and centers equipped with basic hospital equipment, electricity, computers and internet access have been set up in remote areas. Compulsory health insurance for private sector workers and the authorization of private insurances, mutual insurances, flat-rate pricing and Universal Health Coverage (UHC) have all been adopted. Reforms have been initiated to organize and strengthen public participation in solving health problems.

The implementation of these health policies has led to significant advances, but has not fully solved the problem. For example, drugs offered by health insurance policies are mostly basic medicines, such as painkillers or first aid items. In such a context, access to medicine remains a challenge. As part of their CSR activities, companies make donations but there is no visibility or guarantee of the destination.

## THE STRATEGY

In the first iteration of his model, Adama wanted to create a platform for a direct exchange of drugs between members. He soon realized, however, that this would not comply with regulations on unused drugs (UD) in Senegal. Instead, Adama negotiated with the Ministry of Health and the WHO to get permission for health centers to collect and distribute the

drugs gathered through the platform at local pharmacies. He then developed the application JokkoSanté, which means “giving and receiving” in the Wolof language, to illustrate this new approach in which anyone can share and benefit mutually.

In February 2015, he started in the poor rural community of Passy (a few hours from Dakar) to test the application. Working closely with the pharmacy in the health center, Adama selected and trained two members of the staff to register community members and manage withdrawals and deposits. As members of the community, these representatives of JokkoSanté also ran awareness campaigns at the health centers, social gatherings and religious meetings.

Adama launched unused drug collection campaigns in Passy, Dakar. A team of doctors, pharmacists and Ministry of Health agents conducted weekly screenings of drugs received based on the required medical prescription or proof of purchase. Each member has a personal account linked to his mobile phone number. The account is credited points whenever they bring drugs or receive points from another party and debited when they make a withdrawal upon presentation of a prescription. These points are equivalent to the financial value of the registered drugs (1 franc = 1 point). This new form of currency allows transactions such as exchanges between members, loans for those who are struggling to pay, and purchase orders for those from the diaspora who want to contribute to a relative’s health expenses. Adama ensures that points are always less than the available stock of medicines. Transactions are conducted primarily via SMS, allowing the application to be accessible from all types of phones and all mobile networks.

“ **Tech entrepreneur Adama Kane’s ‘virtual pharmacy’ allows users to exchange dispensed but unused medication to both reduce wastage and help poorer families pay for their medicine.**”

CNN

Closely working with the Division of Pharmacy and Medicine, Adama has access to the full list of medicinal products authorized in the country and their approved price. This list is publicly available on JokkoSanté, along with the appropriate dosages of each medicine. Consistent with his philosophy of giving and receiving, Adama allows the Ministry of Health access to all real-time statistics on the members’ drug consumption. In situations where users face shortages of specific medicines, such as those for metabolic, chronic and

incurable diseases, the platform becomes an alternative to retail chains that members can use to research the availability of drugs with other members or pharmacies.

Understanding the limits of UDs in areas where the poor live, Adama has included an approach that allows for contributions to people's health expenses. Companies, as part of their CSR activities, can provide funds to JokkoSanté that can be offered as credit points to target populations according to the interest of the company in terms of geography or specific target population. In such cases, the account of the benefitting member is credited and they receive an SMS indicating the name of the company offering the credit points. Companies have their own special accounts allowing traceability of their funds, the number and identity of the beneficiaries, and other key indicators for their giving.

In March 2016, Adama concluded the pilot phase with successful results. In two years, the project registered about 2,000 members and impacted more than 15,000 people. In February 2017, JokkoSanté began operating in Senegal's largest pediatric hospital, supporting children from newborn to age 15. The health clinics have noted better attendance in their programs as well as improved coverage of health expenses. For medicine shortages, when stock does not include the needed medicine, member pharmacies can provide it and be paid out of JokkoSanté's capital (more than one million credit points) from the CSR funds.

Adama is working with the Ministry of Health and pharmaceutical companies to formally integrate JokkoSanté in the health sector and has received funding from the BMC Bank to cover integration into the 15 hospitals and 50 health centers of Senegal. He also has six companies that will support the initiative, among which are BICIS Bank, Sodefitex textile company and the gold extraction company IAM Gold. To achieve his objective of signing up 500,000 members, he has approached national and local authorities for support, as well as citizen groups. Adama also hopes to extend his application to health care and hospitalization services. With the help of the field offices of the telecommunications corporation Orange and BNP bank in Africa, Adama plans to cover seven other countries in the sub-region in 2017.

## THE PERSON

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From a young age, Adama distinguished himself with his resourcefulness. Growing up in a large family, he understood he needed to be productive early to sustain his mother and his studies. At 12 years old, he started selling water and ice cream, and at 13, he became a fish merchant. He later became a tailor and started a business to raise chickens.

In 1997, Adama won a scholarship offered by Sonatel, a Senegalese telecommunication company, to study engineering in college. Upon graduation, he joined the company as a

telecom engineer and occupied five different managerial positions in his 16-year career. Among his achievements, Adama launched the first call center in Dakar and helped expand important programs such as the Document of Strategy for Poverty Reduction (DSRP). In 2011, his experience in the fishing sector prompted him to develop the mobile application "Ecos Peche" to fight against illegal fishing. The application was later acquired by the Ministry of Fisheries and Maritime Affairs.

One month before the birth of his first child, Adama realized the extent of unused drugs. In his efforts to make more room for the baby with his wife, they noticed the volume of medicines accumulated over the years, most of which had expired. He knew his neighbors, relatives and those in need could have used the medicine before it expired.

In 2015, he started JokkoSanté. In May 2017, Adama was invited to the United Nations to showcase his innovation as a way to achieve one of the 17 Sustainable Development Goals (SDG) by 2030—to ensure healthy lives and promote well-being for all at all ages. ♦



## Abdulhalim Demir

TURKEY

Civic Participation

Human Rights

Former child sweatshop worker Abdülhalim (Bego) Demir built a coalition to expose and prevent dangerous health and safety conditions, occupational diseases, and child labor in the Turkish textile sector. By aligning interests of key stakeholders in the supply chain, he is making it possible to strike a balance between livelihoods and workers' health and safety.

### NEW IDEA

Bego is improving the lives of Turkey's largely unregistered textile workers who face systematic health, safety, and human rights violations by changing key actors' relations and positions with each other. The different actors in the typical textile supply chain have competing interests—the company wants to make the most money possible, for example, while keeping operating costs low and may not be focused on expensive worker safety precautions. Workers might be hesitant to protest unsafe working conditions for fear of losing their much-needed employment. By serving as an intermediary between different stakeholders whose interests conflict with each other, Bego has successfully built a committee that has developed win-win solutions that make it possible to strike a balance between livelihoods and workers' health and safety.

Piloting an initiative to alleviate the effects of this single occupational disease, Bego has developed a strategy to bring together previously disengaged and conflicting parties, which he executes through a nationwide, multi-stakeholder committee. Stakeholders include the workers themselves, trade unions, international workers' rights groups, public health experts, media entities, academia, fashion designers, and design schools, which Bego unifies around the same goal. Bego compels these parties to undertake critical steps such as documentation, advocacy, and media relations, therefore building a coalition for a new workers' rights movement. Finally, he is going case by case to develop solutions that strike a balance between livelihoods and working conditions. He and the coalition are distilling this information into strategies for interventions that put the workers' well-being first.

Today, he has expanded his strategy to address three key

areas of the textile sector: health and safety issues to ensure workers are not subjected to any dermatological, orthopedic or respiratory diseases; child labor; and the rights of workers to organize for their own benefit.

### PROBLEM

The textile sector is one of Turkey's oldest and largest. It plays a significant role in the country's export economy, employing more than 3 million workers. In addition to being a major global supplier for raw materials such as cotton, Turkey is also a key exporter for Europe's top clothing brands and a main consumer due to its growing economy and middle class.

However, despite the large economic significance of textiles, more than 60 percent of workers in the sector are informal and employed in small, hidden sweatshops. The number of unregistered workers in the textile sector has grown drastically in the past 5 years due to the influx of Syrian refugees. Government audits show that registered textile factories are far from being safe and healthy workplaces: 78 percent of factories have issues regarding fire and machinery safety, while 58 percent have chemical safety issues, and 48 percent do not comply with the legal noise, ventilation, temperature, and lighting standards. Many unregistered workplaces operate in largely unknown conditions which become visible only when tragedies occur.



Jeans with a distressed, already-worn look have been popular since the 1990s, but one way the effect is achieved is by blasting them with sand—and this can give factory workers an incurable lung disease.

One such tragedy is silicosis, which is an incurable yet completely preventable lung disease caused by breathing in tiny bits of sand (silica). Silicosis is a well-known disease that commonly develops in workers who have typically worked 20 to 30 years in mining and construction industries. However, in textiles and unregistered workshops with unfavorable conditions, the disease progresses much faster, killing workers after 3-5 years. Silicosis is also often confused with tuberculosis, which makes properly recognizing and diagnosing the lung disease much harder.

The problem is further intensified because of the lack of

awareness among workers, the unwillingness of labor unions to prioritize worker interests, and the insistence of some civil society activists on the closure of sweatshops, jeopardizing workers' livelihoods. The government admits it lacks the capacity to audit facilities, and major international labels show the desire to audit the facilities but are not able because of the highly-segmented production chain through intermediary organizations. Thus, the Turkish textile sector remains the scene of frequent human rights violations, including many with serious health and life consequences.

## STRATEGY

Bego has a multi-pronged strategy for disrupting the status quo. His success is built on the foundation of the multi-stakeholder committee, led by Bego and consisting of 20 permanent members who meet once every two weeks and more than 3,000 supporters who contribute to the committee's work regularly.



Abdülhalim Demir leading an information session for sandblasting workers.

The first key tactic is to bring new players into the textile sector and design new roles for them. For example, in 2009, Bego reached out to medical and public health experts who examined the health consequences of textile production for the first time in Turkey. He encouraged them to produce solid research not only on the hazardous effects of procedures like manual sandblasting, but also on alternative, healthy, and economical methods they could share with brands, suppliers, sweatshop owners, and the workers themselves. Similarly, Bego incorporated leading designers from top design schools by holding competitions for designing worker-friendly products including “sandblasting-free jeans”. The designers have involved the key demographic of young consumers by organizing creative street art campaigns. These campaigns work to build momentum and educate consumers and government institutions about this issue.

Bego also is creating opportunities for workers to become leaders. He empowers workers to act as ambassadors to spread awareness and motivate and inspire action among their co-workers. This is done by involving workers in

developing and implementing conflict resolution activities. Bego starts by helping the workers or their families (for the child workers) better understand their social and economic situation and encouraging them to take ownership. The worker leaders then go step-by-step up the production chain—from sweatshop owners and auditors to the actual designer brand executives—to convince them to upgrade the working conditions to acceptable levels. To date, they have resolved three landmark cases with major labels in the textile sector, resulting in significant improvements in working conditions, workers returning to their jobs as registered employees, and child workers being either sent back to school or being registered under the apprenticeship law if they are old enough. Worker leaders emerged in each case—leaders who are acting as whistleblowers and negotiators on health and safety issues in their workplaces. In the area of child labor, Bego works to expose the reasons behind child workers in the first place—namely, that adult workers in the textile industry are not making a living wage and children must work so the family can survive.

“ **The sandblasting backlash began in Turkey, one of the world’s biggest exporters of jeans. Dozens of (workers) were suffering from silicosis and all had been working in denim sandblasting factories in Istanbul. It was the first time that the illness—which has a long history among workers in construction and mining—had been found within the garment industry.**”

*BBC News*

Within a three-year period, the efforts of Bego and the committee were instrumental in establishing a national level policy change together with the Ministry of Health and the Ministry of Labor and Social Security banning manual sandblasting, and closing all sandblasting sweatshops in the country. Bego and the committee achieved high levels of awareness among jeans consumers about the dangers of sandblasting and they organized a group of engaged and empowered workers who have gained influence in their trade unions. Building on these successes, Bego and the coalition are

distilling and sharing their knowledge on how to utilize and go beyond advocacy with innovative and win-win arrangements with textile workers to ensure their methods spread. Their future plans include expanding to other countries—since sandblasting was banned in Turkey, the practice has moved to less regulated markets such as Egypt, Bangladesh, and Cambodia, where Bego plans to start similar initiatives. Bego continues to work on building a safer, more secure and just textile industry in Turkey.

## THE PERSON

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Bego came to Istanbul from his village in Eastern Anatolia as part of the influx of millions of internal migrants seeking better lives and employment opportunities in large cities. He found his place in the textile sector as a child worker at the age of 15. His last employer, where he worked for 3 years, was a manual jeans sandblasting sweatshop, which was preferred by the poorest migrants because these were the only shops that provided a place to sleep. Bego was one of the first migrants from his village to start sandblasting and helped hundreds of others to find jobs in similar sweatshops.

Bego later realized the sweatshops were providing accommodations because they wanted to stay as hidden as possible in order to hide the dangerous working conditions. Working and living in such a workshop for three years, Bego lost 56 percent capacity in his lungs due to silicosis, while many of his colleagues lost their lives. Bego felt a deep sense of responsibility, as he was one of the first in his village to work in these sweatshops and encourage others to come and work. Despite the doctor's advice that he should live housebound with an oxygen tube, he started a struggle which would end with a victory—one that would become one of the few successful movements in Turkish textile worker history.

After he was diagnosed with silicosis, Bego entered a period of hopelessness which he overcame through his passion to protect workers. His efforts took him to the country's leading doctors and even the President, who wrote a personal recommendation ensuring free and limitless language courses for Bego. Bego taught himself computing, coding, and English with the goal of making the international community aware of his struggle. He completed his high school education and enrolled in a university while caring for his four children. Today, Bego uses leadership skills and alliances to bring this issue to international audiences. ♦



## Minhaj Chowdhury

BANGLADESH

Microenterprise

Natural Resource Management

Water Management

Minhaj Chowdhury's new technology-driven water filtration system provides access to clean water, saving people's lives and giving them healthier futures.

## THE NEW IDEA

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Minhaj co-founded Drinkwell to end the global arsenic water crisis, combining locally-sourced, cost-effective, scalable water purification technology with a market-driven franchise business. By providing affected villagers with water filtration technology and business tools, Drinkwell is creating jobs, generating income and improving health outcomes. Drinkwell's system provides a water filtration solution and is adaptive to different levels and types of water contamination.

Drinkwell's innovation lies in reimagining the economics of the water business by creating low-cost technology that is manufactured, serviced and sold locally. Community involvement from project inception through maintenance ensure sustainability. Projects are endorsed by the public and local authorities and managed by locally selected franchisees from the communities.

## THE PROBLEM

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According to the World Health Organization (WHO), approximately 200 million people in 70 countries are vulnerable to arsenic contaminated water. Despite millions of dollars being spent on this issue, over 48 million people in India and Bangladesh alone are affected by widespread arsenic poisoning due to drinking water drawn from underground sources containing arsenic at concentrations well above the permissible limit. A 2000 WHO Bulletin called this the "largest mass poisoning of a population in history." Groundwater provides the cheapest and most convenient source of water, and in Bangladesh, currently there are 8.6 million water wells providing 90 percent of Bangladesh's water supply. In recent years, about 4.7 million water wells were found to be arsenic

contaminated. In 2012, WHO estimated an annual death toll of 43,000 people from arsenic-related illnesses in Bangladesh.

Since arsenic was first traced in Bangladesh in 1993, there have been multiple intervention models from the government, international donors and development agencies, and most recently, the private sector. While many filtration technologies and innovations are available, long-term effective and practical solutions have mostly failed. Large upfront capital expenditure costs and continuous financing in a scalable manner further challenge successful models. According to the United Nations, 50 percent of all water projects fail because communities have not or could not assume responsibility for maintenance and repairs of water systems.

**“(Drinkwell’s) technology provides more than one million liters of safe drinking water to over a quarter million people, with zero reported cases of arsenicosis or fluorosis. Add to that, Drinkwell has created 500 jobs and Chowdhury earned a spot on Forbes’ 30 Under 30 list in 2015.”**

*Forbes, in an October 2, 2017 article about Drinkwell winning the first-ever Under 30 Impact Challenge, which comes with a \$500,000 investment.*

The cause of arsenic contamination is still unsolved. Approximately 70 percent of Bangladesh’s 160 million people live in rural areas, mostly flat delta lands, with no alternative source of water besides groundwater. Unlike in urban communities, the government is not able to provide practical infrastructure to supply clean water. Access to clean water is set to play a critical role in Bangladesh’s development challenge when considering this heavy dependence on groundwater. Environmental factors and a growing population make access to clean water a critical health issue. Currently, the rise in the salinity in the water level is also adding to this problem. With most historical and existing interventions failing to meet this

challenge, the need for a sustainable and scalable solution is more important than ever.

## THE STRATEGY

Water places at the top of the United Nations’ Sustainable Development Goals and is one of the critical factors in the economic development agenda of the developing world. Minhaj believes that access to clean water is a basic right for all people. Drinkwell developed a modular platform that is adaptable to variations in water contamination. Compared to reverse osmosis, a popular water purification technology, Drinkwell’s ion exchange technology recovers 40 percent more water and requires 16 times less electricity, while producing only 2 percent of the waste of existing options.

Each water project follows an “Evaluate—Design—Build—Operate—Maintain” process. In the first phase, Drinkwell evaluates the raw water quality of a community water source and forms a committee comprising the local government, citizen organizations, community leaders and local villagers to identify the project site and appoint a franchisee from within the community. Drinkwell also hires operational staff from within the communities. Incorporating the local community helps ensure success of the endeavor. Drinkwell then designs and builds a system financed by either local governments, corporate social responsibility grants, or unsecured microloans. Drinkwell has attracted over \$4.6 million in government tenders, debt and equity-based impact investments, corporate social responsibility donations, and grants for deploying more than 250 systems across India and Bangladesh.

Each system has a capacity to serve between 200 to 1,200 households daily. Households can purchase a “Drinkwell card” from the local franchise which provides them a monthly access on a pay-as-you-go basis. The price per liter of water is determined by local stakeholders to ensure a sustainable business. The Drinkwell card is then taken to a “Drinkwell Water ATM” where, upon a tap, 10 liters of WHO-compliant drinking water is dispensed. The Water ATM has a GSM chip that sends an SMS to a cloud-based IT backend consisting of a server, an application and a database. This is powered by Salesforce to aggregate financial and operational information in real time. Water sensors are embedded in the Water ATM to ensure quality, with the ability to remotely turn systems off using an Android application to guard against liability risks of dispensing unsafe drinking water. On average, customers pay \$0.005, and as a benchmark, a liter of bottled water costs \$0.20. This adaptive model also allows the franchisee to increase the capacity of the systems based on the demand by adding additional raw and treated water storage tanks.

In the “operate and maintain” stages, Drinkwell trains local villagers to conduct site visits and ensure that water quality and service is maintained. Drinkwell also maintains constant engagement to ensure month-to-month growth. Drinkwell



employs service engineers as “customer success teams” to troubleshoot technical issues powered by Android and Salesforce.

One of the biggest challenges with the filtration process is making sure the waste products containing arsenic and other toxins do not end up back in the ecosystem. Drinkwell has incorporated a stringent waste-absorbing and management process that can convert waste into valuable commercial by-products.



A Drinkwell water facility in West Bengal.

Many donor-driven interventions fail to scale because the local community is not incorporated into the approach, and this limits sustainability. On the other hand, private companies have been criticized for recovering both capital and operating expenditures from the customers. Currently, most of the technology and innovations practice the asset transfer model, where these technologies are sold to private companies to market. With Drinkwell, Minhaj separates these cost components carefully, ensuring that the customers only cover the operating expenditures embedded within the franchise model. He has engaged donor agencies and micro-lending organizations to cover the capital expenditure. Further, Drinkwell makes no margin on the capital expenditure; thereby, differentiating the company from existing water social enterprises that make a margin windfall upfront and are not economically aligned with the long-term sustainability of the system. By ensuring customers should only pay to cover the operating expenses, Drinkwell can work in sparsely populated regions where capital expenditure recovery would not be possible.

Working with Dr. Arup SenGupta of Lehigh University on 200 pilot projects across India, Bangladesh, Laos and Cambodia, Drinkwell has refined a sophisticated system, and is currently focusing on scaling the model in Bangladesh and India. To ensure that Drinkwell can scale, and yet prevent the risk of moving into a profit-focused organization, Minhaj has linked the intellectual property of their technology to a non-profit unit, which provides the license to use the technology to the for-profit.

Minhaj is working toward ending the world water crisis by 2030. He has recently secured projects with the governments

of West Bengal and Bihar in India to fully subsidize the operations of the systems there. This aligns with his objective of ensuring that there is public ownership to make certain water is available as a basic right to people. He is gradually transitioning to provide solutions to the government where they can match the infrastructural expenditures of water supply in urban areas to that in the rural communities. Drinkwell’s model has the added advantage of creating livelihood opportunities. He has signed an agreement with the Dhaka Water and Sewerage Authority (Dhaka WASA) to retrofit 100 Water ATM-based systems across Dhaka WASA’s network of 700 pumps as an initial pilot. He is focusing on both vertical and horizontal scaling. While he is fast increasing the number of these systems across Bangladesh, he is also developing ways to ensure that his solution becomes a simple and cost-effective process that can be scaled to other arsenic-affected regions across South Asia and Africa.

“ The Drinkwell project is by a long way the best of its kind I have seen. The ‘secret’ is that it embodies a genuinely holistic approach: sound technology, community organization and involvement, proper financial planning and management; technical support; operation, maintenance and monitoring; and health education.”

*Peter Ravenscroft, Former UNICEF Bangladesh WASH Specialist; author “Arsenic Pollution: A Global Synthesis”*

## THE PERSON

Minhaj is an American-Bangladeshi, born and raised in the United States. Growing up in a family of entrepreneurs, Minhaj was exposed to the idea of entrepreneurship early in life. Realizing that his school library was under-resourced, he devised a way to buy books from garage sales and trade with his classmates. And recognizing a lack of extra-curricular activities during his senior year in high school, he formed several clubs including ClubMed, which was for students wanting to study public health and medicine in college.

Growing up, he traveled to Bangladesh often during summers and witnessed poverty and public health issues, particularly the arsenic water crisis. He was influenced by his paternal uncle, a medical practitioner whose work focused on arsenic in water and broader public health issues, and familiarized himself with his uncle's work.

