



SCHWAB FOUNDATION FOR **SOCIAL ENTREPRENEURSHIP**

Outstanding Social Entrepreneurs 2002

We are grateful for David Bornstein's key collaboration in this effort

Thirty years ago, we created the World Economic Forum to bring together world leaders in business and public policy to find solutions to macroeconomic and geopolitical problems. We thus fulfilled a dream to create an impartial platform where men and women of national and global influence could take time out at Davos and contribute their knowledge and insights to improving the state of the world. But over these thirty years, the world changed dramatically. Despite fifty years of concerted efforts by governments and multilateral organizations to promote economic growth and reduce poverty, we have more income inequality and more insecurity than when we started. Clearly, the world needs more than ever before a multistakeholder platform such as the World Economic Forum, but this is not enough!



Bonding together to build our collective future, we must build on two interlinked concepts. First, the recognition that it is individuals that always make things happen. And second, that local talent is the cornerstone in forging our community destiny. We need to do better at identifying and fostering the transformational work carried out by stellar individuals and their organizations whose efforts exemplify the most laudable aspects of human endeavour. People and activities we can hold up to our children as models, at times heroic ones, of what committed people can accomplish. The social entrepreneurs you will read about in the next few pages have engaged disenfranchised groups in overcoming the insecurity endemic to war, poverty and landlessness. They have discovered what works in what contexts to promote equitable access to markets and to make economic development work for all.

They and what they stand for, are the reasons we established the Schwab Foundation for Social Entrepreneurship. In doing this, we fulfilled another dream we are proud to share with you here. Our hopes are to create a global community of outstanding social entrepreneurs to better tap into the dynamic body of knowledge generated by their practical approaches to solving social and economic problems, and to help mobilize stronger support for their efforts. In celebrating and disseminating their stories, we seek to build together a world that promotes social progress and better standards of life in larger freedom.

Klaus Schwab
Co-Founder and President

Hilde Schwab
Co-Founder and
Member of the Board

The men and women you will read about in the coming pages are heroes and heroines for the 21st Century. The last century was characterized by the triumph of capitalism and market economics. Business entrepreneurs made millions and shaped the aspirations of a world wide public who dreamed of emulating them. But the wealth generated benefited primarily educated and skilled populations. Capitalism was unable to bring in the poor.

The 21st Century may belong to entrepreneurs who march to a different drummer. We call them social entrepreneurs. Similar to business entrepreneurs, social entrepreneurs combine innovation and resourcefulness to create value. But the value they seek to generate is social, first and foremost. They use their well-honed entrepreneurial skills to ensure that the poor and marginalized can participate actively in, and benefit from, the global economy. While their endeavours often begin with a focus on a specific field of development such as environment, health, education, economic development or human rights, in time their approaches either broaden or have impact on multiple, interrelated areas of human development in needy communities.

Yet unlike successful business entrepreneurs, equivalent social entrepreneurs rarely receive wide recognition for their contributions. Very often, those who should recognize and support them, in fact oppose them. Almost all the men and women highlighted in this compilation have overcome significant constraints in implementing their vision. In many cases, even their closest family members and friends initially attempted to dissuade them from carrying out their efforts which were considered as "too far out". Governments and international organizations often are constrained in fostering social entrepreneurship.

The Schwab Foundation for Social Entrepreneurship has spent the last 12 months combing the world for leading social entrepreneurs. Our underlying purpose is to create a global community of outstanding and aspiring social entrepreneurs and of those who support them. In this first year of the Foundation's operations, we have selected 41 accomplished individuals who, in our view, represent the types of heroes and heroines that the 21st Century needs most.

At a time in the world's history when many fear for the future, we believe their stories set new standards of value, hope and inspiration. Their perseverance and ingenuity in the face of adversity and often silent pursuit of noble goals make them role models for people everywhere.

