



LEADING SOCIAL ENTREPRENEURS



ABOUT THE COVER

How Thinking Inside the Box Helped One Ashoka Fellow Tackle What *The New York Times* Called “The Biggest Health Crisis No One Has Heard Of”

Two-and-a-half billion people in the world live with poor vision, which is not only a health problem, but also excludes people from attaining literacy, education and employment, as well as gaining access to information and participating as active citizens. Untreated vision problems cost the global economy \$200 billion annually to lost productivity, according to the World Health Organization.

Cue Ashoka Fellow Martin Aufmuth, who invented a machine in his laundry room that can make a complete pair of eyeglasses in twelve minutes. His organization, OneDollarGlasses (ODG), uses this “portable optician’s workshop” in-a-box to train communities to produce customizable eyeglasses, circumventing the traditional provider-patient model and affordability challenges that keep glasses out of reach for so many people around the world.

Now in eight countries and spreading, ODG doesn’t just provide glasses; by training people in communities to produce eyeglasses, his solution not only results in affordable glasses so people can work, study and live healthier lives, but also contributes to livelihoods and self-reliance.

Community members are trained to give eye exams, like the trainees on our cover, and then make the glasses, like these trainees from Burkino Faso, (middle right). Bottom right, these family members are beneficiaries of one of the workstations operating in Malawi.

Martin is typical of Ashoka Fellows, top social entrepreneurs who do not work in isolation but create roles for many, many others to become changemakers and contribute to the good of all. To read more about his work, see page 62.



The bending unit – this wooden box contains a complete optician’s workshop. © Martin Aufmuth



Training community members to make eyeglasses. © Marianne Dötzer, 2014



Mother, daughter and grandmother with OneDollarGlasses. © Martin Aufmuth



Cover Photo Credits

Top left: © Antje Christ

Top middle: © Martin Aufmuth

Top right: © Evelyn van Kempen

Bottom left: © Martin Aufmuth

Bottom middle: © Martin Aufmuth

Bottom right: © Martin Aufmuth

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

Managing Editor: Lauren Jackman

Copy Editors: Christine Regan Davi, Katherine Doley, Vong Ham, Maya Jansson, Danielle Kichler, Carson McBain, Tim Slattery, Irene Wu

Production Artist: Sima Designs

Contributors: Rahul Adhikari, Istem Akalp, Julie Auffray, Jill L. Barrett, Jeanine Buzali, Sybil Caballero, Maira Cabrini, Tatiana Cary, Amy Clark, Kenny Clewett, Mentor Dida, Katherine Doley, Ifeyinwa Egwaoje, Claire Fallender, Lynsey Farrell, Anna Hamilton, Beth Inabinett, Sanjana Janardhanan, Raghav Khemka, Carson McBain, Kay McDowell, Alex O'Donoghue, Sonia Park, Shantanu Paul, Emilie Pelletier, Angelika Roth, Bridget Rudy, Aya Sabry, Kelsey Sakumoto, Cigdem Selgur, Giulia Sergi, Gorav Seth, Danica Straith, Simon Stumpf, Trina Talukdar, Sarais Tineo, Katie Turner, Rajesh Varghese, Alex Vesey, Nana Watanabe, and Stuart Yasgur.

Special Thanks: Bill Carter

ISBN-13: 978-0-9995578-1-5; ISBN-10: 0-9995578-1-5 Leading Social Entrepreneurs, 2018 Edition.

Copyright © 2018. All rights reserved.

This publication was printed by More Vang on Eagle Offset paper—an environmentally friendly produced stock certified by the Forestry Stewardship Council.



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 an everything-changing world. This fact requires everyone to be able to contribute to and adapt to change, i.e., to be a changemaker, to be able to participate in and contribute. 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 experience-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 importantly—engaging them in a local-to-global collaborative fellowship of their peers.

By continuing to develop our extensive network of Fellows, Ashoka works to share the wisdom of these 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 five years after their election, 76 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 local changemakers 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 not too long 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 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, partnering 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
October, 2018



LETTER FROM ASHOKA

Dear Friends:

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. In the following pages, we present some of the newest innovations by leading social entrepreneurs whose ideas are changing the way things are done all over the world.

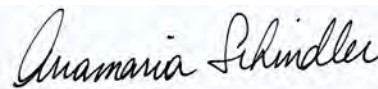
Ashoka believes the most powerful force for change in the world is a new idea in the hands of the right person. With this conviction, we pioneered the field of social entrepreneurship 38 years ago. Ever since, we've bet on the optimists and the adventurous among us who see the world not as it is, but as it should be.

The world's leading social entrepreneurs are not heroes working in isolation. Their success depends on creating roles for other people and institutions so that they can play a leading part in the solution. People like Sebastian Groh of Bangladesh, who is bringing electricity to rural villages and giving villagers the ability to buy and sell locally-created solar energy as needed—empowering them and energizing the local economy. And people like Wala Kasmi of Tunisia, who is building a movement of young people who are creating their own path to constructive political and economic participation. With each new leading social

entrepreneur we nurture, Ashoka creates a different kind of future: one where each of us looks inside ourselves and sees a changemaker. We hope the ideas and stories of these leading social entrepreneurs help strengthen the changemaker in you.

We invite you to support Ashoka by sharing these stories and helping us continue to find and invest in the next generation of systems-changing social entrepreneurs. With our help, they are building an “*Everyone a Changemaker*” world.

Warm regards,



Anamaria Schindler
Leadership Team Member



Sonia Park
Director, Global Venture



LEADING SOCIAL ENTREPRENEURS

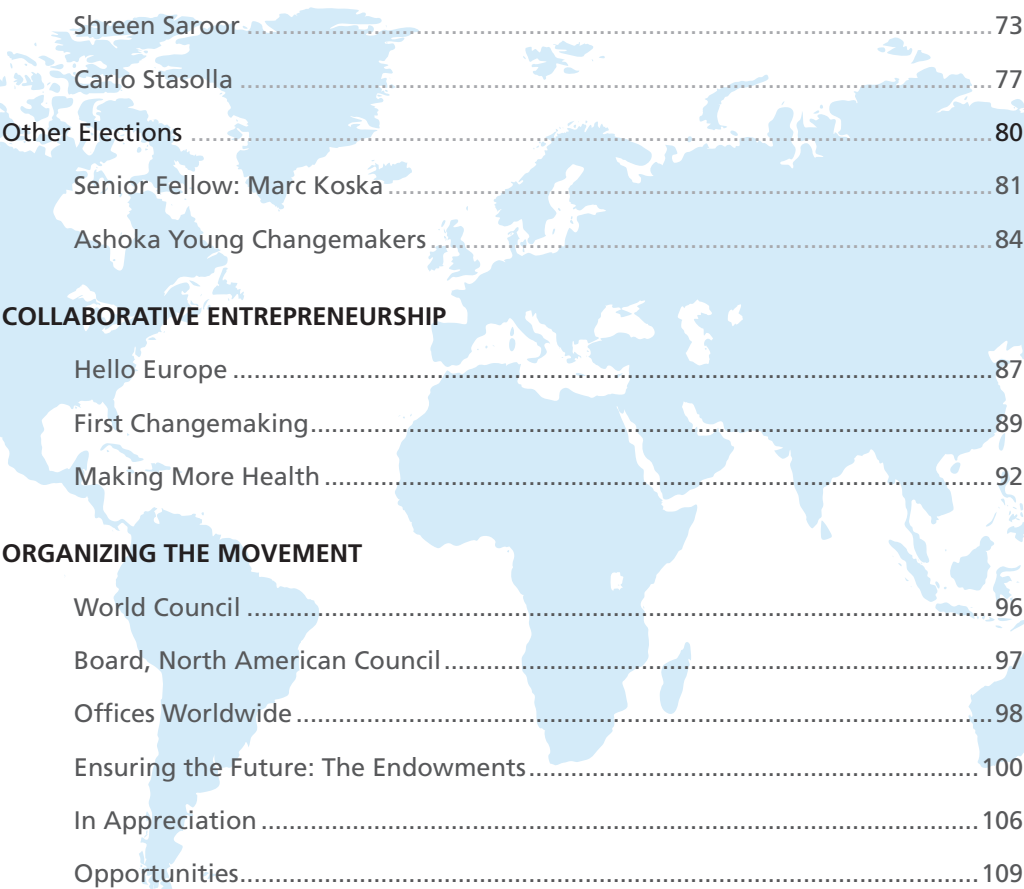
A Representative Sample of New Ashoka Fellows and Ideas

2018 Edition

THE SOCIAL ENTREPRENEURS AND THEIR IDEAS



Civic Engagement	2
Gaël Musquet	3
Mariana Niembro	6
Mehmet Atakan Foça	9
Full Economic Citizenship	12
Wala Kasmi	13
José Shabot Cherem	16
Tracey Chambers	19
Fagan Harris	23
Mabel Torres	27
Growing Up	31
Lauren McNamara	32
Kenji Hayashi	36
Jessica Sager	39
Tom Ravenscroft	42
Environment	46
Cynthia Ong	47
Sebastian Groh	51
Bjorn Low	54



Health	58
Amgad Morgan	59
Martin Aufmuth	62
Rita Melifonwu	65
Human Rights	68
Sachin Jain	69
Shreen Saroor	73
Carlo Stasolla	77
Other Elections	80
Senior Fellow: Marc Koska	81
Ashoka Young Changemakers	84
COLLABORATIVE ENTREPRENEURSHIP	
Hello Europe	87
First Changemaking	89
Making More Health	92
ORGANIZING THE MOVEMENT	
World Council	96
Board, North American Council	97
Offices Worldwide	98
Ensuring the Future: The Endowments	100
In Appreciation	106
Opportunities	109

THE SOCIAL ENTREPRENEURS AND THEIR IDEAS

Civic Engagement	2
Full Economic Citizenship.....	12
Growing Up	31
Environment	46
Health.....	58
Human Rights	68
Other Elections	80



CIVIC
ENGAGEMENT



GAËL MUSQUET

President, Hackers Against
Natural Disasters (HAND)
hand.team

Surviving Hurricane Hugo as a child eventually drove Gaël Musquet to create a citizen-led approach to disaster management. Gaël combines local citizens, authorities, and “hacktivists”—experts who use computers to solve problems for social good—to better coordinate communities before, during, and after a natural disaster.

THE NEW IDEA

Meteorologist Gaël Musquet mobilizes people and leverages new technologies to help communities better anticipate and respond to crisis. Not content to rely on authorities for disaster preparedness, Gaël developed a strategy that taps into a new generation of people who want action and who are quick to apply technology to build flexible and decentralized “digital citizen security” teams.

Gaël’s organization, “Hackers Against Natural Disasters” (HAND), uses local communities of “makers,” “doers,” and “hackers” to autonomously develop and improve low-cost, open-source crisis technologies—such as seismic sensors—and install them in identified high-risk zones. When there’s an alert, these sensors emit information directly onto social media networks, allowing communities to receive news in a few seconds and respond accordingly. The citizen teams also include key first responders—such as nurses, firemen, and local representatives—who lead specific missions, such as identifying shelter areas, supervising evacuations, and mobilizing drones to spot people who are isolated.

Gaël saw that the current top-down alert systems in France do not quickly and effectively inform the population when a catastrophe hits; authorities do not give citizens an active role in responding to crisis situations, thus increasing the number of victims. Gaël also realized that in most places, highly competent “hackers”—experts at programming and using computers to solve problems—can play an active and needed role in civil security. Once he has identified, mobilized, and trained this local digital citizen security corps, Gaël engages other citizens and local public authorities to interact with this system; whether they represent a school, a hospital, a company, or a

family, they can act quickly and adequately before, during, and after the emergency.

Beginning in Guadeloupe, where he successfully demonstrated the positive effects of a digitally-prepared citizen security corps, Gaël now has HAND teams in the French territories of Martinique and Réunion, as well as in the south of France. Gaël envisions countries all over the world using the HAND framework, promoting collective action from citizens who co-design best practices with authorities to better mitigate damage from disasters.

THE PROBLEM

Natural and human crisis situations are multiplying; climate change is causing a proliferation of natural disasters all over the world. Previously spared territories are now directly exposed, with communities unprepared for risks. According to the international organization Internal Displacement Monitoring Centre, 24.2 million people were displaced worldwide in 2016 due to natural disasters, compared with 11 million in 1970.



A HAND staffer participates in a natural disaster simulation.

A well-prepared, fast-acting community can lessen damage and impact from a disaster; a 2013 report by insurance firm Swiss Re shows that the economic impact is 25 times higher in unprepared areas, compared to areas that have developed efficient disaster preparedness strategies.

Some countries, such as Japan, have highly developed disaster preparedness responses. In other countries, such as France, the alert time is far from optimal and the population is not



Yohan Boniface and Gaël Musquet test a remote control boat carrying a probe, which will measure the depth of the port after a fictitious tsunami exercise in the Caribbean.

trained to react: Meteorological data is held by public authorities which leads to a vital lack of information for local governments and communities. In addition, citizens can be precious sources of information before, during, and after a disaster, yet they are not integrated into the alert chain. New technologies are a formidable lever to fix this and improve crisis management, but accelerating the alert process is not seen as a priority in many areas.

THE STRATEGY

1. COMBINING PEOPLE AND TECHNOLOGY FOR THE GOOD OF ALL: Gaël's local HAND chapters build digital citizen security teams that empower citizens to act for their own safety before, during, and just after a natural disaster. Gaël first identifies local tech team leaders who design an action plan according to HAND's manifesto: every HAND local chapter's

actions must be dedicated to improving natural disaster management and be citizen-led, independent, non-profit, collaborative, and open source. Teams consist of relevant stakeholders, including nurses, firemen, and local representatives. Once the team is formed, HAND advises them by analyzing the local context, identifying needs, and setting up a strategy that includes mapping the area, developing and installing an alert infrastructure, and training the local population, notably through massive simulation exercises. The simulations mimic a natural disaster and utilize strategies to use before, during, and after the crisis hits. In Guadeloupe, for example, the local team mapped a 5,000 hectares zone; formulated exit procedures; identified safe zones; installed 34 kilometers of Wi-Fi network across the sea to connect isolated islands; deployed several dozen sensors that directly connect to social networks; and mobilized more than 10,000 people to contribute in institutional massive simulation exercises.

“We must not wait for major hazards to react,” says Gael Musquet, who created the organization Hackers Against Natural Disasters (HAND). Thus, the “citizen hacker” campaigns for the implementation of preventive protocols before disasters occur so that people know how to react in the event of a natural disaster.”

LE FIGARO

2. INFLUENCE PUBLIC POLICY TO INCORPORATE DIGITAL CITIZEN SECURITY TEAMS INTO CRISIS MANAGEMENT:

Gaël believes in the power of collective action to improve any emergency response and he lobbies local public authorities to incorporate digital citizen security teams in emergency response plans. In addition, Gaël developed a natural disaster statistical database to keep raising authorities’ awareness of the human, economic, and environmental consequences of disasters. He encourages them to adopt new technologies and recognize the role citizens can play to improve crisis management.

3. BUILD AWARENESS IN THE DISASTER MANAGEMENT FIELD:

Gaël hosts public talks for local governments and rescue teams and helps them integrate new technologies into institutional crisis management procedures. He educates the next generation of disaster managers by working with local HAND chapters to organize in-school awareness sessions and offer workshops around developing simple precautionary tools, such as installing sensors to evaluate rising water levels. Adapting his work, he collaborates with citizen groups in southern France to improve firefighting. Likewise, in New Caledonia, he is using HAND strategies to help local health authorities discover sources of dengue fever proliferation.

HAND is now a global organization, based in Paris, with plans to expand to every continent. Gaël’s original focus—to minimize damage for communities as much as possible in the face

of any crisis—can be applied to numerous and diverse situations; HAND strategies and technological expertise can benefit any community, anywhere.



Damage on the island of Guadeloupe after Hurricane Hugo, 1989.

THE PERSON

Gaël grew up in Guadeloupe, French West Indies, as the son of a minister. In 1989, when Gaël was just nine, Hurricane Hugo hit Guadeloupe and ravaged his house and the island. This deeply affected Gaël, who swore to become a meteorologist and make accurate predictions that would hopefully avoid such destruction to communities. Gaël was interested in science and technology; he studied in France and eventually worked as a technician for the Ministry of Ecology. He embraced the Open Street Map community, a collaborative organization in which 3,000 citizens create a free, editable map of the world. Gaël became actively engaged in open source software communities and soon realized the power of citizen-led open mapping while helping humanitarian organizations map Haiti after the 2011 earthquake. Gaël co-founded Open Street Map France—demonstrating a capacity to mobilize and empower communities—and spoke at international institutions, such as the United Nations and the World Bank.

But Gaël was not satisfied merely arriving after a disaster, as in Haiti, and started imagining how citizens’ technical competencies could be used in a more preventative way. He came up with an open and citizen-led approach to disaster management which would eventually become HAND. 🌱



MARIANA NIEMBRO

Founder, Borde Político
bordepolitico.com

Mariana Niembro is creating a new culture in Mexican politics by harnessing innovative digital tools to increase transparency, strengthen democracy and bring politicians closer to the people they represent.

THE NEW IDEA

By providing mechanisms that hold politicians accountable and by offering information and tools that enable citizens to actively participate in democracy, Mariana creates a behavior change in politicians, institutions, and citizens. Through her organization, Borde Político (“Political Border”), she is creating a new culture around politics and challenging the common mindset that politicians are all corrupt. She enables citizens to judge their representatives based on their performance and results, which pushes politicians to change their roles and how they interact with civil society.

Mariana uses online tools such as the “Borde Score,” which evaluates all 628 members of Congress on a 100-point scale, and the “Incorruptible” app where citizens can expose corrupt activity. She also strategizes with citizen sector organizations (CSOs) to best position their social agendas and craft well-designed online storytelling campaigns that show that change is possible and persuade citizens to move from apathy to action.

Mariana’s impact can be seen in several ways; several legislators approached Borde to learn how to improve their Borde Score and more and more politicians have since made their work more transparent by using open data, making important decisions in committees and not behind closed doors, and considering citizen opinion when voting. Borde has established national reach as a source of quality political information for citizens, media, civil society, and politicians.

THE PROBLEM

There is widespread mistrust of and disillusionment with the government and institutions in Mexico. Citizens generally are apathetic and believe that most politicians are driven by their own interests—no matter which party they belong to—and that public money ends up in their hands, or in the hands of those who have done them favors. Lack of transparency and information, along with voter ignorance, lead to unmerited re-elections with no consequences for politicians who do not fulfill campaign promises. In addition, there are often no reprisals for politicians involved in corruption, resulting in more distrust among citizens and civil society. While Mexico’s CSOs are increasingly taking the role of vigilantes, they often lack the right connections or expertise about how to effectively advocate or mobilize citizens to support their cause.

Corruption threatens the integrity of Mexico’s electoral processes. In Transparency International’s 2017 Corruption Perceptions Index, Mexico ranked 135 out of 180 countries. The bigger the number, the more frustrated citizens are about corruption in their country. Due to the severity of corruption, there are several anti-corruption organizations, such as the Federal Institute for Access to Public Information and Data Protection, which guides citizens on how to request



The Congress of the Union, the bicameral legislature of the federal government of Mexico consisting of two chambers: the Senate of the Republic and the Chamber of Deputies. Borde Político increases transparency and strengthens democracy.



The Borde Score, which evaluates all 628 members of Congress on a 100-point scale.

government information; or the “3 out of 3 initiative,” a proposal that requires members of Congress and government officials to publicly declare their assets, conflicts of interest and amount of taxes paid.

However, these national initiatives alone are not enough to battle systemic corruption. For a new generation of politicians dedicated to cleaning up the current system, adopting the Borde Score is a useful way of advertising that their votes are not for sale as well as a tool to demonstrate that they are acting in the best interests of their constituents.

THE STRATEGY

Mariana first targets legislators with online mechanisms that incentivize political productivity and strengthen their capabilities. The Borde Score is an innovative digital tool that evaluates the performance of 628 Congress members on a 100-point scale, using a combination of three sub-scores that include: 1) Legislative activity; 2) Political role within Congress, such as leading commissions and working groups; and 3) Transparency and communication with the public. Combining automated scans of legislators’ social media and home pages with manual investigation work, the digital evaluation index updates weekly.

Collaborations with national and local media ensure the scores are broadly communicated to citizens. Several hacking attacks after the launch of the Borde Score demonstrate the high impact the platform has on Congress.

Another online tool, the “Incorruptible” app includes a denunciation mechanism where citizens can denounce any corrupt activity. The denunciations get filtered and investigated through local civil society organizations and channeled to corresponding authorities, who are required to report back.

The second part of Borde’s strategy includes working with CSOs to amplify Borde’s reach and show citizens their role as participants in a democracy. Through online and offline storytelling campaigns, Borde effectively shows that change is possible. The “Platforms of Citizen Articulation (PAC)” are websites where people can vote on political issues and compare their votes with those of their representatives. Each PAC is created in collaboration with local CSOs that have expertise in a specific topic discussed in Congress with the purpose of increasing citizen ownership of causes and generating statistics on citizen points of view. The PACs are directly connected to the Borde Score: if citizens vote as their representatives do, the latter’s score increases, while in the contrary case it negatively affects their reputation. For example, Borde worked with the CSO Seguridad Sin Guerra (“Security Without War”) on the recently approved “Domestic Security Law,” which expands Mexico’s military jurisdiction over civilians by giving them the power to intervene in cases deemed a “domestic security threat.” Seen as a potential threat to human rights, Seguridad Sin Guerra encouraged citizens to communicate their rejection of the law to their legislators through the PAC websites.

By collaborating with civil society, Borde has been instrumental in passing important laws about budgeting and income and transparency, plus the creation of the National Anticorruption

System, an entity charged with coordinating anticorruption efforts at the federal and state levels. To further make transparent the use of public funds, Borde implemented the British parliamentary practice of a “shadow cabinet,” a group of budgeting experts who observe and live stream the federal budget approval process every year so the public can see in real time how public funds will be spent.

“Mariana recognizes that promoting an open data policy has been difficult...the Achilles heel of politicians: the data. ‘The Internet is a train that does not stop and if politicians do not know how to get on it, they are out. Today they can no longer hide,’ says Mariana.”

Entrepreneur

Mariana is planning to expand the Borde Score to all 32 state congresses; the “Incorruptible” app is active in five states and is expected to launch in all 32 states, and it will become the official platform for the National Anticorruption System. The incentive tools Borde developed permit a constant evaluation of politicians through citizens and civil society, and better communication between all three. Moreover, Mariana identifies politicians within each party who understand the citizen’s role in government and partners with them to further initiatives that promote an open government.

THE PERSON

In college, Mariana studied political science. By then, the Institutional Revolutionary Party (PRI) had the majority in Congress and had held uninterrupted power in Mexico for 71 years from 1929 to 2000; the PRI had become a symbol of corruption, repression, economic mismanagement, and electoral fraud. Mariana saw how laws would pass without serious debate.

Mariana’s first job after graduation as a legislative advisor for Cabildeo y Comunicación (“Lobbying and Communication”), an organization that analyzes information about government and elections, showed her firsthand how Congress worked, and she learned about the importance of incentives for negotiation with politicians. Even though congressional sessions were not public at the time, she found ways to sneak in and listen. She saw how wealthy individuals could access professional lobbying services, while those without financial resources were left out of the process, contributing to an unbalanced system.

Motivated to change the system from inside the government, she began working for the Tax Administration Service. She quickly became disappointed as she realized that acts of corruption were common among her boss and his peers. Frustrated by the fact that she was unable to change this environment, she handed in her resignation and began to think about the need to develop a project in “social lobbying.” Mariana believed in Congress as a democratic process and began exploring how to fortify civil society in a way that would support this belief.

During this time, Mariana was invited by a friend to join a digital agency where she recognized the power of blogs and social media as a tool. In 2010, she founded the blog “Political Archipelago” to defend the freedoms of speech and the press during Felipe Calderón’s presidency. She quickly learned that she needed a more comprehensive approach to strengthen democracy. Mariana and her co-founders, Rodrigo Ramirez and Ernesto Peralta, launched Borde Político in 2012 because they feared a return to a repressive government after the PRI candidate won the presidential election. Mariana found out she was pregnant while launching Borde, which reinforced her desire to positively impact government, so her son and others would inherit a better country. 🌱



MEHMET ATAKAN FOÇA

TURKEY

Founder, Teyit
[Teyit.org](http://teyit.org)

Turkish journalist Atakan Foça is redefining the public's relationship with the media, turning passive consumers of information into active contributors and fact checkers. Through his organization, Teyit, he is creating the tools, spaces, and infrastructure for citizens to hold media institutions accountable to the verifiable truth.

THE NEW IDEA

Atakan and his organization, Teyit (meaning “confirmation” in Turkish), are defining the new field of digital literacy and strengthening news consumers’ ability to think critically about the information they receive and share. By busting the traditional top-down approach wherein media institutions dictate the news, Atakan is creating a more democratic, crowd-sourced, and crowd-monitored process that builds an active and informed citizenry.

Atakan’s vision starts by helping people to identify misinformation and hold the related sources and media agencies accountable. Simultaneously, he equips the industry to better deal with a new media landscape (and misinformation) by increasing human capacity at journalism institutions, news agencies, as well as other civil society organizations. Finally, as an incubator, he encourages others to develop tools and innovations that further strengthen the digital literacy of individuals and organizations.

Most models advocating for freedom of the press focus on verifying news. Instead, Atakan and Teyit frame the issue as a critical need for basic media literacy in a digital age. Rather than positioning citizens as passive consumers of news, Atakan and Teyit teams are empowering citizens as active agents of a trustworthy news-creation process. In less than two years, Atakan has made Teyit an objective and transparent platform that counters the rising culture of misinformation. As more citizens become informed, and learn fact-checking methods, more media institutions will be pushed to use objective journalism methods and provide accurate information. As a result of his work, many online news organizations have stopped using misleading headlines just to draw attention, while journalists

and editors from Turkey’s leading newspapers have started to call the Teyit team before publishing certain news articles.

THE PROBLEM

With the rapid decline of independent media and high internet penetration all over the world, digital and social media have become the primary news source in many countries, including Turkey. Coupled with the Turkish government’s recent crackdown on free speech—a move that has forced media organizations to shut down or censor journalists—Turkey experiences this global phenomenon intensely.

“In the Internet era, getting the right news is actually more difficult than ever. How can we check the accuracy of the news we read? Mehmet Atakan, founder of teyit.org, has a comprehensive solution that makes this possible.”



Digital and social media are not only sources of information, but also sources of misinformation, making it challenging for the public to make sound decisions and take informed actions in daily life or in politics. Furthermore, individuals and communities who were already discriminated against are even more at risk, becoming targets of intense hate speech. In Turkey—where society is highly divided along political, ethnic, and religious lines—misinformation circulates in isolated clusters, intensifying the polarization and disconnect among citizen groups even more. Although the tools and technologies for creating and spreading information are cheaper and faster than ever, users rarely understand the power they wield: people want to be helpful and communicate—especially in times of crisis—but often end up spreading misinformation and intensifying polarization between different societal groups. The problem is exacerbated by the mainstream media, which uses social media as a primary source and often presents the most scandalous items due to pressure to get website clicks.



Atakan and Teyit staff at the 2018 Global Fact Checking Summit. Teyit is a member of the International Fact Checking Network, a Poynter Institute unit that verifies, connects and trains fact checkers worldwide. Facebook recently chose Teyit as its fact-checking partner in Turkey.

Although there are several groups verifying news on a regular basis, there are no initiatives that stop misinformation at its source by adopting a user-led approach that promotes literacy, provides tools, and builds networks to address the issue.

THE STRATEGY

The Teyit team realized the most effective strategy required three simultaneous interventions in the media network because news—and the dissemination of it—touches many layers of society.