Minhaj studied public health at Johns Hopkins University in Baltimore, Maryland. In 2009, as a sophomore, he developed an initiative which won the Davis Projects for Peace, an award that supports youth who create ideas for building peace. His Clean Water for Peace Project initially distributed free water filters in villages near his paternal home village. After graduation, Minhaj came back to Bangladesh as a Fulbright Scholar to scale the project. Once he completed the fellowship, he spent two years working at a Boston-based consulting firm establishing online health insurance exchanges and assist firms such as the American Red Cross. Over time, he was torn between staying in the U.S. and moving back to Bangladesh to continue his work on water. He teamed up with fellow Fulbright Scholar Dr. Arup SenGupta to realize his vision of a more sustainable solution to eradicating the water crisis and moved to Bangladesh and India in 2014 to launch Drinkwell. Dr. SenGupta provided the technology and innovation aspects and Minhaj has been working toward turning the water crisis into economic opportunity for locals. Minhaj's conviction to solve the water crisis has been a personal one, as many of his extended family members have been affected by water-related diseases. ♦

# HUMAN RIGHTS





## Ashif Shaikh

INDIA

Citizen/Community  
Participation

Legal Rights

Ashif Shaikh is building a national movement to abolish the unconstitutional caste hierarchy in India. Community leaders from the lowest and most marginalized Dalit caste are leading the movement, supported by lawyer networks, community-based organizations, cultural groups, and constitutional law.

### THE NEW IDEA

Ashif is teaching victims of caste discrimination to go from victimhood to leadership and building four pillars of support around them to facilitate this transformation. These victims include manual scavengers, Dalits who are forced to clean latrines every night for a few rupees or crumbs of stale bread; bonded labor, people who borrow money and who are then forced into exploitative, slave-like conditions due to the imbalance of power between lender and borrower; and Dalit women subjected to gender violence.

The internal journey starts with victims recognizing their own marginalization, then taking action to end the atrocities committed against them, and finally helping other victims in their community go through a similar process. This contributes to a spiral of empowerment that converts victims to leaders, who train more victims to become leaders who take charge of their own lives in order to end their victimization.

The four pillars of support Ashif has built around community leaders include a network of lawyers who provide pro bono support to those fighting cases against atrocities; new laws that protect the rights of the Dalits; Sufi saint groups who preach equality and harmony amongst the castes in their performances; and providing alternate livelihood opportunities to those renouncing inhumane jobs like manual scavenging and bonded labor.

### THE PROBLEM

According to the Indian National Crime Records Bureau (NCRB) data, the total number of registered crimes committed against Dalits is increasing: In 2009, there were 33,594 crimes;

by 2015, that number was 45,003. A similar rising trend is evident regarding rape cases as well. The conviction rate for rape cases brought by Dalit women stands at 2 percent as compared to 24 percent for women in general.

The police are reluctant to register complaints about caste-based discrimination and violence for many reasons: these complaints increase their caseloads; the police are pressured by the upper caste not to register these cases; and the police themselves commit atrocities against Dalits. Even though national statistics on caste crimes against Dalits are grossly underestimated, this limited data is enough to understand the gravity of the problem. According to a 2012 International Labor Organization study, caste-based discrimination is practiced in 80 percent of Indian villages. Crimes against Dalits—ranging from humiliating verbal abuses to rape and murder—are also widespread. There were 203,576 registered cases of crimes committed against Dalits by non-Dalits in India between 2003 and 2009; less than 50 percent of these cases were tried in courts. Upper caste perpetrators have been encouraged by low conviction rates and the fact that some cases can take 15-20 years to go through the system.

“Jan Sahas started working in two villages in Rajasthan. It would take nearly two years before they were able to convince the community to put down their (manual scavenging) brooms. The gamechangers were the children, especially girls.”

*The Guardian*

The justice system has been insensitive to the Dalit community because they are not represented adequately. Dalits and tribal groups make up nearly a third of India's population (15 percent Dalits, 13 percent tribal), but Dalit and tribal lawyers are less than 2 percent of the bar or the judiciary. In Madhya Pradesh, a large state in Central India, less than 0.5 percent of lawyers and members of the judiciary are from the Dalit community. In 2002, India's only Dalit President, K. R. Narayanan, recommended an increase in the number of Dalit lawyers in the judiciary to the Supreme Court, but the recommendation faced a backlash from the judiciary and was not implemented.

London School of Economics Professor Avatthi Ramaiah has examined why caste-based violence in India has been increasing, and found that previous Dalit activist movements in India have failed for two main reasons: movements have

traditionally been led by a single leader and they have failed to engage non-Dalits. Ashif addresses these two aspects by ensuring there are many leaders in the movement and by engaging non-Dalits, including those in legal, cultural and religious communities.

## THE STRATEGY

Ashif started Jan Sahas in 2000 as a movement to end caste discrimination. He started working with those at the lowest rung of the caste system: manual scavengers. While trying to convince families from manual scavenging to join the movement, Ashif quickly realized that due to centuries of oppression, the communities had accepted this illegal and dehumanizing work as their fate and did not recognize it as a caste atrocity against them. Ashif chose to work with the children of manual scavenging families because they were experiencing the brunt of the discrimination including being banned from entering schools and places of worship, drinking water from the village well, and receiving mandatory government vaccinations. As he facilitated dialogues with the children about why they thought they were being deprived, the children arrived at an understanding that it was because their parents were engaged in manual scavenging. The connection between their marginalization and their parents' profession became clear to these children.



The daughters of liberated manual scavengers during a children's council run by Jan Sahas. Photo Credit: Suchit Nanda/Jan Sahas.

Ashif leveraged the children to then convince their parents to stop practicing this profession for the sake of a better future for their children. After the first group of 20 families in Madhya Pradesh renounced manual scavenging by making a public announcement and symbolically burning their manual scavenging tools in the middle of the village, Ashif organized a cross-country journey for these families, where they travelled from village to village convincing other families to also stop manual scavenging. Having been through the internal process of first realizing their victimhood, acting to end it and then leading the change for others in their community, these Dalits were best positioned to take others on a similar journey, as

opposed to external groups such as activists or NGOs.

After liberating 150,000 manual scavengers from 200 districts across 18 states in India from this dehumanizing profession and rehabilitating them through educational programs for their children as well as providing alternate livelihoods for their families, Ashif realized that violence had increased against Dalits because they were challenging the upper caste status quo. He realized that swift justice and a high conviction rate were crucial in order to deter perpetrators and prevent atrocities. To make the justice system responsive to the Dalit community, Ashif started building the first pillar of support, a network of lawyers who enable Dalit victims to represent themselves in the legal system, using the power of first-person narrative.

Ashif's organization, Jan Sahas, reaches out to victims of caste atrocities and engages them in the movement for caste equality through four sources: the more than 800 "barefoot paralegals," former victims trained by Jan Sahas and spread across three states who report cases from their community; a telephone helpline publicized by the barefoot paralegals in their respective villages; local government and police officials who report sensitive cases to Jan Sahas; and through local media reports.

Upon identifying a case, the barefoot paralegal—who was once a victim—supports the victim in filing a First Incident Report (FIR) with the police, ensuring the correct sections of the laws that were violated are addressed. For example, if a Dalit woman is raped, both Section 375 on rape and Section 360 on Dalit atrocity prevention, should be implemented. Often, the police will leave out mentioning Section 360 because that involves more paperwork; under this section the case will be fast-tracked to a special court. Next, the barefoot paralegal does a three-hour orientation with the victim and makes them aware of 12 key rights they have in the legal system, which they can use to fight for justice. For example, the FIR has to be read out aloud to the victim by the police officer in a language they understand so they can verify it and the victim is allotted a public prosecutor by the state and does not have to pay for it.

To create roles for non-Dalits in this movement to end caste discrimination, Ashif has built a network of lawyers, the Progressive Lawyers Forum (PLF), who have also been marginalized based on gender and socioeconomic class. These lawyers are passionate about supporting the victims Jan Sahas has identified, as they empathize with them. In return, Jan Sahas supports their professional development by bringing in guest trainers on new laws and amendments, exchanging knowledge and supporting them when they have challenging cases. The network's professional development activities are financially sustained through the \$20 annual membership fee they pay.

A PLF member mentors the victim through the legal process.

They train the victim and all the witnesses on their side on how to give their statement in court, using a mock court setup by Jan Sahas. The PLF lawyer prepares the victim for the cross examination of the opposing lawyer, helps them practice telling their story chronologically and clearly so the court documenter can type it accurately and the judge can understand it well. Most importantly, the victims telling their stories authentically and in their own voice makes their case powerful, rather than a lawyer reporting just the basic skeleton of the crime.

After the resolution of the case, or even during, as many as 65 percent of the victims who have been supported by Jan Sahas sign up to be trained as barefoot paralegals. Ninety percent of the 180 staff members of Jan Sahas are also previous victims who became barefoot paralegals with support from the organization. They are trained by PLF members for another six months on advanced legal procedures. PLF also supports members of the Dalit communities, once victims, through scholarships and mentorship to study law and become advocates at court.



Jan Sahas assists former manual scavengers in finding new occupations, such as in the textiles industry.

The Progressive Lawyers' Forum, which started in 2008, now has a membership of 450 lawyers, who have provided legal support in over 10,500 cases of atrocity, across 100 districts in 5 states of India (Madhya Pradesh, Uttar Pradesh, Rajasthan, Maharashtra, and Bihar). This includes over 2,000 cases of rape against Dalit women, raising the conviction rate from 2 to 38 percent.

The second pillar to support Dalit leaders in their fight for equality are getting laws passed that protect their rights. Ashif believes that strong legislation to end the caste system has not been passed in India since its independence in 1947, because the victims of the caste system—the Dalits—are not advocates and therefore it is easy for the legislation and the judiciary to deny that caste atrocities exist. For this reason, Ashif built a movement of the freed manual scavengers, who did a door-to-door campaign across 100 villages, documenting how many families are still employed as manual scavengers and presented their findings to the state government. As a result, landmark new country-wide legislation was passed in 2013, the Manual Scavengers Act, which reinforces this ban by prohibiting manual scavenging in all forms and requiring documentation

of former manual scavengers and their alternate livelihood rehabilitation by the State.

Realizing that religion is the biggest influencer in most communities in India, the third pillar of support involves religious groups spreading the message of equality. Ashif has successfully engaged Sufi singers and poets to bring different castes together in villages and preach their philosophy of equality and respect for every human being because they believe God is inside each one of them. Ashif organizes free performances in villages and invites all the villagers from different castes. At the performance, they are required to sit, eat and drink together, breaking down caste barriers between people. Simultaneously, the performers' messages of equality and brotherhood through song, dance, theater—and not preached or forced by law—works to bring about a mindset change in the community to stop the marginalization of Dalits.

Ashif is currently building the fourth pillar—providing alternate livelihood opportunities—through a new for-profit company, Dignity and Design (DaD), which will provide a range of alternate livelihood opportunities to Dalits who are leaving demeaning professions like manual scavenging and bonded labor. DaD will train members of the community in a variety of skills, from stitching and handicrafts to farming and cooking, and provide a platform to sell the products to global markets. All profits of the company will go toward the salaries of the rehabilitated manual scavengers working at DaD. By 2018, Ashif plans a fifth pillar of support: microfinance options for Dalits to start their own businesses, such as grocery stores, carpentry shops, and garages.

## THE PERSON

Ashif was born into a rural lower caste family himself, but believes he is privileged to have been supported by his family to go to school. He was discriminated at the madrasa for being Dalit and was doubly marginalized for being both Muslim and Dalit in the mainstream school he attended later.

At the age of 17, Ashif started the student membership union Sahasi Ekta Group (Courage and Unity Group), to increase student participation in problem solving. This union helped hundreds of Dalit children go to school and college, without fear of violence from upper caste offenders, including peers and teachers.

When Ashif was in college, three bonded laborers died in a firecracker factory accident in his home district. Ashif discovered that out of the 19 workers in the factory, seven were children and all of them were forced to work under extremely hazardous conditions. Even though bonded labor was outlawed in 1947, Ashif visited similar factories in neighboring villages in the district and discovered that there were 300 factories using bonded labor in the region. Bonded laborers can be forced to work up to 18 hours a day, every day.

Ashif presented his research in a report to the Madhya Pradesh state government that proved that the hazardous working conditions caused the deaths of the bonded laborers. When he got no response from the government, Ashif delved further and found 150 other cases of similar bonded labor deaths that had been labeled as “accidental.”

Ashif aggregated and documented these cases and sent the story to major media outlets, which created huge interest. The leading dailies, such as the Times of India, published the story on the front page and after the ensuing public outcry, the Labor Minister consulted with Ashif. The Labor Minister then ordered the release of 3,500 bonded laborers in the state, started schools for their children, and began a government program that gave the families of released bonded laborers a small stipend to keep their children in school. Ashif credits this victory as his inspiration to commit his entire life toward ending violence and discrimination against marginalized communities. ♦



## Nada Dhaif

BAHRAIN

Citizen/Community Participation

Conflict Resolution

Democracy

After being imprisoned and tortured for treating protestors, former dental surgeon Dr. Nada Dhaif established the Bahrain Rehabilitation and Anti-Violence Organization (BRAVO) to combat torture and human rights violations in the Arab Gulf region.

### THE NEW IDEA

Using a contextualized and culturally-sensitive approach, Nada is creating a movement that encourages citizens in the Arab Gulf region to stand up for their human rights, support victims of torture and violence, and seek peaceful ways to hold torturers accountable. Nada was among the first to initiate such a movement in a region controlled by monarchic, authoritarian regimes, where political participation is among the lowest in the world and where governments don't account for citizens' rights nor allow for their active participation in public life or government monitoring.

BRAVO is the first social, physical, mental and psychological rehabilitation center for victims of torture and violence and their families within the Arab Gulf states. Nada began with a network of 50 doctors, health care providers, psychologists, psychiatrists, social workers, documentation team members and lawyers. With the help of organizations like Doctors Without Borders and the International Rehabilitation Council for Torture Victims (IRCT), Nada educated herself and then returned to build her team, teaching them best practices in psychological therapies and social reintegration.

Nada is breaking the cycle of violence and helping individuals and communities who have been victims of human rights violations to perceive their strength and become agents of change. In doing so, Nada helps them move away from potential negative consequences—apathy, suicide or expressing anger through violent extremism—to a place in which they can fully function within society again. She ensures that victims are empowered with the knowledge and tools needed to use peaceful avenues to stand up for their rights. Moreover, Nada breaks cultural taboos that bind victims of torture and describe them as “weak” if psychological and social



support is sought after a traumatic torture encounter.

Nada envisions that this bottom-up movement will lead to greater citizen contribution to public life as well as changes within legislation with respect to citizen-government relationships in the Gulf, especially as it pertains to civil rights and freedoms. Nada's model is replicable in countries where repression, conflict and war have prevailed for years and support networks and structures are non-existent.

## THE PROBLEM

Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the United Arab Emirates are the Arab Gulf countries that form the Gulf Cooperation Council (GCC); their combined population is approximately 44 million. All six countries are monarchical governments and categorized as authoritarian regimes according to The Economist Intelligence Unit's 2016 Democracy Index. This index also reveals that GCC countries rank in the bottom 30 percent of 167 countries for citizen political participation. Reporters Without Borders ranked GCC countries among the bottom half of the 180 countries included in their 2017 World Press Freedom Index. Because of this, citizens have no freedom of expression or any venues through which to demand democratic and political rights or change. Attempts to express dissent are mostly faced with oppression and torture. An Amnesty International's 2014/2015 report described the criminalization of protests and arrests as measures taken against freedom of assembly in Bahrain, Oman, Saudi Arabia and the United Arab Emirates. Cases of torture in Bahrain, Kuwait, Saudi Arabia and the United Arab Emirates were also reported.



Dr. Nada Dhaif comforts a woman whose family has been affected by torture and violence from the Bahrain government.

The consequences of torture reach far beyond immediate pain. Many victims suffer from post-traumatic stress disorder (PTSD), which includes symptoms such as intrusive thoughts, severe anxiety, insomnia, nightmares, depression and memory lapses. Torture victims often feel guilt and shame, triggered by the humiliation they have endured. In some instances, whole societies can be traumatized where torture has been used in a systematic and widespread manner.

After being exposed to torture, citizens in Arab Gulf countries frequently find it socially and culturally unacceptable to seek psychological support. A highly-patriarchal culture that views people who can't tolerate trauma as "weak" contributes to this lack of support. Hence, a vicious cycle can occur in which people who were subjected to human rights violations are either turned into apathetic citizens or instead join extremist movements seeking revenge for the torture they faced. These options are unfavorable scenarios for any community.

**“ By targeting doctors in this way, the authorities tell the people of Bahrain, and indeed the people of the Arab world, that no one is beyond their grasp. That they can defeat and humiliate whoever they want should they dare to speak. But this makes me even more determined to bring change, for my voice to be heard and to fight until the end.”**

*Nada Dhaif, The Guardian*

There are a limited number of organizations in the Gulf region that work within the field of human rights to address issues of torture, violence and rights violations. Most organizations are branches of international entities that provide legal or social support to torture victims and/or human rights activists on a case-by-case basis. Some organizations also focus on the documentation of mass atrocities and advocacy work. These organizations address authorities and call for policy change in a top-down approach using traditional lobbying techniques. There are no local organizations in the Gulf region to address the problem of human rights violations in a holistic, socially-contextualized manner that puts citizens and the victims of torture at the center of the solution.

## THE STRATEGY

Less than a year after being tortured within Bahraini prisons in the aftermath of the 2011 anti-government protests, Nada knew she wanted to address human rights violations in the Gulf through a comprehensive, holistic approach that places citizens at the center of the movement.

Nada uses a two-pronged approach to engage victims of

violence, their families, the community, the media and international actors within the field of human rights to place pressure on the government and put power in the hands of people. First, Nada trains community volunteer ambassadors to reach out to victims and their families for psychological treatment and social reintegration. The ambassadors can be any community members but usually are family members of victims. Ambassadors write monthly reports on human rights violations in their areas, including those committed by law enforcement, the security apparatus, judicial institutions and government officers.

Nada has designed both in-person and online programs to penetrate a culture that stigmatizes psychological support, even in cases of trauma. She uses online therapy (so patients don't have to leave their homes) and an in-house network of 50 doctors and therapists who practice traditional and non-traditional psycho-social support and rehabilitation techniques. Nada's rehabilitation efforts are complemented by linking victims to tailor-designed opportunities (both educational and professional) to help them move on with their lives and re-integrate into society. BRAVO works for approximately one year with the victims and their families. Besides using basic medical parameters, Nada measures impact by assessing victim retention rates in rehabilitation programs; social reintegration; resumption of careers or education; family feedback about levels of social interaction; and how many victims go on to help others.

After nearly a year of focusing solely on psychological rehabilitation and social reintegration of victims of torture, Nada realized that this was not going to solve the root causes of the problem and that a more comprehensive solution was needed. To prevent violence, it was not enough to psychologically heal victims and socially integrate them. Nada needed to empower people with tools to hold their torturers accountable and stand up for the rights of victims and against the practice of violence.

She expanded her model to include her second approach—research, advocacy and a media arm. Through research, Nada, with her team of activists, human rights monitors, ambassadors and the victims and families, works to understand state practices in the areas that are relevant to human rights. BRAVO maintains a knowledge database on issues like the torture of detainees; freedom of expression and assembly; and the excessive use of force and methods of suppression used against protestors and human rights defenders. In a recent study, Nada collaborated with Trinity College in Ireland to analyze samples of tear gas canisters used against protestors in Bahrain as a form of collective and arbitrary police intervention. With the results, Nada and her team are lobbying the Chemical Weapons Convention to rule the tear gas used by the Bahraini government as lethal. As a result, victims of torture will be able to peacefully and legally sue the government for damages and demand their rights through a court case.

Through her advocacy efforts, Nada has mobilized and garnered the support of international human rights organizations, like Human Rights Watch, the United Nations Security Council, the International Chemical Weapons Convention and the World Health Organization. She collaborates with them to ensure compliance with international standards, and to showcase torture, violence and illegal state acts against citizens to pressure the government to release illegally detained citizens or legally redress victims.

In her media component, Nada proactively reaches out to the community via social media and an online TV show to address cultural taboo issues against seeking psychological support for post-traumatic experiences; she initiates dialogue among citizens of the Arab Gulf states about their political and civic rights within the state; and raises the awareness about how victims subjected to trauma and oppression can heal and go on with their lives.



Protesters at Pearl Roundabout in Bahrain re-occupied the space and made clear their political demands—to free political prisoners and implement true governmental reforms. February 19, 2011. Photo Credit: Al Jazeera English

Nada has a total team of 50 people. Since 2012, her organization and a team of psychologists, psychiatrists, healers, and lawyers, as well as her network of community anti-violence ambassadors and human rights monitors, have rehabilitated 450 victims of torture and violence. Through her online outreach and education efforts, Nada has reached more than 100,000 people in the Arab Gulf and engaged 30,000 people across the Arab region through her on-the-ground awareness campaigns and classes.

Although her organization is locally designed and operated, Nada registered in the United Kingdom to have freedom and independence outside the laws which severely restrict citizen organizations in Bahrain. This outside registration also allows her to safely secure the data and documentation of victims and torture cases. In addition to contributions from board members, Nada is funded by local businessmen who donate anonymously and BRAVO has received financial and in-kind support from global organizations like Doctors Without Borders, the IRCT and the United Nations. In the future, Nada hopes to spread her model by expanding into all Arab Gulf

countries and other places emerging from war and conflict. Additionally, she plans to partner with other citizen sector organizations to push for the introduction of human rights curriculums in the formal education system to ensure a shift in the way citizens view their relationship with the government.

## THE PERSON

A dental surgeon by profession, Nada was born in Bahrain to a mother who had strongly-held beliefs on the importance of empathy and engaged her children in social and philanthropic activities from a young age. During her time at school, Nada won several cultural and literary contests and was honored by the Head of State in Bahrain on several occasions.

Inspired by what came to be known as the Arab Spring, Bahraini citizens broke out in anti-government protests in February 2011. The government cracked down on the protestors, resulting in mass injury and death. Nada mobilized a network of 50 other doctors, along with funds and medical supplies, to set up the first field hospital. For treating protestors, Nada was arrested alongside 20 other medical professionals. They were tortured and sentenced to 15-year prison terms following a military trial that became well known as the “Doctors of Bahrain” case. The case drew the attention of international media, human rights organizations and several state figures, including then-President Obama. International pressure led the Bahraini government to order a retrial of the doctors, which ultimately led to their freedom.

After her release, Nada felt she needed psychological support to continue with her life. She was surprised to find no support available for this specific traumatic experience. To her additional amazement, none of the doctors who were convicted with her sought psychological support after being released. Despite their education, they all shied away from counseling, and Nada had to travel to the United States to complete her own psychological rehabilitation.

A year after her imprisonment, Nada launched her initiative. She educated herself about how to establish an organization, mobilize partners, secure funding, and garner local and global support. In 2012, through the United Nations, Nada received intensive training on how to document and monitor human rights abuses. In 2013, she joined a fellowship on the rule of law at the John Smith Memorial Trust and she also qualified as a grandmaster healer and trainer in newer healing techniques, such as mind-body healing.