Pamela Hartigan
Managing Director

CONTENTS

ASIA

Fazle Abed	1
Raj and Mabelle Arole	2
Ela Bhatt	3
Jeroo Billimoria	4
Takao Furuno	5
Suraiya Haque	6
Muhammad Ibrahim	7
Joe Madiath	8
Muhammad Saidur Rahman	9
Mechai Viravaidya	10

AFRICA

Geoff Foster	11
Garth Japhet	12
Beverley Moodie	13
Halidou Ouédraogo	14
Gisèle Yitamben	15

EUROPE

Albina du Boisrouvray	16
James Price Chuck	17
Lejla Radoncic	18
Jacek Strzemieczny	19
Petra Vitousova	20
Mel Young	21

LATIN AMERICA

José Antonio Abreu	22
Rodrigo Baggio	23
Ricardo Bertolino	24
Vera Cordeiro	25
Javier González	26
Ismael Ferreira	27
Marilena Lazzarini	28
Adair Meira	29
Fabio Rosa	30
Pati Ruíz Corzo	31
Albina Ruíz Ríos	32
Jesús Orbegoza	33

NORTH AMERICA

Rick Aubry	34
Gillian Caldwell	35
David Green	36
Sara Horowitz	37
Alan Khazei and Michael Brown	38
Roy Prosterman	39
Paul Rice	40
Linda Rottenberg	41

AUSTRALIA

Nic Frances	42
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The Innovation BRAC, the former Bangladesh Rural Advancement Committee, one of the most widely studied non-governmental organizations in the world, has been fighting poverty, illiteracy and child mortality, and supporting women's health and development on a massive scale in rural Bangladesh for three decades. BRAC mobilizes the latent capacity of the poor to act in their own uplift through self-organization. Its full-time staff of 26,000 has helped 3.8 million poor women establish 100,000 village organizations. BRAC's health programs reach 10 million; its non-formal schools cater to 1.2 million children (70 percent of whom are girls); and its micro-credit program has disbursed US\$1 billion in loans with a reported 98 percent repayment rate.



BRAC

Established in 1971
Bangladesh

Background In 1970, Bangladesh was hit by a cyclone that killed 225,000 people. The following year, the country fought its War of Liberation, in which more than a million Bangladeshis were killed. The country lay devastated. Millions, especially those in remote areas bordering India, had lost all means of survival. When Fazle Abed, then an executive in a multinational corporation, returned to Bangladesh, he encountered widespread poverty and disease – and an inefficient, corrupt government wholly unequipped to respond to the country's problems. Abed resolved to apply his knowledge of management techniques and accountability mechanisms to the task of rebuilding his country from the ground up.

Strategy BRAC introduced many pattern-setting ideas in development such as: segmenting groups into different 'target markets', designing customized programs for separate 'client' groups, having clients monitor and evaluate programs themselves, conducting systematic research and development, and identifying backward and forward market linkages to boost economic opportunities for the poor. For example, when BRAC found that poor women were not profiting from rearing milking cows, it improved the breed of cow (a backward link) and set up a modern dairy (a forward link). Above all, BRAC helped shift the global paradigm in development from that of helping 'needy beneficiaries' to 'encouraging villagers', and particularly women's, self-development. (Abed saw that prior development programs failed because they were run by state functionaries rather than by the clients themselves.) BRAC's programs today address problems such as unemployment, poor health and education, environmental hazards and gender inequality. Of special note, BRAC's campaign to disseminate Oral Rehydration Therapy (for diarrhoeal disease) played a major role in halving Bangladesh's infant mortality rate in the 1980s.

"The driving force behind the Bangladesh Rural Advancement Committee is a belief that the people of Bangladesh do not have to remain poor," says Fazle Abed. "They can change their destiny if empowered to do so."

The Innovation The Comprehensive Rural Health Project (CRHP), a community-based health care program for the rural poor, has, in a context of extreme poverty, severe gender and caste inequality, and minimal public health services, brought about extraordinary health improvements in 300 villages, home to 250,000 people in India's state of Maharashtra. CRHP has achieved its gains by training local village health care workers and helping villagers to address economic, social, agricultural and health needs through self-organization.



The Comprehensive Rural Health Project; Jamkhed Institute in Primary Health Care

Established in 1970; 1994
India
crhp@jamkhed.org

Background In 1970, in India's Maharashtra state, malnutrition, infant mortality and maternal mortality were drastic problems. Less than one percent of the population had systems for the disposal of solid waste. Cholera, typhoid and malaria were highly prevalent. Modern health services were nonexistent. Having grown up in rural India, Raj Arole understood that any health-care delivery system would have to overcome superstitions about the causes of illness, as well as caste, religious, gender and political divisions. After graduating from American medical schools, Dr. Arole and his late wife Dr. Mabelle Arole returned to India. Using available resources and respecting local customs and traditions, they began engaging villagers in the creation of modern health care services for the rural poor.