1. DEVELOP CITIZENS' FACT-CHECKING SKILLS:

The Teyit team publishes toolkits and instructional videos showing how users themselves can verify misinformation on their own and take their questions directly to the source: the mass media. Teyit helps citizens be watchdogs over the mainstream media. In addition, the Teyit team searches for and compiles fake news denunciations from citizens through online channels daily and uses a four-step process to investigate: scanning websites, selecting information to investigate, researching and publicizing results, and following up with the media organization to make sure corrections have been made, if necessary. Rather than simply exposing misinformation and providing proof to a passive audience, Teyit actively involves users in each step of this fact-checking process by crowd-sourcing submissions.

2. COMPREHENSIVE COLLABORATION:

Atakan and Teyit educate key partners in the media, academia, and civil society to increase awareness of this emerging field. In a context where independent and experienced media are constrained, Atakan and the team are working with journalism faculties and umbrella organizations to provide toolkits and workshops on how to prevent the production and spread of misinformation. As the public's digital literacy improves, journalism institutions must increase their knowledge and capacity in these areas. In addition, Atakan is offering train-the-trainer opportunities for data journalists, digital media organizations, and legal experts to spread Teyit content to larger audiences. Finally, Atakan is working on the first-ever curriculum for universities, high schools, and primary

schools, as well as online education tools geared toward these audiences.

3. BUILD AN ECOSYSTEM FOR NEW ACTORS TO EMERGE AND NETWORK:

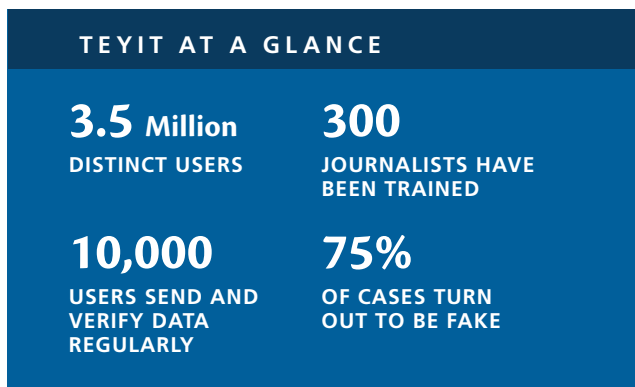
By bringing together new fact-checking organizations, dedicated journalists and academics, Atakan and Teyit are developing a supportive ecosystem so that the field of digital literacy thrives in Turkey. Teyit is also creating new software and innovations that will make the spread of misinformation harder. Atakan plans to collaborate with Turkey's leading psychologists and sociologists and use research to better grasp the phenomenon of misinformation in the Turkish context.

To date, Atakan and Teyit have reached 3.5 million distinct users by their verification, engaging over 100,000 users in their work, of which 10,000 actively send and verify information on a regular basis. There have been countless examples of main news agencies issuing apologies (including Al Jazeera and CNN Turk), and users participating in or doing their own verification. By strategically publishing over 25 cases per month—of which 75% are revealed to be fake—they have become the go-to source for knowledge and tools on how to navigate and increase digital literacy in Turkey. They have trained over 300 journalists and another 1,000 journalism students and civil society activists who have become either Teyit



Atakan and Teyit staff create a more democratic, crowd-sourced, and crowd-monitored media literacy to build an active and informed citizenry in Turkey.

volunteers and/or active users. By disrupting the status quo on multiple levels, Atakan and Teyit are building a platform that strives for systemic change in the misinformation field and fosters citizen-led normalization of new practices.



THE PERSON

Born in the small town of Gelibolu in northwest Turkey, where there wasn't even a bookstore, Atakan grew up dreaming of being a journalist. In high school, he was quick to establish two initiatives that would serve as early milestones in his social entrepreneurship journey: he created and led a political student group and initiated the first school newspaper, which he funded with ads from local shop owners and in-kind donations.

Leaving his hometown to pursue his dreams in the big city, Atakan studied political science in Ankara and soon landed positions in media agencies like BBC Turkey. During this time, two experiences made him realize the power of misinformation and social media. Upon publishing an unverified piece of news on BBC Turkey's website, he realized how easy it was to spread wrong information. Meanwhile, through his personal social media accounts, he was tweeting during a controversial event of the time: a citizens' revolt against the construction of a hydroelectric dam. His tweets were one of the first examples of citizen journalism in

Turkey and Atakan became a reliable source for other journalists who wanted to expand their digital reporting.

In the years that followed, Atakan saw how citizen journalism and digital media spread. He started building Teyit while he was still working as a journalist and soon quit to focus on operating the organization fulltime. Today, in his 20s, Atakan is a symbol for trustworthy information and digital literacy in Turkey, with almost 50,000 followers on Twitter. Teyit has spurred a grassroots movement among youth, who have started student clubs and WhatsApp groups dedicated to digital literacy. 🌱

A woman wearing a patterned hijab and a blue and white patterned dress is smiling and holding up a purple and white dress on a hanger. She is standing in a clothing market with many other garments hanging in the background. The image has a blue tint. Two horizontal blue lines are positioned above and below the text.

FULL ECONOMIC CITIZENSHIP



WALA KASMI

Founder, YouthDecides
Founder, WeCode
Wecode.tn

Wala Kasmi has helped open the political system for young Tunisians. She is also enabling them to turn their skills as digital natives into jobs and prosperity. Both strengthen democracy in Tunisia—rare in the region—and lessen radicalization.

THE NEW IDEA

Wala is propelling the youth leadership movement in Tunisia, inventing ways for young people to thrive as decision makers, active citizens and drivers of the new digital economy. Through her venture, YouthDecides, Wala continuously develops ways for young people to succeed; for example, her WeCode initiative trains young people to get jobs in technology or launch digital businesses. YouthDecides has also contributed to changing politics in the country; through a YouthDecides citizen-based effort, it is now mandatory that at least one among the top three candidates for municipal elections is under 35 years old and at least two among the top four candidates for parliament elections is under 35 years old. The first municipal elections since Tunisia's 2011 revolution were held in May 2018. In 350 races, more than 60% of the candidates were under 35; and more than a third of those candidates won. The Tunisian Parliament officially expressed its support of the YouthDecides movement and publicly honored the initiative.

To connect the YouthDecides network across the country, Wala drafts “community ambassadors” between the ages of 18 and 35 and trains them to recruit and lead teams of young people to participate in politics and use their technical skills for employment. Wala provides these young ambassadors access to a support system and a set of tools, further increasing participation and impact.

The YouthDecides network has more than 4,000 members in four countries and Wala wants to spread YouthDecides across the entire MENA region. Wala continues to gain support from the government and corporate partners, such as Google, Orange and ESPRIT Incubator.

THE PROBLEM

Since Tunisia's 2011 Jasmine Revolution, young people continue to be excluded from economic and political life, putting the country in danger of losing its young people to radicalization as well as destabilizing democracy and stifling what could be a thriving economy. According to the World Bank, one in three Tunisians between the ages of 15 and 29 are not in education, employment, or in training (NEET); Tunisia has one of the highest NEET rates in the Middle East/North Africa (MENA) region. There is little job support or alternatives for young people.

“Wala Kasmi, young president of “Youth Decides,” was honored by the French government for social innovation and her “WeCode Land” project, which focuses on the economic inclusion of youth in Tunisia, earning her a meeting with French President Francois Hollande.”

HUFFPOST



As in many countries, the political sphere in Tunisia is dominated by the older generation. The existing system does not consider the consequences of leaving young citizens out of the political process. Since the revolution, government and other entities have tried to tackle youth marginalization. But its top-down approach fails to meet the real needs of young people



WeCode, an initiative from YouthDecides, recently welcomed its first international cohort - 22 young people from Libya, who learned technological, business and life skills and returned home to launch their own businesses.

across the country.

The problem of multidimensional youth marginalization not only affects Tunisia, but the whole MENA region. Frustrated, vulnerable youth with limited opportunity for self-expression, work or civic participation easily turn to violence, suicide or radicalization. According to a 2016 report from the National Bureau of Economic Research, roughly 6,000 Tunisians left home to join ISIS in Syria, the highest per capita rate in the world; most people who join extremist groups are between 18 and 35 years old.

THE STRATEGY

Wala is creating a movement of empowered young people by organizing young people locally, equipping them with a precise set of tools geared at economic and political engagement, and connecting the local groups at a national level to drive policy change. As the country continues to emerge from a former dictatorship, Wala's goal is to use the youth movement to remake politics so that it is ethical, efficient and oriented toward problem-solving. For example, an app called iDecide connects people directly to parliament members and lets

people propose laws. People choose problems that they want to address in their communities, such as waste management and the lack of safe transportation for school children in rural areas. The citizens, organized in teams, have two weeks to come up with a solution, a budget, and timeline for implementation and then present these solutions to their representatives. In this way, young citizens influence the political decision-making process and contribute to the betterment of their communities. Wala established a public-private partnership with the Tunisian government that uses iDecide as an official platform, ensuring the sustainability of the projects that young citizens create and lead.

Leveraging young people's status as digital natives, Wala uses technology to attract, motivate and mobilize young people. Through an impact investor, Wala just built a new school to serve as WeCode headquarters for events and workshops. Through five-day WeCode camps, young people learn how to create digital businesses, such as an e-commerce or mobile game business, and learn about business development and marketing. Those who wish to further develop specific expertise enroll in a three-month program. Wala recently secured a partnership with Google, in which young people will map archeological and religious sites across Tunisia, creating "online visits." This partnership not only provides an opportunity to work with a world-famous company, but also allows young people to feel proud of the rich cultural heritage in their country.

WeCode recently accepted their first international cohort; Wala hosted 22 young Libyans who stayed for three months and learned business, coding and life skills. A young woman in the cohort, Entisar Alfassy, is from Sirte, a volatile town on the Mediterranean Sea that had been under control of the Islamic State of Iraq and the Levant (ISIL), during which she had seen many atrocities. Children could not go to school because of the danger in the streets. As a result of WeCode, Entisar created an app called "ABC Kids," which enables children to



"I had the opportunity to join WeCode and combine my idea with new coding skills," says Entisar Alfassy, now the CEO of ABC Kids in Libya, an app that allows school children to learn from home in conflict-prone areas. Wala (left) and Entisar.

keep learning from home, regardless of situations that make it impossible for children to go to school and learn.

THE PERSON

Wala was born in 1986 to an intellectual family. She was always curious and developed a passion for social engagement watching her dad, who protested the 1990-1991 Gulf War and would also help Algerians who crossed the border into Tunisia. In high school, Wala organized a productive movement against her school administration which deprived students of freedom of speech. She designed and implemented a campaign entitled: "No Rights, No Duties, No Education."

While studying computer science in college in 2009, Wala founded her first company in marketing and IT. In 2010, she

led an anti-censorship campaign in Paris against autocratic President Zine El Abidine Ben-Ali's government. Through that experience, Wala learned about using the power of technology for civic engagement, which she used as a regional manager for AccessNow—a citizen organization that uses digital strategies to fight for human rights. In 2014, Wala took what she had learned and began YouthDecides to involve young people in decision-making processes around the country. As Wala tells young people: "Don't be a guest in this life, put your hands on the wheel and stop complaining. We didn't come with a toolkit to live on this Earth. Create, experiment and discover your added value." 🌱



JOSÉ SHABOT CHEREM

Founder, Construyendo y Creciendo (Building and Growing)
construyendoycreciendo.org

José Shabot Cherm breaks the cycle of poverty, illiteracy, and displacement that affects construction workers in Mexico by bringing education, vocational training, and personal development opportunities to construction sites.

THE NEW IDEA

José is changing the trajectory of Mexico's construction workers by providing unprecedented access to educational, professional, and personal development services at very little cost to them in terms of time and money. Having grown up in the construction industry, José knew that the nature of the construction business—moving frequently, living on work sites, and working long hours—made it difficult for indigenous, rural migrant workers to finish their basic education and access essential services. His organization, Construyendo y Creciendo (Building and Growing), offers programming that coincides with working location and hours, tailoring programs and classrooms to fit site-specific needs and negotiating on behalf of workers.

Key to Construyendo's success is the network of companies, students, deeply involved teachers, and partners that José has built and empowered. To create real impact, José involved the construction companies—the employers—in his strategy. Although the construction workers are considered the primary beneficiaries, all parties benefit from the programs: companies employ more productive workers and have a lower turnover rate and teachers enjoy steady, rewarding employment. José's innovation reframes the value of education, revealing extensive, far-reaching benefits that compel workers and employers to prioritize learning in an unprecedented way.

Along with education, José connects workers to a wide spectrum of essential services. People previously unable to navigate or afford medical care have access to eyeglasses, vaccinations, and improved personal hygiene. By changing the level of education for many parents, Construyendo ends systemic illiteracy as construction workers pass on to their children both their thirst for knowledge and education.

The success of individual classrooms leads to the growth of the program; more companies join based on the results of increased productivity and more workers join based on the elevated quality of life demonstrated by their peers who have participated. Jose hopes for rapid spread across Mexico, and later, the rest of Latin America. Workers will be able to continue their education seamlessly across different worksites and companies.

“[Construyendo y Creciendo] has the support of the federal government, which has joined the initiative with the installation of classrooms in some of its projects, as well as other developers and members of the Association of Real Estate Developers, which also bet on a better quality of life for construction workers.”



THE PROBLEM

The construction industry is Mexico's second-largest employer, after agriculture, accounting for 15.7% of the workforce and creating six million direct jobs. The majority of construction workers in Mexico are migrants from rural areas, living on construction sites for up to ten months at a time and moving from project to project. Many of these workers—men and women—left school before completing their basic education to support themselves and their families. More than 20% of workers are unable to read or write and some only speak their indigenous language and cannot communicate in Spanish.

Uneducated laborers are more vulnerable to wage and contract exploitation from employers and are less capable of advocating for themselves at work and in daily life. Illiteracy also negatively affects families, as children are far more likely to

learn how to read and write if their parents are literate. Indigenous migrants and their families typically live on the outskirts of mainstream society, and are often further disenfranchised by the inherent instability of the construction sector.

Many organizations provide education and services for low-income populations, focusing on their lack of access. However, construction workers are often neglected due to the itinerant nature of their business and because no organization specifically targets this population.



A construction worker at a Construyendo program site.

THE STRATEGY

Construyendo is responsive to workers' needs, developing a personalized growth plan for each participant and providing holistic education and opportunities. There are three pillars to José's work:

1. MAKE EDUCATION AND SERVICES READILY AVAILABLE TO WORKERS BY ESTABLISHING CLASSROOMS AND PROGRAMS WHERE THEY LIVE AND WORK:

By bringing learning and development opportunities to the worker, Construyendo makes it possible for laborers to grow and thrive. Construyendo negotiates with the builder to provide a classroom at the construction site. Funded by donations and partnerships, they then set up the classroom with computers, desks, supplies, and trained teachers to offer literacy and elementary, middle, and high school programs. Examinations are done in the classrooms and Construyendo issues official certificates upon completion. Laborers learn free of charge and are encouraged to participate for two hours a day—one hour during the work day comped by their employer and one hour at the end of the work day. To reach day laborers who are not living on construction sites, Construyendo also operates staffed mobile classrooms in public plazas and parks, where

any citizen—including other migrant workers—can walk in to discuss educational options and learn from the teacher. By working with local government and private sponsors, Construyendo has established five mobile classrooms and is adding two more in rural communities through a partnership with AT&T.

2. PROVIDE EXPANDED OPPORTUNITIES WHICH INCLUDE TECHNICAL EDUCATION, SOCIAL SERVICES, AND PERSONAL DEVELOPMENT:

In addition to basic education courses, Construyendo partners with the Virtual Learning Center of Technology in Monterrey, Mexico, to provide technical education; topics include computers, design, and web programming. Another partner, Iberoamericana University's Development for the Community Foundation, provides programs focused on personal growth, such as communication, self-esteem, and domestic violence prevention. Construyendo also works with a number of partners to connect workers with health and other social services. They help participants get eye glasses, receive vaccinations at local clinics, advocate for better working conditions, and improve personal hygiene. With these self-confidence-boosting measures, laborers begin to imagine a life for themselves outside of construction work and are



A worker, standing next to his teacher, displays his education completion certificate.

empowered to participate in the world around them in new ways, such as understanding their paychecks, negotiating with their employers, and educating their children.

3. SET THE NEW STANDARD FOR CONSTRUCTION COMPANIES THROUGHOUT MEXICO: José convinces construction companies that an educated workforce contributes to worker retention and higher output for their projects and has worked with more than 40 construction companies in Mexico City and Monterrey. José helped to change public policy so that companies bidding on public construction projects now must provide schooling for their employees—and most of them do this through Construyendo. Eventually, an increasing number of construction workers will grow to become co-creators of the programs, further spreading Construyendo’s impact. Construyendo now has classrooms in seven states in Mexico.

THE PERSON

In the early 2000s, while earning an undergraduate degree in civil engineering, José worked in the construction industry in the United States, Brazil, and Mexico. In Mexico, he noticed that some of the construction workers were not receiving their full paychecks. At one site, he hung a poster next to the office detailing exactly how much compensation was allocated to each job on the project. This would have been a simple, effective solution, except there was a much greater, overarching problem—many of the workers were unable to read. It was then that he decided to bring about fundamental change within the construction industry. In 2004, he began literacy programs on construction sites so that workers would have a better future and be able to advocate for fair treatment. 🌱



TRACEY CHAMBERS

SOUTH AFRICA

CEO, The Clothing Bank
theclothingbank.org.za

Building on her initial idea of channeling excess amounts of retail stock to unemployed women in townships so they can start their own businesses, Tracey Chambers created “upskilling and business launch hubs” in the three largest metro areas in South Africa—Johannesburg, Cape Town and Durban. With a growing number of business models for unemployed women and men, she continues to expand the reach of her hub network in other cities.

THE NEW IDEA

To realize her goal of empowering township residents to start their own businesses and lift themselves out of poverty, Tracey began by launching The Clothing Bank, which partners with South Africa’s top retail companies, who donate their excess stock to the Bank. The Bank sells this inventory at deeply discounted prices to women, who quickly start their own small business, while at the same time participating in extensive training.

Tracey created a two-year training program to help build the confidence, sense of community, and skills women need to succeed. The training includes mentorship, life and peer-coaching, as well as business and technical skills development. Addressing critical areas of physical, mental, and social well-being, this “head-heart-hands” approach differentiates Tracey’s program from traditional business and entrepreneurship programs in South Africa. Tracey’s methods also offer a way for retailers to address the burgeoning problem of retail waste—merchandise such as customer returns, store damages, end of season excess inventory, and bulk rejections all typically end up in landfills.

Building on her success with The Clothing Bank and seeing a need to further arrest the poverty cycle, Tracey used the same methodology to expand with The Appliance Bank, which focuses on excess consumer appliances and unemployed men. She also saw that quality child care was a barrier to success, so she built a network of sustainable centers that provide quality early childhood education by providing “business-in-a-box” support and training to early child care providers.

Tracey is vigilant about the sustainability of her vision. Last year, for example, The Clothing Bank launched 760 newly trained businesswomen who sold clothing for a net profit of more than \$2 million. The Clothing Bank is 80% self-funded by revenues from the business women she has trained; the organization is on track to be 95% self-funded by 2021.

THE PROBLEM

South Africa has a high rate of unemployment overall—27%, according to the government agency Stats South Africa. For women, the unemployment rate is higher, at 29%. According to research from the University of Stellenbosch, less than half of South Africans complete school, making formal employment impossible, as most companies require high school graduation as an entry-level requirement for even the most basic job. People living in townships who are working in formal sectors often struggle to maintain their jobs, due to prohibitive transportation and child care costs. Adding to the plight of women in townships, citizen sector organization Heartlines reports that less than 50% of fathers provide emotional or financial support, and many women eke out a living trading informally. With low education levels, a large skills deficit, and poor access to finances, these informal traders struggle to lift themselves out of poverty.

In this context, public and private sector emphasis has been on entrepreneurship as an alternative to formal sector jobs. Correspondingly, several large governmental and citizen sector initiatives have invested in building entrepreneurship development programs across the country. However, according to South Africa’s Minister of Small Business Development, the success rate has been low—only 20-30% of small businesses succeed annually. This could be because entrepreneurship is viewed as a ‘back-up’ for formal sector employment, thus it is not aspirational. Even if unemployed women and men from townships sign up for training, much of the programming focuses solely on business skills, without addressing the larger issues participants may be dealing with—such as the legacy of systemic racism, low expectations and self-worth, or lack of child care.

Meanwhile, high-end retailers are routinely challenged with the problem of excess stock of all kinds of products. Two percent of retail sales is considered waste, which includes in-store damages, customer returns, and end-of-season merchandise.



Amanda Mamase, 31, (left) mother of one, lives in Khayelitsha, Cape Town

“When I came to The Clothing Bank (TCB) I didn’t know how to run a business. I was sitting at home doing nothing...My courage to (sell) comes from the good skills for business I learned at TCB. I attend classes at TCB and it helped me. To have a business you must be disciplined, do all the skills you’re taught, and focus on what you are doing. What inspires me to sell every day is my customers always want clothes, and I can support my family.”

When goods are returned for small defects, retailers do not have the capacity to send the goods back to manufacturers. Repairing the damaged goods requires an investment of in-house skills, which is also expensive. At the end of each season, retailers are faced with a choice: send excess stock to the landfill or donate it. Donated merchandise is typically made to a few charities, usually orphanages, in a haphazard manner that does not meet any specific needs of the children and winds up in storage. More often, the merchandise ends up in a landfill.

THE STRATEGY

Tracey’s strategy is modeled around making business and entrepreneurship skills accessible for a population that had been systematically segregated. During her first pilot program with ten women in 2010, she realized that she needed to break down ‘business’ to its simplest form—the act of buying and selling—to make success accessible and achievable. Tracey focuses on ensuring that people can easily and quickly start a simple trading business without social capital and business skills.

Through partnerships with major retailers across the country, Tracey accesses a constant stream of donated merchandise, including clothing, beauty products, jewelry, appliances, and other non-perishable items. The Clothing Bank trains up to 800 women each year and helps them kick start their businesses with an in-kind loan of \$50. After completing an initial two-week training, participants buy merchandise from The Clothing Bank at a significant discount (20% of the listed price) and sell the items

at a markup of 150% (still 50% or less of the listed price). For many women, the ability to generate their own personal wealth every month—and save money for the future—not only contributes to self-reliance, but also leads them and their families out of poverty.

Tracey saw the importance of taking a holistic approach toward individual needs; she supplements the practical business training with wellbeing initiatives, life coaching, and personal



Using the same methodology as The Clothing Bank, Tracey started The Appliance Bank, which gives unemployed men the opportunity to run their own businesses by offering them appliance repair training and business skills. Here, Mthunzi Qagana specializes in fixing broken appliances. (Photo: Ruvan Boshoff)

development. The women have access to mentors—a network of trusted business advisors who support their growth as entrepreneurs. As they begin to make critical changes in their lives—such as putting their children in good schools, or getting out of abusive relationships, their self-confidence grows. Tracey observed how individual mothers' successes resulted in the success of their families and the wider community. To further spread this empowerment, she selects 10% of successful entrepreneurs as ambassadors to train as role models and deliver courses in their communities.

As Tracey worked with these women, she began to see the negative impact that absent fathers had on families. When Tracey received slightly defective appliances from one of her retail partners, she saw the opportunity to work with men. She started The Appliance Bank so unemployed men can learn how to repair the appliances and trade them in the township market. She couples this training with parenting courses as well as a men's wellbeing program. From there, men provide high-demand repair services, which gives them purpose and makes them feel like contributing members of society. Tracey hopes the formerly unemployed men will take responsibility for their families and become positive male role models for

young people in the townships. Since 2016, Tracey has worked with 50 men and is hoping to reach 200 men by the end of 2019.

As she continued offering opportunities for self-employment, some of the participants used their newly found wealth to put their children in better child care centers. These facilities were usually outside of the townships and women spent significant amounts of money on transportation. At the same time, Tracey observed informal child care center owners in the townships struggling to make their businesses work. To address this, Tracey developed GROW, a nonprofit that funds early childhood development franchises. An initial amount of \$10,000 from a grant establishes each franchise with franchisees paying \$200 to demonstrate their commitment. GROW franchisees receive everything they need to operate a successful, sustainable school, from

resources (curriculum and equipment) and intensive teacher training to business mentoring, financial management, and operational procedures. Once a GROW school is up and running, the franchisees pay a \$33 average monthly fee, which funds operational costs. With 34 schools currently operating, Tracey is planning 65 new GROW schools by 2020. GROW aims to be the largest chain of preschools in South Africa by 2025, providing access to quality early childhood development to children from poorer communities.

Tracey's strategy thus spans education, employment and income generation and as she grows, she sees her hubs driving impact across these critical indicators throughout the country. Since her launch in 2010, Tracey has trained more than 3,500 women who have collectively generated profits in their businesses of over \$8.3 million. However, Tracey wanted more proof that these entrepreneurs were moving out of poverty; in 2014 Tracey brought, and contextualized, the poverty stoplight tool to South Africa. This tool provides participants with a clear path of action out of poverty. The tool uses 50 indicators where green = not poor, orange = poor and red = very poor. Tracey and her team visit each participant (unemployed men

and women, as well as child care center owners) and their families at the beginning to assess a baseline and then works with each one to set goals and work towards eradicating poverty. Metrics are then reassessed after 12 and 24 months and a statistical sample of graduates is done one year after they leave the program. Tracey discovered that 80% of the graduates are still trading one year on. Typically, The Clothing Bank participants join the program with 30 greens, 15 oranges and 5 reds on the poverty stoplight and leave with 45 greens, 4 oranges and 1 red, an indication that they are successfully moving themselves and their families out of poverty.

THE PERSON

Tracey grew up in Cape Town during the Apartheid era; growing up around such inequality fueled her desire as an adult to positively impact the new South Africa by reducing inequality and helping future generations succeed.

“The Clothing Bank isn’t just another charity organization...Tracey Chambers adds that, ‘The Clothing Bank’s motto is “don’t give a woman a fish: teach a woman to fish and teach her how to sell her fish.””

ELLE
SOUTH AFRICA

Tracey began her entrepreneurial journey as an accountant at one of South Africa’s biggest retailers, Woolworths. She spent 15 years at Woolworths, climbing the corporate ladder, when at age 40, she realized that she was not satisfied. In 2009, she quit her job without any plan. The following year, she began volunteering at a university and discovered that she enjoyed teaching and mentoring young people. Around that time, she also connected with an old friend, Tracey Gilmore, who was experimenting with creating income-generation opportunities through artisan collectives with women in the Western Cape.

While discussing struggles and challenges, Tracey recalled her experience at Woolworths, where she witnessed first-hand the dilemma retailers had about how to handle their excess stock. At the same time, she remembered her domestic help—a natural trader, who made a good amount of money selling Tracey’s second-hand clothing. Putting the pieces together, Tracey teamed up with Tracey Gilmore, to set up The Clothing Bank in 2010.

At every level, Tracey looks for the next opportunity to see how she can create a way for South African men and women to emerge from poverty. She is unafraid to take risks until she finds the next big opportunity. For instance, on a trip to Paraguay, she met Martin Burt, founder of the Poverty Stoplight methodology. Seeing the power in the tool, Tracey piloted it in South Africa and made it available to the wider citizen sector. 🌱



FAGAN HARRIS

Founder, Baltimore Corps
baltimorecorps.org

UNITED STATES

Fagan Harris is reimagining the changemaker talent pipeline for Baltimore and similar post-industrial cities struggling to recruit and retain top talent to solve pressing and increasing complex social problems.

THE NEW IDEA

Fagan Harris is creating a new talent model for post-industrial cities in the United States. Starting in Baltimore, a city that has struggled with racial inequity and declining opportunity, Fagan's team recruits and retains diverse professional talent—first by connecting mid-career professionals to high-impact opportunities via funded one-year terms as Baltimore Corps Fellows. And then by making an up-front investment in each Fellow's social capital, local networks, and accountability to the city. By retaining these leaders beyond their service term, his Baltimore Corps team endeavors to build the next generation of social, political, private, and philanthropic leadership for Baltimore and further catalyze a movement for its renewal.