Ultimately, Nada started her social movement against human rights violations and torture out of a belief that psychosocial rehabilitation and redress to survivors of torture and trauma can help reconstruct broken societies. She wants to play a key role in promoting respect for human rights and to act as a symbol of triumph over the manmade terror of torture which can hold back the development of entire societies. ♦



## Christina Fialho

UNITED STATES

Criminal Justice

Civic Participation

Attorney Christina Fialho is working to abolish the current U.S. Immigration detention, a chiefly profit-driven system that is harmful and isolating. By gathering data and stories, she combats injustice at the individual level and pushes for wide-scale systemic change.

## THE NEW IDEA

CIVIC (Community Initiatives for Visiting Immigrants in Confinement) is the only detention visitation network in the country monitoring the human rights abuses faced by the thousands of immigrants held by Immigration and Customs Enforcement (ICE). Undocumented individuals, documented individuals and asylum seekers face the threat of deportation and abuse in the United States' immigration detention system, the largest in the world. CIVIC has identified that the rise of immigration detention is connected to the rise of the private prison industry, which profits off each person who is apprehended. CIVIC, which was co-founded by Christina Fialho and activist Christina Mansfield, aims to stop the human rights abuse in detention centers by defunding the current U.S. immigration detention system.

Using a two-pronged approach, CIVIC mobilizes a network of watchdog community members who uncover and track the abuses experienced by those detained by ICE, shedding light on this largely hidden system. CIVIC has also created a community-based alternative to detention that welcomes immigrants into the social fabric of the United States instead of incarcerating individuals in the nation's prison system.

## THE PROBLEM

Immigration detention is the government practice of imprisoning people while they wait for a decision on their immigration status or future deportation. Those detained include undocumented individuals, lawful permanent residents, the parents of U.S. citizen children, asylum seekers, torture victims and individuals who have been trafficked. Detention as a tool to control unauthorized migration does

not adhere to international human rights law, with the U.S. immigration detention system exposing hundreds of thousands of immigrants to human rights violations every year.

The majority of Americans, including those working in the field of immigrant rights, are generally unaware of the systems, infrastructure and policies that underlie immigration detention. Until 2012, the Department of Homeland Security would not release the names or locations of the 210 detention centers across the country, rendering this problem invisible. Even to this day, the government only lists a portion of these detention facilities on its website. Due to the complexities and lack of transparency around immigration detention, very few citizen sector organizations are equipped to work within or outside of this system to change it. And due to the length of cases of immigrants in detention and the remote location of the facilities, pro-bono lawyers are less likely to take on these cases.



CIVIC advocates for a legally-protected right for family members and the community to visit friends and loved ones in immigration detention.

The existence of the U.S. immigration detention system is relatively new. In the early 1980s, fewer than 30 people were held in detention on any given day. But in the 1980s, two corporations (private prison groups GEO Group and Corrections Corporation of America, or CCA) successfully lobbied the government to expand detention, suggesting that immigration detention is deeply tied to the incarceration system. According to the National Immigration Forum, U.S. taxpayers today “maintain” 34,000 beds at a cost of \$5.6 million per day in Geo Group and CCA prisons as well as municipal jails. These beds are consistently filled.

President Clinton signed two laws in 1996, the Illegal Immigration Reform and Immigrant Responsibility Act and the Antiterrorism and Effective Death Penalty Act. These laws, according to an analysis by the American Civil Liberties Union (ACLU), allowed the United States to increase detention indefinitely; deport lawful permanent residents; and took away from judges the ability to use their own discretion to release many immigrants. These laws remain in effect, with many immigrants unable to access a court-appointed attorney, a free phone call or a speedy trial.

The United States’ immigration detention system has

influenced the infrastructure of detention systems in other countries, including those in Europe and Latin America. By changing the ways immigrants are treated here, the United States can set an example for how to uphold the human rights and dignities of all individuals, especially during a time of increased migration from North African and Middle Eastern countries.

## THE STRATEGY

Christina believes that detention is an opaque industry that does not treat immigrants in a manner that reflects the values of the United States. With little citizen oversight on detention, ICE is not held accountable for maintaining the dignity and human rights of those it apprehends.

CIVIC’s national hotline and network of visitation programs turn volunteers and directly-impacted individuals into empathetic and trained advocates at the helm of immigration reform. Christina co-created her first visitation program at the West County Detention Facility in Northern California during her second year of law school.

Today, CIVIC operates in 43 detention facilities in 19 states, selected for the high volume of immigrants detained daily in each. Due to a visitation directive that Christina fought with other organizations to win, all detention centers must allow groups who want to start visitation programs to gain access to detainees. CIVIC is continually working to expand visitation to other facilities.

CIVIC’s network of more than 1,500 volunteers acts as a watchdog, connecting personally to those detained and using their stories to check abuses by Immigration and Customs Enforcement (ICE). They then take this information and educate municipal legislatures to change policy. CIVIC’s volunteers come from diverse communities and all faith groups and are each part of independently-run community groups that pay regular visits to the sites where CIVIC has established access. The organization engages people who were formerly in immigration detention as well as individuals from traditionally conservative backgrounds, who now make up a large percentage of its active, bi-partisan volunteer network.

For those people in immigration detention who are not confined in one of the 43 detention centers where CIVIC has an affiliated program, CIVIC has created a national hotline that individuals in detention can access at no cost. Otherwise, phone calls in detention centers can cost exorbitant rates. This hotline, available at all 211 detention facilities around the country, is used to make appointments with visitors, connect with families to coordinate release plans and address rights violations as they happen. CIVIC receives approximately 14,000 calls per month.

CIVIC’s volunteers—whether in-person or via the hotline—

are often the detained immigrant's only window into the outside world. Along with helping individuals in detention understand their rights, volunteers also help connect them to their families, who could be thousands of miles away. These volunteers begin deep relationships with the immigrants, meeting at least weekly, and monitoring and tracking detention conditions, developing a comprehensive understanding of national, regional and facility-wide trends as they relate to ICE human rights abuses. Through partnerships with the ACLU, Human Rights Watch and others, CIVIC moves forward with reports, class action lawsuits and complaints to the Office for Civil Rights and Civil Liberties to demand policy change.

At the same time, CIVIC is building a humane alternative system to replace traditional immigration detention that is more effective and less expensive. CIVIC has been piloting a model for a community-initiated alternative that is based in the relationships that are formed through the volunteer visitation programs. For example, in Richmond, California, CIVIC led an effort to build the "Post Release Accompaniment Program," or PRAP, in collaboration with Centro Legal de la Raza and the Interfaith Movement for Human Integrity. PRAP connects asylum seekers to housing with a volunteer, legal services, transportation and limited financial support.



Christina Fialho, 5th from left, speaks at a press conference on the steps of the California State Capitol.

The first year and a half of the program, volunteers secured the safe release of 284 asylum seekers. CIVIC is now expanding the scope of its demonstration model by engaging local and federal governments to support a community-based alternative to detention that replaces immigration detention beds with holistic community support for all immigrants, eventually capping (and then eliminating) the number of people in immigration detention. With careful data tracking, CIVIC is proving that this new model is less expensive than immigration detention and also leads to more successful outcomes. "Our data will show Congress that the only path forward consistent with our country's values is to defund immigration detention and use the \$2 billion currently slated for detention to support a more humane immigration model," Christina says.

CIVIC also actively educates local, state and Congressional leaders with data and stories on how tax dollars are funding a system that perpetrates human and civil rights violations. For example, CIVIC's volunteers convinced the City of Santa Ana, California, to become a sanctuary city, ultimately leading to the end of the city's contract with ICE to detain immigrants, after Christina represented 31 detained immigrant women in a civil rights complaint alleging unlawful and degrading strip searches. On the state level, Christina is building strong partnerships with legislators like Senator Ricardo Lara and groups like the Immigrant Legal Resource Center. This year, Christina consulted on and heavily advocated for the first state law in the country to put a moratorium on immigration detention expansion in California for 10 years and to give the State Attorney General \$1 million per year to monitor all private and public immigration detention facilities. This bill was signed into law in June 2017. CIVIC also drafted and co-sponsored a bill to (a) prevent California municipalities from contracting with private immigration detention facilities and (b) codify federal immigration detention standards to give people in detention a right of action for violations. This bill has passed the California State Senate and will go to the Assembly floor later this year.

## THE PERSON

Christina is the daughter and granddaughter of immigrants from the Azores and Madeira, Portugal. Her father immigrated to the United States as a child, often acting as an interpreter for his parents, and became a business entrepreneur. Christina's first experience as a social entrepreneur was in college, when she started the Friday Night Talent Show at a shelter and rehabilitation service organization for homeless women and men diagnosed with mental illness. The Talent Show provided shelter residents, who were often immigrants and refugees, and other community members with the ability to share poetry, music and stories every Friday evening. She recalls meeting a resident who immigrated to the U.S. at the same time as her father. The stark difference between their stories encouraged Christina to look more closely at our immigration system and at the racial inequality the system is built upon and perpetuates.

After college, Christina worked for Ashoka Fellow Jane Leu's organization Upwardly Global, which connects skilled immigrants to careers in the U.S. workforce. Working at a social entrepreneurship organization inspired Christina to consider additional approaches to address the needs of immigrant communities.

Following the home raid and subsequent detention of a friend's father, Christina co-founded the first immigration detention visitation programs in California while attending law school. She and her co-founder, Christina Mansfield, quickly took their pilot project to scale, founding CIVIC and expanding the visitor volunteer pool from 100 to more than 1,400 in just

a few years. Christina had previously assisted refugees in the Refugee Resettlement Program at Catholic Charities, which informs much of her current work on alternatives to detention. Further, her international experience as a researcher for the Global Detention Project in Switzerland and as an ESL Tutor to Pakistani immigrant children in England inspires her thinking around how to ensure the U.S. becomes a model for ending immigration detention that other countries will want to follow.

Christina is an attorney licensed in California and has assisted in defending immigrants from detention and deportation, including arguing a case before the U.S. Court of Appeals for the Ninth Circuit. ♦



## Viviana Waisman

SPAIN

Gender Equity

Legal Rights

Attorney Viviana Waisman uses the power of the law to advance the human rights of girls and women in countries across the globe.

### THE NEW IDEA

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Through her organization, Women's Link Worldwide (WLW), Viviana focuses on holding courts and legal actors accountable for their interpretation and implementation of the law to reduce the widespread gender bias that exists in courtrooms everywhere. Viviana believes that to achieve sustainable social change, it is necessary to go beyond lobbying for individual laws or policy change.

Since 2001, Viviana has been using legal strategies, communications, and grassroots tactics to advance the rights of women and girls in three intersecting areas: sexual and reproductive rights, violence, and discrimination. Her prime objective is to target marginalized communities where women and girls are discriminated against because of gender, economic standing, race, ethnicity, sexual identity, and migrant status.

WLW has a rigorous selection criteria to identify global cases with the most potential to affect legal precedent regarding women's rights. They work with judges and legal actors to raise awareness about their responsibility to eradicate gender bias in the interpretation and implementation of the law. Many of these strategic cases, regardless of whether a legal victory is achieved, shift public debate and mobilize communities—and sometimes entire countries—to increase demand to promote and protect the rights of women and girls.

### THE PROBLEM

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According to the United Nations Committee on the Elimination of Discrimination Against Women (CEDAW), negative stereotypes hinder women's ability to fulfill their potential by limiting choices and opportunities. Such stereotypes are at the root of overt and covert, direct and indirect, and recurrent

gender discrimination, all of which adversely affects the legal and social equality that should be guaranteed to women. This discrimination affects women's mental and physical integrity and deprives them of equal enjoyment of rights and fundamental freedoms.

Human rights violations against women remain shockingly widespread around the world. More than 600 million women live in countries where domestic violence is not considered a crime. Although the UN General Assembly presented a framework for the elimination of violence against women in 1993, almost 25 years later, more than one in three women is a victim of violence and one out of 10 suffers from sexual violence. Today, human trafficking is the fastest growing global crime and UNICEF estimates that 21 million people are victims of human trafficking each year; approximately 80 percent of these victims are women and girls.



Angela Gonzalez, a former WLW client, has become an outspoken advocate for victims of domestic violence after the Spanish justice system failed to protect her and her daughter. WLW took Angela's case to the United Nations CEDAW Committee and won. In 2015, Angela and Viviana Waisman attended a press conference announcing CEDAW's recommendations and calling on the Spanish state to respect women's rights and end discriminatory practices.

Governments across the globe are failing to protect the health and lives of millions of women, and many still do not recognize women's basic sexual and reproductive rights. The 21st century still sees some countries condoning child marriage and marital rape, while others are outlawing abortion, sex outside marriage, and same-sex sexual activity. Inherent prejudices and centuries-old accepted social norms permeate the very justice systems meant to protect the fundamental rights of all, including women.

## THE STRATEGY

Viviana's strategy involves cultivating three mutually reinforcing pieces within a country to achieve long-term change: a judicial system capable of understanding and applying new and adapted laws; a community of legal activists who can reframe social issues as legal obligation or legal rights; and an awareness of the issues, social debate, and demands by

civil society for progress to be made.

The first area is building jurisprudence: WLW examines existing laws to determine how the rights framework can be leveraged to create change. Using their expertise in comparative law, WLW introduces legal standards based on the most effective arguments and strategies available worldwide. WLW has litigated more than 20 pioneering cases, and has been called on as experts in 15 cases. The organization executed more than 40 amicus briefs in cases all over the world — some for the first time — exposing judges to new and innovative arguments and mobilizing legal experts and activists to submit hundreds of amicus filings to the courts.

To select the most strategic cases with the potential for greatest social impact, WLW conducted investigations on migrant women, trafficking, conditions of foreigner detention centers, and rights violations in Spain, Morocco, and Colombia. As a result, WLW has published innovative arguments, case laws, analysis and strategies that are used and cited internationally by lawyers, judges, and academics to address human rights issues. In addition, WLW is a resource to UN bodies like the United Nations High Commissioner for Refugees.

Viviana's team was successful at changing the law in Colombia so that rape was redefined as a war crime and not just as "collateral damage," resulting in more severe punishment for perpetrators. WLW also succeeded in changing legislation in Spain, where its litigation led to the development of a protocol to grant trafficking victims a period of time to recover, stay at a safe distance from their traffickers, access basic services, and evaluate their legal options while avoiding deportation.

The second area is building capacity in the judicial system: WLW establishes partnerships, offers technical assistance, and mentors other legal professionals in order to share their knowledge base and increase their impact in other countries. Comprehensive training covers articulating social problems within a human rights framework; best practices for bringing these cases to the courts; and ways to conduct outreach and advocacy. Viviana also designs training sessions, facilitates exchanges, and creates teaching tools and materials to promote a judicial dialogue about how the law can be used for a wide range of issues, such as international human rights laws, strategic litigation, and gender jurisprudence to ensure justice for all.

To reach a broader audience, WLW created the "Gender and Justice Observatory," an accessible, free on-line platform for the legal community to share knowledge and experience. It includes a detailed section on "Legal Strategies for Women's Rights" and an extensive database of over 400 cases that can serve as the basis for further jurisprudence.

WLW promotes an enabling environment for social change both by fostering ongoing public debate on women's rights

topics and in engaging diverse constituencies from the media to funders, civil society leaders, medical experts, and governmental bodies. These debates allow WLW to work on the third area: building the right conditions to shape public discourse and opinion that advance women's rights. This includes cultivating spokespeople and leaders within local civil society organizations who can advocate for these changes.

**“ For the development of a more just society, it is fundamental that we understand that all people have the capacity to produce positive social change, whatever position we may be in.”**

*Viviana Waisman in  
Compromiso Empresarial, a  
Spanish magazine dedicated to  
social innovation.*

Viviana and her team work with the women they represent to ensure their stories are told with dignity and empower them to become movement leaders. One such example is the story of how Spain's justice system failed WLW's client, Angela Gonzalez, who had fled a violent partner and was seeking protection for herself and her six-year-old daughter, Andrea. Rather than listening to Angela, Spanish authorities questioned her and negligently granted her violent ex-partner unsupervised visitation with Andrea. Tragically, during one of these visits, Andrea was murdered at the hands of her father just before he killed himself. WLW took the case to the United Nations Committee on the Elimination of Discrimination Against Women and won. Since the decision, the public debate on women's rights in Spain has shifted, recognizing how gender stereotypes block women from accessing justice. There is now a very public conversation about violence against women that also takes into account the violence that children often face. With WLW's training and support, Angela has become an outspoken and publicly-recognized advocate for women who, along with their children, are victims of domestic violence, calling on Spanish authorities to respect their rights and end discriminatory practices.

One of the key elements in this part of her strategy is the creation of The Gender and Justice Annual Awards, a program that underscores the critically important influence judges and the courts have on people's sense of justice. WLW sees the courts as an instrument through which civil society initiates a dialogue with judicial authorities on how rights should be

interpreted, what their impact is on people's day-to-day lives, and the ways in which they delimit legislative and executive activity. The Awards are becoming the international seal of quality for gender jurisprudence and are empowering individuals to raise awareness about the impact of judicial decisions in limiting or promoting women's rights. In 2016 alone, more than 70 cases were nominated from over 30 different countries and more than 262,000 votes were cast.

WLW is funded by private donations and has a team of over 20 people in offices in Spain and Colombia. Viviana is currently looking to expand her impact with alliances in southeast Africa and with those addressing the current European refugee crisis. In 2016, WLW launched a project to take on strategic litigation to set due diligence obligations of the European Union and its institutions to respect and protect the rights of refugees. Viviana aims to bring a global spotlight to the rights violations and EU obligations. The goal is to turn litigation into an advocacy platform where diverse movements, fields, and organizations can unite and demand justice for refugees with a special focus on women and girls.

## THE PERSON

Viviana remembers being committed to a social cause as early as childhood, and knew she would spend her life dedicated to positive social change. She became aware of gender discrimination upon hearing stories of how her own grandmother and mother lacked the same opportunities given to male family members. Viviana began to question why the women in her family and her surroundings were treated differently.

In her late teens, she worked extensively with families in Mexico who were living in extreme poverty. She began to study political science at the University of California, Berkeley, and spent an exchange year in Madrid working with vulnerable young women. She decided to specialize in law and finished her degree in 1995.

Viviana worked as a consultant for the United Nations Population Fund and as an attorney at the Center for Reproductive Rights in New York. She founded WLW, in response to what she felt was a glaring need to advance women's rights in national courts by developing mechanisms to apply human rights standards and foster cross-regional exchanges. She has expanded her work to Latin America, Europe, and East Africa. From 2011 to 2015, Viviana was a member of the European Union's Group of Experts on Trafficking in Human Beings, and she is currently an Official Advisor for the Global Fund for Women. ◆





## Josphat Njobvu

ZAMBIA

Child Protection

Law and Legal Reform

Public Policy

Josphat Njobvu is reforming the juvenile justice system in Zambia from a punitive model—which puts children in jail with adults—to a restorative approach, which works with children, families and communities to keep children out of jail.

### THE NEW IDEA

Josphat diverts juvenile offenders from prisons to Community Correction Centers (CCCs), where social workers, psychologists and educators focus on behavioral changes and community reintegration. Through Josphat's organization, Advocacy for Child Justice (ACJ), petty offenders participate in a needs-based program, without isolating an offender from family, community and other support systems. While government reformation centers—only four throughout Zambia—work with convicted juveniles, the CCCs work with offenders awaiting prosecution in holding cells in an effort to keep them out of the juvenile justice system.

A strong network that includes the offender's family, friends and members of the community encourages the individual to make positive life choices. Local police officers oversee the offender's reformation plan. Education is an important aspect of the program and each child's improvement plan focuses on school reintegration with in-house after-school academic support.

ACJ and Josphat advocate for changes in laws and policies that strengthen the juvenile justice system. For the past five years, ACJ's advocacy work has focused on three policies: the Prison Act, the Juvenile Act and the National Child Policy. Josphat works with in-house and volunteer legal experts whose primary focus is to analyze laws and policies to expose child rights violations. Through consultancy, research and advocacy, ACJ influences policy formulation to ensure that the government enacts laws that recognize and consider child rights.

### THE PROBLEM

Zambia, like most developing countries in Southern Africa, faces numerous challenges in its juvenile justice system, which emphasizes punitive rather than restorative methods. Because of rampant poverty, many young people are left to fend for themselves and are more likely to commit petty crimes like pickpocketing, shoplifting, and stealing food from gardens and homes to survive. When arrested, these children are locked up in the same holding cells as adult criminals. Because the justice system lacks both the human and financial capacity to prosecute cases expeditiously, the young offenders are isolated from their communities and families for extensive periods of time. Such prolonged delays contribute to psychological trauma and reintegration problems. On average, there are 15-25 young children in each of the 56 prisons across the country.

According to a 2009 Crime and Society comparative criminology report, it can take between 6-24 months for a perpetrator to receive judgment in Zambia's justice system. The 2014 government audit on the justice system revealed that juveniles stay for as long as three years in conventional prisons before being transferred to reformatory schools, due to both a lack of capacity and negligence by responsible officers. While imprisoned, children are exposed to sexual abuse and violence; the prisons also lack access to proper nutrition, continued education, counseling and other services children need for reformation and effective reintegration. There is no proper recordkeeping within the system. In some cases, no one knows why a child is imprisoned or the next steps in the child's case. Other times, children are released back into the community to create space for new arrests. Without proper counseling and reintegration support, these children are likely to return to crime.



Young men play pool at a Community Correction Center in Lusaka, the capital of Zambia. A diversion program at the Community Correction Center keeps youth out of the criminal justice system.

A child as young as eight years old can be arrested for a crime because Zambia relies on colonially inherited laws to determine age of criminal responsibility, instead of standard international practices. The system lacks structures and policies that recognize and treat young offenders in ways that respect their rights and facilitate juvenile reformation. Although Zambia

endorsed the 1989 Child Rights Convention (CRC), the justice system is not in compliance with the international standards and guidelines for dealing with juveniles nor has the CRC been incorporated into the Prison Act of Zambia. In addition, most police, prison and judiciary officers are ignorant of the existence of juvenile rights and so unwittingly infringe on these rights. Police and prison workers entrusted with the responsibility of safeguarding child rights in the justice system are often the perpetrators of violence and abuse against juveniles.

There is a grave lack of public awareness and education about juvenile justice and child rights. Most people from disadvantaged communities do not understand the legal procedures and terminology used in the justice system. If a child is arrested for petty theft and released on bail, the parents might be scared to visit the police station to pay the bail because they believe they may also be locked up for the child's offense. In most cases, the parents would not even have the money to pay the child's bail. Further, public perception is biased towards justice by punishment and many people do not understand the concept of corrective justice and reformation, especially through diversion. For example, if a child is arrested for stealing a loaf of bread, both the victim and community members would expect the child to go to jail without considering the overall impact on both the child's and the community's future.