Strategy The Aroles initially gained acceptance from village leaders by offering much-needed curative services. To earn the trust of the community, they invited all groups to volleyball games, which became meeting places for discussions about village development. These discussions led to the formation of Farmers' Clubs working to solve problems such as inadequate drinking water and poor sanitation. The Farmers' Clubs eventually conducted their own health survey, a crucial step towards overcoming traditional beliefs about the causes of disease, and identified simple ways to improve health, such as draining puddles which attracted mosquitoes. The Clubs also stimulated women to become village health workers, with the help of the Aroles. These women provided prenatal care, monitored child immunizations and coordinated village waste management. The village health workers in turn organized Women's Development Associations, which initiated credit circles to fund cooperative business enterprises. From 1971 to 1993, infant mortality rates in CRHP's areas plunged by 84 percent while maternal mortality dropped by 75 percent. In 1994, Raj Arole founded the Jamkhed Institute in Primary Health Care, which has trained 1,750 people from Latin America, Africa and Asia to initiate and run similar primary health programs.



"My dream," says Raj Arole, "is to help people throughout the world understand and apply the ideas of community-based health care so that 'health for all' can become a reality."

The Innovation The Self-Employed Women's Association (SEWA) is the global standard bearer in efforts to provide comprehensive support to poor, self-employed women in countries with large informal economies. Its efforts, over three decades, to increase the bargaining power, economic opportunities, health security, legal representation and organizational abilities of Indian women have brought dramatic improvements to hundreds of thousands of lives and influenced similar initiatives around the globe. Based in Ahmedabad, India, with more than 318,000 members, SEWA is the largest union in India, offering its members a broad array of financial, health, child care, insurance, legal and vocational services.



Self-Employed Women's Association
Established in 1972
India

Background Ninety-three percent of India's labor force are self-employed; 94 percent of this sector are women, and their production accounts for 64 percent of India's GDP. Yet, self-employed women have historically enjoyed few legal protections or worker's rights. Most are illiterate and subject to exploitation and harassment by moneylenders, employers and officials. In 1968, Ela Bhatt, a lawyer who was chief of the women's section of the Textile Labor Association in Ahmedabad, witnessed the terrible conditions faced by women working as weavers, stitchers, cigarette rollers and waste collectors, and began helping the women to organize themselves. By 1975, SEWA had 7,000 members and had overcome the formidable obstacles to win legal recognition as a formal trade union.



Strategy By dealing with the multiple dimensions of its members' needs, SEWA helps its members achieve full employment and self-reliance through self-governance. SEWA members have created several cooperatives and producer's groups, thereby forging market linkages and enhancing their own bargaining position. The efforts have had so much success that, from 1994 to 1998, members increased employment income by 600 percent. SEWA Bank, with 175,000 savers, has issued loans to 92,000 members. To provide for its members' health care, SEWA has helped members start health cooperatives, as well developed an insurance program that provides members' coverage for health care, emergencies and loss of life. A SEWA affiliated team of 200 midwives and health workers serve the health care needs of 100,000 individuals. To address legal issues such as housing and wage disputes, police harassment and exploitation—issues that have an impact on over 240,000 women, SEWA provides legal aid services for its members. Currently, Ela Bhatt and other SEWA leaders dedicate their time to influence national and international policies in support of the informally- and self-employed individuals around the world.



"One day," predicts Ela Bhatt, "SEWA's street vendors will join SEWA's artisans in the Indian Parliament settling issues about the informal economy."

The Innovation Childline is a 24-hour hotline for children in distress that operates in 31 Indian cities and has assisted over one million vulnerable children in need of medical assistance, protection from abuse, education, repatriation, counseling, long-term shelter and other emergency services. Using the toll-free number 1098, Childline provides an easy entry point into an extensive network of hundreds of child-service organizations, making it possible for citizens across India to assist children in danger at any time.



Childline India Foundation
Established in 1995
India
jeroob@vsnl.net

Background India has millions of children who live on the streets and hundreds of thousands who are extremely vulnerable to illness and abuse. In 1993, Jeroo Billimoria, a professor at the Tata Institute of Social Science (TISS), in Mumbai, began lobbying India's Department of Telecommunications to establish a toll-free emergency hotline for lost, endangered or injured children. Having worked with street children in Mumbai's night shelters, Billimoria had seen the need for effective crisis intervention. She mobilized support from TISS, government agencies, foundations, local child-service agencies and businesses to build the Childline network. Childline was officially initiated in June 1996.