On a parallel track, Fagan is building robust data on social change and re-imagining a distributed citizen sector as an integrated, aligned "team of teams." By surveying hundreds of leaders and organizations—from the mayor to neighborhood church leaders—his team is developing the city's first comprehensive mapping of needs and assets across the city, identifying the most promising solutions, and funneling new talent toward them. The new talent, very much including the Fellows and a growing number of alumni, share an operating system and back-office, further wiring them together and strengthening the citizen sector's ability to respond to complex city-wide challenges, both those of long standing and as they arise or become acute. This is a model open network with the Fellows acting as key nodes.

By building a diverse and cooperative network of changemakers, Fagan and his team can elevate the city's interests above those of any one organization, unlocking new opportunities and drawing in new partners. And not only is the network more effective, but by naming, interrogating and dismantling unjust systems, it is building a more equitable city-wide citizen

sector as well. Other organizations and cities are already replicating this model (by hiring city-wide talent chiefs, for example) across post-industrial cities and beyond.

THE PROBLEM

Talent is the greatest bottleneck for the citizen sector—the public, private and social organizations explicitly working to strengthen cities. While all these organizations have incredible potential to transform lives, they routinely report a chronic inability to recruit and retain talent.

The talent challenge is a complex one, made even more complicated in a place like Baltimore that has been shrinking for the last 60 years. It's also widely cited as a city with deeply embedded inequity. Baltimore was a model of rigid, white-black segregation of housing through the full first half of the 20th century and beyond, and data clearly shows that poor people living in Baltimore still have diminished life chances. Of Baltimore residents today, just 28% have a college degree or greater. And while nearly 40% of local undergraduates and graduate students report that they'd stay if given the chance, landing a job in the city, much less the citizen sector, requires expert navigation, patience, luck, and personal networks and resources.

What's more, participation by people of color in the citizen sector—not just at the highest ranks—is significantly less than their non-Hispanic white counterparts. This is problematic for many reasons. Diverse teams, in general, come up with more creative ideas and better solutions. And in Baltimore, if the real experts on specific neighborhoods, local context, and historic challenges are not at the table, communities underrepresented in power have fewer opportunities to meaningfully engage. This, then, challenges the credibility of the problem-solvers and civic leaders, who in many cases are indeed impaired in their ability to transform the city for the better.

In mid-sized cities across the country, the citizen sectors' constrained capacity to activate talent, its inequitable distribution of resources, and the limited transparency and utility around the use of data result in widespread failure to address inequity effectively across cities and communities and an impaired ability to have a meaningful, widespread impact. Solutions that work in one neighborhood work don't spread across town. Organizations that could be aligned compete. And resources



Fagan Harris (left), CEO of Baltimore Corps, talks with Jasmine Gibson and Kevin Easterly at their headquarters. (Photo: Brian Schneider for Ozy.com)

– which everyone agrees are in short enough supply already – are used inefficiently.

THE STRATEGY

When Fagan moved back to Baltimore after college, he knew he wanted to focus on activating the citizen sector as a vehicle for city renewal. He expected fundraising to be the sector's biggest challenge but was surprised to discover that talent was. Baltimore was hemorrhaging young people, and it seemed the sector wasn't doing much better holding on to the talent it did have.

Fagan came to see that while Baltimore's economy is strong, the city, and so many like it, had a "connection crisis." After undertaking a comprehensive, functional mapping of the city's needs and assets, he saw great talent in creative storytelling, data, and finance, though thousands of spots sat unfilled in organizations and companies because they couldn't find the

right people. Or the organization couldn't find the funds to make offers.

The real problem, Fagan realized, was that leaders in the sector were not seeing the city as the unit of change. They were measuring growth, impact, and retention at the level of their own organizations. In competing for funding and talent, they actually looked better when other organizations fared poorly. Fagan's insight was to liberate talent from the parochial, competitive, inefficient grasp of individual organizations and position "people power" as a key resource for the whole city. As soon as he did this, the set of stakeholders shifted. The way success was measured changed. And the profile of what to look for in a new hire came into focus: a person who will creatively and collaboratively work for citywide change throughout her career. A changemaker.

The key stakeholders in his approach are Visionary Cause Leaders, funders, and "Baltimore Corps Fellows." Visionary Cause Leaders are systems-thinking leaders of citizen-led

organizations, social enterprises, and government agencies who commit themselves to being active, hands-on mentors to year-long Fellows and ensure the Fellows' focus on big, city-wide challenges and opportunities. The dozens of Visionary Cause Leaders and their organizations secure funds for the Fellows' salaries.

With local organizations (across private, civic, and government sectors) independently generating demand and opportunities for high-caliber changemakers, Fagan and his team are able to focus on finding and supporting the most robust, diverse, and talented pool of emerging leaders committed to Baltimore. Fagan's team of talent scouts start by looking for "pioneers" and people who like to "do hard things" based on a shared belief that taking on particularly complicated challenges "organizes us, brings out our best, and takes our game to the next level." Over the years they've recruited, cataloged, and connected with thousands of emerging leaders, and placed well over 100 in fully-funded, year-long Fellowships across the city. More than 80% of Fellows stay in the city and continue to pursue citizen sector roles.

"Baltimore has plenty of problems with many potential answers, but all of them start, Harris says, with talent — the brightest and the best, the kind of people cities like New York and San Francisco take for granted. As the CEO of Baltimore Corps...Harris plays matchmaker between civic-minded idealists and the local groups who could use their brilliance."

-OZY.COM

Fagan sees each Fellow as a node in a living network of peers that connect their organizations across the city, across sectors, and in line with a common agenda. The Baltimore Corps network of Fellows meets weekly, collaborates closely in their work, and is powered by the same, shared "cause platform" software. This software—a custom build of the widely-used

Salesforce suite – allows all Fellows across organizations to share funding leads, hiring opportunities, job candidates, and impact metrics. Through talking with neighborhood associations, nonprofit partners, foundations, neighborhood reps, and thousands of potential Fellows per year, Baltimore Corps has what some have called the "most robust data in the city," all of which is also shared across the network.

All these efforts allow Baltimore Corps staff to steward the careers of current and next generation leaders, providing the access, support and training necessary to drive impact (as well as to retain leaders over time). And Baltimore Corps has learned that they are uniquely well-positioned to address the core issue of racial inequity not just in building equitable pipelines into city leadership, but across our cities' programming and systems. Through trainings, direct support to managers and Fellows, and by elevating citywide goals for undoing systemic oppression, they are directly tackling Baltimore's complicated history of racial inequity.

Despite the inherent difficulties of re-wiring the citizen sector, the positive impact is becoming clear. The Fellowship changes the trajectory of exceptional leaders, many of them early in their careers. At the organizational level, largely because of Fagan's insistence that each Fellow reports to the principal (the CEO, commissioner, or owner of a given project), the practice of scoping big, city-wide projects and actively managing millennial talent is rippling out across the organizational cultures and human resources systems. And at the citywide level, with roughly 40% of Fellows placed in government agencies, real cross-agency collaborations are becoming more common.

Going forward, Fagan sees that Baltimore Corps has the potential to change the behavior of key actors operating in the citizen sector of similar cities across the country. By embracing the city as the unit of change, and talent as the city's most precious, shared resource, Fagan presents a new focal point for philanthropists, current and next generation citizen leaders, and residents. Organizations and communities across the country—from Birmingham to Chicago to Washington, DC—are exploring and striving to replicate parts or all of the Baltimore Corps model. As more cities across "The Rust Belt" and beyond focus on building and maintaining robust, diverse talent pipelines, Fagan is encouraged that these cities "will transform the legacy of post-industrial America from one of deficit to asset, and elevate a new narrative to attract and inspire generations to come."



Baltimore Corps Fellows managed the “Play More, B’More” partnership with KaBOOM!, the Family League of Baltimore and other organizations. “Play More, B’More” provided leadership and work opportunities for young people; above, “Play Interns,” help build a playground in the city.

THE PERSON

Growing up in Baltimore, Fagan overcame a culture of low expectations that pervaded his working-class neighborhood. He says, “I lived the reality of post-industrial America. I was educated in public schools that barely graduated half of their students and watched close family members battle addiction and gang life. I lost friends to those forces. Caring individuals pushed me to reach higher.”

This led him to Stanford University, where as vice president of the student body at Stanford, he led the national team for The Dream is Now, recruiting and leading hundreds of advocates for immigration reform. Then as part of the founding team of the Franklin Project’s millennial efforts, he worked to spur a national effort to revive service in America.

Despite these experiences (and qualifications), it took Fagan six months to land a citizen sector job after college, a search

that allowed him to see the talent system up close, including what could be radically improved. He started Baltimore Corps in 2013 to re-imagine the talent pipeline. 🌳



MABEL TORRES

Founder, BIOINNOVA

Microbiologist Mabel Torres grew up in one of Colombia's poorest regions and returned to combine science and entrepreneurship and launch a growing ecosystem of economically and environmentally successful businesses.

THE NEW IDEA

In the Colombian rainforest, Mabel melds modern science and ancestral plant knowledge to stimulate local development. She built an internationally recognized science and technology hub that develops and improves area products, expands local enterprise, and connects producers to a market for their goods. In a region that suffers from severe isolation and poverty with few economic alternatives to exploitative extractive industries, Mabel promotes micro-enterprises that use local ingredients to produce food, medicinal products, and cosmetics. She makes sure these products reach outside markets.

In 2012, Mabel created BIOINNOVA and the National Center for Science, Technology, and Innovation for Productive Sustainable Development of Biodiversity to drive a new local economy of bio-entrepreneurs and improve quality of life for the population while preserving the biodiversity of the region.

The result of Mabel's work is a growing network of local producers and companies that link to and leverage each other while adding value to natural resources and creating sustainable products. BIOINNOVA has worked directly with 600 producers across 60 distinct enterprises in 15 different municipalities. Ten of these enterprises are now running independently, having achieved economic and environmental sustainability. Currently, 90% of the initiatives supported by Mabel have the capacity to supply local markets, and 10% are ready for medium-sized markets. The enterprises are creating hundreds of jobs, through which many people are moving from unemployment to earning approximately \$270 a month, on average. BIOINNOVA has helped certify the first cleaning products and natural cosmetics factories in the Colombian Pacific, as well as two more food production industries. Mabel has also successfully created the first "bioeconomy and culture festival" to promote the local entrepreneurs and their products.

THE PROBLEM

In Colombia, there are many areas rich in biodiversity such as the Chocó Biogeographic, which has almost 30,000 square miles of tropical rainforests. The Chocó has a population of almost 500,000, mainly of African descent (82%) and indigenous people (13%). It is one of the least-developed regions of the country, with 79% of the Chocóan population living below the poverty line and 49% living in extreme poverty. The lowest levels of per capita income in the country are in the Pacific Coast, where many women are heads of households.

Additionally, Chocó is one of the most violent and corrupt territories in Colombia. Thousands of people have been displaced by violence stemming from the region's lucrative criminal economies of drug trafficking and illegal gold mining. Furthermore,



Snaking its way from Panama, through Colombia and down to Northern Ecuador, the Chocó is rich in biodiversity and is one of the last coastal tropical rainforests on Earth.

the Colombian armed conflict—a low-intensity influence war between the government, paramilitary groups and far-left guerrillas—increased the vulnerability of the communities and ecosystems in these territories. Faced with this situation, locals migrated to more populated areas, ultimately settling in city slums. Because of the low level of development in the region, Chocó sees significant aid money pour in, but there is little to show for it, in large part due to corruption.

The primary industry in Chocó is gold and silver extraction, which leads to significant deforestation and the disappearance of plant species. Each month in Colombia, almost 5,000 acres of woods and vegetation disappear because of the gold extractive industries, and 46% of this deforestation takes place

COLOMBIA



Two businesses that have benefitted from BIOINNOVA: "Arte y Joya," (left) which makes clothes and accessories using local materials; and "Selvacéutica" (center) which produces toiletries and cosmetics with regional ingredients such as pipilongo (right), a bush cultivated in the Pacific region whose fruit, a green pod, has been traditionally used by rural communities to flavor food.

in Chocó. In 2014, almost 90,000 acres of rainforest were destroyed by backhoes, dredgers, and rafts that have devastated land and rivers. There are some movements against mining in the region, but few economic alternatives.

Local enterprise suffers from a lack of technological development and road infrastructure systems that prevent connection with other territories of Colombia and the world. What little money residents earn from the sale of their products is not enough to support their families or grow their businesses. The territory does not have economic growth, resulting in a common mindset of dependency on the government.



BIOINNOVA works with female heads of households who have been displaced by violence. These women, above, are part of a production unit called Las Mesmas, which makes biodegradable soaps from recycled cooking oil that would otherwise be thrown in the river, damaging the local ecosystem. At first, the women were afraid to form a company, but with Mabel's support, Las Mesmas systematized their production process and optimized the quality of the products. Together, they also obtained a certification that allows them to market their products and expand to a wider market. The women left the subsistence economy to create a formal company that now enables over 100 women to support their families.

THE STRATEGY

As a scientist who returned to her native Chocó to develop a cure for cancer from a fungus found in the rainforest, Mabel saw great potential for economic development in the region, which is both rich in biodiversity and deep ancestral knowledge. By basing a laboratory in the region, Mabel helps change the dynamic of resource extraction and exploitation for the benefit of outsiders to one of local ownership, innovation, and production for the benefit of the region and its inhabitants. Prior to BIOINNOVA, it was practically impossible for local producers to access a resource like this.

BIOINNOVA uses the laboratory to help local producers improve their products for

commercialization, addressing such issues as quality and using natural plant properties for preservation instead of chemicals or artificial ingredients. For example, turmeric is used as a product to help with digestive issues, but the plant dries in fifteen days, becoming unusable. So BIOINNOVA worked with the producers to develop a process for extracting oil from the plant which can be preserved for much longer and used in many ways. Working with producers, they have developed products such as soaps, oils, and natural moisturizers— all made with regional raw materials, with no preservatives or artificial flavors.

Improving and innovating products is only the first part of BIOINNOVA's work with producers. They also train and empower producers as entrepreneurs, helping them see what is possible, improve the presentation of their products, formalize their companies, and certify their factories and products. Topics range from accounting and agricultural best practices to leadership and social responsibility.

To enable market access for producers in this isolated region, Mabel developed an eco-store called BIO Windows, an enterprise that makes local brands visible under a common marketing strategy and connects the micro-enterprises with the market. She currently has one store in Quibdó, the main city of Chocó, as well as an online presence, and she is in conversations to replicate the store in Bogotá, Cali, and Buenaventura. The store provides an opportunity for small producers to access commercial opportunities. For instance, someone who came to know local coffee through the store is now helping commercialize it in Bogotá. Furthermore, for those producers without a company, Mabel developed the social brand BIOMIA, which allows entrepreneurs who do not have a formal company to own an identity and market their products this way. As such, she lowers barriers to entry for producers who do not have the formality of a company but do have a high-quality product. Producers do not have to wait until they can produce large quantities to enter the market. Through BIOMIA and BIO Windows, they can sell products to the extent of their capacity, while educating themselves and generating capital to grow their production.

Additionally, by using modern scientific processes to improve upon traditional knowledge, the center repairs a rupture between the two and builds interest and trust in modern science in a community that generally has only experienced it as exploitative. Mabel runs regular programming for young

people at the laboratory to teach them about science, develop them as research trainees, and help them recognize science as an opportunity for the development of their region. She is changing the mindset articulated by one young person who, when she came to the laboratory, told Mabel that she had thought science was something only for “rich, white men.”

Mabel's work is also helping draw professionals back to the region. For instance, before BIOINNOVA, there were no production engineers in Chocó. Now, numerous professionals— such as economists, industrial and biotech engineers, and chemists—are coming to Chocó. In 2016, Mabel also designed a graduate program in partnership with the University of Chocó and the World Wildlife Fund.



Mabel exposes young citizens to science and helps them recognize science as an opportunity for development of their region.

Mabel's approach is providing a model for sophisticated and sustainable economic development in biodiverse regions and is attracting significant government and multilateral investment. The Chocó government has committed a \$5 million capital investment to BIOINNOVA for scientific and technological infrastructure; an additional \$4 million is from other institutions, such as the Inter-American Development Bank.

While strengthening the model in Chocó— with its innovation center, rainforest-based laboratory, network of local enterprises, and marketing/trading strategies—Mabel is looking at how her model can be replicated in similar regions. In alliance with the University of Valle in Cali, and the University of Antioquia in Medellín, she is working on the replication of the innovation center and laboratories. Ultimately, she envisions a region that generates employment and stimulates economic



The traditional food and medicine of the Chocó region—albahaca, poleo, paico, cilantro—are said to provide healing and relief.

development in the bioeconomy sector in Colombia, as well as in Panama, Bolivia, Peru, and Ecuador.

THE PERSON

Mabel grew up between the jungle and the sea, in Bahía Solano. From a very young age, she fished and hunted with her father. She learned about plants and nature from her grandparents' ancestral knowledge. This background, together with her scientific training as a chemist and medical microbiologist, led her on this journey to social entrepreneurship.

Mabel was an active and curious child. At age four, she decided she wanted to become a doctor and cure cancer after seeing a woman on television with the disease. Around the same age, she started tagging along with her aunt, who taught at a local school. By the end of the year, she could already read, so she continued in school, where she was always a few years younger than her classmates. At age 11, she started high school, and

entered college at age 15. Mabel studied biochemistry and then medicine; upon starting practice as a doctor, she realized she wasn't happy in a hospital watching people suffer.

She went to Mexico to complete a master's degree in microbiology and then—remembering the woman she saw on television as a young girl—obtained a doctorate in molecular cancer. She wrote her thesis on a fungus in China believed to have the properties to battle cancer; through her research, she discovered that there were even more powerful species of the fungus in Latin America, so she set up a lab in 2010 to start experimenting and developing a product that successfully demonstrated the ability to prevent cancer cells from multiplying. She then returned to Chocó to start a local enterprise that would enable the community to benefit. When she couldn't find a research institution in the region to work with, she created one herself. In 2012, she launched BIOINNOVA to link traditional and scientific knowledge and turn this knowledge into productive innovations that support the local population. 🌿



GROWING UP



LAUREN MCNAMARA

CANADA

Founder, The Recess Project
recessprojectcanada.com

Lauren McNamara, armed with new measures and data she developed, is persuading and helping elementary schools replace harmful recess patterns with new approaches that help children grow socially and emotionally, not least by helping one another grow.

THE NEW IDEA

Building off of several years of rigorous prototype testing and of associated research, Lauren is helping everyone grasp that recess is, first and foremost, a social space where friendship and social interactions transform a young person's trajectory—for good or ill. And she is persuading elementary school staff, parents, students, and policymakers to shift to a far better model.

Lauren's approach equips stakeholders with the skills and mindsets to create the concrete culture, role models, activities and physical space necessary to support young people in building healthy relationships that lead to lifelong competency, well-being, and quality of life. Her approach uses social patterning to create a positive recess experience where the nature of the interactions cumulatively foster significant life advantages for the child. Lauren has co-designed customizable and ready-to-use training programs and resources for schools with students, teachers, and principals. Volunteers and regional recess coordinators are provided to schools alongside training guides with examples, templates, games, and best practices that can be adapted to each school's specific needs and resources. The approach includes volunteer role models on the playground who correct negative behaviors and promote compassion, social interconnection and physically active play. Because one of the first ways humans learn to learn is through mimicry, volunteer role models coming from the community, such as a local university's cooperative students, help to establish these new habits and norms for recess time. Lauren's design also ensures that recess includes activities pertaining to different student interests and can adapt to diverse school's spatial layouts. Also, activities rotate on a ten-week basis, which keeps children interested and engaged in meaningful and active play.

Evaluations show that Lauren's adaptable remodeled recess does promote student well-being. This research shows significant increases in enjoyment, sense of belonging, acceptance, positive friendships, and activity engagement for all students—factors that are well-understood to have cascading effects on academic, family and community life. Her grassroots initiatives with schools and school boards come paired with strategic national partnerships that enable her to move policy makers towards broad commitment to making recess a reliably key way of advancing children's ability to contribute and their wellbeing.

THE PROBLEM

Recess is typically the only time during the school day that allows children free time to socialize, connect and engage in play. However, it is often overlooked in schoolwide improvement plans because, before Lauren's research, there were few evidence-based practices or ways of highlighting issues or guiding interventions. Although recess occupies a small percentage of the average student's school-day (typically two 20-minute time periods), these breaks can cumulatively have major impacts on social, physical and emotional development. According to Lauren's research on the state of recess in Ontario elementary schools, 43% of students experienced daily social conflict during recess and reports of victimization ranged between 13% and 30%. Furthermore, she found that 24% of children feel lonely during recess, 59% are often bored, 49% don't feel comfortable talking to staff about what happens at recess, and 29% don't feel safe from the "mean kids." And children with disabilities are by far the most vulnerable to negative experiences during play and social interaction at recess. These percentages are unacceptably high, and such encounters are well-understood to affect wellbeing, school engagement, and confidence.

The problem of recess is rooted in the conventional, unstructured, and low priority approach. Research on recess in Canada suggests that many children are at a disadvantage as a result of crowding, boredom, barren environments, minimal supervision, limited equipment, reactive discipline, liability fears and dysfunctional patterns of interaction. Many collective agreements suggest only one supervisor for every 150 students in an elementary school recess period. Supervisors are typically part-time staff that are hired to fill in for teachers who are on their breaks at this time. These supervisors have limited time, energy



and capacity to ensure that students are receiving the attention that is required to have a positive play space. This is problematic because negative patterns of interactions (rejection, victimization, isolation, loneliness, and chronically high levels of conflict) create relational stress, which disrupts children's ability to function. Consistent exposure to negative interactions can trigger debilitating relational patterns that become normalized over time: exclusion, rejection and intolerance become understood as socially acceptable, routine behaviors.

“In her initiative, called The Recess Project...an emphasis is placed on resolving conflicts productively and on including everyone....the ultimate goal is nothing less than changing ‘the culture of recess.’”

The New York Times

At a policy level in Canada, only two of the province/territory Education Acts mention recess at all, and only briefly. The acts don't define and elaborate the role of recess in the schools, so policymakers, insurance companies, licensing boards, and

school boards do not have a standard to work from. The lack of regulation has cascading effects on organizational structures, funding allocations, attitudes and actions. This manifests itself on the playground, undermines any health benefits, and is a source of frustration. Fewer resources are being dedicated to ensuring that children experience healthy, active and mentally stimulating breaks. Current strategies to resolve the issue of recess have used temporary solutions without predicting the long-term negative effects or capacity for sustainability. In order to challenge today's patterns and enable recess to become the invaluable space for social and emotional development it should be, Lauren is focusing increasingly on policy change.

Until Lauren's extensive work, very little had been done within the Canadian sphere to understand, let alone improve, current conditions.

STRATEGY

In 2010, Lauren started her data collection on recess with the Saskatoon School Board by interviewing children about their recess experience. She learned that children feared recess when they did not have friends. She also learned that children felt like they needed options for various forms of play and that this could help them to build friendships. For many of these children - especially those in economically challenged neighborhoods - recess was the only time of day that they had

access to recreational facilities and free time with peers.

In 2012, Lauren began piloting a very different approach in Southern Ontario. Student ability to play together and wellbeing both increased. A key aspect of the pilot was the involvement of both university and elementary students as recess coordinators in the schools. This element of her strategy doesn't overload school staff and respects collective agreements. It draws in support from (1) the surrounding universities and colleges and (2) senior students from the elementary schools, who volunteer their time as designated "Junior Leaders." Each school has a team of five to ten Junior Leaders to help one post-secondary student to monitor the activities and ensure that every child feels included. The Junior Leaders "own" the program and develop skills, pride, and confidence. Co-op and volunteer students gain leadership skills and work experience. School staff find their students calmer and readier to learn. Over the last several years, Lauren brought her approach to three school districts and 14 schools across southern Ontario. She prioritized elementary schools located in low-income neighborhoods because these children have access to less co-curricular play opportunities.

As is typically the case, Lauren learned a great deal from this beta stage of turning her vision into reality. She has new measurements of the importance of the change she is championing and also of her approaches. And her model is far fuller and better designed.

More important in her case, she has developed a plan of how practically to tip the whole system, the critical next step for the entrepreneur. Drawing on what she has learned and measured so far, she is now focused on and committed to: (1) build relationships among national organizations and stakeholders to ensure policy development that promotes and protects play environments in schools, (2) boost the national conversation around recess to reshape attitudes about social relationships, healthy play, and accessible play spaces, and (3) ensure new school level routines are reinforced and supported in systemic, sustainable ways.

To help ensure systemic changes at the provincial and national levels, Lauren leveraged the strong evidence base that she built to engage Physical Health Education Canada (PHEC) as a partner. This partnership in turn reinforces and helps structure her engagement with a host of key actors across Canada. (The organization's stakeholders represent the education,

health, public health, research, government and active living sectors. Some of the key national organizations engaged on this issue include the Canadian Public Health Association, Joint Consortium for School Health, PHEC Research Council, Council of Ministers of Education, PHEC's Council of Provinces and Territories, the Canadian School Boards Association, and the Canadian Association for School System Administrators.) In this partnership, Lauren is tasked with: (1) co-creating a national advisory committee and national position paper on recess; (2) developing a policy statement for the provincial Ministers of Education, and (3) launching a national social media campaign to educate the public at large. In addition, 50 new schools across Canada will act as pilot sites for a national roll-out at a grassroots level.

Lauren is also championing the integration of supportive policies into provincial Education Acts, with sufficient detail to protect and promote Article 31 in the UN Convention on the Rights of the Child—children's right to play, rest and leisure. This will make the Recess Project's innovation a fundamental part of elementary education and, if successful, would be the first of its kind to protect recess as a positive social space. Overall, Lauren and her partners seek to inject new organizational routines—at national, provincial and regional/school levels—to act as levers to change mindsets around the role of recess in childhood.

To ensure long-term sustainability, Lauren contends that recess must be part of the larger social fabric of the school environment. As such, she is championing a teaching release within collective agreements for teachers to adopt the task of 'master planner' for recess. She has found that forethought, planning and prevention are much more effective and cost efficient than reactive discipline. Furthermore, teachers quickly appreciate the positive effects of improved playground dynamics in their classrooms and can serve as powerful champions to support the widespread effects of meaningful play during the school day.

THE PERSON

Lauren's passion for the space of recess stems from her own experience with conventional recess. In first grade, she suffered a head injury that caused her to lose her hearing. As a result, she was marginalized by her peers who lacked empathy towards her situation. This was exacerbated during recess and

the negative effects persisted throughout her youth, causing her to drop out of high school in tenth grade. After taking a short break from her education, Lauren took an equivalency exam at the age of 16 in order to re-enter her formal education journey and to attend university. Her goal was to make a difference for other young people facing similar obstacles in their educational experience. Lauren's tenacity in the face of stubborn adversity helped shape her into the powerful social entrepreneur that she is today; she has made it her life mission to eradicate the problems that arise on and from the playground during her lifetime.

Throughout Lauren's life, she has ignited change, both large and small. For example, during her undergraduate environmental studies in 1993, she challenged local news channels to prioritize environmental news. One newspaper even now still has an environment section that started then because of her drive. As a young adult studying education in 1998, she noticed that youth voices were not represented in a prominent national education conference. As such she designed and set in motion a student-led component that remains a cornerstone of the conference in 2018.

Lauren, a PhD in the psychology of education, has over 20 years of experience working with schools across North America. 🌱



KENJI HAYASHI

Founder and CEO
FoundingBase
foundingbase.jp

Kenji Hayashi is rejuvenating depopulated rural areas in Japan by creating pathways for emerging urban professionals to build their careers—and lives—in rural municipalities.