## THE STRATEGY

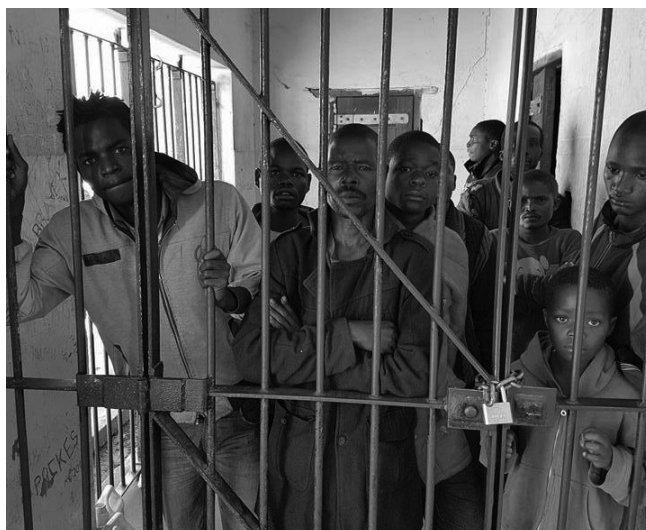
The core element of Josphat's strategy is the diversion program he created in 2013 to reform juvenile petty crime offenders. When a petty offender under 18 years of age is arrested, the police notify legal experts and ACJ social workers who hear the case together with community leaders, the offender's family, the victim and representatives from the government education and social welfare departments. Based on the magnitude of the offense and other considerations, the participants decide whether it would be best to refer the case to a CCC for the diversion program. To help participants decide if cases should be diverted to a CCC or go through traditional prosecution, the ACJ together with government ministries, the judiciary and UNICEF created the National Diversion Framework (NDF), which provides guidelines to standardize decision-making.

After a referral, the CCC draws up a reformation plan, which is a 12-step process that usually takes six to 18 months to complete, depending on individual progress and components such as counseling and therapy (group, individual and family), community responsibility, life skills development and education. Participants are required to report to the center every day for a specified period for their sessions. ACJ draws up a memorandum of understanding and code of conduct for each child; the memorandum is signed by all stakeholders, who agree to participate and take responsibility for the child's

reformation plan. The agreement acts like a sentencing for the child's rehabilitation. As part of the agreement, those participants who dropped out of school are required to go back to school. The CCC has an afternoon education program for extra lessons and homework assistance to help smooth reintegration into school and ensure improved performance.

The CCC also acts as an open drop-in center for children from the community, who have access to the play area and an open space for socialization. This helps ACJ reach at-risk youth and work on behavior change before they get in trouble with the law.

In addition to the CCCs, ACJ's advocacy team works with the human rights commission, Zambia's law development commission, the department of social welfare, prisons, police and community leaders to conduct comprehensive policy reviews and to advocate for necessary changes in the law. ACJ has led the creation of the Children's Code Bill, which synthesizes all child-related laws. Josphat expects the Children's Code Bill to pass before the end of 2017. Once approved, the Bill will replace the current Juvenile Act and will legitimize the CCC model as part of Zambia's juvenile justice system.



Men—and boys—in a police holding cell in the Serenje District in Central Zambia. ACJ works to keep children and adults in separate facilities.

ACJ believes that children in custody need legal services and they have more than 200 volunteer paralegals across the country who offer legal advice and administration services. The legal team has served more than 1,000 juveniles in custody and has an average of 10 new referrals a week. Eventually, Josphat plans to have in-house lawyers offer litigation services and represent vulnerable children.

In 2014, Josphat began Early Childhood Care and Development Education (ECCDE), targeting very young children who accompany their mothers to prison, either because of a lack of

childcare options or because children under four years of age are required to do so by current law. ACJ works in partnership with volunteers from early childhood development centers to provide age-specific education programs. The ECCDE program is now in the five provinces where ACJ has CCCs, and Josphat wants to implement the program in all 56 prisons and incorporate the ECCDE model into the revised Prison Act.

The CCCs have worked with more than 1,583 young offenders—registering a successful reintegration rate of 90 percent—and have engaged more than 5,000 at-risk youth through the drop-in centers. Having proven the CCC model, Josphat wants to take it to other provinces in the country. He is working to scale the model so that it works effectively within local justice systems yet is not dependent on ACJ owning and running all of the CCCs centrally. Once the National Diversion Framework is successfully implemented, this model will be countrywide.

## THE PERSON

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Josphat, the fifth child in a family of seven children, grew up in Ndola, the third-largest city in Zambia. Because of a lack of resources, his parents struggled to raise and educate their children, and Josphat was forced to drop out of grade school. He partnered with a childhood friend to start various small businesses—including as a street vendor—to pay for his education and return to school. Growing up surrounded by poverty, unemployment and illiteracy, Josphat developed a passion for working with young people, whom he believed could be empowered to break the cycle of poverty.

In 1994, Zambia underwent a privatization of most public institutions which resulted in mass employment. Consequently, there was a sharp rise in the number of destitute street children. Motivated by Christian principals, Josphat started an organization called “God is Able” while still in high school. He fundraised to feed street children and used the organization as a platform to motivate young people to go back to school. After enrolling at the University of Zambia, Josphat maintained his connection with children by volunteering with the “Children in Crisis” organization. Through this connection, he gained a deeper understanding of why vulnerable young people drop out of school and turn to drug dealing and other petty crimes.

In 2001, after having worked as a teacher for three years, Josphat co-founded an organization called “LifeNet Children Rescue Mission.” The organization rescued children from the streets, sheltered them in a boarding home and gave them an opportunity to succeed. Through the numerous children who benefitted from this program, Josphat learned about the larger problem of child rights. He realized that the justice system was destructive rather than reformatory and his vision for “Advocacy for Child Justice” began to take shape. In 2009, Josphat left LifeNet to begin ACJ and advocate for the recognition of children’s rights in the justice system. Josphat’s

vision is that justice system policies are formulated and implemented with consideration to child rights and that there are models to demonstrate effective juvenile reformation. Josphat is working toward a law degree with a specialty in international children’s rights. ♦



# LEARNING & POWER





## Ahmed El-Hawary

EGYPT

**Citizen/Community Participation**

**Democracy**

**Non-formal Education**

**Youth Development**

Journalist Ahmed El-Hawary is countering centralized and politicized Egyptian media by creating a network of youth-led, community-based media outlets. These media outlets serve as the voice of marginalized citizens and empower youth to be representatives of their communities.

### THE NEW IDEA

Through his organization, Bashkatib, Ahmed equips Egyptian youth who live in socially, economically, and geographically marginalized areas with the skills and resources to develop and operate community media outlets. These local outlets—owned and run by youth ages 12-17—produce monthly print publications, distributed free of charge in the local area. The outlets simultaneously publish multi-media content on the Bashkatib website—connecting the different community media outlets around the country with one another. While the local publications create a space for dialogue on relevant issues within their communities, the online network offers locally-produced reporting to the general public as well as to professionals working in the Egyptian media. The online network generates inter-community dialogue that breaks stereotypes and polarization resulting from economic, social, and cultural differences within Egyptian society. Additionally, the online network acts as a space for dialogue between youth journalists working in different local areas to exchange knowledge, ideas, and experience.

At the core of Ahmed's work is identifying and encouraging young people to assume leadership roles by communicating people's daily lives and concerns and strengthening inter-community ties. Through community media, Ahmed aims to create a non-political and non-confrontational avenue for young people to raise their voices about issues important to them and their communities and hold government leaders accountable. The training and support Ahmed provides is cultivating future leaders in journalism who see media as a tool that reflects people's lives and encourages civic participation.

Ahmed plans to expand his community media movement to other marginalized areas within the Arab region; he recently

partnered with a private foundation to begin work in Jordan, Tunisia, Morocco, and with Syrian refugees in Europe.

### THE PROBLEM

Egyptian media outlets are highly concentrated in Cairo. The resulting national news coverage from mainstream media largely focuses on the population of greater Cairo. However, more than 80 percent of Egypt's 96 million people live outside the capital. These communities are geographically spread out across Egypt and represent a diverse range of populations (ethnically and culturally, along with a variety of social heritages and dialects). Even within Cairo, approximately 40 percent of the population lives in informal housing settlements that are marginalized from mainstream media. Since the marginalized areas in Cairo and general areas outside of Cairo don't receive much media coverage, a total of approximately 84 million Egyptian citizens (close to 88 percent of the population) live in areas in which their local news isn't showcased in the media. This misrepresentation ignores the multiplicity of voices, narratives, perspectives, and cultures that exist outside of the urban capital, and consequently robs people of the opportunity to participate in public life.



Mohamed Salah, a 14-year-old participant in a Bashkatib project in Dar Elsalam, Egypt, distributing copies of Sawt Elsalami (Voice of Peace) in the streets of his neighborhood. Mohamed is one of Sawt Elsalami's writers and reporters.

The politicization and polarization of the media has become a prevailing trend in Egypt. The Middle East News Agency (MENA), which operates under the auspices of the Egyptian government, is the media outlets' main source of news. MENA reports on events throughout the Middle East, including politics, business, culture, and sports. According to Freedom House, a citizen group that conducts research and advocacy on democracy, political freedom, and human rights, Egyptian authorities seek to purge the media of any critical voices. Most media outlets increasingly display a strong pro-government bias, with self-censorship contributing to the broader loss of

pluralism and diversity of opinion. The lack of a code of ethics and a proper media framework in Egypt means that many of Egypt's top journalists effectively become spokespeople for the media corporations for whom they work or simply repeat government rhetoric. Instead of a code of ethics that is applied consistently and equally across the country, advertising agencies and businessmen have implemented their own policies, ensuring content is tailored specifically to not harm their interests.

With Internet users in Egypt reaching an estimated 44 million (almost 45 percent of the population), an alternative media movement with online elements is emerging. Numerous independent media portals, mostly online, exist in Egypt to offer different narratives and encourage freedom of expression. However, their perspectives and insights are mostly written in English to address the educated elite rather than being based in the communities. There are no alternative community media organizations that focus on either community-owned or youth-led media outlets. The informal spread of news through social media also plays a big role in Egypt; however, the Egyptian government is aware of social media's strong influence and heavily monitors online activists.

## THE STRATEGY

Drawing from a decade of experience in Egypt and the Arab region's media sector, Ahmed focused on the lack of local—specifically youth—voices in mainstream media. He developed a strategy with three main components: training and supporting youth to develop their own media outlets; enhancing youth-leadership roles in the community; and amplifying and connecting youth-led media and young journalists through an online platform.

Ahmed tested his methodology for training young, local journalists through a three-month pilot workshop in 2012 with 17 young adults in a marginalized area (Ard-Elewa) in Cairo. The workshop covered journalism, comics, photography, creative writing, and publication design. Ahmed then asked the youth to create a publication from scratch in which they would express themselves and the views of their small communities. Ahmed was taken aback upon seeing the results—the level of interaction was inspiring. Without any interference from Ahmed, the participants collaborated to design the publication, create the content through their own writing and interviews, and sell advertising space to the local supermarket. They used the advertising money to print the publication and distribute it throughout their community. This was the prototype upon which Ahmed created his idea, *Bashkatib*—an old Ottoman name used in Egypt for an enlightened person who serves as a community writer—and registered a social venture under the same name.

Ahmed designed a full-fledged program that trains youth through a two-year intensive, educational course to launch,

manage, and sustain local community media outlets. Ahmed works with communities through partnerships with local entities, such as citizen groups and public libraries. These entities offer support in selecting youth from the community, as well as providing space and technology for the program in its first year. Ahmed ensures every group is diverse in terms of age, gender, political affiliation, and social and economic background.



Youth participating in *Bashkatib* training in Mansoura (120 KM East North Cairo) September 2014.

In the first year of the curriculum, Ahmed conducts a one-month basic training course covering the foundations of journalism, media ethics, photography, creative writing, comics, and publication outline. Basic training is followed by 10 months of hands-on exercises, including assuming full responsibility for designing a monthly print publication. Groups of 25 work together in teams to launch and manage their publication, deciding on everything from the name, the design and roles, to the content and distribution plan. Along the way, the youth collaborate to solve problems, make decisions, and learn to communicate effectively.

In the second year, Ahmed holds peer-to-peer training sessions where the previously recruited young people teach the skills they have learned to new members and receive advanced training on investigative journalism, video filming, and editing. A second curriculum focuses on operations such as marketing, administration, and financial management so the group can assume full responsibility and sustain their community-driven media outlet. At this point, Ahmed supports the youth through renting out office space in the community and providing basic equipment.

Working with parents is another key element of creating a supportive environment for youth. In some families, the youth have to work to support their families, just like Ahmed did. To allow youth to fully commit to the program, Ahmed gives the participants basic stipends during their training and apprenticeship. Moreover, Ahmed and his team conduct monthly meetings with parents to involve them in the program.

Since his first project trial in 2012, Ahmed has worked with six local communities in Egypt and continues to work with those



media outlets. These outlets produce coverage of local events otherwise ignored by national and regional media; several pieces by Bashkatib youth work have made appearances in mainstream media. Community members now approach the youth themselves to have their stories and complaints displayed in the community's media outlet, knowing it might attract the attention of the national media and authorities. The outlets also strengthen the communities they serve by opening discussions about local issues and positioning youth as important assets to the community. The youth themselves develop a heightened sense of leadership, social and emotional intelligence, critical questioning, and changemaking skills; they exhibit higher levels of self-esteem and confidence as well as an attitude of active participation in public life.

Ahmed's organization employs 20 people and maintains a network of 16 trainers. He has received funding for his organization through partners like the International Media Support Foundation, Aswatona Fund for Media Development, and the Embassy of the Netherlands. In an effort to make the outlets financially sustainable, Ahmed has struck partnerships with mainstream media companies to share locally produced content, as well as to share local coverage of national-scale events.

Besides his future plans for financial sustainability, Ahmed plans to geographically expand to three new governorates every year, covering Egypt in about six years, expanding the media outputs beyond print publications. With the birth of each new media outlet, new voices are added to the online and offline networks. Media gets more inclusive and representative of diverse voices, and more youth are empowered to assume a leadership role in public life. In addition, the local community media coverage will increase citizens' civic awareness and naturally act as a monitoring force for local governments.

## THE PERSON

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Ahmed grew up in a marginalized Egyptian neighborhood with few resources. He worked from the age of eight to support himself and his family while simultaneously pursuing his education. He worked a series of different jobs, including ones that required hard physical labor. He also started small businesses that sold products locally. Such experiences exposed Ahmed to diverse segments of society and taught him how to deal with all kinds of people.

Ahmed chose to study journalism in college, having always loved writing and engaging with local communities. Ahmed's university experience exposed him to people from all Egyptian governorates and communities; he observed the frictions and superiority between Cairenes and non-Cairenes as well as the discrimination and stigma between university youth based on social, cultural, and economic differences. Ahmed himself suffered from snap judgments that were tied to his background and made him feel the urgency of breaking inter-

societal stereotypes.

Having pursued a career in media, Ahmed never found himself or his community represented in the centralized Egyptian media, whether radio, TV or print. His graduation project—a political magazine—broke from the typically-safe final college projects. With a persistent belief in freedom of expression and the importance of media for an informed and an empowered society, Ahmed later became an editor of *Dustur Al-Shaab* (People's Constitution), an online initiative that attempted to strengthen debate on the new Egyptian constitution by supplying people with information and inviting opinion pieces to inspire discussion. He also co-founded an online radio station that provides critical non-censored content about social and political life in Egypt.

In his working life, Ahmed has always sought ways to enhance media representation amongst Egyptian local communities. This led him to launch a movement that empowers youth with very little resources to be recognized as sources of information and leaders in their communities. ♦



## Nathalia Mesa

COLOMBIA

Child Care

Child Protection

Education

Growing up in Medellin, Colombia during a violent era inspired Nathalia Mesa to provide comprehensive education, nutrition and care to poor children so that fewer will become involved in crime and gangs.

### NEW IDEA

By connecting underprivileged children ages 0-5 with trained educators and caring members of the community, Nathalia is improving the lives of Colombian children by giving them a healthy start and laying the foundation for successful development and growth. Through her organization, aeioTU, Nathalia develops the potential of thousands of children to become creative, constructive and responsible citizens. In addition to directly providing early childhood development (ECD) services in aeioTU centers, Nathalia shares her methodology with other early childhood centers and uses a digital platform to further increase impact.

More than working in learning centers, aeioTU's teachers also work directly with families at home, especially in communities with a high rate of violence. Teachers and other parents in the community provide socio-emotional support to pregnant mothers with the goal of providing a stable environment for their babies after they are born.

Nathalia has worked with the Colombian government and several municipalities to develop their early childhood public policy. She aims to create a regional model that improves the early years of basic education. By working with government officials on a national level to parents and teachers on a local level, Nathalia contributes to the nutrition, health, cognitive development and socio-emotional development of aeioTU's participants, positively impacting families and communities.

### THE PROBLEM

According to a 2014 World Bank report, 36 percent of the population under the age of 15 live in poverty in Latin America. Poverty, malnutrition, exposure to violence, and lack

of appropriate childcare and education in early childhood can have lifelong effects, further exacerbating the grim outcomes for this population. Early childhood is a critical stage that forms the foundation for children's future well-being and learning. Young children in low-resource settings are particularly in danger of falling behind on important milestones in their physical, cognitive, social, and emotional development, with potential long term impacts.

In Colombia, more than 2.5 million children under the age of five live in vulnerable conditions and according to the Colombian Institute for Family Welfare, more than a million do not receive ECD services from government programs. The infrastructure to provide these services is inadequate and inefficient, thus perpetuating social inequality. Children get involved in crime, gangs and drug trafficking at a very young age.

**“ Based on new research and a new understanding of the complete well-being of the child, early child development is increasingly being put on the agenda for children’s rights. Ensuring the healthy cognitive, social and emotional development of young children merits the highest priority of every responsible government, organization, community, family and individual for the sake of raising healthy children worldwide.”**

UNICEF

ECD interventions have shown clear benefits for poor and neglected children, and comprehensive ECD services are needed throughout Colombia and Latin America. Barriers to these services include unstable funding, scarce educational materials, a lack of knowledge on the importance of early childhood education, and nonexistent models for success.

Poor and neglected children benefit disproportionately from early childhood development programs, making these interventions among the more compelling policy tools for

fighting poverty and reducing inequality. ECD programs comprise a range of interventions that aim for: a healthy pregnancy; proper nutrition with exclusive breast feeding through six months of age and adequate micronutrient content in diet; regular growth monitoring and immunization; frequent and structured interactions with a caring adult; and improving the parenting skills of caregivers.

## THE STRATEGY

Nathalia believes in the potential of every child to develop and thrive. In aeioTU's initial phase, she placed an emphasis on the Reggio Emilia approach—an education philosophy that focuses on self-directed, experiential learning in relationship-driven environments. This philosophy is recognized by UNESCO as the best pedagogy in the world for early childhood. Combining this philosophy with her own expertise, Nathalia developed a relationship-based methodology that uses educational curricula and teacher training to provide holistic care for children.



Nathalia gardens with young children at an aeioTU facility.

A key part of Nathalia's strategy is creating space for children's successful development even before they are born. One of her programs, "The Traveling Teacher," has teachers visit pregnant mothers and their families at home to discuss education, nutrition and health. In Bogota and Medellin, this includes serving the families of guerrillas and aeioTU incorporates the surrounding community network of parents to work with the teachers to support these families.

aeioTU has grown to operate 30 ECD centers in 13 communities and serve 14,325 children. In addition to operating their own ECD centers, aeioTU works in five service areas: building, connection, guiding, sharing and training to reach as many people as possible. They offer expertise to other learning centers on building and designing the most useful spaces to facilitate maximum learning and care. Nathalia developed a digital platform that offers aeioTU training programs to scale both in Colombia and in any country in the world. aeioTU also offers a curriculum containing best practices for ECD and shares knowledge and experience with other early childhood centers who want to implement their

model. In 2015, Nathalia developed a pilot that provided free training for 3,000 educators which impacted more than 50,000 children. This also led to the creation of a teacher network.

To measure impact, Nathalia developed the tracking software ConectTU, which has 2 modules. Education Monitoring, which has six different indicators of child development: cognitive, social-emotional, physical, communicative, cultural and creative-sensory. The other module is Management Monitoring, which monitors infrastructure, equipment and talent. She also invites parents to workshops to gather impact indicators.

Nathalia has replicated her model in Mexico, Brazil and Panama. Her future goals include opening the aeioTU Institute to train teachers and scaling the concept to become a regional model for ECD. The staff is working on opening 350 more centers to reach 100,000 children. It is Nathalia's hope that these ECD centers will build citizenship and better lives for children.

## THE PERSON

Nathalia grew up in Medellin when the city was in the middle of a drug war that lasted several years. As a teenager, Nathalia had friends who were kidnapped and who were involved in drug trafficking. She witnessed the "Oporto Massacre," a nightclub shooting in 1990 that left 19 people dead, and realized she could have been among the dead. Growing up in this fragmented atmosphere made her want to take nothing for granted and improve societal conditions.

In her teens, she began working as a volunteer at Proantioquia, an economic development organization, where she planned activities in the community. She also volunteered in nursing homes and kindergartens. Nathalia's interest in economic development led her to study economics in college. After college, she worked in the education field for a year.

Nathalia's father was a businessman and civil engineer, who was influential in developing Medellin's infrastructure. In her 20s, her father was kidnapped. Fortunately, he escaped, but the kidnapping changed the lives of her family and they took refuge in her father's home in Costa Rica. This period in Nathalia's life inspired her to want to make an impact at a systems-changing level. Why was Colombia so violent? What could she do that would make a difference?

Her extensive research showed an increasing importance in positive development during the first few years of life and she knew that she wanted to focus on early childhood development to tackle a root cause of violence in Colombia. In 2004, Nathalia returned to Colombia. After analyzing educational models around the world, she created aeioTU in 2008 and by 2009, the company was operating in four centers, serving 855 children. ♦



## Benson Wereje

UGANDA

Conflict Resolution

Access to Learning/  
Education

Former refugee Benson Wereje is breaking the cycle of endemic violence in Central Africa by using the power of education to stem the flow of young people to warring rebel groups. By providing alternative pathways for refugees to work toward self-reliance and sustainable employment, he is driving a non-violent movement to build peace, stability and economic prosperity in the region.

### THE NEW IDEA

Believing that Central African refugees and internally displaced youth need other options than joining rebel groups, Benson created CIYOTA to equip these youth with education, leadership training and entrepreneurial skills. Working with people in refugee camps in Uganda and internally displaced people in the Democratic Republic of Congo (DRC), Benson is enabling young people to become peaceful agents of change to stop the violence and offer hope for a region that has faced many years of corruption, war and pillaging of natural resources.

Benson's own life journey as a refugee from the DRC growing up in the Kyangwali refugee resettlement in western Uganda influenced his approach of using entrepreneurial education as a tool for personal transformation. He named his organization CIYOTA, which stands for "COBURWAS International Youth Organization to Transform Africa." The word "COBURWAS" is an acronym that represents the home countries of the organization's founders who were forced to live in the Kyangwali refugee resettlement in Uganda: Congo (DRC), Burundi, Rwanda and Sudan (CO-BU-RWA-S).