Strategy Childline acts like an intelligent switchboard, one that dispatches calls to optimize society's available resources to protect children. The organization has capitalized on the recent spread of telecommunications in India and the emergence of a vast array of citizen organizations. When a call comes into Childline, it is routed to a child service agency, where volunteer street children often respond to calls themselves. Childline works with police departments, hospitals, railway officials, and organizations that provide shelter, repatriation, education, vocational services and disability assistance. The advertising and consulting firms Ogilvy & Mather and Tata Consultancy Services have helped Childline develop its brand and franchise model. In 1998, India's Ministry of Justice and Social Empowerment committed to spreading Childline throughout India. Having fielded over one million calls, Childline serves as a powerful amplifier for the voices of children across India. Billimoria is now working to spread the system to 12 other cities and other countries.



"Success," says Jeroo Billimoria, "will be when every child in the world has access to a service like Childline and knows that someone who cares is just a phone call away"

The Innovation Takao Furuno has developed and disseminated a sustainable, integrated organic rice and duck farming system that significantly increases yields and has been replicated in tens of thousands of locations across Asia. Rather than using chemical inputs, Furuno introduces ducks into rice paddies to fertilize and strengthen rice seedlings and protect them from pests and weeds. This process boosts farmers' incomes and decreases their work load, while reducing environmental damage and increasing food security.



Work on idea began in 1989
Japan
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Background In the next three decades, population growth will lead to a 70 percent increase in the demand for rice. The Green Revolution, which increased food yields through intensive mono-cropping and use of inorganic fertilizers, pesticides and herbicides, is now recognized as unsustainable and environmentally unsound. Annual increases in the use of chemical fertilizers now outstrip the growth of rice yields, causing ever declining incomes and intensifying rural-to-urban flight. Alternative systems are needed. In the mid 1970s, Takao Furuno, a high-spirited farmer who had been influenced by Rachel Carson's "Silent Spring," determined to turn his farm organic. Furuno spent ten years doing the backbreaking work of pulling out weeds by hand. In 1988, he came upon a traditional practice of using *aigamo* ducks to protect rice. The ducks eat insect pests and snails. They also use their feet to dig up weed seedlings, in the process oxygenating the water and strengthening the roots of rice plants. As a result of what Furuno lovingly calls the "duck effect," his farm yields have soared.



Strategy Furuno's duck-rice system is the result of continuous study of a natural symbiotic relationship and years of trial-and-error adjustments: One season, disease destroyed his entire crop. For three years, Furuno's ducks were eaten by dogs until he got the idea to install electric fences. Furuno has identified the optimal age at which ducklings should be released into paddies, the number that should be introduced per tenth of hectare and the moment when ducks should be removed. Through experimentation, he discovered that the addition of certain fish (loaches) and a nitrogen-fixing weed (azolla) to paddies boosted rice and duck growth. In addition, Furuno has successfully marketed duck rice, which now sells at a 20 to 30 percent premium over conventionally-grown rice in Japan and other countries. Today, his 3.2 hectare farm gives him an income of US\$ 160,000 a year, including that of organic vegetables, eggs, and ducklings. Having demonstrated that small-scale organic farming can be highly productive, he is disseminating his ideas. He has authored best-selling books on his methods such as "The Power of Duck" as well as an *aigamo* duck cookbook. Through his writings, travels, lectures and cooperation with agricultural organizations and governments, his methods have spread to more than 75,000 farmers in Japan, Korea, Vietnam, the Philippines, Laos, Cambodia, and Malaysia.



"My dream," says Takao Furuno, "is to see the ducks cheerfully swimming around in all the rice paddies of Japan and other Asian countries."

The Innovation *Phulki* is a pioneer in providing high-quality work- and community-based day care for the children of women employed in factories, businesses and government offices in Bangladesh. The organization, which currently operates 55 child care facilities, has developed a model that provides training in the management of day care centers so employers can run them independently. While demonstrating to the private sector that day care increases worker satisfaction and productivity in the workplace, Suraiya Haque is also working to establish child care as a legal right in Bangladesh.