THE NEW IDEA

Kenji launched FoundingBase to catalyze social, economic, and mindset changes that enable the sustainable development of struggling rural communities. He is creating two mindset shifts: the first is upending the traditional idea that rural areas are not for urban elites—but rather they can be places to grow and thrive. The second shift encourages rural municipalities to look for new sources of innovation and inspiration to conquer current depopulation challenges.

For Kenji, the key to the future of Japan's rural areas requires attracting new people—not just tourists—and long-term strategies that bring in business. By recruiting young people from top universities and proving that smaller towns may be more open to new ideas than cities, he ensures multi-faceted growth.

FoundingBase also creates new possibilities for local citizens, empowering them to embrace change and play a pivotal role in reshaping their community. FoundingBase is currently working across seven different municipalities across Japan with plans to expand to more cities.

THE PROBLEM

Traditionally in Japan, a 'successful and happy life' consists of scoring high on exams, getting into a famous university, and climbing the corporate ladder in a big city. Ten percent of the Japanese population is concentrated in Tokyo and another 10% are in the next three largest cities. Companies have traditionally operated with a seniority-based system where younger people are required to execute directives from their superiors, with little input or flexibility to innovate. Through this practice, Japan achieved unparalleled economic prosperity between 1984 and 1991. It was believed that the factors

for guaranteed success were hard work, discipline, and obedience. This also resulted in an education system that values uniformity and discipline, as opposed to diversity, creativity, or critical thinking.

The situation has changed greatly over the past 30 years. With technological advancements and globalization, people now realize that simply following orders from the top of the hierarchy doesn't guarantee success. Because life is more complex and uncertain, simply obeying rules and working hard does not necessarily bring prosperity. While older generations hold on to the old system, some millennials embrace the need for change. As society shifts from this one 'golden path,' there is a societal strain on young people as they struggle to identify new professional and personal pathways for success. Three concrete indicators of this struggle are the high suicide rate (a leading cause of death for men ages 22-40 in Japan), the prevalence of hikikomori (people choosing to live as shut-ins), and the emergence of bullying as a profound social problem in schools.

At the same time, rural areas are depopulating at an unprecedented rate. According to the National Institute of Population and Social Security Research, 49.8% of Japan's 896 cities and towns are expected to disappear by 2040. This is due to several factors: the extremely low birth rate, the eagerness of young people to move to urban centers, and a lack of social innovation in rural areas.

THE STRATEGY

Kenji and his team at FoundingBase break down the problems and challenges one by one in each municipality, drawing out the value of each region and viewing it from a business perspective. A typical model might include positions and opportunities in local government, education, restaurants, agriculture and tourism; Kenji designs each plan differently, depending on the area, and ensures that positions are organically connected for the benefit of the town.

Core to Kenji's work is the ability to attract young professionals out of urban centers and into roles within rural communities. There are three differentiating factors to FoundingBase's recruiting strategy: **(1)** while other programs target people who are tired of city life or people lower down on the "ladder of success" (either by status or performance), FoundingBase



A farmers' market in Tsuwano coordinated by FoundingBase members and local residents. While interviewing residents in Tsuwano and researching opportunities, a FoundingBase student met a farmer who harvested quality vegetables and he began working for him. The student proposed creating a farmers' market—which the town did not have—which now raises about \$45,000 annually. The farmers' market fulfilled twin goals: it created a new source of income for the farmers and also made the student feel powerful by implementing a positive solution for the town.

takes an opposite approach. Inspired by aspects of the Teach for America model (created by Ashoka Fellow Wendy Kopp), FoundingBase targets—and has successfully attracted—top students and graduates from the best universities in Japan to work in local government, schools, agriculture and tourism. **(2)** Kenji stresses that this is not just a community volunteer program. FoundingBase provides mentoring for each placement to ensure that participants can handle the tension between

blending in with a community and providing innovative disruption. **(3)** Kenji attracts talent based on the opportunity for social impact and innovation, which can be harder to achieve in traditional career paths. Dozens of graduates from top universities who would otherwise be on the 'golden path' track in large corporations have joined Kenji's activities in rural areas. Kenji plans to grow this work by developing new core partnerships, engaging a more diverse group of students, and gaining more publicity for this organization.



Kenji is also challenging local leaders to embrace new ideas and sources of innovation. FoundingBase works to rejuvenate rural communities where there are: **(1)** committed and passionate local authorities, specifically a town mayor with staff on the ground; and **(2)** an engaged local school for nurturing future talent. Kenji requires municipalities to fully commit to partnering with



The town of Tsuwano with a population of 8,500; Kenji and FoundingBase are proving that smaller towns have a lot to offer young people.

FoundingBase, including taking on shared risk. These components then enable FoundingBase to explore a larger vision and disruptive ideas, to find new solutions and to utilize cutting edge technologies. Funded by national and local governments, FoundingBase's aim is not to just revive the rural towns back to their original state, but to build a new, modern vision for each community.

“(FoundingBase) provides a benefit for rural areas and a new business framework that provides an opportunity for growth for students.”

HUFFPOST

In addition to the two mindset shifts, FoundingBase emphasizes holistic community development that encourages everyone to contribute to the success of their town or village. Working with local schools to nurture enthusiasm, community pride,

and student innovation, FoundingBase puts students at the center of community transformation. The schools Kenji works with have experienced significant improvements in the culture of the schools themselves. For example, a graduate from a top private university moved to a small town where the high school was on the verge of closing. Through combined efforts, the school was transformed into a fully-functional, cutting-edge high school focused on project-based learning. Dropouts have returned to school and new students have enrolled as families have moved into town from Tokyo, Yokohama, Osaka and Kyoto.

THE PERSON

Kenji grew up in Tokyo, where both of his parents worked in the medical industry; his mother was a nurse and his father was a technician for medical equipment. It was

his mother, a devout Christian, who taught him the power of service and always told him to “live for others.”

During his senior year of college, while other students were busy job-hunting at prestigious corporations, Kenji worked with the town of Hakuba to revive tourism and market bed and breakfast farms. It was this early exposure to the challenges of rural depopulation that would form his career. Kenji moved on to support the revitalization of Tsuwano, a town outside of Hiroshima in southwest Japan, with a population of approximately 8,500. It was during this period that he started to understand the limitations of municipal efforts to revitalize towns. By only focusing on bringing young people into the town to live, these efforts missed creating fundamental and innovative changes owned and activated by the new residents. Kenji did research on how to use community to solve social issues and visited regional communities throughout Japan. While spending time with town employees in Tsuwano, Kenji launched a program that enlists young people from cities to serve as assistants to local government staff for a fixed period; this would eventually become FoundingBase in 2014. 🌱



JESSICA SAGER

Co-founder and CEO, All Our Kin
allourkin.org

UNITED STATES

Jessica Sager is closing the opportunity gap that denies many children nurturing, quality care early in life. By professionalizing the field of home-based child care, she is changing how society values early child care, transforming it into a respected profession, with better-paid providers and broader access to affordable, quality care for parents and children.

THE NEW IDEA

Through her organization, “All Our Kin,” Jessica trains, supports, and sustains community child care providers to ensure that children and families have the foundation they need to succeed in school and in life. All Our Kin programs support each segment of the system: child care professionals succeed as business owners; working parents find stable, high-quality care for their children; children gain an educational foundation that lays the groundwork for achievement in school and beyond. Jessica has identified family child care providers as a key asset for improving life outcomes in underserved communities.

Believing that home-based care is a huge, overlooked part of our child care system, Jessica promotes providers as “teachers,” helping them and society view their work as a valued, professional service rather than as “babysitters.” On an individual level, this sense of professionalism empowers caretakers to excel in their work and be more confident economically. On a societal level, viewing family child care providers as professionals means compensating them appropriately, supporting them, and involving them in policy discussions.

Beginning in Connecticut, Jessica and All Our Kin use their research to demonstrate the tangible effects of quality early child care and change systems at federal, state and local levels. The Office of Child Care under the Obama administration hailed All Our Kin’s model as an example of how supportive systems and partnerships lead to quality family child care. And in New York City, where 70% of children are in home-based child care, All Our Kin is partnering with the Department of Education to use their model and design a city-wide system for the approximately 7,000 registered providers in the city. All

Our Kin also trains mayors and community leaders across the country on how to best create support systems for providers, children and families.

THE PROBLEM

Child care in the U.S., especially for infants and toddlers, is in short supply. It is tremendously expensive and quality standards for supporting children’s healthy development often are not met. Some states have more robust systems than others, but many child care facilities are low quality, highly fragmented, and don’t meet the needs of providers, children, or families.

In response to the need for flexible, affordable child care, informal caregivers operate small, home-based programs that are the primary source of child care for infants and toddlers in low-income neighborhoods. These caregivers are typically underpaid and are often excluded from professional development initiatives and opportunities to build their skills and their earnings.

In addition, policymakers have long overlooked and devalued child care providers, historically underfunding the field and ignoring regulations that would help providers and families. This pernicious cycle—where the caregivers in the greatest need of training, serving the children with the greatest need for support, are excluded from resources, knowledge, and training—further encumbers children and families.

THE STRATEGY

All Our Kin started out first as a laboratory school in New Haven, Connecticut, training mothers who received welfare benefits to be quality child care providers. At the time, President Clinton had recently and dramatically changed the welfare law; to continue receiving benefits, all individuals had to be working or in a job training program, even those with very young children. Jessica built a job training program centered around child care so these mothers could remain with their children while working in a program that allowed them to keep their benefits. Demand for the program quickly outgrew the laboratory school.

Now, All Our Kin has a three-tiered strategy: directly supporting providers, tracking outcomes and then using the data to expand access to quality child care nationwide; providing



Lottie Brown, an All Our Kin nationally-accredited family child care provider and owner of Krayola Park in New Haven, is an advocate for providers and families. A panelist at the federal Office of Child Care’s annual meeting this year, she urged the state administrators: “Invest in organizations—like All Our Kin—that are in a supporting role and can bridge the gap between providers and state regulators.”

technical and other training to community organizations, ensuring their model reaches thousands more children; and using these on-the-ground learnings to change the national narrative around child care and improve systems around the country.

All Our Kin has grown to support 600 caregivers and 3,600 children each year in Connecticut. Child care providers have access to community support, toolkits, materials, zero-interest small business loans, a yearly conference, and other resources to support their professional development in the areas of both child care and business.

The All Our Kin team tracks outcomes in two main ways: the impact on the supply and quality of child care; and external data that shows the impact on children and the regional economy. Although daycare availability continues to decrease in Connecticut, New Haven has seen an increase of 74% in child care availability because of the program. In a 2015 Grossman Family Foundation report, All Our Kin providers scored 50% higher on research-based measurements of quality than unaffiliated providers. The All Our Kin data shows that the children in their programs outperform national norms in categories

“In addition to helping children get ready for school, affordable child care has proven to be an economic stimulus. A study by the University of Connecticut’s Center for Economic Analysis found that each individual licensed with the aid of All Our Kin enables four to five parents to enter the workforce.”

**Hartford
Courant**

such as language and literacy, problem solving and emotional intelligence. And finally, in addition to increasing provider revenue, All Our Kin’s model of flexible, supportive, community-rooted child care allows parents to be reliably present at work, increasing family incomes. Between parent and provider



At an All Our Kin-supported facility, young children participate in enriching activities, such as growing vegetables and learning about gardening.

incomes, All Our Kin's work puts \$15–\$20 back into the community for every dollar they spend.

Launching more sites alone will not allow All Our Kin to reach its vision of transforming child care options for families across the country. At the state and national level, Jessica uses All Our Kin's stories, data, and strong track record to educate policymakers and thought leaders and has successfully swayed policymakers to increase child care funding and structure regulations in a way that supports providers. She remains dedicated to the larger mission that all children need and deserve the highest-quality care society can provide.

THE PERSON

Jessica's early life was shaped by her mother, a civil rights activist and a lawyer who battled employment discrimination. She was also a caregiver for a family member who had significant emotional and physical challenges, which gave her insight into what limited supports exist for those children and their caregivers.

As a student, her passions were literature and theater. In college, she had a job with an arts organization, helping children in public schools in New York City write and perform their own plays. After college, she worked as a professional actor, travelling across the country in a minivan, playing Beth in a production of "Little Women." In the middle of rural Michigan, the minivan lost control in the rain, flipped over and rolled down a ravine, landing upside down. She crawled out through a broken window and found herself standing on a hillside in a strange place in the rain, in silence, alone. It was in that moment that she thought, "What am I willing to die for?" and remembered those kids back in New York. She soon applied to Yale Law School to be a lawyer to fight for the rights of children.

Around the same time as she began law school, new welfare laws triggered dramatic changes for mothers with low incomes, forcing them to choose between their children's healthy development and their family's economic survival. The All Our Kin laboratory school was a clever solution to this complicated problem and, over the last 18 years, has morphed into what All Our Kin is today: a growing national network of professional, exceptional home-based child care providers. 🌱



TOM RAVENSCROFT

Founder and CEO, Enabling Enterprise
enablingenterprise.org

As a new teacher in London, Tom Ravenscroft became increasingly alarmed at the gap between what his students were learning and the skills required for a 21st century workforce. He designed a modern curriculum at his kitchen table and eventually launched Enabling Enterprise, an organization that proves “soft” skills are as relevant as literacy and math in preparing today’s students for the workforce and beyond.

THE NEW IDEA

Tom founded Enabling Enterprise to tackle the urgent skills gap between typical education and the world of work, as well as the false perception that ‘soft’ skills—communication, listening, and empathy, for example—are immeasurable and a lower priority than traditional education. He developed a methodology and a shared language to demonstrate that enterprise skills are not only essential for success in many areas of life, but also teachable and—importantly—measurable.



Enabling Enterprise believes these 8 skills are crucial to prepare children for the real world.

Enterprise education has largely remained at the periphery of mainstream education, with lessons on entrepreneurship and work experience relegated to extracurricular programs, if at all. As a new teacher, Tom quickly realized that a typical school’s core curriculum was not sufficient to best position a student for future success; he knew he would need a framework and a shared set of metrics for stakeholders (schools, teachers, students, and employers) to recognize the full value of including enterprise skills in core classes. Tom developed a curriculum

around eight skills: creativity and problem solving; ambition and positivity; listening and understanding; and teamwork and leadership. He also challenged the perception that these skills should only be taught to those going into business, rather than as a set of transferable skills for all.

Enabling Enterprise works with primary and secondary schools across the U.K.—the majority in under-resourced neighborhoods—impacting young people, ages five to 18. Throughout the school year, students are taught enterprise skills in dedicated lessons. Trained teachers embed these skills and their underlying values across all subjects. Students participate in experiential learning by setting up their own ventures and visiting real businesses. In 2017, this unique curriculum reached 87,000 students in over 250 schools. Tom wants to double Enabling Enterprise’s reach over the next two years while influencing the wider system to ensure that all young people leave school equipped with enterprise skills, exposure to the world of work, and the aspiration to succeed in life.

THE PROBLEM

In the U.K., 40% of all unemployed people are now between the ages of 16 and 24, according to the U.K. Commission for Employment and Skills. There is a mismatch between the skills young people acquire and what employers need. Furthermore, young people themselves are not confident that their education will equip them for life after school; 50% of university students are unsure if their postsecondary education improves their chances of finding a job.

Employers value work experience, but the majority are not engaged with schools and colleges to show students what the world of work looks like and to secure a pipeline of potential candidates. Enterprise education opportunities are further hampered by regional differences; it is easier for a school to partner with an employer in a big city, for example, than in a rural town.

To better prepare students and for an ever-changing workforce, both educators and employers need to value enterprise skills as a core part of learning at every age, alongside literacy and numeracy. Another reason enterprise education is not prioritized is the failure to track and measure enterprise skills, making it difficult for school and individual teachers to justify dedicated lesson time to learning these skills.

Education Must Transform to Make People Ready for AI (Artificial Intelligence)

“The next generation will need a new set of skills to survive, let alone thrive, in an AI world...The AI challenge is not just about educating more AI and computer experts, although that is important. It is also about building skills that AI cannot emulate. These are essential human skills such as teamwork, leadership, listening, staying positive, dealing with people and managing crises and conflict.”



THE STRATEGY

Tom wants basic education to prepare young people for life and work—regardless of their backgrounds—equipping them with the skills they need to thrive both in and outside of the classroom, as students, colleagues, and leaders. Tom’s strategy works on three levels to change the system:

1. INTRODUCE A SKILLS-BASED ENTERPRISE CURRICULUM: By re-positioning ‘soft’ skills as fundamental for a successful and fulfilling career and life, Tom introduces them formally into school curriculums. Tom worked with PricewaterhouseCoopers (PwC) to learn from employers what skills businesses look for in graduates and then designed a system to best deliver these skills. To ensure the sustainability of the program, Enabling Enterprise focuses on teacher training, rather than delivering lessons themselves. Teachers deliver the enterprise curriculum during weekly lessons as well as integrate enterprise skills—such as creativity, positivity, and teamwork—throughout the wider curriculum. Enabling Enterprise also supports schools in organizing real-world learning projects and monthly visits to local businesses, which challenge students to apply their knowledge first hand. The program is based on a three-year subscription model that is affordable for schools and easy to implement for teachers.

“I always want to be in charge but...now I know that there are other ways of helping out my team.”

-6TH GRADER IN COFTON PRIMARY SCHOOL, AN ENABLING ENTERPRISE SCHOOL, BIRMINGHAM, U.K.

2. OPEN SOURCE A TOOL TO MEASURE ENTERPRISE EDUCATION IMPACT:

The second part of Tom’s strategy lies in impact measurement, empowering teachers to assess enterprise skills just as they assess numeracy and literacy. Tom developed a tool called Skills Builder to enable teachers to evaluate and track the performance of their students. Based on their age group, students are assessed against a set of metrics, for example, their ability to listen carefully, work with peers, overcome setbacks, or lead a project. Breaking down and clearly defining the eight individual skills and tracking improvement over time, Skills Builder allows teachers to see the performance of the individual child as well as the school as a whole. To enable exponential growth and impact across the U.K., Tom launched ‘Teach Enterprise,’ a program that allows secondary school teachers to receive some of the same tools and training, even if their school isn’t signed up for the Enabling Enterprise curriculum.

3. UNITE A COALITION OF PARTNERS BEHIND A SHARED LANGUAGE AND METRICS:

The third strand of Tom’s work brings business and sector partners into the process, co-creating a shared language and closing the loop between recruitment and education. Not only does Enabling Enterprise work in partnership with businesses to bring the world of work into the classroom, but these businesses then tap into the prepared workforce graduating from Enabling Enterprise schools. Each of the more than 120 partners host groups of students, who meet employees, ask questions, and then get to work on a challenge about what they just experienced. For example, during a visit to a bank, students roleplayed as traders, investing money in the stock market based on information they received. Tom recognized that many organizations were already championing enterprise skills, but without a unifying, shared language, they would never be able to bring about large scale and systemic change. To help foster a collective revolution of the education system, Tom positions Skills Builder as a neutral, open, and free tool for all to use.



Fourth grade students from an Enabling Enterprise school in London explored the world of construction and met volunteers who discussed how they use enterprise skills in their work. Working in teams, the students had to consider the needs of the local community, building regulations, and environmental concerns to decide the best use for a redevelopment site.

“Enabling Enterprise, a charity backed by employers including bank UBS, consultants PwC and supermarket Waitrose, aims to embed employability skills into the curriculum from the earliest years. For instance, five-year olds can learn teamwork with simple routines based on sharing and taking turns.”



Enabling Enterprise developed a system of impact measurement, showing that students who participate in their programs exhibit twice the progress in the key skills measured in comparison to their non-participating peers. These skills increase students' ability to learn more effectively in school and engage in leadership and teamwork.

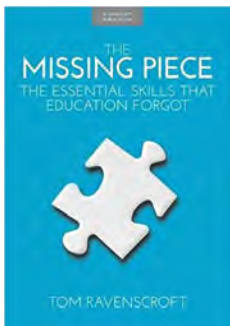
International interest further proves that Tom's methodology has benefits for global audiences; they are increasingly working with international school systems such as Oman, Cambodia, Kenya, and Dubai.

THE PERSON

The oldest of four boys, Tom grew up in Buckinghamshire outside of London. Entrepreneurial from a young age, he started his own business when he was ten years old, selling greeting cards in his neighborhood. When Tom was 11, he tested into a selective grammar school. He now recognizes that this was a



Students from a London school visit Costain Skanska, an engineering firm, where they were challenged to apply their Problem Solving and Staying Positive skills with staff volunteers.



In 2017, Tom published “The Missing Piece: The Essential Skills that Education Forgot,” to further communicate the urgency of teaching enterprise skills to all children.

pivotal moment for him, as he benefited from a system that supported his growth while simultaneously leaving so many others behind. He faced the same discomfort again when he went to the University of Oxford, realizing that many of his peers would again not benefit from the education he received.

After completing his degree in Economics and Management at Merton College at Oxford, Tom dedicated two years to teaching in an under-resourced school in Hackney, an inner borough in London. With a class of 32 students and limited resources, Tom quickly

saw a huge gap between what he taught his students and what they needed to pursue a successful career. To close this gap, he channeled all his energy into creating a curriculum that would teach the skills he believed were most relevant for students entering a 21st century workforce. This curriculum quickly gained support from teachers and was adopted in over a dozen other schools. Tom founded Enabling Enterprise in

2009 and was endorsed by the influential business organization Council of British Industry, bringing his idea of transformative enterprise education into reality. 🌱



ENVIRONMENT



CYNTHIA ONG

Board Chair and Chief Executive
Facilitator, Forever Sabah
foreversabah.org

Cynthia Ong is creating an equitable, diversified, and circular economy in Sabah on the island of Borneo—one of the most biodiverse regions on Earth. She does this by using a new leadership style, where all voices have equal power to co-create solutions to regional problems, as competing interests of profit and conservation contend for the same pool of resources.

THE NEW IDEA

Through her organization, Forever Sabah, Cynthia uses the power of distributive leadership—a shared process that considers the expertise of people at all levels to address a situation—to develop solutions for more effective conservation and sustainable development in Sabah. This process breaks down barriers between government, private business and the citizen sector, and allows people with seemingly competing priorities to recognize their connections and importance to everything within a greater web of sustainability. Skillful listening to previously unheard or marginalized voices—such as indigenous smallholder farmers, or people who are angry about the standards for palm-oil production—and then including these voices in collaborative discussions yields more powerful and encompassing solutions.

As this style of leadership gains more and more traction in the business world, Cynthia's innovation is applying this inclusive approach to solving challenges facing an entire region; she facilitates discussions between residents, government representatives, private businesses and conservationists to build a coalition of partners. A fluid process, everyone's opinion is sought and considered with an open-ended resolution—Forever Sabah does not try to persuade people of a preconceived solution or an idea; it is up to the parties involved to reach a decision and a path forward. Cynthia believes in the process to generate the best results for the people affected. In a larger sense, the movement strengthens the conservation capacity of the community in Sabah and effectively addresses many long-standing problems that the territory has faced due to its unique and diverse environment.

THE PROBLEM

The island of Borneo is home to one of the world's oldest rainforests. The island also forms the western boundary of the Coral Triangle—the world's most biodiverse marine area—making it home to over 600 species of corals and 3,000 species of fish. This propelled the government of Sabah to safeguard half of Sabah's land as a state-owned permanent forest estate back in the 1980s.

“(Forever Sabah director Cynthia Ong) said the agreement that sharks and rays are important for healthy tourism and sustainable fisheries has inspired leaders, scientists and local conservationists to strive together for a healthy ocean that includes sharks.”

BORNEO POST

However, a polarized relationship between conservation and development still exists as stakeholders with competing interests of profit and conservation contend for the same pool of resources. Borneo has seen a rapid decrease and fragmentation of its land since the 1960s due to logging, conversion into palm oil plantations and mining. This rapid decrease of forest cover and destruction also threaten the traditional communities of some 70 sub-ethnic groups who live along Borneo's rivers. If left to continue at this rate, Borneo may only retain about a third of its forest cover by 2020, concentrated mainly in the steep and inaccessible interior of the island.

Sabah is also home to unique and varied indigenous communities, who have had a longstanding yet turbulent relationship with the environment around them, given the heavy deforestation that has occurred in the last few decades caused by a boom in global demand for palm oil and rubber. This creates a complicated and intertwined set of issues and realities for those involved in the sustainable development of Sabah. The traditional approach to conservation is extremely hierarchical and tends to exclude the voices of those who have coexisted



A palm oil field in Sabah. The region produces 10% of the world's palm oil, which is found in many supermarket items around the world.

with the land in question for centuries. Without the input of these people, impact and change will never reach its full potential, as they truly understand the issues on the ground better than anyone.

THE STRATEGY

Forever Sabah's work on conservation and sustainable development is built around and with the ecosystem—living landscapes and seascapes—in mind. Its scope covers four focal areas: food, agriculture and fisheries; energy, infrastructure and waste; forest, water and soil; and livelihood, tourism and enterprise. To ensure adaptability as new issues arise, the process applies eight key cross-cutting tools for any given problem: community engagement, citizen science, spatial science, legal innovation, communications, facilitation and design, partnerships and collaborations, and the Forever Sabah Institute,

which brings together research, education, and vocational training. While Forever Sabah initially facilitates discussions, new institutions typically emerge to oversee project implementation and Forever Sabah moves on to other concerns.

Through Forever Sabah, Cynthia has worked around long-standing walls that have been built between key actors so that the diverse set of issues in Sabah can be confronted effectively and cohesively. By surfacing pre-existing biases and mindsets that would otherwise create friction and misunderstanding, she increases transparency that allows for perspectives that may not be immediately obvious and builds the foundation for ground-up collaborations.

An example that illustrates the power of Cynthia's work to tackle business as usual—the most exploitive practices—is Forever Sabah's participation in implementing the international standard to increase sustainability in the palm oil industry.



Village leaders and members of the community explain the landscape of Telupid, a district in the center of Sabah, at a Forever Sabah Human-Elephant-Harmony workshop. The meeting addressed concerns for villager and elephant safety due to an increase in elephant visits to the villages.

Sabah produces 10% of the global supply of palm oil, which is found in many items in supermarkets around the world and production is expected to double in the next ten years. Everyone from the largest production companies to smallholder farmers are affected by this production in Sabah, with little regulation. Forever Sabah assessed the palm oil production landscape and looked at what would better help smallholder farmers produce better yields and livelihoods; they gathered people from the government, the palm oil industry, and citizen sector organizations and produced a concept paper, which the state government endorsed as policy.

Forever Sabah also helps implement new projects, such as the “Payment for Ecosystem Service (PES),” a prototype that will grow Sabah’s and Malaysia’s capacity and capability to manage water catchments—areas where water is collected by the natural landscape. In many rural environments, Sabah included,

indigenous villages tend to live at the top of a water source, and as the water continues downstream, the infrastructure surrounding it turns increasingly urban, until it reaches townships or cities at the end. As the water continues downstream, the quality decreases significantly. With a PES system in place, a percentage of the utilities that urban communities living downstream pay for is passed along to the indigenous and rural communities at higher points in the water system in exchange for them maintaining and protecting the water supply. This simultaneously encourages ecological preservation while supporting the indigenous villages living in rural environments.

The strength in Cynthia’s methodology is its relevancy for any problem at any level—national, state and local—such as her work with local fishermen to promote sustainable fisheries. Forever Sabah is structured to ensure that connections are

built and maintained at macro and micro levels in the entire interconnected system.

THE PERSON

Cynthia grew up in Sabah, in a family and era that was predominantly ruled by men. This environment shaped her as a person, helped her to find her voice and ignited within her a determination to confront a rigid system that was largely unbalanced. At the age of 17, Cynthia left Sabah to further her studies in Switzerland and the Netherlands. She later went on to work at a 5-star resort in the Netherlands, where she discovered her desire to build and create; she eventually started a bed and breakfast when she returned to Sabah at the age of 22, which is still in operation. During this time, Cynthia's entrepreneurial spirit continued to flourish as she took on both for-profit and non-profit projects, despite discrimination against entrepreneurial women.