Benson believes that the root cause for endemic violence and criminal behavior is the feeling of economic, social or emotional disempowerment. Having been uprooted from their homes and forced to live somewhere else, refugees and internally displaced people are some of the most disempowered populations in the world, making them vulnerable to join rebel groups for economic security. Additionally, the CIYOTA model defines "economic violence" as the act of forceful prevention from access to resources such as land and education and

that this type of violence is a root cause of conflict and displacement in the Central Africa region. As a result, CIYOTA's approach to education focuses on entrepreneurship skills and leadership to create opportunity and non-violent change.

### THE PROBLEM

Economic violence and mass displacement have become synonymous with Central Africa for much of its modern history. As a result, the region has produced one of the largest refugee populations in the world. The lack of viable alternatives for young people to sustain themselves has led to their recruitment by the various warring factions, creating a multi-generational cycle of poverty and violence. Most youth in DRC are unemployed and 90 percent of young people join rebel groups in eastern DRC for economic reasons.

The history of economic violence in the region dates to the colonial era when Belgian King Leopold II seized the Congo as his personal property from 1885 to 1908, looting its most valuable resources of ivory and rubber. More than ten million people are estimated to have died from disease and forced labor during this period and millions more were forced to flee their ancestral homes. The DRC has never recovered from that history, even after independence in 1960. Thereafter, the violence took a tribal twist, pitting different tribal factions into one of the longest conflicts in the world, leading to the death of more than 5 million people and displacement of millions more.

Like many other refugee settlements across Africa, Kyangwali lacks basic services to enable refugees to rebuild their lives and as a result, poverty, disease and violence is rife. Traditional humanitarian assistance provided by such organizations as USAID, UNICEF and Congo Leadership Initiative have also failed to ease the situation primarily because of economic conditions in both Uganda and the DRC, and hundreds of refugees in this settlement of more than 45,000 people continue to die of hunger and disease.

Despite the presence of the largest UN peacekeeping mission (MONUSCO) in the world and the government's approach, the region has failed to attain sustainable peace. The Congolese Army's involvement in the protracted war in Eastern Congo has also hampered government-led efforts to mend differences between the warring ethnic communities.

Benson believes that the approaches have failed because of the continued disempowerment of young people who end up being trapped in an inter-generational cycle of poverty and violence. Many of the former perpetrators have fled together with the victims into neighboring Uganda and Rwanda and continue to recruit young people to fight. Lack of principled leaders, endemic corruption as well as broken institutions have created a situation of hopelessness both in the DRC and neighboring refugee camps.



Refugees farm to earn income and to bring in revenue that supports CIYOTA.

## THE STRATEGY

CIYOTA believes in the power of education as a pathway out of poverty, to heal conflict, create social cohesion, and spur economic growth. Their main focus is creating value-added education in refugee camps that is practical and relates to the issues that refugees are facing in their communities. The CIYOTA curriculum incorporates active non-violence strategies, entrepreneurship skills and leadership training. The entrepreneurial education program in CIYOTA schools is based on globally recognized models, particularly Educate Uganda, which funded Benson's own education. Benson has also incorporated other models such as those from the Transformative Action Institute and the African Leadership Academy. The curriculum is implemented through partner schools and includes vocational training in areas such as animal husbandry, milk production and juice manufacturing. CIYOTA further supports economic empowerment at both the individual and community level. CIYOTA members participate in communal large scale commercial farming ventures which bring an annual revenue averaging \$450,000 in Uganda.

In 2008, CIYOTA established two primary schools at the Kyangwali refugee settlement in Uganda, which are open to both refugee and local children and provide education to more than 1,700 children every year. The one small secondary school in Kyangwali lacks the final two grades. To ensure youth continue their education, CIYOTA partners with neighboring secondary schools—the closest one is 90 km away—which also implement the CIYOTA curriculum. CIYOTA pays for tuition and boarding and helped the first 15 refugee students complete high school in 2010, and since then has supported more than 700 refugee high school students.

According to a United Nations High Commission for Refugees (UNHCR) report, only 1 percent of refugees worldwide have the opportunity to go to college. To address this grim statistic, CIYOTA is partnering with regional and international universities and working to increase opportunities for Central African refugee youth beyond high school—42 CIYOTA high school graduates are currently studying at universities.

In addition to the school-based programs, CIYOTA tackles a root cause of the refugee crisis by operating a leadership training program, Pamoja Kwa Maendeleo (Together for Development). This program works to counter the violence by training leaders from warring tribes to settle their differences amicably. The program is built around the inspirational and non-violence philosophies of Mahatma Gandhi, Martin Luther King Jr. and Nelson Mandela. Working closely with the Transformative Action Institute through churches, schools and local associations, Benson and his team are bringing this leadership training to villages across Western Uganda, Eastern Congo, Rwanda, Burundi and Kenya.



Refugees attend a primary school in Kyangwali Refugee Camp in Uganda.

CIYOTA schools are recognized by the UNHCR as an innovative solution by refugees for refugees.

They want to continue to spread their message of peace and education throughout the region. Three other primary schools in Uganda and the DRC have partnered with CIYOTA to adopt its curriculum. CIYOTA estimates that it has reached more than 20,000 young people through its schools and trainings and with partners, aims to reach one million more in the next five years. Benson will do this via a "train the trainer" model; by training sustainable, peaceful strategies to 5,000 youth who will then each train 200 youth in their villages and schools. Benson is focusing on one particularly violent village in Eastern DRC close to the Uganda border and building a community center that will teach vocational training, in the hopes of providing other options for the mostly-unemployed youth. Benson feels CIYOTA is close to being in a position to influence policy and government in order to combat corruption and tribalism.

## THE PERSON

Benson was born in a village in the North Kivu region of Eastern DRC to a farming family. His father was a farmer and a religious and community leader. The firstborn in a family of six, Benson took responsibility for his siblings at an early age. Benson became conscious of violence when his family adopted

an orphaned refugee after the genocide in neighboring Rwanda. Even as a young man, Benson showed signs of having an entrepreneurial character. At fifteen, he was working in small agribusiness and tourism ventures, raising about \$100 a month and funding his education.

He himself was separated from his parents and became a refugee at the age of 17. He was lucky to escape unhurt following the outbreak of ethnic violence in his village in which he witnessed mass killings of close relatives and friends. Benson was forced to flee his village in the Eastern DRC before settling in the Kyangwali Refugee Settlement in western Uganda, where he was confronted by deplorable living conditions, sporadic violence, drought and regular famine.

In 2005, Benson received a full scholarship from Educate Uganda to attend secondary school. That same year he mobilized close friends to start CIYOTA, raising 50 cents a day by working on farms to help other youth go to school. He convinced the government of Uganda to donate large tracts of land which today, provide much of the organization's revenue from the farming projects. Benson built a core leadership team of twenty like-minded young people and mobilized an international team of mentors and supporters. Lessons on resilience, entrepreneurship and self-care that he learned during his youth are the same values that he used to mobilize other youths to form what is CIYOTA. ◆



## In-soo Song

SOUTH KOREA

Education Reform

Public Policy

In-soo Song is ensuring fairness in South Korean education by restoring the importance of public education and reducing costly “shadow education,” private supplementary tutoring that mimics the mainstream school curriculum.

### NEW IDEA

In-soo founded World Without Worries about Shadow Education (WWWSE), the first nationwide grassroots movement that tackles the mindsets, policies, and procedures that fuel the prevalence of shadow education and admissions competition. Rapid economic growth in South Korea has contributed to an excessively competitive society. Hoping to put their children on a path to success, parents have turned to shadow education. They are burdened with the costs while their children study late into the night at “hagwons,”—private academies or cram schools that are prevalent in South Korea. The result is emotional and physical stress for both parents and students and a disrupted public education system, which in some cases is replaced by shadow education.

In-soo believes parents are key to confronting shadow education, as they are not only victims of this system, but most often the source of student stress. After educating parents about the negative aspects of shadow education, In-soo organizes them to drive the change in educational systems and practices. He created a physical meeting space for lectures and workshops as well as an online community where parents, teachers, education experts, journalists, and even shadow education professionals can engage to understand each other's role and strategize solutions. New information and insights from these gatherings are made available online, facilitating nationwide discussions and prompting policy change. In-soo has been instrumental in changing high school and university admissions requirements. He is also working with major corporations to change their recruitment strategies and look at other factors in hiring besides test scores and students from specific schools. By 2022, In-soo wants a South Korea where no parent spends money on shadow education and no student bears the stress of double course loads.

## THE PROBLEM

Education is closely connected to economic achievement in South Korea, and it is easier to get a good job with an academic background from a top school. To improve chances of admission to the top schools, more and more parents are sending their children to English-speaking preschools, international middle schools, and special-purpose high schools. The goal is to secure admission to the “SKY Universities - Seoul National University, Korea University and Yonsei University - which parents believe will guarantee success for their children. Excessive competition for university entrance is affecting the lives of children from as early as kindergarten.

While a handful of top performing students know they will attend top-tier schools and universities, most students suffer from intense pressure and a fear of failure. According to Statistics Korea, four out of ten students from the ages of 13 to 19 have felt suicidal and admit that grades and admissions were the cause. This anxiety has fueled the rapid growth of shadow education. Approximately 75 percent of students participate in shadow education, and Ministry of Education statistics show that the shadow education market amounted to \$16 billion in 2016, approximately 2 percent of the country’s GDP. Monthly private education expenses in 2016 were about \$230 per student.

**“ In South Korea, the world’s most voracious per capita consumer of (shadow education), the support services are now a larger part of the economy than the mainstream education system...”**

*Forbes, June, 2017*

A crumbling public education system has greatly contributed to the growth of shadow education. Some public schools have added academic content that is outside the normal curriculum, exacerbating competition and unequal access to education. To build the country’s public education system will require collaboration among all stakeholders—parents, teachers, policymakers; and it is absent.

Changes in employment opportunities in South Korea offer an incentive to shift the perception of what skills are most valuable for children to acquire in their education. Companies are beginning to focus on creativity, problem-solving, and soft skills that aren’t guaranteed by good grades.

## THE STRATEGY

In-soo’s core strategy is two-fold: raising parent awareness and changing policies and practices. He has collaborated with multiple stakeholders to change the forces that reinforce shadow education and excessive admission competition.

In-soo uses data to provide answers and demystify shadow education so parents can make informed decisions. WWWSE created the nation’s first lecture series regarding shadow education called “Lighthouse School,” which is available both online and in print. Each year, 2,000 participants sign up for “Lighthouse School,” and together with the expanding networks, more than 30,000 parents are now well-informed about the causes and impact of shadow education. In addition, In-soo’s organization operates “No Worry Counseling Net,” an online counseling service that offers educational advice, such as effective study methods, which works to eliminate dependence on shadow education. WWWSE then engages citizens who have participated in their educational programs as ambassadors. For instance, “Lighthouse School” graduates hold gatherings with members in their local communities. Currently, Lighthouse groups hold biweekly or monthly gatherings in 70 cities in South Korea and China. To heighten the effectiveness of parent networks, WWWSE encourages members to purchase informational booklets and pass them onto their neighbors and friends. The booklets contain useful insights from lecture series and information that explains shadow education. These booklets have reached 2.5 million people across South Korea and China.

**“ But (WWWSE) is not just about reducing education outside school. It goes beyond the practical level of saving parents money. It is about shifting the focus of education (from) grades to character building. [It] wants children to be independent, considerate and able to solve problems through the knowledge they acquire.”**

*Korea Times*

While working with parents, In-Soo has also brought policy attention to private school admission requirements that have fueled demand for shadow schools. For example, some foreign

language high schools began requiring advanced English as part of their admissions testing, affecting elementary school students and leading many parents to seek supplemental education. WWWSE successfully lobbied for foreign language high school admissions requirements to reflect the actual elementary public education curriculum.



In-soo Song, with microphone, leads a WWWSE protest, urging a score-based absolute grading system be implemented in the national college entrance exam. In 2017, the Ministry of Education moved from a curved-grading system—which values performance relative to peers and is harmful to those who can't afford shadow education—to an absolute grading system, which allows direct correlation between the grade and the student's knowledge of a subject. The government expects this change will reduce private education spending.

In-soo believes that policy change will affect high school and university admissions as well as the recruitment criteria of major corporations. WWWSE has made seven pledges for intervention: 1) enact laws that normalize public education to prevent schools from teaching advanced material; 2) deter private English education market to eliminate early-childhood English education advantages; 3) introduce a high school system with no hierarchy to alleviate admissions competition among middle school students; 4) change the current format of school exams from multiple choice to essay writing; 5) abolish university hierarchy based on grades of incoming students; 6) promote “100 Good Universities” that students can attend based on their interests; and 7) prohibit company discriminatory recruitment practices, favoring only applicants with top academic backgrounds. In-soo has accomplished the first pledge and is engaging a wide range of support to achieve the remaining six pledges.

In-soo is leading a national campaign called “Stop Lining Up Our Students,” to end discrimination against underperforming students, such as lining up students according to their grades for classroom meals or dormitory room assignments. WWWSE conducted a national field survey and identified 18 major categories of these “line-up” practices. The organization positioned grade discrimination as a social issue and proposed bills banning the custom. These efforts eliminated discriminatory practices and prompted the

Ministry of Education to issue official statements prohibiting discrimination.

WWWSE has 31 staff members and 60,000 newsletter subscribers. Donations and monthly membership fees from more than 4,500 active members fund most of WWWSE's annual budget of approximately \$1.5 million. The organization is working with every education office throughout the country. Together with their active membership, WWWSE has been instrumental in changing legislation and reducing household expenditures on shadow education. In 2009, In-soo and WWWSE successfully changed foreign language and special-purpose high school admission requirements, making acceptance possible for students who do not receive supplemental education. This change in policy saved \$1.7 billion in private education costs. In 2014, as a direct result of WWWSE lobbying, a new law prohibiting teaching and testing students ahead of the regular academic curriculum went into effect, also alleviating the pressure to pay for shadow education.

## THE PERSON

In-soo was greatly influenced by his mother, the family's breadwinner. She overcame financial obstacles and was the first to do many things in their neighborhood. She opened the first clothing store, stationary store, and chicken business in town. In-soo believes his poor past helped mold his character.

After attending the College of Education at Seoul National University, In-soo began his career as a teacher in 1992. At his first school, he was ordered to collect illegal donations from the parents of his students. The donations were to pay for self-study sessions, principal and teacher faculty meals, and travel expenses. He was punished because he refused. Realizing he could not fight the system alone, he encouraged other teachers to join his efforts to change the school system. The next year, he started gathering teachers with a shared vision of ‘good teacher, good education.’

He devoted himself to integrating small- and medium-sized Christian teacher groups into one group. He launched the “Good Teacher Movement” in August 2000 with 1,200 teachers and became the director. He announced a new charter addressing core values of good teachers and a good education system. He led efforts to introduce a teacher evaluation system focusing on the satisfaction rate of students and parents. He also assisted in adopting the “principal appointment policy,” in which a teacher recommended by parents and the local community could be considered for a principal position. Such principals are now leading schools with new systems, furthering In-Soo's impact.

A 2003 sermon inspired In-soo to leave the Good Teacher Movement to reform excessive admission competition and shadow education. He established WWWSE in 2008 with



the help of Jee-Hee Yoon, a prominent leader in the parents' movement. In-soo continuously incorporates ideas from stakeholders and revises his strategy to make his vision the new norm in South Korean society. ♦



## Emer Beamer

NETHERLANDS

Early Childhood  
Development

Education Reform

Youth Development

By seeing the child as a complete human being endowed with innate creative capacity, Emer Beamer taps into the natural space of play among children to stimulate their interest in solving social issues with design and technology.

### THE NEW IDEA

Emer developed a design-thinking method for children that stimulates them to use creativity to design a better world using new technologies. Focusing on kids between the ages of 6-12 years old, Emer's organization, Designathon Works, trains teachers to recognize children's creative capacities and then to see and use play as a rich and natural entry point to develop children's interest in social issues and in devising solutions with them. The method creates a space where children themselves define the social issues they see as important, and with the energy of play, devise solutions and then create prototypes of these solutions.

To aid the process, Emer also draws from modern day children's natural inclination towards technology. Instead of being educated as passive users of technology, Emer creates an opportunity for children to be active producers of it. She uses elements of the technology maker movement to create innovations for problems the children choose to work on. To this end, she includes a technology kit for children to be able to build their prototypes.

Emer's innovation is centered around involving children in societal issues. In doing so, she shows how the inner changemaker in young generations has a role to play in global issues. As adults, we are polluting and destroying the world they, our children, will live in. Emer lives by a simple message: children should not be excluded from society until adulthood and society should take children seriously and acknowledge their capabilities at a young age. Emer's biggest motivator in all of her projects is the importance for a child to be heard. In her words: "There isn't a child who doesn't have an idea, and there isn't a child who doesn't want this idea to be heard and to be seen."



What if we could teach the next generation to design a better world?

## THE PROBLEM

With its current focus of standardized methods and test-based assessments, education is draining the ability in both teachers and children alike to engage creatively and contribute to the world. Society has overlooked a key resource for creative thinking. Conventional thinking has held that only adults are qualified to do the creative work of idea generation and solution design, but Emer believes this has been a missed opportunity for society.

Born in the digital age, youth have a natural inclination towards information and communication technology (ICT). However schools give little other input than to show children how to be passive consumers. One of the key values of technology is that it is a strong media for activism, community building, and airing out strong social messages, and the opportunities for sharing are unlimited. Its potential to liberate and be an equalizing tool is huge. Emer envisions a world where a child can hack a tablet when the program on it does not suit his or her purposes. It's our responsibility to teach our children how to be active users of information and communication technology and seize the power coming from its proper use to build their futures. Left without guidance on how to create and utilize technology with intent and purpose, youth will miss out on this opportunity.

## THE STRATEGY

Emer developed Designathon Works with the vision of enriching education for children after having an in-depth understanding of the capacities of children due to her decades of entrepreneurial experience in the education field.

Her learning method works in five steps. First, there is an inspirational introduction to a social topic, such as Food, Water, and Mobility, which links to material taught in the formal education curriculum (biology or math, for example). In the second step, children brainstorm and design ideas. With the aid of a technology kit, children proceed to create prototypes of their solutions. The children then present their prototypes and lastly reflect on the process. Bringing their

solutions to life not only makes the process more concrete, it also encourages a “maker-attitude” when it comes to ICT. This sends the message to children that they can, in fact, use both technology and what they learn in school to improve their lives and those of others. Using the child’s perspective and playing on her strength of creativity creates a sense of agency in the child.

**“ Ask a ten-year-old how to solve the problem of cleaning up trash, and you might end up with a concept like the “De-Waster 5000,” a helicopter that scoops plastic out of landfills and the ocean—and then uses a solar-powered flamethrower to melt the trash into beds for homeless people. In other words, you’ll get something that probably wouldn’t occur to an adult designer.”**

*Emer Beamer*

In the Netherlands, the method is being piloted in 20 schools. In combining all her activities she has reached a total of 3,500 students and 310 teachers. Recently the Science and Technology Expertise Center of North Holland awarded her a three-year grant to bring the Designathon to teachers in more schools in Amsterdam. The committee wrote that the Designathon program was exactly the kind of education they envisioned when opening the call for proposals.

A recent policy has been adopted in the Netherlands that stipulates all schools should have 40 hours of ‘nature and science’ per year included in their curricula by 2020. The current average in schools is ten hours per year. Emer’s method anticipates schools looking for ways to offer those additional hours through teaching. Currently piloting the Designathon Works method with some progressive schools in the Netherlands, Emer believes her method will be finalized by the time most schools jump into action in 2019.

As a testament to the Designathon Work’s adaptability and inclusive nature, the method was used with children who are differently-abled in both the Philippines and Uganda. In this initiative, students with cerebral palsy designed devices

to help with their own disabilities. Teachers were surprised to see the innovative solutions their students made. The process helped teachers gain a deeper understanding of their students' reflective processes and highlighted that each child is endowed with great capacities. Children who are otherwise often dismissed due to their disabilities can now be recognized as having something valuable to contribute. Additionally, the children themselves felt incredibly proud of their inventions.



An in-house recycling machine, for all paper, clothing, glass, and coffee grounds. Idea developed at Designathon Amsterdam 2015.

Part of her scaling strategy is based upon the Global Designathon Event. Designathon Works holds an international event where children from different countries simultaneously embark on a Designathon, all working on the same social topic, with the same method and same materials. The 2017 theme is Water. The Global Designathon Event connects children all around the world; students from multiple continents connect via video calls to share their progress and solutions. The Global Designathon Event in 2016 connected 350 children in Singapore, Brazil, Ireland, Germany, Kenya, Croatia, Tunisia, and India. This yearly global event also allows the work to scale into other countries, catching the attention of educational partners who can help reach more children. Such partners can then spearhead the movement in their own respective countries. In Nairobi, for example, a partnership has just been established with the Nairobi Design Institute to reach children in nine impoverished area schools.

Emer is working to get more support for her idea in the Netherlands, including having discussions with policy makers in the Ministry of Education. Working on the topics of education, diversity, and integration, lawmaker Simone Kukenheim recommended Emer's approach, saying it was the perfect combination of introducing students to innovation via technology and teaching them how to apply their knowledge for a sustainable world. Kukenheim is currently working on a new education reform plan which includes the recommendation to use the Designathon method. Furthermore, a recent collaboration with the public library innovation team will see Amsterdam libraries offering the Designathon program in ten libraries in the city.

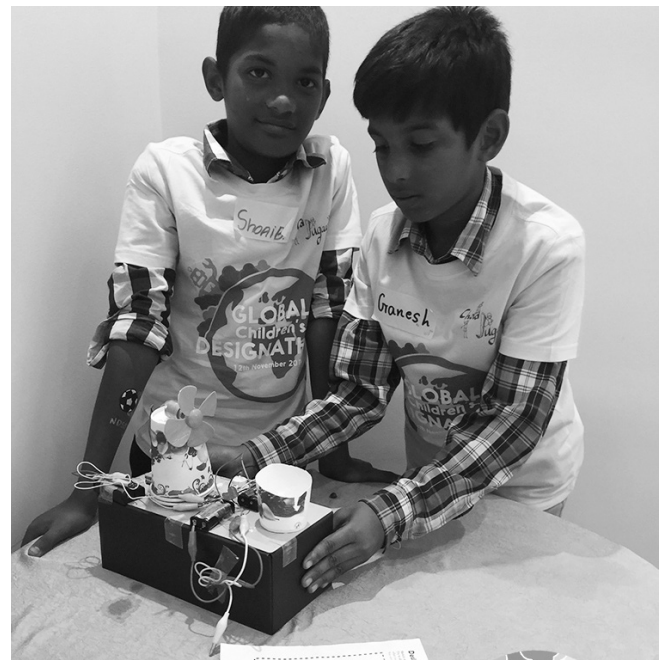
Emer and her team are eager to set up a study to show the impact on students and teachers in their development of

changemaker skills. A first step in this direction was the writing of a position paper for the Interaction Design and Children Conference held at Stanford University in July 2017, entitled, "Co-design with children on societal challenges reveals their empathy and radical innovations." She has also gained financing for a three-year program in the province of North Holland to work with teachers on best practices for applying the method in a classroom setting; the work is supported by the Amsterdam University of Applied Sciences.