Phulki
Established in 1991
Bangladesh
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Background Bangladesh has over 3,000 garment manufacturing industries employing approximately 1.6 million workers, 80 percent of whom are women. The vast majority live in urban slums. On the job, they lack access to child care, particularly care that allows them to breast feed their infants during the day. Haque had overcome opposition from her own family about entering the workforce, a struggle that reinforced her determination to help other women in Bangladesh gain the benefits of employment without having to deprive their babies and young children of essential nutritional care and attention. She started her first day care center in her garage, then set up a center in Bantai Garment Factory in Dhaka. She enlisted the aid of women's organizations to persuade other factories to follow suit.

Strategy *Phulki's* strategy is to show factory owners that by investing in child care, they not only provide essential life benefits for their employees, but will themselves benefit from a workforce that is happier, more productive and has lower rates of absenteeism. In Haque's model, factories provide space, start-up costs, and caretaker salaries, while mothers provide food. Depending on the factory, *Phulki* will either manage the day care center for a fee or train company personnel to take it over. Haque's goal is to spread child care facilities to all garment factories in Bangladesh. She is in contact with major American garment buyers such as Nike, GAP, Reebok, and Levi, to advocate that child care be included in their list of required workers' conditions. So far, Reebok and Nike have endorsed her efforts.

"I dream of a world where working women will not have to forego their children's well-being for economic reasons," says Suraiya Haque.

The Innovation The Center for Mass Education in Science (CMES) replaces traditional rote-learning, which is prevalent in rural Bangladesh, with a curriculum that equips youth with life-oriented technological skills and integrates the world of learning with the world of work. CMES reaches 20,000 students each year – half of them adolescent girls – through a network of 400 basic and advanced schools, and has influenced educational practices throughout Bangladesh.



Center for Mass Education in Science

Established in 1978
Bangladesh
cmes@citechco.net

Background Muhammad Ibrahim had been fascinated by science since he was a high-school student. But the science education he received bore no relevance to the daily life of Bangladesh's struggling millions. Most poor village children and adolescents fail to attend school or drop out after a few years, typically because their families see no economic benefits from education. In 1960, at 15, Ibrahim founded *Bijnan Samoeeki*, the country's first popular science magazine, which became the platform for a national popular science movement and, later, CMES.

Strategy CMES combines a basic curriculum with a special emphasis on economically relevant life-skills, such as soap- and candle-making, computer operating, and mechanics. Products produced in the school are marketed, providing both a revenue source and an economic incentive for students to stay in school. Through CMES's ground-breaking *Adolescent Girls Program*, girls, whose education is often neglected in Bangladesh, gain important economic skills which are traditionally limited to boys, receive loans from CMES's micro credit program for young people, and learn about their rights and reproductive health. Advanced Basic Schools and Rural Technology Centers are available for students interested in pursuing higher level of education and technology. And at CMES's *Rural Centre for Joyful Science Activities*, researchers are developing 'appropriate technology' solutions for village life, such as low-cost, solar-electric micro-utilities to electrify bazaars and village huts, some of which CMES has already put to use in a commercial but affordable manner.



"Success to me," says Muhammad Ibrahim, "is to sense the change of mindset in an individual girl or boy that gives the inspiration to come out of poverty. My dream-goal is to spread the principle of education-work-empowerment linkages to all levels and bring the global technology and business scenario to the grass roots to enrich these linkages."

The Innovation Working in isolated and extremely impoverished areas of Orissa, India, *Gram Vikas* helps tens of thousands of villagers – many from the most marginalized tribal groups and scheduled castes – to organize themselves to solve a wide range of social and health problems. *Gram Vikas* demands the participation of each and every adult man and woman in its programs and provides incentives to encourage villagers to pool their resources to improve village infrastructure and sanitation. This process has led to increased awareness of rights and civic duties and more effective political mobilization.



Gram Vikas (Village Development)

Established in 1979
India
info@gramvikas.org

Background Joe Madiath became acquainted with Orissa's rural poor when he led a group of student volunteers from Madras University who were providing relief after a cyclone devastated the area in 1971. Struck by the terrible poverty, particularly among *adivasis* (tribal people) and *dalits* (Untouchables), Madiath remained to provide further assistance. He soon realized that limited economic options were driving villagers to urban slums in the futile search for prosperity. Hoping to reverse this trend, he and a few friends started *Gram Vikas* with the goal of improving living conditions in villages, increasing local economic options and restoring dignity to marginalized populations.