“People come alive when they feel included in important discussions and decisions—it yields genius and passion. Agency is necessary; 7+ billion people should have agency whenever they can. Anyone and any place can be the epicenter for change—the middle of a village hall, in a boardroom or on a global platform—what matters is the way we gather people and create spaces for every voice.”

– CYNTHIA ONG

In her early thirties, Cynthia attended a workshop in Taiwan about using facilitation to harness the power and creative potential of groups of people. She then began applying the facilitation methodologies to the three enterprises she was running in the hospitality and services industry, moving the organizational structures away from hierarchical to circular and decentralized. Cynthia's belief in the power and potential

of facilitation drove her to pursue more training in the United States, where she was on the founding board of a non-profit organization working with the U.S. criminal justice system on community- and peace-building.

While in the U.S., she founded Land Empowerment Animals People (LEAP) to accelerate projects and partnerships that provoked ecologically sustainable coexistence, connecting U.S. resources to Borneo. LEAP laid the foundation for Forever Sabah. With Forever Sabah, Cynthia wants to guide the trajectory of impact towards a symbiotic relationship between conservation and sustainable development—as well as conservation and profit—where a shift toward sharing, networking, collaboration and calibration are the key levers that will bring about actionable and scalable solutions for the ecological sustainability of Sabah.

As a next step, Cynthia is looking to devise a 'Forever Sabah Framework' that can be taught to others who are interested in utilizing its non-hierarchical leadership methodology. This will be replicable across various organizations and contexts of work, so that it will make the broadest impact possible. Cynthia sees this framework as a 'way of being,' that can truly transform how problems are solved for maximum impact across a variety of fields. 🌱



SEBASTIAN GROH


 BANGLADESH

CEO and Co-Founder, ME SOLshare
me-solshare.com

Sebastian Groh is bringing electricity to rural villages in Bangladesh, giving households the ability to buy and sell electricity through his game-changing, peer-to-peer energy trading platform. His digital, decentralized, and decarbonized solution empowers people to take their energy needs into their own hands.

THE NEW IDEA

Sebastian created a new energy economy by bringing affordable solar electricity to people in Bangladesh, allowing them to buy and sell energy through self-functioning “nano-grids.” By connecting solar home systems in peer-to-peer networks, people can now earn additional income by selling their surplus electricity; at the same time, new users gain access to electricity for the first time in their lives—without a large, centralized grid.

Known as “swarm electrification,” each household must acquire a ‘SOLbox,’ which is a direct current, bi-directional power meter that enables peer-to-peer electricity trading, remote monitoring and mobile money payments. Households can choose to be a seller or buyer of the energy produced. The data is stored in the network and payments are processed through a mobile application via credit or debit. By connecting homes with solar systems to homes without electricity, the nanogrid can provide consistent energy for an entire village.

A first-of-its-kind, Sebastian’s SOLshare grid concept has been replicated globally and can be applied in any under-electrified area with a minimum of 10 households. SOLshare is expanding its presence in Bangladesh and India and to the rest of Asia—home to the majority of the world’s energy poor, with an estimated 700 million people without access to electricity.

THE PROBLEM

Faced with an overburdened and inaccessible national power grid, over 38 million people in Bangladesh lack access to any form of electricity, according to The World Bank. Of those who

do have access, the supply is often unreliable or intermittent—especially in rural areas—forcing many to use hazardous and environmentally detrimental energy alternatives, such as kerosene or diesel. Nationwide, blackouts are common due to cascades of failures along the national power grid. The economic, health, and social costs of non-electrification include lower earning potential, health hazards, and higher crime rates. With rapid urbanization, these costs are enormous for Bangladesh’s exponentially growing population—especially for the poor.

Given the unique geographical setting of Bangladesh, with many rivers and dispersed rural settlements, a centralized, nationalized grid connection that consistently covers the whole country is not economically viable or physically possible. Exacerbating the situation further are government failures, corruption, and theft—all common occurrences in energy procurement.

Recognizing these challenges, the Bangladeshi government as well as many CSOs have been working together to push for renewable and solar-based alternatives for energy production. Despite the huge penetration of solar home systems across the country, where households produce their own energy, it is estimated that on average annually, 30% of energy produced by each household is wasted due to limited storage or utilization capacities.

Since 2003, the government-owned Infrastructure Development Company Limited as well as major institutional partners such as Grameen Shakti have helped Bangladesh become one of the world’s largest distributors of solar home systems, with almost five million systems installed across the country; the government’s goal is universal electrification by 2030.

THE STRATEGY

As a first step, Sebastian partners with solar distribution partners such as Grameen Shakti, which has the largest market share with close to two million solar home systems distributed across Bangladesh. By not having to build and sell the infrastructure from scratch, Sebastian focuses on the servicing and continuous development of products such as the ‘SOLbox.’ The SOLbox is the bi-directional, direct current electricity meter that enables the peer-to-peer electricity sharing by using existing solar home systems to get energy and then connecting to other SOLboxes in the community.



SOLshare field operations teams travel all over Bangladesh, providing services including train-the-trainer, site feasibility assessment, and technical support. The teams also gather customer feedback to incorporate into products and services.



The SOLbox (left) has an intuitive machine interface and can be set to various modes, depending on the user. If a household or business just wants to sell energy, they can set their SOLbox on sell mode, which their neighbors who are either on auto mode (buy and sell depending on energy generated) or buy mode, can purchase. Integrated with mobile payment wallets, this money is funneled back into the local economy as households either purchase goods and services, or move towards even greater electricity production by purchasing solar panels. Thus, over time, due to the financial incentive, there is a much greater movement towards decarbonized forms of energy production as well as economic and social progress.

Local on-the-ground teams work with villagers all over the country to explain and install the system; the teams also train-the-trainer, conduct site assessments and offer technical support. Teams also bring back customer insights so SOLshare can



A resident stands next to a SOLbox, which electrifies her home and village in rural Bangladesh.

adjust their products and services so they are easier to use for communities. Until a critical mass is achieved in each village, Sebastian creates a community-owned buffer system which buys or sells excess electricity initially without the system failing due to a lack of houses or businesses with the SOLbox.

Currently there are more than 15 solar peer-to-peer grids across the country; at least another 100 will be rolled out in the next 18 months in partnership with Grameen Shakti alone. Each grid has on average 30 households or businesses. SOLshare is on track to create 20,000 nano-grids by the end of 2030, impacting one million people across Bangladesh.

THE PERSON

Sebastian was born and raised in a small village outside Frankfurt, Germany. From an early age, he was curious and had a deep sense of justice. These traits propelled Sebastian's desire to work in social services and he became a "big brother" to an autistic child in the United Kingdom for a year. Sebastian recalls this being a turning point in his life; he saw that the patience and care he gave resulted in small changes in his little

brother's life, for example, when his little brother was finally able to put on his own pajamas after six months of working together.

In college, Sebastian attended a lecture on "How to Do Business with the Poor," and he was gripped by a panelist representing the firm MicroEnergy International, whose founders were in Bangladesh to explore the Grameen Shakti model for alternative energy in the early 2000s. Sebastian decided to move to Berlin to pursue an internship with MicroEnergy International, where he started to learn about the links between microfinance and renewable energies.

Sebastian never looked back, expanding his knowledge base and work experience with renewable and solar energy across many countries in Latin America and Asia. After receiving his doctorate at Aalborg University in Denmark and attending Stanford Ignite—an academic program for individuals formulating, developing, and commercializing ideas—Sebastian established ME SOLshare in 2014. Since then, he has built a strong institution with over 30 staff members and many well-established partners. SOLshare was recognized for its groundbreaking work by the United Nations with a \$1 million grant in 2017. 🌱



BJORN LOW

Founder, Edible Garden City
ediblegardencity.com

Bjorn Low is leading a grow-your-own-food movement that shows Singaporeans how urban farming results in self-sufficiency, better food waste management, and closer communities.

THE NEW IDEA

Bjorn is integrating farming into cityscapes, helping Singaporeans reconsider the potential of their limited—yet promising—land. Through his organization, Edible Garden City, Bjorn uses farming as a tool to help communities produce their own food, lessen dependency on other systems, and experience the direct benefits from gardening. He created a decentralized model of pop-up farms that is accessible to anyone, anywhere in the city. This model relies on growing and providing healthy food for a neighborhood while composting garden waste. He works with communities, businesses, and the government to create an ecosystem of “agripreneurs” and gardeners who are working to transform the city into a more sustainable and inclusive space.

Thanks to a steadfast strategic drive to implement these practices in a culture where the interest in gardening has varied from latent to averse, Bjorn has managed to build farms that have become community hubs. These hubs not only produce diversified food, but also give job opportunities to differently-abled people and serve as spaces of research, education, and connection with nature for urban dwellers. By using the cycle of growing food and managing waste, Bjorn is building shared experiences and relationships in a city-state that is more accustomed to valuing business productivity than natural growing systems.

Bjorn is hoping to spread his model beyond Singapore to cities like Jakarta, Bangkok, and Hong Kong. He is an active influencer on the international urban farming scene, as a speaker at international conferences, where he shares his experiences and learns from his peers. He is building a network to help him replicate his model throughout Southeast Asia and is in discussion with like-minded urban farming social enterprises in Hong Kong and Indonesia.

SINGAPORE

THE PROBLEM

Since its independence from Malaysia in 1965, Singapore has experienced one of the most rapid urbanizations in the world, bringing about dramatic changes in people’s lives in only a couple of decades—one of them being a profound disconnection with nature and agriculture. With a population of 5.6 million, Singapore imports 90% of its food today. This is partly due to policy measures that have restricted farms to make room for industrial development and public housing. Since 1960, more than 37,000 acres of farmland have shrunk to about 1,500 acres today.

“Spare land is scarce, but urban farming —on rooftops, footpaths and vacant lots—is slowly taking root. That’s because Bjorn Low, the co-founder of a business called Edible Garden City, has been sowing the seeds of change over the last four years...teaching young urbanites how to use seeds to grow their own tropical-friendly produce at home.”



At the same time, according to Singapore’s National Environment Agency, Singapore has seen its level of food waste increase by 40% in the past ten years, generating almost 900,000 tons of waste in 2017—recycling only 16%. This poses a problem for land-scarce Singapore: food waste has enormous economic, societal, and environmental consequences. One of the reasons why Singapore, like other cities, is experiencing an exponential rise of food waste is that urban dwellers have lost connection with how food is produced and how urban and food systems are intertwined. Indeed, the disappearance of agriculture has led to a lack of understanding about food production and misconceptions about farming as a dirty and old-fashioned practice.



To make his movement more impactful and to lead the industry towards this new vision of urban farming, Bjorn built Citizen Farm as a “farm-lab,” incubating five other like-minded urban farming start-ups (indoor and outdoor agriculture, insect farming, aquaculture, vertical growing, and mushroom cultivation from coffee waste). Thus, Citizen Farm is not only a farm but a whole ecosystem of farmers bringing community and agriculture together.

Food production is increasingly seen as the government’s responsibility. Aware of the urgency to preserve and encourage local production, the government supports farmers who use technological innovation to build food-generating towers that also reinforces the city’s priorities of productivity and efficiency. The best example is Sky Greens, the world’s first low-carbon, hydraulic water-driven vertical farm, developed in Singapore and now known all over the world. As a result, Singaporean urban food production is destined to be mostly corporate and technology oriented and mainly focused on yield through vertical farming as a response to land constraints.

Bjorn is convinced that this approach is incomplete and misses an opportunity to expand the system to make it healthier for people and the environment. He deeply believes that the growing of food shouldn’t be the exclusive property of “agri-specialists,” but instead a common purpose of communities and “agripreneurs.” Vertical farming will certainly increase the national food supply, but it diverts the potential to unleash the educational, therapeutic, and community-convening powers that have always been part of growing food in a more natural way.

THE STRATEGY

Bjorn’s goal is to help cities become more self-sufficient by growing food in underutilized spaces like rooftops and under viaducts. He set out to change Singaporeans’ minds about city farming by showing them what is possible with a build-grow-teach model.

When he first began, he saw a demand among international chefs wanting to adhere to the fresh food movement in Singapore and he built edible gardens for many of them. Bjorn quickly gained traction in the food supply system by getting chefs on board early as supporters of his initiative. In addition to restaurants, Edible Garden City has “food-scaped” more than 60 edible gardens in hotels, rooftop office buildings, private and public housing, and schools.

Each time he builds a garden in an underutilized space, it is an opportunity to educate people about their spaces and community and attract volunteers. A good example is the 1,600-square foot edible garden at the rooftop of the Singapore Power



The 1,600-square foot edible garden on the rooftop of the Singapore Power Group (SPG) building is a project started and run by employees, for employees. Gardeners tend to their personal allotments and sell their harvests to other SPG staff, making the garden financially self-sustaining and a great way for employees to reduce stress, learn new skills, and interact with their peers. Employees have shown overwhelming support for the garden and grow plants such as guava, pineapple and garlic.

Group building, manned by a group of 44 staff volunteers who take turns maintaining the crops and harvesting the produce. He has also demonstrated urban farming's ability to create new roles for marginalized communities by hiring people with autism and Down syndrome, using his gardens as a platform to train and employ them.

Due to his persistence in showcasing a new reality in food production, Bjorn has gained credibility, influence, and trust among public agencies, who are now more convinced about the power of gardening. Bjorn knew that if he wanted to get the government on board and be allowed to develop his farms on temporary, unused space or land, he had to create an adaptable model that matched urban planning concerns in terms of housing and industry. He created a portable model of a "pop-up" farm, a nimble and dynamic model designed to be easily movable—to another location at the end of the lease, for example—thus avoiding any permanency issues feared by the government. Additionally, he successfully piloted a rooftop garden on a car park in the middle of the city, prompting the government to implement a rooftop community

farm requirement at every public housing property, which represents 80% of housing in Singapore. Further, the Urban Redevelopment Authority (URA) announced in 2017 that rooftop urban farms (among other green initiatives) would now be part of an incentive program that urges developers and building owners to integrate green solutions into their projects.

Understanding that reintegrating farming into Singaporean society requires educating the population, Bjorn reaches people through workshops, conferences, and educational programs in 40 schools (from preschool to college). The school projects are participatory, starting with building a food garden and then packing and selling produce at a school's farmers market. He incorporates gardening into school curriculums, not only as a subject itself but also as a tool to teach other subjects like mathematics, history, and chemistry. He helps teachers see the educational value of gardening as life lessons, and is planning to reach all Singaporean public schools by engaging the Curriculum Planning & Development Department of the Ministry of Education.

“Singapore may be dubbed the Garden City, but (Bjorn) Low reminds us how detached we are from the process of obtaining our food. While urban farming has taken off in pretty much the rest of the world, it is still relatively new in Singapore. Cue Edible Garden City, the company Low co-founded, which installs edible gardens...”

15 YOUNG SINGAPOREAN TRAILBLAZERS WHO HAVE SET THE BAR SKY-HIGH

BAZAAR
SINGAPORE

In 2017, the government gave Bjorn the opportunity to experiment his new urban farming model in the middle of the city by providing a lease for a 97,000 square-foot plot, reversing its own strategy of shrinking farmlands. Called “Citizen Farm,” this model is a closed-loop urban farming system—an agricultural practice that recycles all nutrients and organic matter material back to the soil. Using hydroponics, aquaponics, and other technologies, the Farm grows quality produce (mushrooms, leafy greens, herbs, micro greens, tomatoes), producing a minimum amount of waste. By using food waste as a resource and putting it back into the food cycle, food can be grown organically and recycled at the same time and place.

To scale up, Edible Garden City will disseminate all over the city, spreading edible gardens on rooftops (45,000 square feet has been identified) while replicating Citizen Farm through a social franchising model in the next five years. The Singapore CSO Temasek Foundation provided a seed grant to prototype Bjorn’s closed-loop system and Bjorn is working with the government to access viaducts, community centers, and government-supported schools for urban farming. Together, they will comprise 400,000 square feet of growing space, enough for 6,000 closed loop farming units producing more than 88,000 tons of food per year, enough for Singapore to be self-sufficient in leafy greens and to reduce food waste by about 25%, according to Bjorn’s estimates.

THE PERSON

Bjorn grew up in a traditional Singaporean Chinese family of entrepreneurs, then studied business, trying to conform to requirements where business equals success. After five years as a digital marketer, he moved to London to pursue his career. England became a process of discovery for him, centered in nature: he experienced the impact of seasons and realized the human power of gardening, all concepts that were inaccessible in Singapore. Meanwhile, life in London had a great influence on raising his awareness about environmental issues like climate change, failures in food systems, and the importance of farming.

This journey led Bjorn to start questioning his path and he realized he wanted to pursue a more natural and sustainable lifestyle, unwilling to conform to a Singaporean mold he never fit into. Despite social and family pressure, he decided to quit his job and spend two years travelling around the world through an organic farming volunteer network. He returned to London determined to farm, fueled by his conviction that farming has a strong social and environmental value. He earned a degree in biodynamic agriculture—a form of organic farming—with the goal of operating his own farm with his wife. He thought he would need to start in Wales, since he knew it would be impossible to do so in Singapore, due to the lack of available farmland. Nevertheless, he could not help feeling an urgent need and even a responsibility to share what he had learned with his fellow citizens—to bring the benefits of biodynamic agriculture back home.

In 2012, he created Edible Garden City in Singapore and used the popularity of the farm-to-table movement to begin working with chefs. Through sheer persistence, Bjorn built the case for urban farming and helped Singaporeans envision an alternative role in the community—away from a culture inclined to a commercial mindset of productivity and business. Today, he is recognized as a key player in the urban farming space locally and internationally, with an ambitious vision to tackle the failures in the global food system. 🌱



HEALTH



AMGAD MORGAN

EGYPT

CEO, Nabd El Hayat Foundation
Nabdfoundation.org

To address the urgent lack of blood donations and wide-scale undiagnosed and untreated blood diseases in Egypt, software engineer Amgad Morgan built an online platform and a nationwide movement to mobilize blood donors, connect them to people needing blood, and systematically identify and treat individuals with blood diseases.

THE NEW IDEA

Amgad and his organization, Nabd El Hayat (“pulse of life”), use rigorous, comprehensive campaigns that tap into volunteers, government, business, and the health sector to shift mindsets around blood donations and diseases. “Hope,” Amgad’s mobile application, connects patients in need of blood to suitable donors. His network of citizen sector organizations (CSOs) establishes trust with infected citizens, overcoming the associated stigma with blood diseases and creating focal points for health education in communities. To reach the rural poor, Amgad encourages CSOs and companies to not only sponsor campaigns, but also to finance treatment for citizens who could otherwise not afford it.

In Egypt, blood diseases are a serious public health, economic, and social challenge. Often, the people who most need blood are unable to access or afford it. Amgad’s strategy is distinctive because he addresses the three most important pillars required to solve the problem: increasing the national blood supply; fighting stigma and building awareness of the importance of testing and identification of blood diseases; and ensuring adequate treatment for these diseases.

Amgad’s interventions result in a healthier population. In 2017, 750,000 people with blood diseases were connected to treatment through his online platform and campaigns; Amgad expects 1.5 million people will be treated in 2018. Through his nationwide campaigns, he successfully increased blood donations by 40,000 bags. His “Hope” app has spread and is now used in 35 countries and available in eight different languages. Amgad is currently working on a new version of “Hope” that will be available to the whole world, making it the first global blood donation platform that anyone can use.

THE PROBLEM

The challenge in Egypt is threefold: a substantial part of the population has high-risk blood diseases, which increases the demand for healthy blood; there is a dwindling stock of blood supply; and there are many people who are unaware they have a blood disease and need treatment to live healthy lives.

Two of the blood diseases that are exceptionally common are Hepatitis C Virus (HCV) and Mediterranean anemia (also called thalassemia). According to the 2018 book, “Hepatitis C in Developing Countries,” Egypt has the highest prevalence of HCV in the world, about 13% of the population, or an estimated 12 million Egyptians. HCV—an infection caused by a virus that attacks the liver and can lead to kidney diseases, renal failure, and cancer—is a major cause of illness and mortality worldwide.

Mediterranean anemia is an inherited blood disorder in which the blood doesn’t have enough healthy red blood cells. This can cause many health problems, including vulnerability to infections, bone deformities, and extreme fatigue. According to the Egyptian Thalassemia Association, more than 8 million Egyptians carry the gene for thalassemia; there are more than 10,000 registered cases and an estimated 20,000 non-registered cases. Anemia is particularly dangerous during pregnancy, as it causes an increased risk of maternal and perinatal mortality and abnormalities of newborn babies. In addition to threatening the health of individuals, these diseases represent a great burden to the Egyptian economy.

Moreover, the lack of awareness of the importance of blood donations, as well as problems with adequate quality control, makes it hard to find people willing to donate their blood. Many Egyptians believe that the equipment at blood banks is contaminated or that donated blood will end up on the black market and not be used as intended. The unavailability of blood can require family members or others to try to fill the gap, quickly leading to inadequately-controlled, low-quality blood transfusions with a high risk of disease transmission. The National Blood Transfusion Services tries to collect sufficient blood donations; however, they do not even collect one-third of the blood supply that Egypt needs. About 150,000 HCV patients need regular blood transfusions. These patients need both a sufficient supply and an assured quality of blood.



A blood donation center in Cairo.

Despite the wide spread of blood diseases among Egyptians, many do not even know they have a disease. Blood tests can be cost prohibitive—about \$40 for the HCV test—and are not a standard part of Egyptian healthcare. In the case of HCV, Amgad’s research shows a substantial 79% of Egypt’s population has never been tested for the infection and approximately 18% of Egyptians have never heard about it. Being unaware of a blood disease creates a high threat to individual health and also a risk to the general population of exposure.

The lack of education and awareness of blood diseases among Egypt’s population—especially the poor—prevents people from taking preventative measures, taking steps to scan their blood, and even treating their detected disease adequately. There is an associated stigma with these diseases, as people fear they will be fired by their employers or shunned by their neighbors, as many of these diseases have no cure. The unavailability of healthy blood, as well as transfusions with defective blood, risks the lives of hundreds of thousands of patients in Egypt.

THE STRATEGY

To Amgad, a blood donor is not only a donor but also a potential patient who may not know they have a blood disease. Amgad connects CSOs with the government to create a system for blood donation and treatment that is accessible by every citizen. He leverages blood donations to do wide-scale testing for blood disease. He then connects people with blood diseases to government treatment providers, who offer subsidized medication.

To get people to donate, Amgad had to change the common perception that donors get nothing in return and that there are no benefits to donating because the blood will end up on the black market and therefore not be available to those who really need it. To address this problem, Amgad set up a national registry that reserves a donor’s blood at the National Blood Donation Center where the blood was taken. The registry keeps track of donors and supports them or their family when blood is donated, proving that there are benefits to donating blood.



A blood donation center in Cairo.

In Egypt, patients are required to pay for blood transfusions, making many procedures unaffordable for low-income individuals. “Hope,” Amgad’s mobile application, connects patients in need of blood to suitable donors. By connecting those in need with a network of willing donors, Hope reduces hospital costs, while helping support healthy and safe blood donation practices. In cases of emergency, this saves crucial time by using GPS to locate the nearest available matching donor and connecting the donor with the patient in need, all while maintaining anonymity and privacy. Hope functions both as a smart phone application and as a stand-alone SMS service, ensuring that any individual with a mobile phone can access the network. He is working with CSOs to build the next version of the app so they can register donors, conduct campaigns in their cities, and address all their blood supply and disease treatment initiatives on one platform.

But technical innovation is not enough to address the extensive barriers that contribute to Egypt’s growing blood crisis. Deploying his established network of students, who recruit thousands of volunteers, Amgad organizes nationwide blood donation campaigns four times a year. The volunteers are trained to not only lead awareness workshops on blood diseases and how to donate blood, but also to go door-to-door to encourage people to donate and test their blood. Out of the 40,000 blood bags Amgad collected during a recent blood donation campaign, 2,000 were infected. CSOs deliver the test results and discuss treatment with people who are infected, including linking them to government treatment centers and subsidized medication. His campaigns especially target people in rural areas who would not typically donate or check for

blood diseases; he has reached the populations of 132 villages across the country since his first campaign in 2015.

THE PERSON

Amgad was born in 1973 in Libya and moved to Egypt when he was 3 years old. He grew up in a creative atmosphere that included sports, music, drawing, writing, and reading. He remembers being “addicted to innovation” and thus decided to study software engineering in 1997 when this field was still completely new in Egypt.

Two years after he got his first job in medical informatics—a field that combines information science, computer science, and health care—Amgad’s father fell into a diabetic coma and was transferred to a hospital where doctors spent almost 20 minutes trying to find out what was wrong with him. The doctors could treat his father only after he woke up and informed them he was diabetic. Amgad’s mother also influenced his social entrepreneurial journey. She has HCV, which exposed Amgad to the challenge of the Egyptian public health system, starting from identification to treatment, which further fueled his aspiration to devise a better system.

In 2011, he founded NetCare, his first company specializing in medical informatics systems. Later, one of Amgad’s friends called him to donate blood to his friend’s mother-in-law. Her case was critical and there was a delay in getting her the blood she needed. When Amgad arrived, he discovered that he had a different blood type and couldn’t help. That incident reminded him of his mother’s fight with the disease and he realized that just focusing on providing hospitals and blood banks with better information systems to increase efficiency would not end the suffering of so many patients with deadly blood diseases who need blood. Amgad began devoting his time to CSOs working on blood donation campaigns, and he discovered that there were many volunteers who could mobilize and respond to HCV challenges, as well as who could be systemically organized to increase the blood supply. Those learned lessons gave birth to Nabd El Hayat, Amgad’s systems-changing social venture, where he utilizes the power of citizens to increase blood disease awareness and the blood supply in Egypt. 🌱



MARTIN AUFMUTH

Inventor and Chairman
OneDollarGlasses
onedollarglasses.org

Teacher Martin Aufmuth invented a machine in his laundry room that can make a complete pair of eyeglasses in twelve minutes. His organization, OneDollarGlasses (ODG), uses this “portable optician’s workshop” to train communities to produce customizable eyeglasses, circumventing the traditional provider-patient model and affordability challenges that keeps glasses out of reach for so many people around the world.

THE NEW IDEA



The bending unit – this wooden box contains a complete opticians’ workshop. | © Martin Aufmuth

Martin created a process that produces affordable eyewear on site anywhere in the world, significantly improving educational and economic opportunities for the vision-impaired. Locally trained opticians provide health education, free eye testing, immediate eyeglasses and fitting, as well as subsequent maintenance and replacement lens service. Martin’s model not only provides eyeglasses, it also provides jobs. ODG trains people of any educational level and background, providing income opportunities to disadvantaged groups such as youth, people with disabilities, and the homeless.

By putting both production and distribution in the hands of residents and cooperating closely with local communities and infrastructure, Martin created a bottom-up social innovation that is profitable and independent from traditional patterns of development aid. A scalable solution, ODG works in remote areas, in countries such as Benin, Bolivia and Mexico. Since

2013, ODG has sold more than 150,000 glasses in 8 countries and has recently secured a partnership to provide glasses in India.

THE PROBLEM

According to a 2016 World Economic Forum report, 2.5 billion people in the world live with poor vision and 624 million need corrective lenses so strong that they are classified as visually impaired or blind without glasses. Eighty percent of people with poor vision live in developing countries, and visual impairment is not only a health problem, but excludes people from attaining literacy, education and employment, as well as gaining access to information and participating as active citizens. Studies show that eyewear significantly improves the socio-economic status of people by improving educational outcomes and dramatically enhancing productivity.

There are many challenges to getting the correct eyewear to people, which includes a lack of opticians to diagnose eye problems and provide glasses, especially in remote areas. Many people with poor eyesight are not aware of the problem or how it affects their educational and economic opportunities. Even in areas where glasses are available, most people in rural areas cannot afford traditional glasses.