To fund her work, schools are asked to pay a licensing fee per year. The main sources of financing for the initiative come from licenses, the sales from the maker kits, fees from holding specially-commissioned events in out-of-school settings, and sponsorship from national and international citizen groups.

## THE PERSON

Emer grew up in Ireland and accompanied her religious parents to church every day. As a child, Emer was enamored with saintly life and felt an early calling to help the less fortunate. She was struck by inequality in the world, and felt the strong need to do something about it.



Collecting street garbage by fan, Goa, India, 2016.

She did not receive a lot of attention from her parents and this left her feeling as if she was never seen, nor taken seriously by them. While having difficulties at home, Emer also did not find any support in the education system. These experiences left her wrestling with two big questions: how could she find her role in the world and why was there so much inequality. Believing no child should go through the same experiences, Emer devotes her time to children, to show them they are important, that they are deserving of attention, and that they

should be taken seriously. Conventional thinking has held that only adults are qualified to do the creative work of idea generation and solution design, but Emer believes this has been a missed opportunity for society.

After getting a degree in economics, Emer realized that it was not the way to change the world. It was at this point she started at the Rietveld Academy, a fine arts and design university in Amsterdam. Here, she discovered the unique empowerment and equalizing influence of creativity and of the Internet. She graduated from the university with the knowledge that she wanted to share this liberating power of the Internet with other youth. This, together with encouraging children to take agency over their own lives, eventually became a recurring theme throughout her work.

Emer has a previous track record as a serial social entrepreneur in the field of education, which confirms her ability to scale. Her previous social enterprises such as Butterfly Works and NairobiBits have reached significant global scale. Butterfly Works has launched forty-eight creative, social innovation projects in twenty-five countries. NairobiBits is dedicated to working with youth from impoverished backgrounds to enable them to use their natural creative abilities to learn technology vocational training. NairobiBits operates in five countries and equips thousands of young people every year with the skills needed to find employment. ◆

# SENIOR FELLOWS

Senior Fellows enrich the Ashoka network  
and have already achieved widespread impact in their fields





## Saifuddin Ahmed

BANGLADESH

Law and Legal Reform

Public Policy

Transportation

Urban Development

Believing that every citizen can contribute to making a better Bangladesh, Saifuddin Ahmed leverages the collective power of citizen organizations to promote healthy populations, a clean environment, equality and social justice. He has created a space where citizen organizations and the government work together to solve large problems.

### THE NEW IDEA

Saifuddin formed Work for a Better Bangladesh (WBB) Trust to identify, implement and advocate for long-term solutions that improve living conditions in cities. In a country where policies are often steered by strong private and political interests, Saifuddin presents officials and legislators with evidence-based solutions to integrate critical and often ignored areas of health, transportation and safety into the national system. Using his strong skills as a unifier, he built a large network of grassroots-level citizen sector organizations (CSOs) to carry out campaigns and support policy implementation. Since these solutions require both behavioral and policy reforms, he created a multi-dimensional platform that brings together the CSO network, activists, leaders and policymakers to focus on policies that positively impact the lives of Bangladeshis. To ensure collective impact, he prioritizes the inclusion of government officials - an approach that is often ignored by the public and policymakers. This not only helps to ensure that there is effective policy implementation but also a process for continuous monitoring and evaluation.

The efforts of Saifuddin and his network have been instrumental in key structural and policy shifts. For example, he established the Bangladesh Anti-Tobacco Alliance (BATA), which was successful in influencing the government to ban all forms of tobacco advertisement; ban smoking in public places such as on trains and in restaurants; and place stronger, pictorial warnings on tobacco packages. To take the load off roads and make public transportation safer, he conceptualized and successfully advocated for a separate Rail Ministry in Bangladesh. Using his past successes working with public authorities, Saifuddin is now working closely with the Rail Ministry and other agencies to push for an integrated public

transportation system in which pedestrians and cyclists play an important role.

### THE PROBLEM

Most of the major cities in Bangladesh have become increasingly unlivable due to rapid urbanization and promotion of unsustainable modes of transport (particularly the private car). Issues affecting any city—such as roads, transportation, and public health—are poorly planned and executed by separate government offices without any understanding of the interrelationship between projects, in the short and long term. Such fragmented approaches along with the lack of coordination between agencies are detrimental to a city's health and safety. Further, most infrastructural developments have strong vested interests from powerful lobbyists, who are often prioritized over the public's. For this reason, the government has long been focused on improving roads and highways to cater to the growing demand of personal vehicles rather than support the vast majority of citizens, who do not own a car. This system ignores mass transportation and projects to facilitate movement by foot, bicycle, and cycle rickshaw that would cater to the larger population, reduce congestion and travel expenses, and increase safety.

In 2016, the country's capital, Dhaka, was listed as the second least livable city in the world by the Global Livability Ranking, and received the lowest score for infrastructure out of the 140 cities surveyed. Large scale infrastructure projects have failed to bring about changes to the growing issues of public health and safety.



A railway protest in Dhaka, organized by the WBB Trust to protest the lack of attention paid to this important mode of transportation.

Road conditions and transportation options are congested and unsafe. According to a study by the Accident Research Centre, a safety research organization, the number of accidents has increased in Bangladesh by 300 percent since 1982. Their study also concluded that 62 percent of urban accidents represent pedestrian deaths. A 2013 study published by the International Journal of Engineering Science and Innovative

Technology named Dhaka as “one of the most traffic-congested cities in the world.” When factoring in criteria such as time delay, vehicle operating costs and social and environmental damages, this study showed that traffic congestion in Dhaka costs the city about \$3.8 billion a year. While the government has been making efforts to improve car-based infrastructure such as building wider roads and overpasses across the country, these efforts have done little to reduce congestion or casualties. Private and political interests of bus operators and infrastructure companies have ensured that the country’s rail and inland water transport system remains heavily underused.

Powerful private interests also take precedence over public health in the issue of smoking, for example. Smoking is one of the biggest preventable causes of death in Bangladesh. According to a World Health Organization study, 1.2 million people in Bangladesh are affected by tobacco and smoking-related diseases, yet tobacco products have become progressively more affordable. While the tobacco lobby is strong and pushes for incentives and benefits, there historically has been no unified platform or lobby to push for regulation.

While there are vast numbers of citizen sector initiatives in Bangladesh that target specific local issues at the grassroots level—such as education, employment or healthcare services—there is little focus on macro-issues such as noise pollution, transportation safety, urban planning or public health. Further, existing CSOs lack the skills and collective power to shape and influence policies at the national level. To combat the corruption and vested interest of private parties, there is an urgent need for a collaborative platform for CSOs to leverage their collective strength to influence policies.

## THE STRATEGY

Saifuddin’s primary objective is to ensure that people live in Bangladeshi cities that are not only safe and environmentally friendly, but also where basic civil rights are protected. With this focus, he targets issues that require urgent attention and yet are chronically under-resourced. His research team maps interlinked issues and collects critical data. This helps them identify strategic macro-level solutions and build the evidence to support their advocacy work.

Key to effectuating this change is the network, which Saifuddin built, of more than 700 citizen organizations across different sectors in Bangladesh. He ensures this alliance is well represented from regions across the country, and that each CSO has a voice. The alliance’s Secretariat not only represents the interests of people from their locality but also plays a critical role in building awareness of the realities in other communities. WBB Trust acts as the central coordinator and invests in capacity building which adds value to these CSOs. Saifuddin makes certain that the Secretariat remains independent and is not fund-driven, which could result in

control by funders to suit their interests. Most coalitions fail due to internal politics, vested interests and external influences; Saifuddin built a culture of shared leadership within the Secretariat.

These organizations are a critical part of Saifuddin’s work. WBB Trust successes have proven that Saifuddin’s approach to engineering collaboration between citizen organizations and government is effective. For instance, in the case of the anti-tobacco campaign, Saifuddin realized that he had to push for stronger policies and regulation by the government. He co-authored an in-depth study linking tobacco consumption to poverty, and highlighted the importance of tobacco control as a poverty alleviation measure, which helped gain significant attention to the cause. To influence policy, he formed the Bangladesh Anti-Tobacco Alliance (BATA) to carry out multi-level advocacy around the country. Their efforts succeeded when the government signed the World Health Organization’s Framework Convention on Tobacco Control Treaty in 2003 and passed a comprehensive tobacco control law in 2005 and an amended version 2013. Currently, the WBB Trust is working to ban British American Tobacco from sponsoring and organizing youth-based events and activities.



Saifuddin, third from left, participates in a WBB Trust anti-tobacco protest.

In 2006, Saifuddin began exploring solutions to make Dhaka more livable and saw transportation as a critical issue affecting citizens with a direct impact on poverty. While the efforts of the government were focused on improving road infrastructure and transportation, he realized there was a need to explore alternative solutions that would take pressure off the roads and meet the needs of a growing population. He and his team at WBB Trust saw opportunity in the highly underutilized rail and inland waterways for public transportation. However, they recognized that the government transportation agency was responsible for both roads and railways and that developing the railways was not a priority. As a result, budget allocation and infrastructure development were prioritized for roads first, with less attention given to railway and water. Meanwhile, private interests, such as those from bus operators, ensured that railways remained inefficient. WBB Trust decided to advocate for a separate Ministry of Railways.



Saifuddin and his network engaged the authorities and policy makers to recognize the potential benefits of railways with both a short-term and long-term proposal to revive railways. He ensured that the rail authorities were included and placed them at the forefront of the advocacy process. Because of these efforts, a separate Ministry of Railways was announced in 2011. Since then, the government has regularly increased the railway budget. Improvements are being made to the railway infrastructure, and there are plans to increase the number of rail lines to accommodate more travelers. Since 2009, 45 new passenger trains have been added with 20 more to enter service. A separate team at WBB Trust works closely with the Ministry of Railways to advise on infrastructure, route planning and effective allocation of funds. They have recently advocated two additional lines for commuter trains between Dhaka and Tongi, a popular short-distance route for city commuters.

Saifuddin understands that changes in policy require time and persistence. He believes that there is no single solution to large scale problems and that changes require a broad vision and mobilization of multiple resources simultaneously. Saifuddin wants to demonstrate that with rapid urbanization, economic progression and national developments, a country needs to ensure that its people and communities are healthy and safe. With mainstream transportations (i.e. motorized vehicle and road-based transports) dominating the transportation space, he believes it is important to shift towards alternative and non-motorized transportation; an approach that could bring about direct and indirect impacts on the economy, poverty and health. Building on his success with tobacco control, Saifuddin is mobilizing his resources to bring about major reforms in rail, water and bicycle transportation, as well as safe pedestrian zones, to create an integrated transportation system. In 2013, as a result of joint advocacy efforts, the government approved the National Multimodal Transport Policy, which took into account WBB Trust proposals and prioritizes a safe pedestrian environment.

## THE PERSON

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During his undergraduate years, Saifuddin worked as a volunteer for Udichi Shilpigosthi (USG), an organization founded by novelist and historian Satyen Sen. USG is an umbrella of artists, intellectuals and academics that promotes public interests through cultural activities. While most of his peers were joining student political organizations, Saifuddin immediately found inspiration in USG, initially working as a tea boy and eventually moving to an operation manager role. With a strong family background in the social sector, he was captivated by the ideologies and philosophies of Satyen Sen and other USG leaders.

Saifuddin continued to volunteer during several natural disasters in Bangladesh. Through this work, he came to realize that the voices of rural people are often either ignored

or misinterpreted. In 1997, when the problem of tobacco consumption in Bangladesh came to his attention, he saw an opportunity to go beyond just awareness and more toward advocating on the national policy level. Saifuddin and his wife, a public health specialist, formed a team to propose controls on tobacco. Bringing together different CSOs, they initiated the Bangladesh Anti-Tobacco Alliance (BATA).

In 1998, Saifuddin formed Work for a Better Bangladesh Trust and has led his team and the CSO network to successfully campaign and advocate for policy reforms. Saifuddin still applies the ideologies he learned from USG—where the public interest is given the utmost priority—in his work with WBB Trust. ♦



## Jos de Blok

NETHERLANDS

Employment/Labor

Health Care Delivery

Dissatisfied with the delivery of health care by traditional home care organizations in the Netherlands, caregiver Jos de Blok puts nurses in charge, which ultimately results in higher-quality care for their patients.

### THE NEW IDEA

Jos founded Buurtzorg, an alternative model for grassroots home care that places patients and nurses at the center of health care decision-making. With an increasing aging population in the Netherlands and around the world, there is growing need for new and efficient methods to provide care for the elderly that does not include costly hospitalization. Buurtzorg's model recognizes and relies on the self-management capabilities of nurses in the community who can deploy both formal and informal care approaches. This approach ensures that individuals receive the kind of care they require and prevents costly institutional care for as long as possible.

Jos designed a network of self-driven teams of community nurses who are empowered to work directly with patients to devise solutions to their home care needs. More than 14,000 nurses are organized into about 875 smaller autonomous teams who work together to meet their patients' needs. Within each neighborhood, independent teams of nurses are responsible for the complete care-delivery to patients. Central to this approach is ensuring that nurse teams have a high degree of autonomy and thus ownership over their work. They meet to coordinate communications, share patient solutions and manage their own budgets. A specialized digital platform not only links nurses within a team, but also to each other in the broader network. This platform works across all aspects of care-delivery, including linking to doctors and pharmacists outside the network to ensure well-managed and shared information. This combination of nurse autonomy and the internal intranet enables a leaner and more responsive model to home health care.

This model contrasts with traditional home care models in which expensive managerial layers and bureaucratic processes

determine to a large degree what can and cannot be done for a patient. This system operates with cost reductions in mind instead of using the patients' needs as the starting point for finding the best solution. Not only does Jos's model ensure that care can be truly holistic and responsive, but it is cheaper and more efficient. Although it requires higher costs per hour, it overall requires fewer hours.

**“ Buurtzorg: the Dutch model of neighborhood care that is going global—innovative nursing model cuts bureaucracy and gives nurses more freedom and time with clients.”**

*Headline in The Guardian*

Jos's methods are currently in use in the Netherlands, Japan, Belgium, Sweden and now the United States. He is applying this delivery model to other care systems, such as psychiatric care, post-natal care and hospices, which result in similar quality and cost improvements.

### THE PROBLEM

Given the aging population in the Netherlands and other more developed countries, home care is a considerable burden within the health care system. Currently, more than 80 percent of home care is for the elderly with the remainder for the chronically ill. Despite the signs that home care will become an increasing necessity as populations age, there is little growth seen in the home care provider industry.

Any system of home health care delivery has challenges. In the Netherlands, every citizen is required to have health insurance, which covers the costs of any health services. Nurses had relative autonomy prior to the 1980s until market incentives were introduced to reduce costs. Ironically, this resulted in a highly-regulated system dominated by insurance companies and centralized care-providing companies with remarkably high management costs. In this model, management costs push overall home care delivery costs up. The care-providing companies are paid by insurance companies for every hour spent on a patient. The desire to reduce costs means that there is a strong incentive to deliver as few hours as possible per patient. Consequentially, patients become dependent on low-cost solutions that require as few hours with a nurse as possible. This system works against putting preventative action plans in place and close cooperation with the nurse and surrounding community. In the long-term, more people

become reliant on the system for treatment rather than preventative care. This results in a more expensive system overall.

The fragmentation and bureaucracy of the system only creates further disincentives to those in the nursing profession to work in the home care system. Young people consider it a low-paying option that provides little autonomy or emotional fulfillment. Nurses are over-burdened with high administrative workloads with very limited decision-making power to take ownership and create improvements. The current home care landscape offers few opportunities for a nurse to decide about and deliver home care in such a way that a caregiver can do their best. The direct link between care-giving and the needs of the patient is broken by the top-down approach of home health care management. Consequently, the profession is depleted, nurses have low job satisfaction and the sector is in need of professional development opportunities to restore the profession and the pride of being a caregiver.

## THE STRATEGY

Buurtzorg delivers home care to the elderly, chronically ill, functionally disabled clients and patients who are released from the hospital and are not yet fully recovered. The fundamental difference in Jos's approach is to place the patient and the nurse at the center of decision-making, rather than the administrator and management. Jos believes that nurses do not need more management but instead need each other.

The first principle of Jos's strategy is to ensure self-steering teams of nurses in every neighborhood. There is a maximum of 12 nurses in each team within a community of about 10,000 inhabitants who care for about 50 patients at any given time. Most patient referrals come through primary-care doctors or hospitals. These teams form independently and they approach Buurtzorg with a request to become an official team in the network. Nurses are interviewed and evaluated to ensure alignment with Buurtzorg's philosophy of improving quality of care. Each team meets weekly to discuss its patients and problem-solve. The team develops its own personality and functions as a unit that is recognized by the larger Buurtzorg organization for its collective wisdom on what is best for its patients.

The second principle of Jos's strategy is in the holistic approach to home care itself that relies on a supportive network within the broader community. Nurses emphasize simple and creative solutions to address health needs in all parts of their patients' lives. They also rely heavily on teamwork, not only with other nurses (as many as five nurses may work together on one patient) but also with the community itself. Nurses connect with other families, health care providers and local politicians to create a network that supports wellness and preventative health care in the neighborhood. Teams often work outside of their immediate patients, creating opportunities to build health

awareness in society—for example, some teams created a weekly radio show on healthy habits and others write articles in local newspapers.



**“Why is being a Buurtzorg nurse so different? Under Buurtzorg, you can see the whole client as one.... It is not about going in and putting on stockings and leaving. This is a person with a wound. If the wound is not healing, you need to look further than the wound itself [the environment, the house] and under this model, you have the time to do this.”**

Madelon Van Tilburg, a Buurtzorg nurse based in The Hague, in an interview with East of England Local Government Association

The third principle of Jos's strategy is minimal administration and management. There is less need for managerial oversight when the right people and technology are in place: independent, educated and trustworthy teams coupled with an effective platform for communication between them. Even with more than 14,000 nurses in the network, the core team comprises of just two leadership members and very few administrative staff internationally. The role of this team is to ensure that outside politics and matters do not interfere with the nurses' ability to complete their work and to maintain the organizational principles and strategy worldwide. A 2012 KPMG study showed that “by changing the model of care, Buurtzorg has accomplished a 50 percent reduction in hours of care, improved quality of care, and raised work satisfaction for their employees.” And according to Ernst and Young, this method of home health care ultimately resulted in a reduction of between 20-30 percent of per-patient costs. Buurtzorg was listed as the fastest-growing organization in the Netherlands in 2014 and yet costs have remained largely stable due to the emphasis placed on nurse autonomy. This is in stark contrast to existing models of home care delivery today.

The success of this model depends on lean and effective technology infrastructure. Jos and a partner developed the eCare platform to ensure that nurses can access electronic records, schedules and support services from each other. eCare is designed with patient-care at the center: nurses can log a problem, find solutions that others have tried and provide

feedback. eCare is owned by a separate and independent company, of which Jos is a shareholder. As a shareholder, he ensures alignment between products and nurses' needs.

Overall, Buurtzorg invests about 1 percent of its budget in innovation to introduce new efficiencies into home care delivery. One of the newer innovations is Myshopi, which is a purchasing platform for nurses to order medical equipment needed for home care. By bundling purchasing power, reduced prices are negotiated with suppliers, resulting in reduced costs for care. Jos is currently in the process of opening this purchase platform to other care providers, thus reducing costs at a national level.



A team of Buurtzorg nurses.

Buurtzorg's bottom-up approach makes it easy to replicate in other countries and the organization has experienced rapid international growth since its establishment in 2006. Jos does not wish to increasingly grow his own organization. He hopes to inspire others and share his model and tools so that others can pick up the idea, replicate the core principles but adapt it to their own contexts. Jos has authored and co-authored books on Buurtzorg's management theory. He hopes this will help disseminate the knowledge and experience of Buurtzorg worldwide and beyond just the field of home care delivery. Jos's decentralized scaling strategy is not without its challenges—Buurtzorg is currently experimenting with different organizational structures that best support its network design. For example, a franchise model is used in Japan versus an affiliation model elsewhere. After testing, Jos ultimately hopes to settle on an appropriate model that maintains social impact at the heart of the organization.

## THE PERSON

Jos grew up as a son of a nurse who believed that her sons needed to learn how to provide for themselves very early in life. His two brothers became caregivers, and Jos himself had his first job in a care-providing organization when he was in high school. When his friends chose to study at Eindhoven University, he followed them and began his studies in economics, but found he was not passionate about numbers and completed his HBOV (higher professional education for

care giving) instead. He was fascinated by the effect he could have on others through the nursing profession. He took on additional roles and learned about operations and began to see how procedures could be organized differently. He saw that the standard practice of centralized management for care organizations was not effective and that it hindered caregivers' professional development. Jos began to formulate a decentralized model that centered around nurses making the decisions about the most effective way to deliver the best care for their patients.

After writing several opinion pieces and proposals about how health care management could be organized differently, he was asked to become the regional manager of a health care organization. He proposed the Buurtzorg care delivery model to the directors, but they did not want to implement it, so Jos partnered with four other nurses and together they quit their jobs to start the first team of Buurtzorg nurses. What Jos started with a team of four nurses in 2006 has grown into a self-sustaining organization with more than 14,000 nurses in 2017. ♦





# COLLABORATIVE ENTREPRENEURSHIP

It is a fact that the rate of change and the degree of human interconnectedness have been accelerating exponentially since 1700. Change now begets change—ever faster and more broadly.

This is the new reality.

It brings with it a new definition of what success in growing up (and therefore parenting and education) entails. Because value now comes from changemaking, today's key measure of success is: "What percent of teens know that they are changemakers?" They can only know this if they have actually had a dream, built a team, and changed their class or school or community. Practice is the only way they can master the four critical underlying skills—*cognitive* empathy, new types of teamwork, opposite forms of leadership, and changemaking. One cannot know one is a changemaker without knowing one is well on the way to such mastery.

In other words, changemaking must become the norm for all teens, not an uphill climb only a few can make. That means that schools and youth programs must become "everyone a changemaker" cultures like the world today's teens will face in life. The Ashoka Fellows, Ashoka's Youth Venture, and growing numbers of others have demonstrated how to do this successfully in many different ways. (Ashoka's LeadYoung provides many such stories.)

Ashoka, many Fellows, and key partners (education unions, schools of education, governments, and publishers) have joined together to get this critical, very different framework across. This is our first case of global collaborative entrepreneurship.