Strategy *Gram Vikas's* core methodology is to harness, through full community mobilization, every ounce of physical and human capital in a village. Every family in a village must agree to be part of a *Gram Vikas* program before it will proceed. *Gram Vikas* works with villagers to create and manage a "village corpus," a fund that draws from cash and in-kind contributions from all families, based on ability to pay. Once the fund is established, the organization contributes supplementary resources or makes soft loans for specific projects. Under a state project, *Gram Vikas* set up 55,000 bio-gas systems in Orissa to provide inexpensive fuel for villagers. Through its Rural Health and Environment Program, *Gram Vikas* has helped thousands of families build low-cost facilities for safe drinking water and proper sanitation, making use of villagers' own resources, materials and labor, demystifying construction techniques and enhancing locals' skills. The same approach has been used to build roads, drainage systems, community halls and schools.



"My work is about creating an enabling environment for sustainable development," says Joe Madiath, "one that makes clear that poor people really do matter."

Muhammad Saidur Rahman



Bantai Industries; Social Standard Working Group

Established in 1990; 1999
Bangladesh
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The Innovation Muhammad Saidur Rahman, founder of Bantai Industries, a garment manufacturing business, and the Social Standard Working Group (SSG), a business consortium, is working to disseminate workplace innovations throughout Bangladesh's garment sector with the goal of substantially improving working conditions for 1.6 million factory employees, 80 percent of whom are women. At Bantai Industries, which produces baseball caps for export to the United States, Saidur has introduced worker benefits in health care, children's education, family planning, day care, savings schemes, purchasing discounts and development of social awareness.

Background With earnings of US\$5 billion a year, Bangladesh's garment industry is a major contributor to the country's economy and the largest formal employer of women. Working conditions in many factories remain grim, however. The lack of fire and other safety codes leads to high rates of worker injuries and death, while the absence of day care facilities forces women to leave their children at home, often unattended. Muhammad Saidur Rahman, the son of two social workers and a senior professional executive with NGOs such as Red Cross and Oxfam, became aware of the dire conditions garment workers faced. In his own factory, he is working to create a model workplace that doubles as a worker-development program.



Strategy The social services that Bantai provides are overseen by a full-time "welfare officer" and administered by either on-staff specialists or sub-contracted workers from special service organizations. The company's health program, which offers on-site curative and clinical services, is administered by hired health professionals from a retained hospital, while its family planning program is run by an organization that specializes in providing information about birth control. Other services include on-site day care; an education center, where teachers provide the children of Bantai's 480 employees with informal primary education, along with books, supplies and snacks; and a financial planning program, where workers receive help investing their wages. Bantai has one of the lowest staff turnover rates in the country; and its workers report feeling more empowered, confident and socially aware. In 1999, Saidur formed SSG with twelve like-minded manufacturers and export companies to disseminate these practices throughout the industry.

"I dream that some day we will be able to set up an industry in a small village that is fully owned by the workers and staff members themselves," says Muhammad Saidur Rahman.

The Innovation Mechai Viravaidya established The Population and Community Development Association (PDA) in 1974 to address the root causes of poverty in Thailand. PDA began by focusing on unsustainable population growth as a first step to free up resources for development. It was the first organization to use non-medical personnel to provide information on family planning and to distribute oral contraceptives and condoms in villages and urban neighborhoods. PDA developed creative and humorous approaches to promote family planning that appealed to the Thai sense of fun and de-stigmatized reproductive matters. Its success was so broad-based that the PDA approach became the international model in this field; nationally, it was responsible for a 70 percent reduction in HIV/AIDS infection rates between 1990 and 2000. Since 1990, PDA has turned to promoting rural economic development. With over 500 employees, PDA is the country's largest and most diversified non-governmental organization.



Population and Community Development Association

Established in 1974

Thailand

pda@mozart.inet.co.th

Background

Mechai Viravaidya, who had studied commerce at Melbourne University in Australia, returned to his country and started his career with a Thai development agency. He came quickly to the conclusion that development in Thailand was curtailed by its staggering population growth. However, the country's social mores impeded frank talk about family planning. His widely known work in family planning was the first step along the way to free up resources that would otherwise have been sufficient only to maintain a subsistence level of economic activity. The family planning work was only the beginning of PDA's ever-evolving and innovative programs.