Promising solutions exist that address different aspects of providing eyeglasses to more people—affordability, for example—but these strategies do not solve three critical issues: **(1)** ready-made glasses do not help the large amount of people who need individualized glasses adapted to their specific needs; **(2)** providing eyeglasses to people requires correct diagnosis and maintenance; and **(3)** there is unreliable distribution in remote areas. With “OneDollarGlasses,” Martin is successfully addressing these challenges using localized systems.

THE STRATEGY

To provide people with the eyewear they need, ODG tackles road blocks on both the supply and demand sides. There are three pillars to Martin’s model:

1. TECHNICAL INNOVATION: To offer a low-cost and effective solution, Martin invented a portable, non-electric “bending machine” that produces eyewear. Both the machine and



Suzanna at her Singer sewing machine | © Martin Aufmuth, EinDollarBrille e.V.

Suzanna (74), traveled five hours from her village on the Amazon River in Brazil to get a pair of glasses from a OneDollarGlasses-trained optician. Suzanna raised 15 children and she has 53 grandchildren and 8 great-grandchildren; she proudly shows how she can sew again for her family after receiving her glasses.

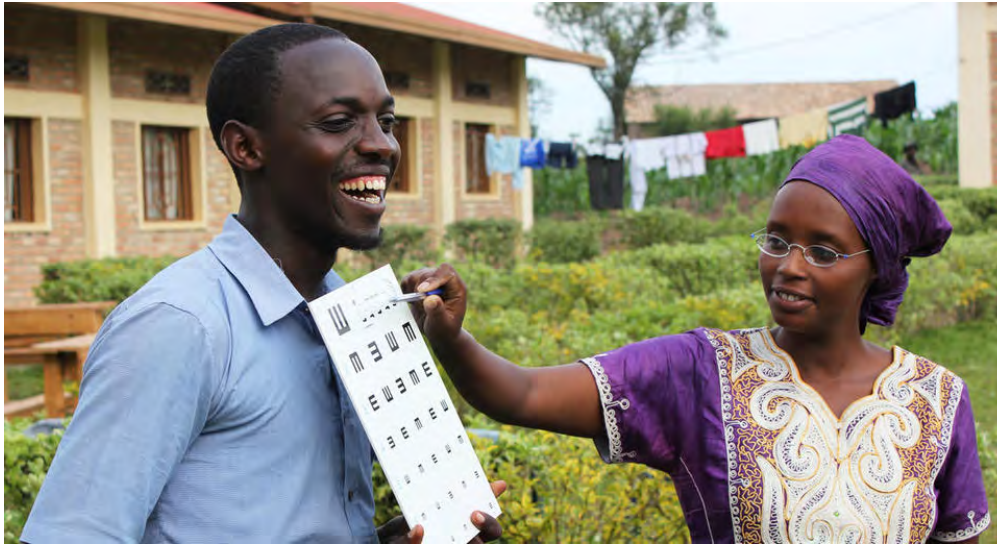
the glasses—two styles, as well as sunglasses—are extremely durable. The eyewear is adaptable to the client’s facial shape and prescription, and can be customized by color. Thanks to this technical innovation, the diagnosis and production of the glasses can be carried out at the same time.

2. BUSINESS MODEL: ODG advises franchisees on how to adapt management and outreach to local health and economic systems. In intensive training courses that cover optics, as well as production and business basics, ODG teaches locals all they need to know to build their own microenterprise, which is self-sustaining and independent after training and launch. Furthermore, the trainees become multipliers of the concept, training new producers themselves. To ensure the quality of the opticians’ work, Martin established a system with certified quality supervisors. While each country launch is funded through donations, local ODG franchise operating costs are

covered through earned income. Generally, the production costs of one pair of glasses is approximately \$.50 and the opticians sell each pair for 1-3 times a customary day’s wages. To fund outreach costs to remote areas, ODG cross-subsidizes costs by selling eyewear in cities at a slightly higher price point. Martin’s business model works: In Burkina Faso alone, 30 people earn a full income by selling more than 1,000 pairs of glasses per month.

3. BUILD RELATIONSHIPS AND TRUST WITH COMMUNITIES:

To address a lack of awareness of how glasses can improve one’s life, Martin knows that a main ingredient of success is building trust with future clients in each community. ODG forges relationships with local businesses, schools, and churches. The partnerships with churches are especially effective; church leaders want the people in their congregations to



Eye exam training. | © Martin Aufmuth

be able to read religious texts and music. In fact, a high number of community members get glasses during church-promoted visits.

“Costing only \$1 to make, the glasses are sold for between \$2 to \$7, so OneDollarGlasses opticians can earn a living from them...Technicians can be trained in just 14 days...eye testing is done with a simple chart that can be attached to a wall or a tree.”

The Guardian

THE PERSON

Martin has always had a creative mind. As a child, he felt trapped by the boundaries in school, preferring to work on his own ideas and inventions instead of doing homework. He always wanted to contribute meaningfully to society with a special interest in fighting poverty. While he was working as

a teacher, he came across “The Hunger Project” and was so impressed by it, he started a fundraising campaign for the project. In only a few months, he raised about \$680,000 in private donations, proving to people that achieving great impact is possible if everyone contributes a little. The idea of collective impact also guided his next venture: He started an environmental campaign that encouraged school children to save energy through an online game. More than 100,000 stu-

dents participated, and the project was noticed by the federal minister of education, solidifying Martin’s understanding that creating real change was possible.

The idea for ODG came from a book, “Out of Poverty,” by Paul Polack. After reading about the economic disadvantages caused by visual impairment, Martin couldn’t let go of the drive to do something about it. While shopping in a dollar store, he found a pair of ready-made glasses and decided: “There has to be a way of making affordable eyewear accessible to people and I will find out how.” After researching the field for more than a year, he discovered that existing solutions only addressed different parts of the problem, and the idea for “OneDollarGlasses” was born. Because the need is huge, ODG grew fast. Martin eventually quit his job as a teacher and within just a few years, turned ODG into a global franchise. 🌱



RITA MELIFONWU

 NIGERIA

Founder and CEO,
Stroke Action Nigeria
strokeactionnigeria.com

After her aunt suffered a stroke in Nigeria and had few options for treatment and rehabilitation, Rita Melifonwu used her nursing experience and tenacity to launch Stroke Action Nigeria (SAN) to change the trajectory and outcomes for people in a region with one of the highest stroke rates in the world.

THE NEW IDEA

Rita brings a first-of-its-kind, comprehensive stroke prevention, treatment and rehabilitation strategy to Nigeria, equipping citizens with resources and information so they can take charge of their own health. Through Stroke Action Nigeria (SAN), Rita proves that with proper management, funding, public awareness and access to medical equipment and treatment, it is possible to provide effective stroke care and prevention—even in remote areas.

Rita and SAN implement aggressive awareness strategies that educate people about ways to prevent stroke. By advocating for government support and working with healthcare professionals to implement best rehabilitation practices, she is reducing stroke occurrences and enhancing the quality of life for stroke survivors. Rita is also empowering stroke survivors to become self-advocates who improve their own wellbeing, change policy and unlock economic opportunity for themselves.

Expedient care after a stroke is crucial in terms of having a rapid recovery and Rita is increasing visibility for this critical requirement. She partnered with the Federal Ministry of Health to include stroke prevention and care on the national agenda and is now working in nine states in Nigeria and continues to expand nationally.

THE PROBLEM

Stroke is the second leading cause of death worldwide and the third leading cause of disability, according to the World Health Organization (WHO). A stroke occurs when blood flow is blocked to some areas of the brain, which causes brain cells to die, resulting in diminished abilities, such as memory and muscle control. Eighty-seven percent of stroke deaths are

found in low- and middle-income countries; Nigeria has a high burden of stroke, with almost 200,000 a year and up to 40% of people dying within 30 days and 60% remaining disabled after having a stroke.

According to the Centers for Disease Control and Prevention, stroke is the leading cause of preventable disability worldwide—and 80% of strokes are preventable when necessary precautions and actions are taken. Research shows hypertension and diabetes—both of which are becoming increasingly common in Nigeria and other African countries due to consumption of processed foods—and obesity are the most important modifiable risk factors and that lack of knowledge about how to control these diseases contributes to this risk. Prevention is the key to reducing the burden of the disease, especially in a country with a challenged health system.

Stroke can cause permanent physical, cognitive and emotional changes that create life-changing demands and financial burdens for families and caregivers. Management of the disease—prevention, rehabilitation and care after a stroke—is largely missing in Nigeria, as there are no specific stroke prevention or care programs in the health system and access to even basic medical healthcare is still very expensive. Additionally, there is a lack of awareness about the risk factors of stroke and there are few medical practitioners focused on stroke treatment. There is also a lack of after-stroke care for both caregivers and patients. Alarmingly, young people in the height of their work lives are now having strokes, leading to disability, unemployment and poverty.

THE STRATEGY

Rita focuses on prevention as well as the physical, emotional, psychological and spiritual care for those who have suffered a stroke. Rita knew that prevention was the best way to tackle the high rate of stroke in Nigeria and ease the medical burden. She collaborated with hospitals to create stroke teams; these hospitals are now staffed by stroke survivors who volunteer as Stroke Ambassadors to provide information about ways to prevent stroke—such as diet and exercise—and how to manage stroke risk factors, such as diabetes, high cholesterol, obesity and physical inactivity. SAN conducts aggressive awareness outreach in faith groups, schools, markets and community meetings that include health checks and advice.



Onyinye Iromba, a 33-year-old company director was fired from her job after she had a stroke. She came to Stroke Action Nigeria for support and rehabilitation (left). After becoming a SAN “Stroke Entrepreneur,” she now leads exercise sessions (right) for stroke survivors.

As a nurse in the United Kingdom, Rita saw that people who had suffered a stroke needed more than medicine for their survival—they also needed psychological and sociocultural care. As a result, she established “Life After Stroke” centers, which help stroke survivors, caregivers and families cope with stroke recovery. These centers help integrate survivors back into their normal lives and provide a safe place to relearn life skills, share experiences and commiserate.

“At first, I used to cry a lot but through counseling support from Stroke Action Nigeria I learned to stop crying...I was afraid that I will not be able to still walk normally after the stroke, but the exercise training helped me a lot. I now use public transport unescorted from my house to the Life After Stroke Center.”

- ONYINYE IROMBA, STROKE ACTION NIGERIA

In 2012, SAN launched a Stroke Support Toolkit and trained 28 volunteer Stroke Ambassadors to co-design rehabilitation programs and establish stroke support groups in nine cities, including Onitsha, Abuja and Lagos. Stroke Ambassadors provide hospital support for survivors and their caregivers and community stroke awareness outreach, while the stroke advice clinic helps stroke survivors in preventing recurrent strokes.

Rita also saw the stress that caring for stroke survivors puts on caregivers. As part of SAN’s comprehensive model, Rita started support groups to give caregivers a place to discuss their own challenges, get advice and information about strokes, and take time out from their caring roles.

To support SAN’s activities, Rita developed a for-profit franchise model called Care and Rehabilitation Enabling Services (CARES). SAN equips and empowers recovered stroke survivors who are the franchisees—also called “Stroke Entrepreneurs”—to improve their own wellbeing and livelihoods at the same time as selling medical supplies and rehabilitation equipment to stroke survivors. Stroke Entrepreneurs, in collaboration with other health workers, offer services that enable stroke survivors to be healthy, regain function and become reintegrated into their communities. Fifteen Stroke Entrepreneurs are currently



A Stroke Action Nigeria care center in Onitsha, a city located on the eastern bank of the Niger River, in Anambra State.

in training. Rita’s scaling strategy includes 1,000 centers across the 37 states in Nigeria over the next 10 years. For this, Rita is seeking social impact investment to help her implement this scaling strategy.

This year, the Nigerian Federal Ministry of Health agreed to put a non-communicable diseases strategy on the national health agenda. While stroke is part of that strategy, Rita continues to push for a separate national stroke registry. She has designed a prototype for an app that would enable the collection of clinical and demographic data for the registry and provide stroke education and training for health professionals.

THE PERSON

Rita was born in Enugu State in southeast Nigeria, where she grew up in a communal setting. As a young girl, a friend’s father had a massive stroke and Rita was stunned when she went to visit him in the hospital and he could not walk or talk. This propelled her to volunteer at a facility in Enugu that helped people living with disabilities. This work led her to become an advocate for people with disabilities and she also recruited peers in her school to volunteer with her.

Rita started a “Block Rosary” on her street for her church where a handful of young people met every evening for an hour to focus on religion. The membership eventually increased to 100 and she was asked to develop block rosary groups for the surrounding streets. Contributing to the church’s fundraising efforts and building a network was her first lesson in advocacy and youth empowerment.

As a young adult, Rita moved to the United Kingdom and became a nurse. While there, she realized that blacks and minorities were more at risk for strokes than their white counterparts, and that the black stroke survivors and their family members were unaware of stroke risk factors or how to prevent strokes. Thus, she began to work for stroke advocacy and awareness.

Rita’s passion intensified when she won a nursing leadership award from the UK Department of Health, which allowed her to conduct research that led to Stroke Action UK—the prototype for Stroke Action Nigeria. In 2012, after Rita’s aunt in Nigeria had a stroke, Rita moved back to Nigeria to start Stroke Action Nigeria. 🌱

HUMAN RIGHTS





SACHIN JAIN

Founder, Vikas Samvad Samiti
vssmp.org

By producing and disseminating robust human rights and evidence-based research, Sachin Jain is persuading journalists in India to go beyond chasing salacious headlines and web page views and produce investigative journalism that impacts major social problems. By strengthening relationships between civil society and the media, he encourages journalists to go to citizen sector organizations (CSOs) when looking for story ideas instead of stalking Bollywood or the business beat.

THE NEW IDEA

Recognizing the untapped potential of the mainstream media to shift the mindsets of the government, judiciary, and the public, Sachin is training a network of informed and empathetic journalists who can influence large-scale social change through in-depth reporting. At the same time, he builds the capacity of CSOs to use research and work with the media so reporters can tell “the whole story” about issues affecting marginalized communities, such as malnutrition and migration.

Through his organization, Vikas Samvad Samiti (VSS), or “Society for Dialogue on Development,” Sachin helps CSOs build a deeper understanding of entrenched social challenges so they can create compelling storytelling campaigns, which are then spread through the media. In addition, he arranges field visits between journalists and CSOs to help establish trust-based partnerships and power a collaborative advocacy platform that influences institutions like the judiciary and the legislature to create policies that sustainably tackle social problems.

Based in Madhya Pradesh, a large state in central India with a population of more than 75 million, VSS holds discussions through media forums and positions social reporting as an opportunity to create unique content that stands out from the crowded media landscape. VSS also operates a nationwide media fellowship program that further embeds pro-civil rights journalists across media organizations throughout the country.

Having proven this advocacy model, VSS aims to develop an operational framework to help other organizations replicate

the model in other states and countries. VSS is currently active in ten states in India, and Sachin wants to go deeper across South Asia, including Bangladesh and Sri Lanka, to train more journalists and strengthen their connection to civil society organizations.

THE PROBLEM

According to the Indian journal *Economic and Political Weekly*, large-scale social problems that are prevalent in rural areas garner about 2% of mainstream media coverage. The few stories that are covered are from a one-dimensional perspective instead of presenting a comprehensive investigation about systemic problems. For instance, when children in a rural tribal community die of hunger, the media merely reports the incident as: “13 children die of malnutrition due to poverty.” There is no mention that the deaths may be a consequence of interconnected, deep-rooted factors, such as a failure of government programs, insufficient state budgeting resources, and the larger issues of displacement and migration.

“Adolescents shared in the meeting that many children and adolescents face child marriage, violence against children, sanitation challenges...Sachin Jain of Vikas Samvad (led meetings with adolescents) in 27 districts...to enhance children’s understanding of the constitution, children rights and the democratic process.”

The Hitavada THE PEOPLE’S PAPER

Given the extreme pressure to publish a constant stream of stories and the media’s lack of interest, journalists have very few resources—and even less time—to write in-depth stories on complex social problems that create awareness and drive change. As a result, the role of journalism has been reduced to mere reportage of incidents that the public soon forgets. Media coverage is also essential for CSOs advocating for social



VSS works to ensure the true voice of the poor is represented using media and CSOs. For example, journalists, CSOs and VSS jointly put a strong emphasis on the issue of malnutrition during 2004-2008, resulting in the Madhya Pradesh government acknowledging the issue for the first time in 2009. The subsequent measures taken by the government resulted in a decrease of malnutrition in the state by 18%, as of 2015.

justice; however, mutual distrust between CSOs and the mainstream media—both of whom think the other is corrupt—further exacerbates the gap between social problems and solutions and hinders change for the better.

THE STRATEGY

Sachin's strategy starts with the media. Journalists need specific and authentic data and clear analysis on any given issue. VSS aggregates information from the CSOs they help to train, as well as from other organizations and plugs the information gap through its resource center, which comprises three types of reference materials: "information packs;" newspaper clippings; and books and other publications. Information packs

are synthesized, detailed ten-page reports on socioeconomic issues, which include updated data on local and national budgets, infrastructure analysis, grassroots level data from credible sources like the nationwide census, as well as publications like *The Lancet*. VSS created and open-sourced 180 such information packs on subjects like malnutrition, child safety, and migration, enabling journalists to prepare complete narratives in a short time and highlight flaws in the system. VSS also maintains a library of newspaper clippings from the year 2000 to the present so journalists can study the history of a problem. Finally, VSS's library has more than 7,000 books, law journals and advocacy training materials.

To build a community of in-depth reporters, VSS also conducts district, regional, and national level media forums, inviting



VSS held a three-day research, documentation and writing workshop for social workers in Bhopal, who learned how to position their causes so the media will report on them.

journalists and other interested parties to initiate discussions about key issues and build awareness. The Annual National Level Media Conclave brings together 110 journalists and other leading social activists for three days to dissect a theme every year (for example, the “Politics of Health”), to understand different perspectives, and to realize the media’s potential role in helping solve the issue. VSS has a strong network of 340 active journalists spread across leading national, state and local mainstream media in ten states across the country. They span across all media channels including print (*Hindu*, *Hindustan Times*), television (*NDTV*, *Z-Network*), and the web (*Down to Earth*), in both English and Hindi. Approximately 40% of journalists in the network are decision-makers at an editorial level in their organization, who influence what and how a development issue is reported.

For the CSO side, VSS focuses on organizations working in food security, child health and malnutrition, displacement and migration, agriculture, and climate change, although it extends support to any CSO. VSS first conducts workshops that focus on the core causes, policies and challenges of an

issue, then trains staff on how to present their work to the media and arrange press-conferences. For example, CSOs typically will highlight problems, showing pictures of children suffering from malnutrition. The public has shown not to be interested in this angle; they want stories of hope. VSS works with the CSO to reposition their work as solution-oriented and highlight success stories so the media will report on their work. VSS is currently working with more than 135 grassroots CSOs and network organizations representing the voice of the most marginalized in society. It has conducted more than 190 capacity-building workshops.

To systemize the connection between the CSOs, social problems, and media—and create a demand for journalists who cover these topics—VSS launched a six-month fellowship for mainstream journalists, who write a 10,000-word detailed report on an issue and agree to publish at least seven news stories and three articles in their media outlet and associated digital platforms. VSS arranges field visits for journalists, who either want to cover a story or just understand the issues better. The journalists stay in the field for 3-4 days and come back

with a detailed understanding of on-the-ground issues, with case studies and other key information for writing from a more complete perspective.

VSS's impact can be seen in numerous ways. Currently, VSS helps publish 700 stories every year in the mainstream media and has helped publish more than 8,000 stories cumulatively since its founding in 2004. These stories—informed by evidence, research, and rights-based perspectives—led to national and state-level policy changes. For example, through a sustained rights campaign, the network exposed unjust loans for farmers that result in crippling debt, prompting the government to issue waivers of unpaid loans for 1,900 tribal farmers. The network was also successful in exposing—for the first time—the deadly lung disease silicosis affecting miners in Madhya Pradesh. The miners were eventually compensated by the government.

Some journalists, inspired by their new role to affect social change, have started their own initiatives. One began a new column called “Vichaar” (meaning “Idea”) on *NDTV*'s blog, which focuses on social issues; another has started her own venture called NewsBits.in, which features high-impact stories from the grassroots level. Two other senior journalists replicated this model in the states of Maharashtra and Bihar, and conducted two media conclaves on their own.

THE PERSON

As a child, Sachin was curious about a wide range of social issues. He read many books and learned about different perspectives from authors who questioned existing norms in society; this influenced him to have the courage to present his own views to the world. However, coming from a poor, humble family, he did not have the support to develop this interest further.

After completing high school, Sachin was forced by his family to join his brother's business, but he quit within six months. He went to college to get a degree in journalism and pursue his interest in writing. Within the first two years, Sachin had already published more than 100 letters to editors in various publications. During a class project, he stayed in Bastar, a rural district, for six months, to conduct a baseline survey on safe drinking water and sanitation; he witnessed several problems affecting the community, including deaths from too much iron

in drinking water. When he delved further, he discovered that government funds were allocated for these problems, but corruption kept the funds from reaching the intended purpose. Sachin was deeply affected by this situation and a career in journalism became more than just a job as he resolved to expose such problems through the media.

Post-graduation, he was determined to include rural problems in media coverage and began to work with local journalists at two newspapers in Bhopal, the capital of Madhya Pradesh. He had a difficult time, as rural stories were not popular with the newspaper's target audiences. He developed a 15-day residential training program to train local journalists to write about social issues, but despite conducting 16 training programs for 490 rural journalists, he realized he was not making a significant progress. Undeterred from his vision, he began brainstorming with senior journalists about a better approach and realized he needed to work at the national media level with senior editors; in 2004, he changed his strategy completely and launched VSS. 🌱



SHREEN SAROOR

SRI LANKA

Founder,
Women's Action Network (WAN)
Manna Women's Development
Federation (MWDF)
Women's Organization Working for
Disability (WOWD)

Recognizing that the women's movement in Sri Lanka needs a new generation of leaders after its deadly civil war, Shreen Saroor is creating a cadre of young women who are bringing new solutions to overcome the socio-cultural inequalities that have long prevented women from exercising full citizenship in the country.

THE NEW IDEA

Shreen is creating a new generation of young women leaders from divergent groups who don't typically work together—such as Muslim, Tamil, and Sinhalese—to ramp up the women's movement in Sri Lanka. The women's rights movement barely survived during the 1983-2009 civil war and its aftermath; Shreen saw that the older generation of female leaders fighting against structural discrimination during this time were exhausted, and she feared the nascent movement would dissolve altogether without second-generation leaders to carry the movement forward.

The end of the 26-year civil war in 2009 brought some stability and mobility for women, which in turn created opportunities and spaces to work on broader women's issues on a larger scale. Seeing this opportunity, Shreen started to identify, mentor, and provide platforms to younger women throughout the north and the east of the country. Bringing together a collective of nine women's groups, she launched the Women's Action Network (WAN) using her connections from the Mannar Women's Development Federation, which Shreen founded in her hometown of Mannar in 1998. WAN addresses traditional women's empowerment challenges (such as domestic violence) and war-related issues (such as abductions and resettlement) and also advocates at the national and international levels for policy reforms.

A unique dimension to WAN's work is the aggressive focus on interethnic collaboration, cutting across the deep divisions left over from the civil war. The network examines issues through

larger universal women's rights without regard to Tamil, Muslim, or Sinhalese ethnicity. For example, young women from all these groups are together reforming the highly discriminatory Muslim Personal Law, which permits child marriage and the unilateral right for men to dissolve a marriage, seeing it as a fundamental issue for all women, not just a Muslim women's issue. More recently, Shreen established the Women's Organization Working for Disability, bringing together women who were injured in the war to fight for justice and reparation. As a result, more than \$2.8 million was allocated for their welfare in the 2018 Sri Lanka national budget. The group is now a nationally registered CSO led by physically challenged women who have become active in policy reforms and transitional justice.

THE PROBLEM

Sri Lanka is a male-dominated society and ranks 109 out of 144 in the World Economic Forum's 2017 Gender Gap Index. (The rankings are based on women's economic participation and opportunity, education, health and survival, and political empowerment.) Societal conditions disempower women and promote a damaging cycle where women are undervalued: providing only secondary access to health care and schooling results in fewer opportunities for high-level jobs or training, which then exacerbates low political participation and reduced social rights.

During the war, women's groups were under continuous surveillance and attack by the Sri Lanka military and the Liberation Tigers of Tamil Eelam (LTTE) separatists, who were fighting for full independence and a separate Tamil homeland. Many people were constantly displaced and suffered war-related atrocities; the nascent women's movement never advanced, as most people were trying to survive day-to-day.

In addition to the war, the women's rights movement is impeded by religious and cultural discriminatory laws and practices against women in general. For instance, the Muslim Marriage and Divorce Act allows Muslim men to marry multiple times and seek a divorce without reason; women are required to go through lengthy procedures and justification for divorce, along with witnesses and case hearings. Additionally, the Thesavalamai Law does not allow a Tamil married woman to transfer her dowry without the consent of her husband, even when they are separated. Such laws continue to exist



WAN issues statements in the media, such as this one earlier this year, published in The Daily Mirror, a publication based in the capital, Colombo.

“Complete electoral safety goes beyond physical and armed violence. It means creating an environment in which all individuals could use their political rights freely and justly. The Women’s Action Network reiterates that the 25 percent mandatory quota for women in local Government should not only be nominal. It must be an obligation for the present Government, the President, and the electoral structures.”

DailyMirror | MIRROR OPINION
www.dailymirror.lk

even though they violate the international treaty known as the Convention on the Elimination of All Forms of Discrimination Against Women, which was adopted by the United Nations and signed by Sri Lanka and 188 other countries in 1979.

Moreover, there could never be a united women’s movement between the Tamil, Muslim, and Sinhalese communities during the war, due to deep divisions that resulted in a legacy

of mistrust and non-cooperation between these groups. For example, many Tamil women were raped and tortured toward the end of the war, and Sinhala and Muslim women knew this was happening, yet never raised a collective concern. These serious war-related crimes against women are often dismissed or simply reduced to ethnic conflict.

Today, at a time when the new government in Sri Lanka is undertaking constitutional reforms and establishing transitional justice mechanisms to address large-scale human rights violations, women’s voices need to be included into every government action if Sri Lanka is to build a nation of true equal rights for women.

THE STRATEGY

Shreen firmly believes that the next generation of young women leaders across the country can sustain and grow the women’s movement to a level where their voices will be included at all levels in a post-war Sri Lanka. From 1998 to 2009, through the Mannar Women’s Development Federation, Shreen focused extensively on a wide-range of issues including rape by state forces, child recruitment by the LTTE, disappearance, resettlement, and trust-building between Muslims and Tamils. It was difficult for women’s organizations to operate due to the war, and she saw how draining it was for women leaders to fight against atrocities without having any second-line leadership, or a strong movement to back them. Shreen’s own organization had to dissolve multiple times with the co-founders fleeing to foreign countries due to threats from the state intelligence units and the LTTE.

After the war ended, Shreen saw it was time to expand the reach of the women’s movement to the entire country. She formed several organizations over the north and the east to teach young women from each community on-the-ground fundamentals and leadership strategies. Currently, there are nine organizations, one in each district that anchor the Women’s Action Network. Groups tackle the traditional gender-based issues like domestic violence, sexual violence, discriminatory law reforms, and especially the Muslim Personal Law. The organizations also address post-war issues like enforced disappearance, resettlement, promoting coexistence and establishing transitional justice mechanisms.