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## Lead Young: A New Framework for Navigating a World of Change

By Claire Fallender



In today's world, change is the new norm. But young people are not being equipped with the tools to thrive in a society of disruption and innovation. Our education system and much of our incentive structures for raising children are built around the world of the past: hierarchy, rules, and repetition.

If your teenager doesn't know how to add two numbers together, you would know there is a problem. Math, like reading, is generally understood to be an essential skill for functioning in the world. But what if your teenager doesn't know how to read others' emotions and act on that interpretation? What if your teenager couldn't collaborate with others? What if your teenager doesn't know how to handle uncertainty and problem solve in changing situations?

In the past, learning a set of skills like a vocation or profession, repeating them and following a set of rules was enough to be "successful," but today's world demands something different. Change at a rapid pace is now the norm which can be either empowering and invigorating or disruptive and threatening depending on how prepared one is to deal with it. As Sir Ken Robinson and others have said, most of the jobs our young people will take don't even exist today. Yet, our education system and incentives for growing up are outdated and becoming increasingly obsolete because they focus on acquiring an expertise and repeating it.

## What young people need to thrive in a world of disruptive change

The new **core competencies** of the Everyone a Changemaker framework are:

- **Empathy**—Ability to recognize accurately and understand another's emotional state and use that understanding to influence your actions;
- **Co-creative teamwork**—Ability to work in and develop teams where everyone on the team sees themselves as an initiator and no one is passive;
- **New leadership** in which everyone must see the big picture and advance solutions for the good of all; and
- **Changemaking for good** by applying the above skills for positive contribution

So, what is the new framework to navigate and thrive in this new reality? While math and reading are still core skills, there are four competencies that become critical. First, there is a premium on those who have mastered cognitive empathy and are in tune with the people around them and can adjust their own behavior and actions to respond accordingly. Second, with this empathy comes the ability to work in teams where everyone contributes meaningfully and productively. In this kind of teamwork, a new kind of leadership—the third competency—is valued, one where strong leaders empower all to lead rather than command others to follow. These three skills of empathy, teamwork, and multidimensional leadership lead to the fourth critical skill of changemaking which is creating one's own solution to a problem for the good of all.



Sarah Toumi, far right, here at age 14 with her grandfather and siblings picking almonds, knows first-hand the challenges facing farming families in Tunisia. (Photo Credit: Sarah Toumi.)

Ashoka sees these skills in action across its global network of 3,500 leading social entrepreneurs, Ashoka Fellows, most



whom started their own changemaking journey by leading something at a young age. Twenty-nine-year-old Ashoka Fellow Sarah Toumi started her first organization to help girls stay in school out of her family's home in Tunisia at the age of 11. Sarah grew up in Paris, the daughter of Tunisian immigrants who involved her in their social change work at an early age and cultivated her passion for learning, particularly around the environment. During a trip to visit extended family in Tunisia when she was 11 years old, she was shocked to hear her cousins, also girls, say they were dropping out of school because the middle school was too far for them to travel to safely. She enlisted her father's support to set-up an organization that would help them continue to learn outside of school while raising funds for a bus to take them to the middle school. Within four years, Sarah had established the bus route and three years following girls had their own high school in the town.

Sarah found her power to change a problem that affected her deeply and from that movement, she never stopped affecting change. Her understanding of the challenges facing rural

communities in Tunisia continued to grow during her teenage years and today she leads an initiative called Acacias for All to curb desertification through planting acacia trees and other alternative crops that require less water and increase income for farmers across Tunisia. Through her work, Sarah is also actively engaging young people, including her own young cousins, to take leadership roles in positive change in their communities.

Sarah's story of leading young shows what it means to know you are a changemaker at a young age and how that translates into confidently navigating change in the world. Ashoka has seen this pattern of leading young across its network of Ashoka Fellows as well as leading business entrepreneurs and change leaders across sectors. The recurring story is that first, these innovators cared about something. Second, someone—a parent, a teacher, a peer—encouraged them to follow their passion and believed in their ability, often giving them an opportunity to try and fail and to still try once again. With this, they started something that changed their lives and the lives of those around them for the better.

## How can you support Leading Young?

- **Foster passions and curiosity**—Young people have inherent curiosities and interests that when encouraged can lead them to confront and embrace problems they care deeply about.
- **Create exposure**—Help young people understand problems they care about by helping them immerse even further in the issue(s) they have identified. Exposure to related culture, environments, and others who are experiencing the problem first-hand provides an opportunity to ask questions and empathize.
- **Be a mentor**—Whether you are a parent, family member, teacher, or community member, you can support a young person in their journey as a changemaker. A good mentor will ask questions and provide learning opportunities for young people yet they will not step in to do things for them.
- **Connect young people to peer allies**—Young people need support from adults but also from peers. Help young people find and connect with other young people with passion and drive whether their interests are similar or complementary.
- **Give space and permission**—One of the most valuable types of support an adult can provide to young people is space: space to lead, space to fail, and space to learn. Young people often hear “no” when it comes to launching an idea of their own. Instead, stepping back and providing a supported space for young people to try and fail and try again will promote resilience.

These and many more useful tips for adult allies and youth to support leading young can be found in Ashoka's “Changemaking Journey” tool. The Changemaking Journey shows the significant steps a young person can take to become a changemaker and advance in their journey illustrated here:



If you are interested in learning more, please contact Mentor Dida of Ashoka's Youth Venture team at [mdida@ashoka.org](mailto:mdida@ashoka.org) or [info@youthventure.org](mailto:info@youthventure.org).

For Richard Branson, it was starting a provocative magazine called *Student* at 16 years old that tackled issues from pop culture to youth perceptions on war. For Robin Chase, co-founder of ZipCar, it was launching a campus movement for intellectual women at 19. For a 17-year-old, Tahua Tura, in Bangladesh, it was integrating “untouchable” Dalit children into her street theater program at 13 despite much pressure against it. Across diverse contexts and cultures, the early changemaking experience gave each of these successful visionaries the confidence to pursue their passions repeatedly while learning at each attempt.

The cost of not helping our young people develop their abilities as collaborative leaders is high. In a world of disruptive change, technology gives people new pathways to connect, participate, and ultimately be powerful. But large portions of our population feel threatened, sidelined, and fearful of a future that is uncertain and complex. This fear can be manipulated and lead to destruction. Instead, what would it look like if every single young person felt this kind of power to change his or her world for the better, engage peers as co-leaders, and navigate change? They would grow into adults who embrace change. Solutions would outrun problems. There would be more equity in the world, along with more love and respect in action. This is what Ashoka refers to as “Everyone a Changemaker World,” a world where everyone feels powerful and is a contributor. This new paradigm requires us all to feel confident as changemakers and the younger the initial experience, the better.

Ensuring that all young people find their changemaking power at an early age requires us to rethink growing up. Ultimately, what should keep parents up at night and get teachers promoted are not test scores but if their teenagers have lived the experience of coming up with their own idea to solve something that is meaningful to them and helpful to others. And when young people feel empowered as changemakers they support their peers to be powerful as well. This is what growing up in a world of change demands and increasingly colleges and companies are seeking this kind of experience in the young people they recruit.

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## Incentives for shifting the Framework for Growing Up

We all have a role to play in the new norm of young people feeling like they are powerful contributors. Here are just a few tips for shifting incentives in the policy and investment space:

- **For investors** in education and youth serving organizations, prioritize investments for partners who embrace outcomes along the competencies of empathy, teamwork, new leadership, and changemaking.

- **For policy leaders**, verify that young people (under 20 years of age) are engaged in guiding programs and policies that affect them.
  - **For investors and policy makers**, ask grantees and partners to investigate what percentage of their young people are aware that they are changemakers.
- 

So, what can each of us do? Help the young person in your life (your child, your niece, your student, or your friend), follow her passion and find her power. If you are a teacher, bring in stories and experiences to help inspire young people to lead young and start their journeys early. If you are an admissions officer for a university or hiring manager for a company, recruit those who have led young and experienced changemaking. If you are a funder, drive resources to schools, teacher training programs, and teachers’ organizations that value changemaking. In this context, the new metric for success in a school, a company, or society is what proportion of young people know they are changemakers. For more information on Ashoka and its programs visit [Ashoka.org](http://Ashoka.org). ♦

This article first appeared in the *Stanford Social Innovation Review*, [ssir.org](http://ssir.org), on January 12, 2017.

## StanfordSOCIAL INNOVATIONReview

### Systems Change in Education: It Begins With Us

By Valentina Raman & Ross Hall

To make education systems more adaptive, innovative, collaborative, and empathic, we as change leaders must first model these characteristics ourselves.

In 1987, Patmanathan Pillai launched Life College out of a garage with 16 South African students and two other teachers. Pillai, a 23-year-old teacher and new father in a rapidly changing country, felt more urgency than ever to transform education into an empowering experience for young people, one where students could learn the critical thinking, self-reliance, and life skills they needed to navigate the complex challenges of their time.

The pilot was a failure.

"I didn't think ambitiously, or arrogantly, enough to look at the system and say it's not working," Pillai explained in interview. "I thought I just had to serve the children, and I let them down." Disappointed in himself, Pillai went on a journey inward, re-emerging 10 years later with an ambitious vision and a new financial model for what is now called LifeCo UnLtd. This sustainable social enterprise serves over 90,000 students and hundreds of teachers within the existing education system, with the goal of awakening within young people the attitudes and awareness they need for academic, entrepreneurial, and lifelong success.



Patmanathan (Pat) Pillai, Founder and CEO of Life College Group.

Pillai became an Ashoka Fellow a decade after LifeCo's relaunch, joining a network of more than 3,200 social entrepreneurs in over 85 countries who are transforming systems to solve local, regional, and global problems. More than 1,000 of these Fellows are working to empower young people to thrive and help others thrive in a world of increasingly volatile, complex, and interconnected personal, social, economic, and environmental challenges. They are seeking to empower everyone to become equipped and inclined to live for the common good (what Ashoka calls "changemaking").

The idea of empowering the whole person for the whole world is gaining momentum rapidly. But it requires complex change on a mass scale. It requires transforming existing education systems into new "learning ecosystems"—dynamic networks of educators and others who influence the experience of young people, working together to ensure that every young person develops the knowledge, skills, and inclinations that are prerequisites to creating a better world.



This transformation requires that parents, teachers, health workers, employers, media influencers, technologists, and others commit explicitly to this shared purpose, to organize better, and to work together systemically in building new ecosystems. These ecosystems will need to continuously adapt to the changing needs of every young person and to the ever-shifting demands of the world they live in. Communication and collaboration, and the flow of innovations, ideas, and information, will need to be central. Participation and decision-making will need to be open, inclusive, and widely distributed.

Transforming education systems in this way must begin with us. We cannot create learning ecosystems if we are not modeling them ourselves. That is why Ashoka's approach to change involves organizing communities of Change Leaders into self-led teams that, like the learning ecosystems we want to create, plan systemically, communicate their progress, learn and improve together, and distribute leadership of system change widely.

We are currently creating teams of Change Leaders around

the world who are working to effect a wide range of critical transformations, all of which will align to the common purpose of equipping and inclining young people to create a better world. Some of these teams include Change Leaders in schools around the world that are striving—often against the prevailing system—to provide young people new types of learning experiences. To date, we have invited nearly 300 Changemaker Schools into our global community, including public, private, and charter schools; in rural, urban, suburban contexts; and with a wide range of student demographics. These schools—and their Change Leaders—are creating networks of students, parents, teachers, policymakers, union leaders, business people, and community leaders with a primary focus on creating positive change in the world.

Take, for example, the Inspired Teaching School, a public charter school in Washington, D.C., that serves a diverse student body and demonstrates the work of its Center for Inspired Teaching. Founded by Ashoka Fellow Aleta Margolis, Inspired Teaching trains teachers to be “instigators of thought” who ensure that all students achieve their potential as accomplished learners, thoughtful citizens, and imaginative and inquisitive problem-solvers through a demanding, inquiry-based curriculum. Once teachers receive their certification after a year of training at the Inspired Teaching School, they move on to other schools across the district to apply what they have learned. The Center’s goal: to create a critical mass of Change Leaders in the teaching profession.

We are also working with Change Leaders beyond our Fellows and school teams. With Change Leaders from ASCD and Education International, for example, we are helping to organize the Global Teacher and Educators Network (TEN Global), which aims to train and support teachers and out-of-school educators to empower young people. With the Brookings Institution, we are creating a directory of innovations that Change Leaders can use to spread good practice. And we are creating learning programs with some of our Changemaker Campuses to deepen and distribute the capacity for change leadership.

At the heart of each of these projects is the idea of recognizing ourselves as part of the system and modeling the creative, adaptive, and collaborative ecosystems we wish to see. As Pillai said of his own experience, “We must go inward to make change outwardly.” ♦



*Ross Hall currently directs Ashoka’s education strategy for triggering a fundamental change in the experience of education so that every young person is empowered to make a better world. He is a board director of Whole Education, a network of schools committed to providing holistic education, and a founding trustee of a new all-through schools chain in the United Kingdom.*



*Valentina Raman leads partnerships for Ashoka’s strategy to transform education into an empowering experience for youth and the people who influence that experience (educators, parents, and more), so that we can create a world where everyone is a Changemaker.*

This article first appeared on [worldpolicy.org](http://worldpolicy.org).



## Youth Must be Trusted to Lead in Africa

By Reem Rahman and Lynsey Farrell



Photo courtesy of MOMI Africa.

Shootings and flying petrol bombs turned Mitchells Plain in Cape Town, South Africa, into a war zone for a week in late March 2015. Buses and taxis refused to enter the township established by the apartheid government in the 1970s. Eric Coetsee, a community leader, describes this neighborhood as “a world of gangs, violence, and poverty.” When he was young, Coetsee joined a gang for safety. But the story changed when he started as a student at RLabs. “I finally found the place where I fit in. I don’t have fear anymore,” he says.

RLabs’ goal is to ensure students are able to access long-term and sustained employment as well as provide young people safe spaces to learn skills like project and event management, coding, and photography. After advancing through the program, approximately 80 percent of graduates find employment, aided by the hard and soft skills they have gained. As Coetsee describes it, “The community believes in the power of youth; youth teaching other youth. We are giving youth the tools to change themselves as well as their communities.”

Social innovators across Africa are leading a shift away from the traditional mindset that Africa’s youth are problems to be solved. They know that trusting youth to lead by giving them opportunities to make real decisions, have their voices consistently heard, and make meaningful contributions to their communities ensures young people avoid long periods

of “waithood” before fully entering adulthood. RLabs founder Marlon Parker explains: “It is possible to get a young person in a short space of time from being someone that says ‘Oh, my needs are not being met,’ complaining and not knowing what to do,” to instead, “getting [them] to a place where they could see they are now contributing to society.”

There is no shortcut to create an enabling environment for effective youth leadership, but social innovators are demonstrating three interrelated factors:

- a. creating meaningful youth leadership roles,
- b. ensuring adults provide guidance, support, and partnership to make leadership possible, and making sure adults are accessible enough that youth are not derailed due to a lack of guidance or failure to address holistic needs,
- c. and facilitating experiential learning to ensure youth learn marketable, life-long skills.

### CREATE YOUTH LEADERSHIP ROLES

RLabs provides a space where young people are trusted in leadership roles and empowered to take the lead in their own learning. Youth are taught software design skills, which they go on to use to design IT innovations to address social challenges in their communities. Young people are responsible for designing workshops and events to tackle issues they deem important, such as unemployment, drug abuse, robbery, gangs, teenage pregnancy, and alcohol abuse. Young people are encouraged to think critically and participate directly in the learning process. They gain accredited certification during the program, as well as experience exercising creativity and teamwork. The results are striking: Almost 80 percent of the 300-400 annual graduates from the academy find employment in the IT sector and beyond. By 2014, RLabs’ 22 IT-powered enterprises and 185 RLabs-inspired business products created 20,000 jobs, directly and indirectly.

Another South African youth organization, IkamvaYouth, also trusts young people to lead and sees this approach as an important way to help them pull themselves and each other out of poverty. Active in 14 South African townships since 2004, Ikamva Youth has had more than 1,100 students graduate from its after-school support and mentorship programs. Over the past five years, 89 percent of alumni have gone on to higher education, internships, and jobs. A key component of IkamvaYouth’s model is the promotion of a culture of peer learning. Teaching is driven by student inquiry and stronger-performing learners assist those who are struggling. Many graduates return to the program as volunteer tutors, contributing to the sustainability of the model.

## POSITION ADULT CHAMPIONS AND ENSURE ACCESSIBILITY

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Model Mission of Assistance (MOMI Africa), founded by Theresa Michael, is similarly leveraging youth leadership to reverse the unemployment rate of youth in Nigeria—estimated at 38 percent, and over 45 percent for those graduating university. MOMI Africa creates an environment where learners don't play a passive role. Instead, they actively decide what they study. Young people choose vocations based on their interests and research they conduct about the job market. After that, MOMI Africa provides a platform where supportive peer cohorts can be formed for each vocational field. Young people work closely with adults to identify experts who can offer training and guidance as they create their own socially responsible business plans. The youth then receive seed funding to support their ventures, which they're expected to pay back in two years. The vocation-focused cohorts are responsible for their own learning and for recruiting the next generation of learners.

## FACILITATE EXPERIENTIAL LEARNING

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When Salim Dara, founder of Solidarité Rurale, was a student in Benin preparing to graduate and pursue a career in agriculture, his education was brought to a brutal halt when he was imprisoned for five years following his participation in student strikes demanding fair treatment of students. After his jail term, he was determined to create a successful agricultural model, no matter the obstacles. His goal was “to show the young people that they don't have to wait for anybody to succeed in life.” Salim established a demonstration farm to show young people how to achieve self-sufficiency even with limited space or funding. He then shows how, through phased expansion, farmers can grow their businesses. He has established curricular partnerships with West Africa's leading agro-economic vocational institution, Songhai Center, and two Benin universities to provide practical, hands-on training to complement theory-based instruction. The experiential learning is meant to make their education truly relevant to market and community needs and spark their passion for a career in agriculture.

Solving the youth employment puzzle in sub-Saharan Africa requires a complete reframing of the roles young people play in their communities and society. Africa's youth must be seen as actors able to define issues, invent jobs, devise solutions, and meaningfully engage in their own career development. This shift in perception is necessary to make sure young people are equipped to contribute to their own success, as well as that of their peers and those who come after them. ◆

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*This article is a part of a series on 6 Paradigm Shifts for Transforming Youth Livelihoods and Leadership in Africa, drawn from the recently released report by the Future Forward Initiative, “Youth Unstuck” which features lessons learned from interviews and case studies of over 45 leading African social innovators in 17 countries.*

*Reem Rahman is the director of Changemakers Learning Lab. Dr. Lynsey Farrell is the director of integration at Ashoka Africa.*

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Fazle Abed is the founder and chairman of BRAC, the world's largest and one of its most excellent and entrepreneurial citizen groups. BRAC brings structural change to tens of thousands of villages on three continents through education, finance, and integrated development. Queen Elizabeth knighted him in 2010.



### Anupam Puri

Anupam ("Tino") Puri founded and managed McKinsey's practice in India. In 1996, he was elected a managing director, and from 1998 onwards, he oversaw all of McKinsey's Asian and Latin American practices. Tino was a founder board member of Ashoka.



### Marjorie C. Benton

Marjorie, very much a fellow spirit, has founded and co-founded many socially important organizations including: the Chicago Foundation for Women; the Women's Issues Network; and The Peace Museum. She has been board chair of Save the Children, and she served as a delegate to the United Nations special sessions on disarmament in the 1970s, and then as U.S. Ambassador to UNICEF.



### Sir Shridath Ramphal

Sir Shridath Ramphal is Co-Chair of the Commission on Global Governance and President of the World Conservation Union. He is Former Secretary General of the British Commonwealth, Chancellor of the University of West Indies and former Foreign Minister and Attorney General in Guyana.



### Vera Cordeiro

One of the early Brazilian Ashoka Fellows, Vera Cordeiro founded Associacao Saude Crianca which addresses the root causes that prevent poor families from providing adequate care to their children when discharged from hospital.



### Muhammad Yunus

Nobel Prize recipient, Muhammad Yunus, provided the global leadership that made microcredit a universally accepted development tool. He went on to create a series of social businesses, including the largest telephone service in the region.



### Marian Wright Edelman

Marian Wright Edelman is a lifelong advocate for disadvantaged Americans and is the President of the Children's Defense Fund. Under her leadership, CDF has become the nation's strongest voice for children and families.



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"...the nation's best-known 20th-century pollster, who refined interpretive polling methods and took the pulse of voters and consumers through four decades of elections, wars, racial troubles and cultural revolutions that ran from tail fins to the internet..."

*The New York Times, December 19, 2016*

## OFFICES WORLDWIDE

### Ashoka Global and North America

1700 North Moore Street, Suite 2000  
Arlington, VA 22209 1939  
UNITED STATES  
t: 1 703 527 8300  
f: 1 703 527 8383

### Ashoka Africa and East Africa

Concert House- First Floor  
Wood Gardens, off Wood Ave  
PO BOX 101590-00101  
Kilmani Aera, Nairobi  
KENYA  
t: 245 0 202 628 738

### Ashoka Argentina

Teodoro García 2964  
C1426DND CABA  
ARGENTINA  
t: 54 11 4393 8646  
e: infoargentina@ashoka.org

### Ashoka Anglophone West Africa

First Avenue, Close Plot 5  
Festac Town, Lagos  
NIGERIA  
t: 23 412 950 872  
e: jnzerem@ashoka.org

### Ashoka Austria and Central Europe

c/o Haus der Philanthropie,  
Schottenring 16/3.OG  
Vienna A-1010  
AUSTRIA  
t: 43 1 3840100  
e: austria@ashoka.org

### Ashoka Belgium

39 Rue Ducale  
Hertogsstraat  
39 1000 Brussels  
BELGIUM  
t: 32 2 675 2219  
e: ashokabelgium@ashoka.org

### Ashoka Brazil

Rua Carlos Comenale, 263, 3º andar  
Bela Vista—Sao Paulo, SP  
CEP: 01332-030  
BRAZIL  
t: 55 11 3085-9190  
e: brasil@ashoka.org

### Ashoka Canada

336 Adelaide Street West, Suite 606  
Toronto, Ontario M5V 1R9  
CANADA  
t: 1 416 646 2333  
f: 1 416 646 1875  
e: canadainfo@ashoka.org

### Ashoka Chile

Avda. Italia 850 (IF)  
Providencia, Santiago 7500000  
CHILE  
t: 56 2 220 00232  
e: bdominguez@ashoka.org

### Ashoka Colombia

Calle 71 No. 5-23 Of. 501E  
Bogota  
COLOMBIA  
t: 57 1 211 9201  
e: colombia@ashoka.org

### Ashoka France

Palais Brongniart  
28 place de la bourse  
Paris 75002  
FRANCE  
t: 33 1 40 26 30 83  
e: france@ashoka.org

### Ashoka Germany

Prinzregentenplatz 10  
Munich 81675  
GERMANY  
t: 49 89 2175 49 754  
e: ashokagermany@ashoka.org

### Ashoka India, Bangladesh, and Sri Lanka

54, 1st Cross, Domlur Layout  
Bangalore 560071  
INDIA  
t: 91 80 4274 5777  
e: india@ashoka.org

### Ashoka Indonesia

Jl. Ancol Timur XIV No. 1  
Bandung 40254  
INDONESIA  
t: 62 81 1222 7201  
e: indonesia@ashoka.org

### Ashoka Ireland

Tribal, 23 South William Street  
Dublin 2  
IRELAND  
t: 353 1 5326233  
e: irelandoffice@ashoka.org

### Ashoka Israel

POB 170  
Ein Carmel 30860  
ISRAEL  
t: 972 52 6967722  
e: israel@ashoka.org

### Ashoka Italy

Via Brera 7  
20121 Milano, Lombardia  
ITALY  
t: 003 934 788 35904  
e: italy@ashoka.org

### Ashoka Japan

1-11-2 Hiroo, Shibuya-Ku, Room 407  
150-0012 Tokyo  
JAPAN  
t: 81 3 6459 3144  
e: japan@ashoka.org

### Ashoka Korea

HeyGround 3F  
5 Ttukseom-ro 1na-gil Seongdong-gu  
Seoul 04779  
SOUTH KOREA  
t: 82 2737 6977  
e: korea@ashoka.org

## Ashoka Mexico and Central America

Tuxpan 57  
 Colonia Roma Sure  
 Mexico, DF 06760  
 MEXICO  
 t: 52 55 5256 2820  
 e: ashokamexico@ashoka.org

## Ashoka Middle East and North Africa

93 Abd El-aziz Alsaud Street  
 7th Floor, El-Manial  
 11451 Cairo  
 EGYPT  
 t: 2 02 253 285 86  
 f: 2 02 236 544 04  
 e: venture-assist@ashoka-arab.org

## Ashoka Nepal

GPO Box 245 Tghapathali  
 Kathmandu  
 NEPAL  
 t: 977 1 422 4246  
 e: ashoka.nepala@gmail.com

## Ashoka Netherlands

Lange Voorhout 32  
 2514EE Den Haag  
 NETHERLANDS  
 t: 221 33 825 43 43  
 e: info@ashoka.nl

## Ashoka Pakistan

5ZABIST 100 Clifton  
 Karachi, 75600  
 PAKISTAN  
 e: ashoka@cyber.net.pk

## Ashoka Philippines

c/o co.lab  
 Unit 301, 3rd Floor, #3 Brixton Street,  
 Brgy. Kapitolyo, Pasig City,  
 PHILIPPINES 1603  
 t: 632 899 4587  
 e: philippines@ashoka.org

## Ashoka Poland

Ul. Michała Paca 40  
 04-386 Warszawa  
 POLAND  
 t: 43 1 38 40 100  
 e: info\_pl@ashoka.org

## Ashoka Sahel

Cité Sipress II villa 176,  
 BP 15090 Dakar Fann  
 SENEGAL  
 t: 221 33 827 37 19  
 e: ctoure@ashoka.org

## Ashoka Scandinavia

c/o Norrsken House fack46, Birger  
 Jarlsgatan 57c,  
 Stockholm 11457  
 SWEDEN  
 t: 0046 72 579 7376  
 e: scandinavia@ashoka.org

## Ashoka Singapore/Malaysia

141 Middle Road  
 GSM Building #5-05  
 Singapore 188976  
 SINGAPORE  
 t: 65 9154 890  
 e: singapore@ashoka.org

## Ashoka Southern Africa/ South Africa

Office 4—b2 House  
 8, Tyrwhitt Avenue, Rosebank  
 2196 Johannesburg  
 SOUTH AFRICA  
 t: 27 011 447 1758  
 e: southernafricainfo@ashoka.org

## Ashoka Spain/Portugal

Calle Alameda, 22  
 28014, Madrid  
 SPAIN  
 t: 34 91 448 9962  
 e: coordinador@ashoka.org

## Ashoka Switzerland

c/o Quadia  
 Rue du Conseil Général 20  
 1205 Geneva  
 SWITZERLAND  
 t: 41 078 685 45 60  
 e: switzerland@ashoka.org

## Ashoka Thailand

101/8 Phahonyothin 32 Road  
 Senanikom, Chatuchak  
 Bangkok 10900  
 THAILAND  
 t: 66 29 41 9294  
 e: thailand@ashoka.org

## Ashoka Turkey

Asmali Mescit Mah. Mesrutiyet Cad.  
 Gen. Yazgan Sk. No:14  
 Beyoglu—Istanbul  
 TURKEY  
 t: 90 538 437 9498  
 e: turkiye@ashoka.org

## Ashoka Venezuela/Andean Region

Av Francisco de Miranda  
 Mene Grande Bldg, 5th Floor  
 Office 5-4 URb Los Palos Grandes  
 Caracas  
 VENEZUELA  
 t: 58 212 421 9005  
 e: venezuela@ashoka.org

## Ashoka United Kingdom

15 Old Ford Road  
 Bethnal Green  
 London E2 9PJ  
 UNITED KINGDOM  
 t: 44 20 8980 9416  
 e: infouk@ashoka.org

## ENSURING THE FUTURE: THE ENDOWMENTS

Ashoka's endowments provide an enduring base of support for innovation across the globe. Their growth also helps ensure Ashoka's long-term ability to serve a field that will be critically needed as long as society must adapt and change. Ashoka's endowments have had positive investment results annually for all but one of the last thirty years. Managed with a five-year perspective by three endowment trustees, the trustees invest with a long-term perspective and are committed to maintaining the real value of the funds before agreeing to disbursements. Given by both institutions and individuals, Ashoka endowments often create a permanent statement about or memorial to someone the donor especially loves or respects.



### The Amaterasu Endowment

For the support of women Fellows working outside the Americas in the areas of women's reproductive rights, women's empowerment, or sustainable community. Endowed by Katherine Victoria Randolph. Established in December 1999.



### The Henry Beal Endowment

In memory of Henry Beal, a founding friend of Ashoka and, before his death, one of its Endowment Trustees. He was one of America's most inspired and effective environmental managers and leaders. The endowment is focused on environment issues and HIV/AIDS. Established in 1992.



### The E. Noel Bergere Endowment

In memory of Noel Bergere who, though crippled by polio at three years old, became Master of the High Court. He was also a leader of the disabled and a patron of education in Australia. Focused on supporting a Fellow who is handicapped and/or whose work relates either to education or the law. Established in 1984.



### The Joan Bergere Endowment

Joan Bergere came to America as a young musician and later helped other young musicians get their first career opening at major New York City public concerts. She was a loving parent and a citizen of the world with broad interests. Established in 1982.



### The Benjamin Bloom Endowment

Ben Bloom was a successful lawyer and businessman who, as the son of immigrant parents, believed strongly in creating opportunities for others to succeed as he had succeeded. This endowment has been established to honor his desire to provide opportunities for those who are willing to work hard but need a chance in life. Established in 1996. Unrestricted.



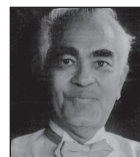
### The Columbia Ashoka Fellowships I and II

The Columbia Foundation created two endowments to enable Ashoka to elect more women as Fellows. Established in 1986.



### The C.M. Cresta Fund

Established in 1986. Unrestricted



### The Padma Rag Datta Endowment

Dr. Padma Rag Datta dedicated his life's work to using science to improve human welfare and preserve the environment. His father, Parasuram Datta, founded a wildlife sanctuary in Assam and was a strong believer in social justice. The family wishes that their legacy be continued through this endowment so that Ashoka Fellows may find their own path to the simple and profound acts that make a difference. Established in 1996.



### The Sarah Dunbar Endowment

Sarah Dunbar had an enduring concern for downtrodden people whose environment had been destroyed or reduced by modern times, especially by war and industry. Contributing to maintaining a people-friendly environment was another of her passions. Established in 2000.



### Endowment Fund B

Established in 1999. Unrestricted.



### The Michael Fein Honorary Endowment

This endowment is in memory of Michael Fein and his tremendous ability to touch so many lives. He was very passionate about the social enterprises that Ashoka fulfilled. Established in 2001.



### The Maurice Fitzgerald Ashoka Fellowship

Maurice Fitzgerald taught in the Philippines after the Spanish American War. He loved teaching and the people of the Philippines. Created for a teaching and education fellowship. Established in 1986.



### The John and Eleanor Forrest Ashoka Fellowship

Established in 1986. Unrestricted.



### The Fort Hill Endowment Fund

Established in 1993. Unrestricted.



### The Fox Peace Endowment

The Fox Peace Endowment is inspired by the Peace Testimony articulated by George Fox in 1651 and by the commitment of Tom Fox, who was killed in Iraq in 2006, while serving as a witness for peace. Its purpose is to identify and launch social entrepreneurs and their projects dedicated to the development of structure, conditions, and communities that nurture peace.



### The Benjamin Franklin Ashoka Fellowship

Focused on education and matters related to science. Established in 1984.



### The Buckminster Fuller Ashoka Fellowship

For Fellows working to alleviate hunger in South Asia. Established in 1983.



### The General Endowment Fund for Ashoka

The General Endowment for Ashoka was established in 1998 from numerous individual contributions earmarked for endowment purposes. Unrestricted.



### The Sanjoy Ghose Endowment

This endowment is a tribute to the work and sacrifice that Ashoka Fellow Sanjoy Ghose made in building a culture of volunteerism and a sense of citizen responsibility among the youth in India's northeastern state of Assam. It is a legacy of the work he began to reorient the area's youth away from violence and anarchy towards constructive and active social involvement in the face of ethnic strife, insurgent movements, and state repression. Sanjoy was abducted on July 4, 1997. The United Liberation Front of Assam (ULFA) claimed responsibility for this event. Unrestricted. Established in 1998.



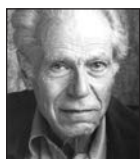
### The James P. Grant Ashoka Endowment

Named for the late Executive Director of the United Nations Children's Fund (UNICEF) and created by his friends, colleagues, and family to "continue his life's work and world vision." The endowment's purposes include supporting innovative leadership that contributes to social development among children and the disadvantaged, developing new methods and low-cost technologies to further social development, and encouraging dialogue leading to policies that improve the lives of children and all humankind. Established in 1998.



### The Jeroen Hehuwat Endowment

In memory of Jeroen Hehuwat, an easygoing young man, with many interests and many good friends. His greatest passion was the natural world and he loved hiking, climbing, and whitewater rafting. In April 2015, he was on a hiking and climbing expedition to Yala Peak in Nepal when an earthquake struck, causing a landslide in the Langtang Valley where Jeroen and his team lost their lives. The endowment will support Ashoka Fellows and Youth Venturers in Indonesia. Established in 2015.



### The Albert O. Hirschman Fellowship

Given to honor Professor Hirschman's long leadership in the field of practical, grass-roots development. Established in 1986. Unrestricted.



### The Jimmy Hopkins Fellowship

Jimmy Hopkins was a Judge in the New York State Supreme Court, Appellate Division. He was known as a very kind man who was a master of the law. Many of his decisions and interpretations are the basis for important legal precedent. Created for a Fellow in the legal or judicial arena. Established in 1997.



### The Harris and Eliza Kempner Fund Ashoka Fellowship

For support of Fellows working in Mexico. Established in 1989.



### The Abdul Waheed Khan Memorial Endowment

Abdul Waheed Khan, who was elected an Ashoka Fellow in Pakistan in 2003, was assassinated in 2013, following death threats for his work. This Endowment celebrates his life and work. Abdul is remembered by his colleagues for his gentle, empathetic, persistent and values-driven approach to finding peaceful solutions to problems. He wanted all children to learn and be prepared to succeed in the modern world.

Because of his country's inadequate investment in education, poor communities often create their own schools, typically madrassas. Responding to what parents and local communities wanted, Abdul brought new approaches to and modern subjects to learning, including mathematics, science, computers and English. Abdul leaves a legacy of great courage and determination; a spirit that was committed to change in spite of risk; and work that will have a lasting impact through the many thousands of children who will be able to live far richer, more open lives because of Abdul. Established in 2013.



### The Martin Klitzner Endowment

Marty Klitzner was an anomaly. He spent his life in the financial industry, most of it as president of Sunrise Capital Partners, a successful hedge fund. Yet he and his family lived comfortably, not opulently. The family's extra money was for others—in the local community and world-wide. Marty was one of the most loved and respected men in the American financial community. He was known for his integrity, ready smile and good humor.

In the mid-nineties when Marty learned about Ashoka he said, "This is my kind of an organization." Until his death in 2012, he was a fervent fan and contributor. He was delighted to have dinner with Bill Drayton and discuss their shared ideal of helping others in the most effective way.

The greed and excesses of the financial industry are a shame on it and our society. Hopefully, the Ashoka Fellows supported in Marty's name will help start the reversal of this culture. Established in 2012.



### The W. Arthur Lewis Ashoka Fellowship

Given to honor Professor Lewis's remarkably broad contributions to our understanding of development and of key areas of the world. Established in 1986. Unrestricted.



### The Mack Lipkin Sr. Memorial Endowment

In memory of Dr. Mack Lipkin, a much loved friend and doctor who was also a leader of the medical profession and a founding friend to Ashoka. Dedicated to innovations in the effectiveness and humane quality of health care. Established in 1991.



### The Jan Schmidt Marmor Endowment

Jan Marmor was a wise counselor to her family, friends, and patients. She was a fine poet and artist. She was a close friend to Ashoka from its launch. With commitment and love she built a family that believed that “no good idea should go unexpressed—or unheard.” Established 2003.



### The Francisco “Chico” Mendes Endowment

In memory of Chico Mendes, a friend and early Ashoka Fellow. Chico created an approach to grassroots organizing in the Amazon basin that Gandhi would have recognized but that was adapted to his own, very different, environment. Chico, like Gandhi, was killed pursuing peaceful change. The preferred uses of the funds are grassroots work and environmental issues, though the endowment carries no restrictions. Established in 1988.



### The Helen Meresman Fellowship

In memory of Helen Meresman, the personification of breaking boundaries with determination, grace, and charm. The Helen Meresman Fellowship was established by Roger Barnett in 1997. Unrestricted.



### The Jawaharlal Nehru Endowment

As the first prime minister in India, Jawaharlal Nehru was far more than a great national leader: He helped build a global community; he was a democrat; he was a historian; and he used his reflective power to hold himself to a high ethical standard. Unrestricted. Established in 2003.



### The Nguyen-Phuong Family Endowment

Dedicated to supporting social entrepreneurs who operate in emerging markets; a permanent symbol of the family’s keen commitment to social services in the developing world. Established 2014.



### The Jacob H. Oxman Memorial Fund

In memory of Dr. Jacob H. Oxman, a devoted husband and father, and a kind, caring, generous, and principled man. This endowment is used to support an Ashoka Fellow. Any additional funds can be used either to support another Fellow or to cover operating costs. Established in 1986. Unrestricted.



### Diane Pierce Phillips Ashoka Fellowship Endowment

Diane Pierce Phillips led an exemplary life of spiritual integrity and servant leadership as a U.S. Peace Corps volunteer, wife and mother, registered nurse, hospice volunteer, minister of the United Church of Christ (Congregational), and spiritual director. Established in 2003. Unrestricted.



### The Eiler Ravnholt Ashoka Endowment

In memory of Eiler Ravnholt, a friend and role model to the founder of Ashoka, a man of values and hard work. He was a dedicated public servant and active citizen, generous with his time, voice and heart. He was a lover of history and defender of our collective responsibility to assist those in need—his own life shaped by the Great Depression, World War II and the GI bill. Eiler was a fervent and loyal supporter to the vision of Ashoka throughout its existence: He will be missed by the entire Ashoka community. Established in 2012 and devoted to social justice.



### The Daniel Saks Ashoka Fellowship

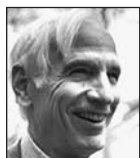
In memory of Dan Saks who, had he lived longer, would have changed U.S. employment policies even more profoundly than he already had. Dan was also one of Ashoka’s earliest creators, beginning in 1963. This fellowship is focused on creating work opportunities for the poor or otherwise disadvantaged. Established in 1986.



### **The Morton Sand Memorial Endowment**

Mort Sand, long a highly successful business entrepreneur, turned his energy and creativity to solving society's ills over his last decades.

He helped build Ashoka's Entrepreneur-to-Entrepreneur program, created business opportunities for Brazil's street girls through three Fellows there, and was key to the launch of the Ashoka U.S.A./Canada program. The Mort Sand Endowment will be used in the U.S.A./Canada. Although it is unrestricted, the Endowment will give priority to enabling disadvantaged young people through opportunities in business. Established in 2002.



### **The Richard H. Ullman Endowment**

Dick Ullman cared deeply about others—from the well-being of the world (reflected in his scholarly and journalistic work in the difficult field of international relations) to that of his

students (who repeatedly rated him the best professor). As a young professor in the 1960s, he encouraged one of his undergraduate students in the early thinking that eventually led to Ashoka. Over the ensuing decades he was always with Ashoka—sharing ideas, opening doors, and serving on the North America Council.

Why was Ashoka such a close fit for Dick? One reason was that he believed in and helped develop young people of values. This belief—plus, in the words of his students, his "combination of rigor and candor," his "dry wit," and his "genuine kindness"—changed many lives and, as a result, many important foreign policy decisions. He intuitively knew why the Ashoka Fellows are so powerful, and he recognized the importance of supporting them.

These qualities also allowed him to change the country's course more directly. In addition to teaching at Princeton University for 35 years, he headed the 1980s Project of the Council on Foreign Relations, helped lead *Foreign Policy* magazine, and served on the Editorial Board of the *New York Times*.



### **The Father Eugene Watrin Endowment**

In memory of Father Watrin, a remarkable educational founder and builder for over 50 years in Nepal and Ashoka's volunteer representative there for our first 15 years. His special

commitment to the Ashoka vision and to all in its community, which he did so much to build, exemplifies why he had such a powerful impact on all around him. His greatest legacy is the model of how to live life well through service that is both highly important and performed with the modesty of true caring, love, and faith. For the support of Fellows working in Nepal. Established in 2004.



# OPPORTUNITIES

Ashoka is working hard to support, accelerate and magnify the groundbreaking work of our ever-growing worldwide fellowship. We are fostering collaborations, opening doors to new partnerships, and building bridges across borders and to new sectors.

Volunteer changemakers can be found at every step of the way and during each phase of an Ashoka Fellow's trajectory. From as early as the nomination and selection process, through different levels of organizational growth, and with operational support virtually and on the ground, volunteers are crucial to maximizing scale and impact. They also lend their specific knowledge and skills to our global and country offices around the world, helping Ashoka staff and partners grow a variety of initiatives that underpin an Everyone a Changemaker world.

A partnership with LinkedIn has allowed us to reach a wide global audience of professionals who want to contribute their time and talents to help propel our work and that of our Fellows. Through the Ashoka-LinkedIn Volunteer Marketplace, we post current needs and provide a short application that goes directly to the staff or Fellow who posted on the Marketplace. In this way, we quickly and efficiently facilitate direct and fruitful connections between volunteers, Ashoka staff and Fellows. Almost every Ashoka office has opportunities.

Needs vary widely and change regularly. Some require assistance on-site and others can be met virtually. Just over the past year, volunteer opportunities have included:

- Developing business and strategic plans
- Creating communication and marketing strategies
- Building or improving websites and their contents
- Editing books and videos
- Filming documentaries of Fellows' work
- Helping young people and adults learn

- Project managing initiatives within a variety of organizations
- Conducting impact assessments
- Documenting conditions and needs in rural areas
- Researching markets and effective supply chains for rural areas
- Providing office, HR and branding support in Canada
- Managing crowdfunding campaigns
- Writing grants and researching potential donor support
- Writing journalistic reports for papers and newsletters
- Translating documents and transcribing Fellow interviews

There is no shortage of ways in which dedicated volunteers can join Ashoka's eco-system of changemaking. In the words of Peggy Carr, a volunteer since 1987 who has managed Ashoka's virtual communications network from our global office:

"Working with Ashoka's Fellowship team has given me the opportunity to help Fellows in a direct and personal way. Whether researching a request for information or helping Fellows network with each other, the goal is always the same—forging strong links throughout the Ashoka community, of which I am happy to be a small part."

As an Ashoka volunteer, you can tap into your own changemaking power by using your unique talents to help scale the impact of Ashoka Fellows, young changemakers, and others within the Ashoka network. Ashoka volunteers bring us their drive, commitment and skills however and wherever they contribute and we are forever grateful for their generosity.

For more information, please visit <https://www.ashoka.org/engage/contribute> where you will find answers to frequently asked questions and a checklist for those volunteers traveling abroad. We are also available for any unanswered questions or unique ideas you may have for contributing to our work or expanding our partnerships at [volunteers@ashoka.org](mailto:volunteers@ashoka.org).

*Everyone a Changemaker*





“Bill Drayton emphasized to us [that] empathy is increasingly becoming our primary resource for dealing with the exponential rate of change the world is going through.”

**ARIANNA HUFFINGTON**

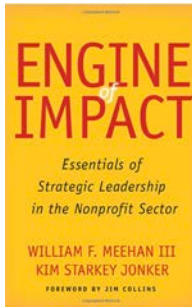
*Founder, HuffPost*



“If you are trying to pass legislation, you staff your administration with political operatives. But if you are trying to change the discussion and mobilize the country, you hire and promote social entrepreneurs, people from Ashoka...”

**DAVID BROOKS**

*Op-Ed Columnist, The New York Times*



“Ashoka, which played a critical role in defining, growing, and proselytizing the social entrepreneurship movement, recently adopted an organizational model—the team of teams model... In our view, the principles that underlie this model are so strong that more and more high performing organizations will begin to follow it.”

**EXCERPT FROM “ENGINE OF IMPACT”**

*Stanford Business Books—November 2017*



“Ashoka’s vision is a world where everyone is a “changemaker.” Ashoka’s Fellows have dramatic (often national and global scale) impact in their specified fields. And yet the biggest impact social entrepreneurs can have is not necessarily their solutions to problems; it is their recruiting thousands of local changemakers to give their ideas wings in community after community.”

**THE WORLD BANK**



“Ashoka Fellows work on the hardest problems in society—from human trafficking to medical waste to saving orangutans. However, 73 percent of Fellows say that cultivating other people to become changemakers is the primary focus of their work.”

**FORBES**



*Ashoka: Everyone a Changemaker*

1700 North Moore Street | Suite 2000 | Arlington, VA 22209 USA

Tel: (703) 527-8300 | Fax (703) 527-8383 | [www.ashoka.org](http://www.ashoka.org)