For instance, the Muslim Women’s Development Trust was



The mothers of “the disappeared,” people who vanished during the 26-year conflict. Amnesty International says there are approximately 100,000 people who were abducted, the majority of them Tamils taken away by government forces, never to be seen or heard from ever again. (Photo: WAN)

established through the assistance of the Mannar Women’s Development Federation in Puttalam, a Muslim-dominated region, and is now led by young women leaders who have taken a lead role in reforming the heavily discriminatory Muslim Marriage and Divorce Act. The trust has created a “changemaker volunteer program” in every village of its district, through which a team of teenage women volunteers from the community take up approximately 800 cases every year related to Muslim Personal Law, sit in the Muslim Qazi court hearings, document evidence, and advocate for law reform through the media. This led to a strong victim-centered, grassroots movement that articulated women’s demands for reform; today a parliament sub-committee led by the justice minister is working to reform this law, which was previously portrayed as divine and untouchable by the men in the community, especially religious leaders.

By engaging other sectors of society, such as police, medical professionals, lawyers, and international bodies, Shreen’s

organizations can tap into their support for individual cases and work to improve policies and implementation of women’s rights at a systemic level. Young female leaders hold gender-based violence forums in Puttalam, where they conduct once-a-month training sessions for police, doctors, and lawyers. As a result, the police have started conducting sessions in the community to spread awareness of domestic violence. Shreen’s collaborative support model is followed by her other organizations as well. For example, through the Mannar Women’s Development Federation, Shreen set up a women- and child-friendly police station in Mannar to hold up as a model for the rest of the country.

WAN is a true grassroots network and even though it does not have an office, it has a strong identity, which acts as an umbrella to the individual organizations. For example, when taking a high-profile case such as a rape case against the military, the individuals in the districts do not reveal their local organization, as the government can easily shut down their

operations. Instead, any organization or lawyer taking up a case says they are representing WAN, which then becomes intimidating for the other party, as it now represents a much larger movement. It is because of this feeling of common identity that WAN can now mobilize women across the country overnight, to assist as needed. WAN's powerful identity has become a brand that more and more young women want to associate with.

Shreen is currently working with other young women groups to extend WAN's reach in the south. By building awareness in places such as universities, schools, and youth clubs, she is ensuring that the younger generation is informed of their human rights and encouraging their involvement in the movement.

THE PERSON

Born in 1969 to a Muslim family in Mannar, a town in the Northern province, Shreen grew up in a multi-religious neighborhood where Tamils and Muslims coexisted peacefully for generations. Growing up, one of Shreen's favorite people was her father's close friend, "Uncle Chris," a proud Tamil nationalist and a close friend of the family. In 1987, four years after the civil war started between the LTTE and Sri Lankan State military, Shreen found Uncle Chris's dead body hung to a lamp post in front of their house, with a sign hanging from his neck that read "TRAITOR." He had been shot by the LTTE because of his connections with the Muslim population, who were now perceived as informers to the military.

In 1990, the LTTE forcibly evicted Shreen's family, along with 75,000 other Muslims, from the Northern province. In the refugee camps where Muslims lived, Shreen actively participated in the community organization her father set up to assist refugees and raise funds; there, she learned the basics for grass-roots organizing. When Shreen's father died soon after, she took over as the head of the family at the age of 21, and got a job to support the family while studying for a degree in business administration.

Shreen continued her human rights work in the north and east of the country but found it very difficult to go to war-affected areas due to LTTE control of the territories. She joined the Canadian International Development Agency (CIDA) in 2002 and used international humanitarian work to gain access to



Female LTTE cadres during the civil war; women made up nearly one third of the separatist organization, lured by the promise of a Tamil homeland and female emancipation. Shreen founded the Women's Organization Working for Disability to help the many women injured in the war.

these areas. During this time, she met many women leaders and learned about the difficulties women's groups faced on the ground in their fight for justice. Shreen understood that the war had shut out the younger generation of women from the women's movement and to address this alarming absence, she founded WAN to train future leaders of the movement. ✿



CARLO STASOLLA

ITALY

Founder and Chairman
Associazione 21 Luglio
21luglio.org

Battling the traditional approach that treats the Roma as a separate ethnic group, Carlo Stasolla works at the institutional, community and civil society levels to show that Europe's most marginalized population is worthy of basic human rights, social services, and respect.

THE NEW IDEA

Carlo is improving life for the Roma in Italy—traditionally treated as a separate, isolated ethnic group—by advocating for their basic human rights, inclusion in society, and access to established social services. By reframing their exclusion as a violation of human rights, Carlo is changing the way governments and society view the Roma. Through his organization, Associazione 21 Luglio, Carlo wants to abolish the so-called “Roma camps” and redirect funds allocated to managing the camps system toward inclusion projects.

Carlo works on three levels: creating strategies to integrate the Roma at institutional and civil society levels; empowering the Roma to learn about their civil rights and how to access welfare services; and shifting the common perception of the Roma through working with the media.

In 2016, Associazione 21 Luglio presented a policy paper containing a concrete plan for the closure of Roma camps within five years and the complete desegregation and inclusion of Roma people into Italian society. This led the City Council of Rome to adopt the “Plan to Overcome Roma Camps,” where, for the first time, a local government officially planned to close the camps and integrate the people living there into society.

Through his awareness-raising and advocacy work, Carlo has been instrumental in changing the treatment of Roma at the national level. Since 2014, more than \$750,000 has been moved from maintaining the camps to inclusion projects in Italy. In 2018, nine municipalities started the process of closing the camps and integrating the residents into society. Carlo, through Associazione 21 Luglio, adapted his methodology to European contexts and wants to scale his impact across Europe within the next five to ten years.

THE PROBLEM

The Roma are an ethnic people who have migrated across Europe for more than a thousand years. Often portrayed as exotic and strange, the Roma have faced discrimination and persecution for centuries.

Today, they are one of the largest ethnic minorities in Europe — about 12 to 15 million people, according to UNICEF—with 70% living in Eastern Europe. Between the 1980s and the 1990s, spontaneous settlements of Eastern Europeans formed in Italy. They built shacks for their families, which became their homes after being ignored by society and institutions that considered that type of housing as part of their culture. Despite being a heterogeneous group of different cultures, these populations began to be labelled as “Roma,” and local and central governments began a series of interventions that only worsened the segregation of these populations into so-called “Roma camps.”

In practice, Italian institutions legitimize the segregation of Roma populations by removing them from their informal settlements through forced evictions, and creating new, institutionalized—but still marginalized and abandoned—camps. There is a National Strategy for Roma Inclusion 2012-2020, however, it is not yielding significant results. It is estimated that 560 Roma were evicted in 2017 by the Municipality of Rome for a total cost of more than \$800,000. There are about 18,000 Roma living in institutional camps and approximately 10,000 living in informal settlements. Thirty-one percent of these people are stateless according to Italian authorities and 55% are children, who pay the highest price. The Italian Ministry of Public Education provides a separate school program for Roma children. With this approach, the Italian central government and local governments have been complicit in marginalizing the Roma populations.

Both formal and informal settlements are areas of high violence and poverty. Resident's stateless status makes it impossible to find employment; the general exclusion from society leads many into criminal and illegal behavior. Their living conditions are highly volatile, with a life expectancy that is ten years less than the rest of the Italian population. According to the United Nations, this state of segregation represents a serious violation of fundamental human rights, as it is thoroughly described by the U.N. Human Rights Committee. Children grow underweight, are affected by respiratory diseases, tuberculosis and



“Like stray dogs, they have chunked us here and said ‘Let’s see what happens.’” - a member of the Roma community outside Rome.

infections. Among teenagers, alcohol and narcotic abuse is high compared to teenagers living outside of these camps.

This precarious situation and the political approach to the social problem have fueled negative public opinion. Anti-Roma sentiments are spread by far-right movements. In 2015, an Italian Member of the European Parliament declared on mainstream television, “Roma are the scum of society.” This rhetoric of hatred and generalized stereotypes contribute to discrimination. Anti-Roma attitudes translate into barriers to access fundamental rights, such as housing and employment, prepare the ground for more violence and hate crimes and hamper the implementation of social policies aimed at inclusion. In 2015, the Pew Research Center found that 86% of Italians interviewed expressed a negative opinion toward the Roma.

Roma people live in a de facto ethnic segregation. The problem is growing all over the continent, with more people migrating to Europe. With new waves of immigrants arriving in Europe, there is an urgent need to re-examine this type of modern apartheid.

THE STRATEGY

Carlo implements solutions at the institutional, civil society and

community levels to desegregate the Roma. In 2010, Carlo began producing reports on the conditions of the Roma in Italy. He mapped all the camps across the country, providing basic information about housing conditions, family composition, and schooling of the camps’ dwellers. His research gained international recognition, becoming a reference document for Amnesty International and the media. The Association also produced shadow reports—an alternative to a government’s official report—which prompted the United Nations Human Rights Committee and several European Commission bodies to publish the information and make recommendations to the Italian government. In 2012, the Italian government adopted a National Strategy for Roma Inclusion, which focuses on the gradual elimination of poverty and social exclusion for marginalized Roma communities in four main areas: healthcare, education, employment and housing. Regardless of these successes, the European Commission against Racism and Intolerance recently emphasized the Italian government has responded with no concrete solutions and is therefore currently monitoring the government with the support of Associazione 21 Luglio.

To spread awareness in society and shift public opinion on the Roma, Carlo’s weekly press releases reach an average of 15,000 readers and his research and reports are published by



These two books influenced Carlo's trajectory as a social entrepreneur.

the main national newspapers, such as *La Repubblica* and *La Stampa*. He works directly with the media to reframe the way they report about the Roma. In 2013, Carlo launched a program that monitors online and offline media to denounce and modify racist language in reporting. Since the beginning of this project, hate speech in newspapers fell from 3 per day in 2013 to 0.5 in 2016. In the face of research conducted by the Association together with the information site Roma Today, many local and national newspapers have changed their language and are no longer highlighting the ethnic character when referring to the Roma communities.

Working at the community level, the Association works with families to get their documents in order so they can access existing public welfare services that were previously denied. Economic incentives, housing solutions, public schooling and health services are all existing services in Italy. Carlo and the Association train and empower groups of young adults to demand these human rights for their community. The training program engages young men and women—both Roma and non-Roma—to become community leaders who share civil and human rights information and explain how to access the public services available to them as inhabitants of Italy. Community leaders motivate their peers to leave the camps and integrate into civil society. For example, Miriana is a Roma born and raised in the camps. A few years ago, she began to work with the Association, who helped her access public housing. Today, Miriana lives with her family in a public housing unit in Rome

and works as an educator with Roma and non-Roma children in Associazione 21 Luglio projects.

Carlo and the Association also work with the children living in the camps through a project called “Amarò Foro,” which means “My City” in the Romani language. This project engages children from 7 to 13 years old in creative activities, such as drawing, music and dance. In addition, the children visit the city and discover life outside the camps, along with other Italian children and peers from other ethnic groups. Since 2015, more than 250 children have participated in Amarò Foro.

To spread the Association's methodology and impact, Carlo has been holding workshops and training sessions with Croatian and Kosovar organizations to replicate his model in their countries. He is working closely with European institutions for the implementation of norms to end the segregation once and for all in all countries.

THE PERSON

Carlo grew up in a middle-class family in Rome and was a leader in the Scout movement while growing up. As a young man, he was inspired by the autobiography of Charles de Foucauld and his life experience with the poorest; Carlo began to think about sharing his life with the people living in the favelas in Latin America. However, another book crossed his path and changed his life, “Zingaro Mio Fratello (Gypsy My Brother),” describing the life of a family in a shanty town in Italy. That's how he discovered that Italy has its own favelas. Motivated by this book, he went to live in an informal camp in Rome.

There, he met a young woman, Dzemila, and they married and had a baby. Eventually, Carlo discovered that Dzemila's family was the one described in the book that changed his life many years earlier.

Together with Dzemila, Carlo has continuously improved the camps, working to protect the Roma's human rights. They eventually left the camp to open a shelter house for immigrants and disadvantaged children in Rome. Ultimately, they established Associazione 21 Luglio—meaning July 21, named after the date a child was abused and mistreated by institutions that were supposed to defend and protect her—to ensure basic human rights for the Roma people and to anyone living in similar conditions across Italy and Europe. 🌱



OTHER ELECTIONS

Senior Fellow - Marc Koska..... 81

Ashoka Young Changemakers..... 84

Peyton Klein

Sophia Andrews

Joshua Williams

Malika Rawal



MARC KOSKA

Inventor and Founder
The SafePoint Trust
marckoska.com

Marc Koska invented and mainstreamed one of the world's first single-use syringes, preventing the medical transmission of blood-borne diseases and saving millions of lives. Since beginning his work in the late 1980s, he has been instrumental in changing World Health Organization (WHO) policy, as well as instituting new standards on the ground.

THE NEW IDEA

In the 1980s and 1990s, doctors and nurses all over the world administered seven billion injections a year by reusing syringes, which unknowingly infected patients with diseases such as hepatitis and HIV. Marc invented the auto-disabled (AD) syringe—which physically prevents re-use by locking the plunger in place after the first use—to solve the systemic problem of unsafe injections.

However, his invention alone was insufficient to assure worldwide use and distribution. Working with people on all levels—including doctors, manufacturers, and policymakers—Marc successfully bridged the private and public health sectors to align economic, political, and social incentives and create the demand for safe syringes. He reinforced these efforts by driving research to build public pressure and ultimately shift local, national, and global policies.

After more than 30 years of advocacy, market innovation, and research, Marc moved safe injections to the top of the international health agenda. In 2015, he worked with the WHO on its third-ever global health initiative—a mandate on injection safety, requiring all countries to use AD syringes for all injections by 2020, preventing millions of deaths and saving hundreds of millions of dollars wasted on avoidable illnesses and cross-infections.

THE PROBLEM

The reuse of syringes was responsible for the deaths of 1.3 million people every year. A WHO-sponsored study estimated that in 2010, as many as to 1.7 million people were infected

with Hepatitis B; up to 315,000 with Hepatitis C, and as many as 33,800 with HIV—all transmitted through unsafe injections. For decades, reusable syringes were seen as the best option, and as recently as 1998, the WHO still advocated that certain types of syringes and needles be reused up to 200 times for vaccination programs.

“Mr. Koska, who also formed the SafePoint charity in 2006 to spread the message of the dangers of reusing needles, said he has been to 64 developing countries in the past 10 years where he has seen his invention used. He described the WHO endorsement of his syringe as a “watershed moment.”

THE
INDEPENDENT

The challenges to address syringe reuse are complex: one part economic (too expensive to produce and introduce new syringes); one part political (global policy and budgets competing over multiple priorities); and one part social (a lack of awareness of the problem). These three factors created a perfect storm, leaving the public health and medical establishment responsible for continually infecting hundreds of thousands with no singular actor or set of actors to blame or hold accountable. Upholding the status quo worked for manufacturers, drug companies, and producers, while competing demands for time and money made syringe safety a low priority on the global public health agenda. In the meantime, millions of individual patients were unwittingly and continuously putting themselves at risk each time they went to a doctor for treatment.

THE STRATEGY

Marc believes that every person—regardless of where they are born—is entitled to safe and secure injections. He addresses



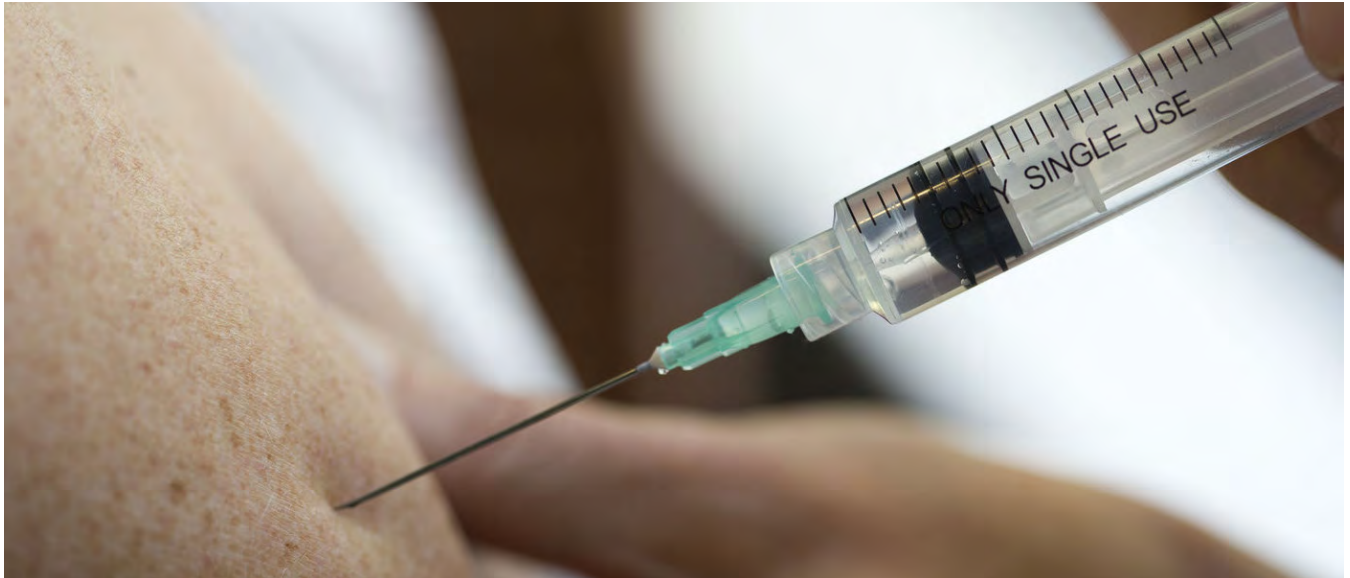
The LifeSaver Syringe, which has been endorsed by the World Health Organisation (WHO) following its invention by British former painter and decorator Marc Koska. (Photo: Marc Koska/PA Wire)

the political, economic, and social challenges to make global safe injections a reality. To ensure the universal distribution and adoption of one-use syringes, Marc works on three levels:

1. TECHNICAL INNOVATION: Marc's work began by using existing technology to produce a single-use syringe—the K1—in 1996. Marc needed to ensure that the production costs of his first syringe could compete with standard syringes and that cost would not be a limiting factor. To accomplish this, he designed a syringe that could be retrofitted onto existing factory equipment, with minimal additional training required; the new syringe also used existing distribution channels. Marc kept the cost of manufacturing to just one cent more per unit, allowing him to go to market. To scale the reach of his innovation, Marc founded Star Syringe and developed a licensing model that shared the technology with 14 producers who have collectively produced over four billion AD syringes to date. Marc is further driving technical innovation by reimagining what syringes look like, developing a new model that is 10 times smaller and lighter and makes it easier for patients to self-medicate.

2. INFLUENCING THE POLITICAL LANDSCAPE AND PUBLIC POLICY:

Marc knew that innovation alone would not change market dynamics, let alone political incentives and behavior on the ground. The second aspect of his strategy aligned the motives of manufacturers, policy makers, and purchasers. Marc began working with bulk buyers such as UNICEF and GAVI, who adopted safe injection policies that mandated manufacturers into compliance. This initial approach had widespread success within the immunization market, with Marc breaking ground in India, Pakistan, Swaziland, Nigeria, and Ghana. In 1999, the WHO mandated single-use syringes for immunizations. But immunizations only represented 5% of the 16 billion injections given annually in the world—the other 95% deliver therapeutic treatments, and no smart syringe mandate followed for those, still putting people at risk. Marc launched multi-pronged campaigns and began working with ministries of health. More governments are now banning the import of reusable syringes, an indicator that Marc is creating the conditions for change on a global level.



A so-called “smart” syringe can only be used once, so there’s no chance a patient can be infected due to multiple usages. (Photo: Courtesy of Chris Black/WHO)

3. INFORMING AND ENGAGING THE PUBLIC: The final strand of Marc’s strategy lies in educating the public to further create demand and close the knowledge gap about unsafe injections. For example, Marc launched the successful LifeSaver campaign in India in 2008—one of the largest global health campaigns—reaching an audience of more than 500 million people. Only a year later, the Indian Health Ministry mandated that all government health facilities use single-use syringes. Alongside these media efforts, Marc launched the LifeSaver initiative that encourages all AD syringe manufacturers to include a LifeSaver symbol on their products to guarantee patients safe injections.

Marc’s technical contributions, decades-long advocacy, and precise targeting of influencers made him instrumental in a global policy shift, making safe injections a reality and saving lives. His next initiative targets South Africa, where he is working with the Ministry of Health to influence needle policy across Southern Africa.

THE PERSON

Marc grew up in rural England as an only child and was mainly raised by his grandmother. From the age of six or seven, he

knew he was good with his hands and wondered how he could use these skills for a greater purpose. He skipped a grade in elementary school at age 11, which proved disastrous, as Marc lost interest and motivation in school. After completing high school, with no interest in studying and no vocation, he left England to travel the world.

In the mid-1980s, Marc was in his early 20s and working in the Caribbean, designing models of crime scenes used in court. He loved his job, but was still looking for his real calling. During this period, the global HIV/AIDS crisis was unfolding. After reading a newspaper article that predicted that the re-use of syringes would soon be the biggest contributor to HIV infections, Marc dedicated his life to eradicating unsafe needles and confronting what he viewed as a lack of innovation and deadly market failure. He spent years learning and researching—without a background in engineering or public health—about the complex challenges of syringe usage. Today, Marc is a recognized expert in the field. In 2006, he was awarded the Order of the British Empire for his contribution to global healthcare. 🌟

ASHOKA YOUNG CHANGEMAKERS

Four of the First U.S. Ashoka Young Changemakers

Ashoka elected the first eleven U.S. Ashoka Young Changemakers in June 2018. They set the standard in “your dream, your team, your changed world,” and they are committed to helping co-lead the overall “everyone a changemaker” movement. (For more information, see page 91.) Here are four members of this launch group.



PEYTON KLEIN

Peyton is the descendant of Jewish refugees who faced cultural intolerance and discrimination when they immigrated to the United States. Given her family history, Peyton has always considered herself sensitive to the struggles immigrants face in America today. Peyton began Global Minds as a way to combat cultural intolerance and discrimination. Global Minds is an educational support system for English-as-a-second language students, while educating native English speaking students about other cultures, in order to create more inclusive globally minded young leaders. Global Minds offers opportunities for all students to come together and build friendships while gaining important social skills. “In Global Minds,” says Peyton, “we say there is no volunteering. It’s a two-way stream. I can learn from you about your culture, experience, and knowledge, and in return, I can support you in navigating the school system.” To date, Global Minds has impacted more than a thousand students from more than 50 countries.



SOPHIA ANDREWS

Sophia traveled to Kenya for the first time in the summer of 2016. During this trip, she found that the children she met loved to dance, but that dance was not part of any formal education. As a dancer herself, Sophia believes that having an arts education is an essential part of childhood and enables children to reach their full potential. At the age of 14, Sophia founded Ngoma Kenya, which funds dance classes for children on the outskirts of Nairobi. Sophia, along with an in-country team of musicians and choreographers, is working towards building a performing arts center that can be used in many ways—as a space where students can practice their art, receive meals, get social and academic support, and relax. She has been able to raise thousands of dollars and conduct dancing classes for young people in Kenya.

ASHOKA YOUNG CHANGEMAKERS



Photo credit: The Foundation for a Better Life

JOSHUA WILLIAMS

Joshua was four when the reality of homelessness hit him on the way home from church one Sunday. Upon seeing those less fortunate than he, he wondered about the injustice of the situation. "It was the first time I realized not everyone had what I had," Joshua says of that moment which pushed him towards becoming a changemaker. This pivotal meeting inspired him to create Joshua's Heart Foundation (JHF) as a way to address the issues of hunger and poverty in Miami Dade County. JHF has since expanded nationally and now regularly distributes food products and toiletries to food-insecure families and individuals. Since 2005, JHF has raised over \$700,000 to support more than 420,000 individuals.



MALIKA RAWAL

When visiting India and the villages her parents grew up in, Malika was struck by the spread of disease and poor sanitation in those communities. She saw many people who were unable to afford clean water, let alone a toothbrush. She felt an immense connection to the people she met in the villages and felt that she could play a role in changing this situation. Malika, then 14, founded the HelpHygiene Foundation with her friend, Simran Bhargava, as a way to support the young people in villages with education, funds, and products to address the sanitation challenges. Fundraising more than \$50,000 and implementing education programs in more than 25 classrooms is just the beginning of Malika's impact as she plans to expand to regions affected by natural disasters.

COLLABORATIVE ENTREPRENEURSHIP

Hello Europe	87
First Changemaking	89
Making More Health	92

HELLO EUROPE!

Ashoka Europe Helps the Continent Respond to its New Immigrants with Fellows' Solutions From Across the Globe

Europe is struggling with migration. Much of the media's reporting focuses either on tragedies or suffering and angry political discord. But migration is also about hope, resilience and potential—for both migrants and hosts.

As this challenge grew, Ashoka Europe launched "Hello Europe!" to bring to the continent proven big scale solutions for dealing with migrants and refugees our field has developed. Starting in 2016, it brought these ideas to many countries. In 2018, it and participating Fellows brought these solutions to top E.U. and European business leaders in Brussels.

Using nearly 40 years of expertise in social innovation and scaling success—and our global network of leading social entrepreneurs—Ashoka is perfectly placed to contribute to broader change and improve the lives of refugees, migrants, and their hosts in Europe. "Hello Europe" identifies, supports and scales the most useful, new solutions to migration, integration and refugee challenges. Ashoka Fellows around the world have found inventive ways to empower migrants and refugees, all while changing the host society for the better. "Hello Europe" taps into these systems-changing strategies—such as finance tools, culturally appropriate trauma therapy and inclusion of refugees in the design of sustainable solutions and spaces—and applies them to the European context.



A migrant receives culturally-appropriate therapy from an IPSO counselor (See next page.)

Importantly, Ashoka Fellows aren't heroes who work in isolation; they are creative problem solvers who invent roles for others to participate in and contribute to change through altered policies, culture and procedures.

Always with our Fellows guiding the way, we formulate and

provide a new framework that showcases innovative solutions that these organizations, together, can provide to guide the best work around migration and integration. This framework is structured around three major categories:

1. CREATE CHANGEMAKERS- People on the move are no longer perceived as helpless objects of pity, but rather as resourceful changemakers, eager to contribute to their communities. Initiatives actively include migrants and refugees into design and leadership processes from the very beginning. An example of this is Ashoka Fellow Daniel Kerber from More Than Shelters, which involves refugees in their own shelter design and development. Host communities' participation is sought after and valued, and they see their role as changemakers in providing a welcoming space for new neighbors.

2. USE EMPATHY AS THE FOUNDATION- These initiatives intentionally provide ways for empathy to be fostered in both host communities as well as for people on the move. Permanent and intentional spaces are provided for host community members and newcomers to interact at equal levels. Change is achieved through storytelling, and life experience is valued to help turn traumatic experiences into resilience. Shared purpose and community is created by understanding each others' context, pains and dreams. Diversity is seen as a resource, not a problem.

3. COLLABORATE ACROSS SECTORS- The challenges that emerge from massive movements of people across borders cannot be solved by one actor or the status quo. It is essential to build new spaces for collaborative thinking across sectors. All stakeholders involved need to meet in collaborative spaces to find shared problems and new collaborative solutions.

Our Fellows already reach many hundreds of thousands of migrants and refugees in Europe. But social entrepreneurs and EU policy makers often don't connect to strategize over effective approaches. For real systemic impact in 2018, Ashoka brought these two—and other—worlds together to co-create better policies and an improved framework to scale Fellow initiatives across the continent.

Since the launch of the HELLO Festival in Berlin in 2016, Ashoka and key European partners have invested almost \$2 million to source, scale and transfer groundbreaking solutions in four countries: Germany, Turkey, Austria and the Netherlands. This year, "Hello Europe" looked at Europe as a whole, convening

the first EU Migration Policy Summit in Brussels in June. This one-day event gathered more than 150 participants from different sectors from 20 countries: migrants and refugees; policymakers and experts; social entrepreneurs; citizen sector organizations at both national and EU levels; and foundation and business leaders.



Participants at the EU Migration Policy Conference, Brussels, Belgium, June 2018.

Topics included housing, health and education, recognition of skills and employment and multi-sector governance. The Summit had three main goals: to showcase our Fellows' work; to encourage collaborative thinking; and to co-create new solutions.

During the Summit, our Fellows emphasized how important it is to look at migration from a rights-based, humanitarian point of view, and to utilize the incredible potential of social entrepreneurship to solve societal problems with proven ideas that can be scaled to achieve quick impact. Following is a sampling of Ashoka Fellows and partners who are working in this area:

ACAF (ASSOCIATION OF SELF-FINANCED COMMUNITIES)



Abdoulaye Fall

Refugees and migrants are often excluded from the financial structures that allow them to fully integrate into their new community. Self-financed communities (CAFs) provide newcomers with an opportunity to quickly become a resource to others and form part of a community that helps them navigate their new context more effectively. ACAF is expanding its proven and efficient methodology throughout Spain and to other European

countries with low income and migrant populations, including Portugal, Italy, Holland, Hungary, Germany and Belgium. ACAF's free, online platform allows anyone around the world to access its methodology and create a worldwide network of self-funded communities.

IPSO



Inge Missmahl

Refugees have frequently fled difficult circumstances and carry significant trauma, exacerbated by the stress of shifting to a new country. IPSO offers a new method of mother-tongue, contextualized counselling that helps individuals effectively process these tragedies and integrate culturally. Refugees, migrants, as well

as expats and development aid workers can easily and anonymously access "Ipsos e-care," and find professional support that reflects their cultural identity and current situation. Inge and IPSO have reached more than 110,000 people with peer-to-peer psychosocial counseling.

MORE THAN SHELTERS



Daniel Kerber

People who have fled conflict find themselves powerless in unsanitary, dangerous refugee camps. More Than Shelters (MTS) looks at refugee camps not as short-term problems, but as potentially sustainable and innovative ecosystems. Using "integrated humanitarian design," MTS puts the beneficiaries at the center, co-creating sustainable solutions

and dignified spaces to address the global refugee crisis.

"Hello Europe" continues to be an accelerator for migration and integration and is currently scaling platforms in Belgium, Sweden, Portugal, Spain, Italy and Greece. There is a lot at stake: by offering refugees forced isolation, a lost education and half-hearted integration, nobody wins. Political and citizen will are not enough to solve this ever-shifting, accelerating problem. We need the nimble speed of new ideas, the passion of social entrepreneurs, the might of government and the influence of business to come together. Only then can we begin to transform the landscape for refugees and migrants and help them tap into their astonishing potential. "Hello Europe" shows the power of working together as a continent, harnessing the collective to spread systemic change.

FIRST CHANGEMAKING

A hundred years ago, society recognized that everyone needed to be literate to be active, productive members. Since then, the world has continued along a trajectory of accelerating change and uncertainty, of unprecedented connectedness and complex global problems. Today there is a “new literacy” that we all must have to thrive: the ability to adapt to and steer that change for the good of all to build a world where solutions flow from everyone and therefore way outpace the problems—an *Everyone* a Changemaker world. In today’s world, many people have these skills and are contributing and flourishing. But many others do not. As the world of change continues to accelerate, those who are in this new game help one another learn to be ever more skilled players. But those left out fall further and further behind. They can’t play the new game, and the demand for what they can provide, repetitive work, is disappearing fast.

This is the new inequality.

It is worse than the many old inequalities of gender, race, etc. They were relatively static. This inequality deepens every year.

This is why income inequality continues to increase everywhere—regardless of the nature of the economy or of ideology. There is a bidding war for those with the new skills and disappearing demand for those who do not.

This is also why “Us versus Them” politics is fast spreading across the world. Those left out feel they are being told, “Go away. We don’t need you. It’s your fault. And, by the way, your kids don’t have much of a future.” They are therefore not surprisingly permanently angry.

That is why the Ashoka community is bringing its unique understanding and people to help ensure a quick shift to a world where *everyone* is a giver, *everyone* is powerful, *everyone* is a changemaker.

To reach this far better world—and to escape a future of bitter, destructive division—everyone must master the new literacy, the skills required to be a changemaker. Here are the four abilities we all must constantly work hard to master (and that are



Garvita Gulhati, founder of “Why Waste?,” an organization educating citizens about creative ways to reduce water waste, is an Ashoka Young Changemaker.



Los Altos United Methodist Church asked Ashoka to help all its members become changemakers so they can express love and respect in action. Moorea Mitchell is a church Changemaker Fellow.



Joshua Williams, an Ashoka Young Changemaker, founder of Joshua's Heart Foundation, a rapidly growing network of young people's groups that gives caring, hope, and help to those suffering from poverty, hunger, and loneliness.

now the new essentials for success in growing up):

- Cognitive empathy (the "I feel your pain" mirror neurons having learned to work with the cerebral cortex) that one then must learn to use to understand a world that is a kaleidoscope of ever faster changing combinations of intricately interconnected contexts. Anyone without this skill will hurt and disrupt -- and be cut out. It's also the foundation of the other skills.
- Very different, sophisticated teamwork skills required in an everything-changing world organized in fluid, open (no walls) teams of teams.
- The new leadership. Here one envisions a new value-creating opportunity, invites a team of teams, creates the synaptic architecture it needs to work, and then helps every person and group improve the vision/team/team architecture. This is the opposite of the Henry Ford model. It is far more powerful—and demanding.
- Changemaking. The deep ability to understand the historical forces at work and therefore be able to see what will be needed in the future—including strategic goals and human architecture, plus a mastery of how to drive pattern and framework change.

Just like learning to read, these skills need to be practiced early. The new test for what constitutes success in growing up is whether a young person comes up with their own idea, builds a team around it and changes their world for the better, and through this knows he/she is a changemaker.

Ashoka has developed a set of tools to help people understand the shift to a world defined by change, embrace the importance of young changemaking and drive us all to action. These "4 Drivers" show examples of young people with their changemaking power and also help young people develop the skills of empathy, teamwork, leadership and changemaking. The 4 Drivers are:

LeadYoung - A global storytelling initiative that inspires and helps young people acquire the skills and confidence to know they are changemakers and helps adults support young changemaking. It has stories of: **(1)** great business and social entrepreneurs today who started at age 12 or 15; and **(2)** teens today who are excelling at "your dream, your team, your changed world." It will send them to young people, parents, teachers, writers, and others weekly or monthly. (If you would like this service, let the LeadYoung team know at leadyoung@ashoka.org.)

LeadYoung helps everyone see the new everything-changing reality and why that requires a new definition of success in growing up. A young person who has identified a problem, formed and led a team and changed her world with her solution will know how to positively impact the world the rest of her life. For example, Garvita Gulhati, now 18, is helping students in her high school see that age is not a limit to solving problems they care about. At 15 years old, she and her friend, Pooja S. Tanawade, did just that. They started "Why Waste?," an organization educating citizens about creative ways to reduce water waste — starting with restaurants where four million gallons of water are wasted per year in India. More recently, Garvita has shown how to use LeadYoung stories successfully —by having a different student each week lead an all-school assembly discussion of that week's story. This approach works so well that 35 other high schools in Bangalore have taken it up, and the model is spreading to other parts of India.

Your Kids - The best way for anyone to learn something is to know that someone one loves—especially one's kids—must master that thing if they are to have contributive and therefore happy, healthy lives. If a parent commits to helping his/her kids

learn/practice/become changemakers, that adult is on the surest, fastest road to becoming a changemaker. Hence Your Kids.

Ashoka provides one-and-a-half-hour sessions that will set any group of adults on this path. It has done so with 50 top executives, machinists, Fellows, and religious communities. It is now, for example, helping the members of the Los Altos United Methodist Church become changemakers. This fits the church's core purpose because it is the changemaker's four core abilities that are now necessary for leading a good life of love and respect in action.

The initiating Your Kids session **(1)** introduces the fact that the world of change is here and defines the abilities we all must have and that the meeting is not about what this strategic reality means for the host organization but rather for "Your Kids"; **(2)** introduces an Ashoka Young Changemaker, who tells his/her story -- during which everyone experiences at many levels what success in growing up (and therefore parenting) is because this young person has his/her power for life because s/he has mastered "your dream, your team, your changed world" and therefore all the abilities and (correctly) knows the world will always want him/her; and **(3)** shows simple, practical ways parents can succeed in giving this essential, great gift to their kids. The LeadYoung and Peer-to-Peer Allies service are then immediately there to help them.

Ashoka Young Changemakers - There are two critical moments in the life cycle of entrepreneurs and changemakers: **(1)** as a teenager, when a person knows he or she is a changemaker because he or she has the abilities and has experienced this special confidence; and **(2)** at the professional takeoff (when top social entrepreneurs become Ashoka Fellows). Ashoka Young Changemakers are carefully chosen to be the "gold standard" of young changemaking, just as Fellows are of social entrepreneurship. However, they are also chosen because they want to co-lead the overall "everyone a changemaker" movement—and because Ashoka believes they will be good at it. Their stories become LeadYoung stories, and they are the essential heart of the Your Kids experience. And they have been central to designing and will be in the operations of




The Changers' Yard app a peer-to-peer platform created by Ashoka Nordic to bring young citizens together and support each other in their changemaking journeys.

Peer-to-Peer Allies. They are at work changing their communities and well beyond and are powerful spokespeople and organizers for the movement. Launched in 2018, Ashoka Young Changemakers are now being elected on four continents.

Peer-to-Peer Allies is an on- and offline community of young people around the world who support each other in their changemaking journeys (peertopeerallies.com). There are both curated and open discussions of common issues, such as how to change a community or school, how to deal with the loneliness of being a changemaker in an environment (most schools) where you are alone, and issues of organization. Someone who is starting can also ask an Ally (to start with Ashoka Young Changemakers) to help her on her journey (which is efficient for both sides). Ashoka Nordic launched something

strikingly similar earlier. For example, Ashoka Nordic launched "Changers' Yard"(CM Yard) (changemakersyard.com), a digital, peer-to-peer platform that gives youth hands-on tools to develop their ideas, connect and collaborate. Partnering with Accenture Nordics and others in building the network of young Changemakers, CM Yard increases young people's knowledge about changemaking and offers encouragement and support for people starting their own initiatives. Within the next five years Ashoka Nordic wants to use CM Yard and other tools to influence one million Nordic youth to identify themselves as Changemakers.

All these 4 Drivers are mutually reinforcing. The LeadYoung stories of young changemakers help inspire adults in Your Kids sessions and inspire young people to join the Peer-to-Peer community. Ashoka Young Changemakers are featured in LeadYoung stories, co-lead Your Kids sessions and serve as peer allies in our Peer-to-Peer community. Your Kids drives demand for young people to seek their changemaking peers through Peer-to-Peer and helps us identify new networks of young changemakers to feature in LeadYoung stories and be selected as Ashoka Young Changemakers. The connections are many and the opportunities to engage are endless. Join Ashoka in this movement to put young people in charge and help everyone thrive in an Everyone a Changemaker world.



MAKING MORE HEALTH

SEVEN YEARS OF PARTNERSHIP:

Changing the Landscape of Health Care with Social Entrepreneurship

Since 2011, Boehringer Ingelheim—a family oriented, world-leading healthcare company, and Ashoka—the world's largest network of social innovators and entrepreneurs, have worked together to create and grow the global collaborative initiative – Making More Health (MMH).

Making More Health aims to build a world in which there is greater health access for people, animals and their communities by fostering and supporting an ecosystem of social entrepreneurial solutions for complex health challenges. Our strategy is achieved through distinct yet interconnected pillars of change: Social Innovation, Changemaker Talent and Social & Business Co-Creation.

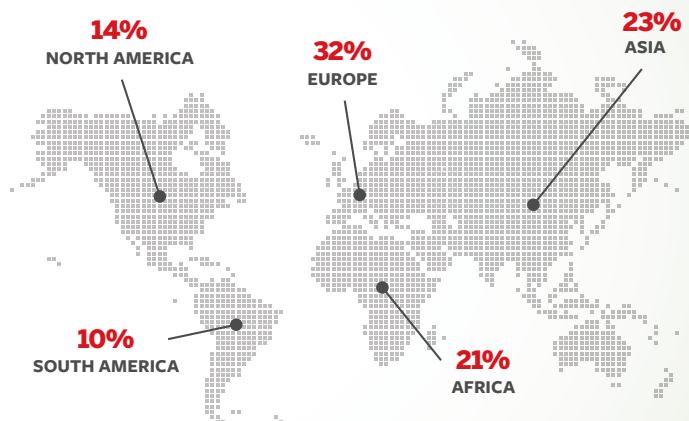
2018 marks an historic seven years of partnership together, a partnership which has yielded game-changing achievements originating from our global community.

THE MAKING MORE HEALTH FELLOWSHIP

37 COUNTRIES

87 MMH FELLOWS

Go to makingmorehealth.org for full MMH Fellow list



9,013,878 DIRECT BENEFICIARIES

6

SOCIAL INNOVATION

Making More Health built a community of 87 MMH Fellows (Ashoka social entrepreneurs in health). This community of Fellows is active in 37 countries and reaches more than 9 million direct beneficiaries. MMH directly invested more than \$10 million to find and fund these social entrepreneurs' health innovations.

CHANGEMAKER TALENT

Since 2011, more than 5,000 Boehringer Ingelheim employees around the world have showcased their intrapreneurial skills and helped bring the social and business sectors together in "win-win" opportunities. Everyday, Boehringer Ingelheim employees who participate in our Changemaker Talent programs (*Insights India, Executive in Residence, Youth Venture and Social Intrapreneurship for Innovations in Health*) understand the business case for partnering with social

entrepreneurs. This helps Boehringer Ingelheim stay ahead of the curve in health innovation.

SOCIAL & BUSINESS CO-CREATION

Making More Health launched three global online challenges to source ideas for social health innovation. As a result, using Ashoka's Changemakers we've uncovered more than 800 new ideas in healthcare. Our most recent challenge: "Co-Creating A Healthier World", identified innovations from teams made up of both Boehringer Ingelheim employees and social entrepreneurs, yielding seven models for projects in Kenya, India, Indonesia and the United States. Our exploration and growth into Co-Creation has led to the launch of our MMH Accelerator program in 2018, which supports collaborations between the social and business sectors.

In October 2017, Boehringer Ingelheim welcomed the global community of Making More Health collaborators, innovators,

intrapreneurs and changemakers to the Boehringer Ingelheim campus in Ingelheim, Germany, for the 2017 Making More Health Convention. More than 250 participants—including 23 MMH Fellows—gathered for two days of knowledge exchange and celebration. Making More Health will continue to build upon its achievements, share its learnings and foster a global eco-system for health access for all people.

THE IMPACT ON MMH FELLOWS

“The Boehringer Ingelheim employees I have been truly fortunate to work with are the most incredible people who have both energized and inspired me. The experiences have taught me how business and social innovation can work together for a win-win, how to develop and pitch Co-Creation ideas and how the power and impact of meaningful social change can move people to action in their workplace, home lives and community.”



Dr. Michelle Lem
Founder, Community
Veterinary Outreach
MMH Fellow

“As a newly-elected Ashoka Fellow for Health in Nigeria, I feel really privileged to be a MMH Fellow. I have found value in collaborating with some really committed Ashoka – Boehringer Ingelheim MMH team members to explore future work that combines Stroke Action’s aspirations to create successful social impact in Nigeria and Sub-Saharan Africa and Boehringer Ingelheim’s aspirations to bring its stroke presence to Nigeria.

Going forward, I feel optimistic that this partnership with Boehringer Ingelheim will create quality outcomes for stroke services development, stroke survivors, their carers and health workers in Nigeria.”



Rita Melifonwu
Founder, Stroke
Action Nigeria
MMH Fellow

“For me, success is the capacity of feeling great with what you do, motivated by the idea of working every day and of touching people with what you do and by how you do it. For me, success is being capable of touching the life and the way of thinking of people because we are always more competent when we do things thinking about the others and not directed to us. And always thinking about people, because that’s what motivates me and makes me go on every day.

Success for me is the ability of sharing little successes with the people who believe in me and who walk with me day by day. It is a feeling which needs to be shared to make any sense at all!

That’s why this partnership and the recognition I have always received from Boehringer Ingelheim is so deeply felt and so enormously thanked.”



Miguel Nieva
Founder, Color ADD
MMH Fellow

ORGANIZING THE MOVEMENT

World Council	96
Board, North American Council	97
Offices Worldwide	98
Ensuring the Future: The Endowments	100
In Appreciation	106
Opportunities.....	109

ASHOKA LEADERS

WORLD COUNCIL



FAZLE ABED

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.

ASHOKA BOARD

RICHARD CAVANAUGH (ON LEAVE)

The Kennedy School of Government
Harvard University
Former President and CEO, The Conference Board
United States

BILL DRAYTON

Chair and CEO, Ashoka: Innovators for the Public
Chair, Get America Working!
Former Assistant Administrator, U.S. E.P.A.
United States

MARY GORDON

Ashoka Fellow
Founder & CEO, Roots of Empathy
Canada

ROGER HARRISON

Newspaper Executive and Chair, Leading Charities
Chair, Royal Dance Academy
Former Chair, Asylum Aid
Former Chair, Toynbee Hall
United Kingdom

NORTH AMERICAN COUNCIL

MARJORIE C. BENTON

Trustee, President's Commission on White House Fellowships
Former Chair, Save the Children
Former United States Representative to UNICEF

RICHARD DANZIG

Former Secretary of the Navy

PETER KELLNER

Founder and Managing Partner, Richmond Global
Co-Founder, Endeavor
Founder, Environmental Management and Law Association
(Hungary)
Founder, Ural Petroleum Corporation

EUGENE LUDWIG

Chair & Chief Executive Officer of Promontory Financial
Group
Former U.S. Comptroller of the Currency

FRED HEHUWAT

Founder, Green Indonesia Foundation
Former Director, National Institute of Geology and
Mining of the Indonesian Academy of Sciences
Indonesia

SARA HOROWITZ

Ashoka Member
Founder, Working Today and the Freelancers Union
United States

WILLIAM C. KELLY

Partner Emeritus, Latham & Watkins
Co-Founder, Stewards of Affordable Housing for the Future
(SAHF)
United States

FELIPE VERGARA

Co-Founder and CEO, Lumni
Peru

KYLE ZIMMER

Founder and President, First Book
United States

ALICE TEPPER MARLIN

Founder & President, Social Accountability International
Founder, Council on Economic Priorities

THEODORE R. MARMOR

Professor of Public Policy and Management and
Professor of Political Science, Yale School of Management

MARK TALISMAN

President, Project Judaica Foundation

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 East Africa

Concert House- First Floor
Wood Gardens, off Wood Ave
PO BOX 101590-00101
Kilmani Area, 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 Eastern 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 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 Netherlands

De Ruijterkade 128
Spring House
1011 AC Amsterdam
NETHERLANDS
t: 221 33 825 43 43
e: info@ashoka.nl

Ashoka Nordic

c/o Norrskan House fack46, Birger
Jarlskatan 57c,
Stockholm 11457
SWEDEN
t: 0046 72 579 7376
e: scandinavia@ashoka.org

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 Romania

Strada Gina Patrichi 6
București 010449, România
Găzduiți de RAF
ROMANIA
t: +40 799 827 088
e: romania@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 Singapore/Malaysia

141 Middle Road
GSM Building #5-05
Singapore 188976
SINGAPORE
t: 65 9154 890
e: singapore@ashoka.org

Ashoka Southern 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

Asmalı Mescit Mah. Mesrutiyet Cad. Gen.
Yazgan Sk. No:14
Beyoglu—Istanbul
TURKEY
t: 90 538 437 9498
e: turkiye@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

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



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 two 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.



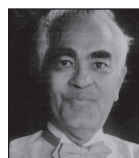
The Columbia Ashoka Fellowships I and II

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 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.



William T. Golden Ashoka Endowment

Bill Golden helped launch Ashoka in 1980.

Bill Golden held lifelong enthusiasm for science and the arts. He studied business and used his skills to accomplish useful work in diverse fields. He was himself an artist, repeatedly forging ingenious and effective ways to promote education, research, and understanding.

If asked about his purpose, Bill would answer, with a twinkle in his eye, “to do interesting things.”

In common with Ashoka, Bill Golden brought opportunity to people with ideas for highly constructive ends. For over three decades, Bill was a close partner and advisor and also endowment trustee for Ashoka.



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 worldwide. 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.



Svayam Krishi Endowment

"The soul of India lives in its villages."
-Mahatma Gandhi

India has 640,000 villages, which saw three revolutions since the 1970s: rice and wheat, milk and poultry. As a result, India is number one in milk production and among the top five in poultry. Smart village revolution can be next in providing holistic and integrated development.

Svayam Krishi Endowment was created to support social entrepreneurs and changemakers to build models for sustainable villages and self-reliance among villagers and to spread the models across villages in India. Sustainability means that villagers are able to meet their human potential and flourish within the village on a long-term basis rather than needing to migrate to cities for sustenance. Self-reliance means that families and individuals within the village are able to meet their needs without external assistance. The Endowment meets these objectives: (1) through the election and support of Ashoka Fellows whose work strongly supports these objectives and who will bring significant pattern change across India, and/or (2) through enabling young people in the villages to play important roles contributing to these same objectives, first (a) by helping them to dream their dream, build their team, and change their world for the better, and second (b) by enabling them to be role models and to provide active and broad-impact self-reliance leadership.

Dr. Ratnam Chitturi has taken this initiative with the hope that many others will join and contribute to this Endowment to bring a sustained benefit to rural India.



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-En-

trepreneur 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 wellbeing 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.



The Ibrahim Sobhan Endowment

In memory of Muhammed Ibrahim Sobhan, the first Ashoka Fellow in Bangladesh. He launched the innovative Association for School Based Education (ASBE) to improve rural primary education for Bangladeshi children attending government, non-government and community schools.

IN APPRECIATION

Ashoka receives bequests and endowments throughout the year and we are deeply grateful to the following individuals and their families.

LARRY LUNT, SR.

Father and son Larry Lunt, Sr. and Larry Lunt, Jr. came to Ashoka in different ways and completely independent of each other. For more than a decade, Larry, Jr. has been a part of the Ashoka Support Network, a global community of successful, innovative leaders from a variety of fields who see entrepreneurship as the primary engine for economic and social development.

"I was involved with Ashoka—working with social entrepreneurs, helping them scale their ideas—and my father didn't know; when my father was doing his estate planning, he asked his lawyer to research organizations helping young people find their passions and his lawyer came up with Ashoka," Larry, Jr. remembers. "My father thought Ashoka was highly impactful; he was passionate about social and political justice. He came from a family of doctors and wanted to support enthusiastic individuals working to change the world as opposed to people working for themselves." When Larry, Sr. told his son about the bequest in his will to Ashoka, Larry, Jr. shared with him that he had had the pleasure of working with Ashoka all these years. "Our participation came from two totally different places—I first came to Ashoka through supporting social entrepreneurs working on environmental issues and dad came to Ashoka through its work with young people and Ashoka Youth Venturers—but we ended up at the same place."

A one-of-a-kind maverick, Larry Lunt, Sr. was born in 1923 in Massachusetts and fought in World War II and the Korean War before building a ranch in pre-Castro Cuba. In the 1960s, Lunt offered to help the CIA organize anti-Castro movements and was caught by Cuba's intelligence service and spent 14 years in prison. In 1990, he wrote a book, "Leave Me My Spirit," about his sometimes brutal experiences, which the *Library Journal* called, "a testament to the admirable, unwavering human spirit."

We at Ashoka are enormously appreciative of both Lunts: Larry, Sr. left a bequest commitment to Ashoka through his will when he passed in April of this year; and we look forward to our continuing robust partnership with Larry Lunt, Jr. for many more years to come.



EVE KINGSLAND

Eve Kingsland enjoyed a prolific 50-year career as a highly-esteemed editor, literary and art critic for publications such as *The Washington Post* and *The New York Review of Books*. Born in 1922 and raised in Evanston, Illinois, Ms. Kingsland attended Radcliffe College in Cambridge, Massachusetts before moving to New York City. As an associate editor of *Mademoiselle* in the 1960s, she interviewed literary giants Norman Mailer and James Baldwin for the magazine's "Disturbers of the Peace" series. She contributed to *The New York Review of Books* since its inception in 1963. According to her stepson, Nick Kingsland, Eve was "erudite, perceptive, highly intelligent and had an enormous breadth of knowledge." Mr. Kingsland believes his stepmother chose to leave a bequest to Ashoka because "she was a great believer in human capital." An annual contributor to Ashoka since 1998, we are deeply appreciative that Ms. Kingsland chose Ashoka for this gift.



Ashoka accepts no government funding; a bequest, endowment, or other planned gift is the best way to ensure that Ashoka continues to build an “Everyone a Changemaker” world.

ABOUT BEQUESTS

A charitable bequest is a gift made to a nonprofit, charity, or cause that you believe in and hope will continue in perpetuity. It is a thoughtful and enduring way of showing others what you value most. When you make a bequest, you are specifying a special gift in your will that changes lives. When you make a bequest gift to Ashoka, you will support several key programs, including investing in more leading social entrepreneurs around the world.

Bequests can be “restricted,” meaning the donor specifies that the gift be used for a specific program or purpose. Bequests also can be designated for current use, which makes the entire gift available for use immediately. An “unrestricted” gift allows Ashoka to support needs of the highest priority.

ABOUT ENDOWMENTS

An endowment will support Ashoka’s work in perpetuity. Ashoka’s Endowment Trustees will maintain the real value of the endowments before disbursing to Ashoka. Endowments that give Ashoka freedom to use resources where they are most needed allow Ashoka itself to invent and also to support Fellows with the most creative, unforeseen ideas. You may also direct that the income provided by an endowment be used for specific purposes, for example, in a field such as the environment and/or a geographic region, such as Africa. Endowments are often named in memory of or to honor a person.

If you are interested in a bequest or endowment, please contact Jill Barrett, Director of Individual Giving, at jbarrett@ashoka.org.



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 ecosystem 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.

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.

Everyone a Changemaker





“But (Ashoka CEO Bill) Drayton’s genius is his capacity to identify new social categories. Since he invented the social entrepreneur category 36 years ago, hundreds of thousands of people have said, ‘Yes, that’s what I want to be.’ The changemaker is an expansion of that social type.”

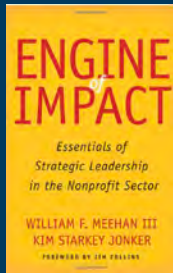
DAVID BROOKS

Op-Ed Columnist, The New York Times

LA STAMPA

“In the last 40 years, Ashoka has transformed the narrative, creating the figure of the social entrepreneur and giving life to a sector...and creating a new high impact economy...”

La Stampa



“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



**FINANCIAL
TIMES**

“Social entrepreneurship, once a niche area, is spreading its wings. Across the world, almost half as many people are creating ventures with a primarily social or environmental purpose as those with a solely commercial aim...High-profile social entrepreneurs also include...Bill Drayton, founder of Ashoka...”

Financial Times



“How society helps children grow up needs fundamental innovation at least as urgently as in how it produces computers. That is why Ashoka is so important. It finds, helps launch, and then links and leverages the most powerful social innovations and innovators.”

CAROL BELLAMY

Former Executive Director, Unicef



“Ashoka has always been committed both to being truly global and to being open to any idea. The innovations are not ‘ours’; they come from the logic and values of leading social entrepreneurs who come from every continent and society with every imaginable perspective.”

The Indian Express



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

Amsterdam | Athens | Bangalore | Bandung | Bangkok | Brussels | Buenos Aires | Cairo | Caracas | Dakar | Dublin | Ein Carmel
Geneva | Istanbul | Johannesburg | Lagos | London | Madrid | Mexico City | Milan | Munich | Nairobi | Paris | Pasig City
Sao Paulo | Santiago | Seoul | Singapore | Stockholm | Tokyo | Toronto | Vienna | Warsaw | Washington, DC