Strategy

PDA trains residents of villages and urban neighborhoods as community leaders. Over more than two decades, PDA has mobilized thousands of volunteers to provide family planning information and distribute contraception to community members, an effort that has contributed to a drop in the national population growth rate from 3.2 percent in 1970 to 1.0 percent in 2000. PDA's HIV/AIDS prevention program used humor as a tool: PDA helped villagers organize condom blowing contests and Miss Condom beauty pageants and paint slogans promoting family planning on the flanks of water buffalo. The approach was so successful it was adopted by the Thai government. Mechai Viravaidya is now widely known as Dr. Condom. Through PDA's Thai Business Initiative in Rural Development, launched in 1990, 132 companies support 242 economic-development projects across Thailand. In helping communities sustain themselves, PDA discovered ways to sustain itself as well. Today, the organization runs 14 for-profit companies -- including its popular Cabbages and Condoms Restaurants -- which generate 65 percent of its funding.



"All of PDA's programs," explains Mechai Viravaidya, "are based on the belief that local people are best suited to shape and sustain their own development."

The Innovation The Family AIDS Caring Trust (FACT), headquartered in Mutare, in eastern Zimbabwe, has pioneered and is disseminating well-tested, community-based responses to mitigate the impact of AIDS. These responses include reducing risk of infection through peer education, providing unconditional care to sufferers, facilitating community responses to people who are terminally ill and orphans, and building the capacity of organizations to mobilize local resources and volunteers. FACT is now focusing on systematizing the best of these responses so they will be more widely adopted.



Family AIDS Caring Trust
Established in 1987
Zimbabwe
fact@mango.zw

Background In 1987, Geoff Foster, a pediatrician at the government hospital in Mutare, witnessed a startling rise in HIV/AIDS cases. Zimbabwe's limited government health services were fast becoming overwhelmed, while donor-driven AIDS prevention programs and Western style, office-based counseling for HIV-positive people were ineffective. Foreseeing an impending health catastrophe, Foster spearheaded FACT, Zimbabwe's first AIDS service organization. To be effective, Foster believed, AIDS organizations needed to address local religious beliefs on disease causation, decrease the stigma associated with AIDS, and develop culturally appropriate models of prevention and home care.

Strategy Foster began by engaging local church, political, health and business leaders and building up a broad volunteer and funding base within the community to openly discuss sexuality, female subordination and other taboo topics. FACT targeted programs to sex workers, single women, truckers, employees, youth, orphans, persons living with AIDS and people living in rural areas. In the 1990s, FACT began providing professional training and mentoring to hundreds of AIDS organizations emerging across Africa in response to the pandemic. It influenced USAID's support of local organizations focusing on children who become orphans as a result of AIDS and forged partnerships with international bodies to disseminate effective solutions to the crisis. FACT is now working to systematize and strengthen the "ingenious self-organized strategies" that have arisen from communities confronting increasing numbers of orphans.

"In relation to the mushrooming orphan epidemic," says Geoff Foster, "our work entails enabling the poor to help the destitute through community mobilization."

The Innovation Soul City is a national, multi-media "edutainment" project that seeks to positively impact people's lives by integrating health and development issues into serialized prime-time television programs, radio dramas, and easy-to-read booklets. Reaching 79 percent of South Africa's population, the Soul City television and radio shows have consistently ranked number one or number two in audience ratings during the past five years. Two thirds of its audience is between 16 and 24 years in age. This is complemented by Soul Buddyz similar multimedia intervention for children ages 8-12. This intervention reaches over 68% of South African children. Large scale independent evaluations have clearly demonstrated their effect on positive social change.



Soul City
Established in 1994
South Africa
garthj@soulcity.org.za

Background As a physician working in Soweto in the late 1980s and early 1990s, Garth Japhet had become increasingly frustrated that his medical skills were doing little to improve the health and quality of life of his patients in the poverty-stricken township. Lack of information on issues surrounding health and poverty was the main "disease." Existing educational programs had little effect because the programs didn't reach enough people, and the information was delivered in a dry, bureaucratic manner that wasn't conducive to learning. Japhet turned to the media. In South Africa, radio reaches 98 percent of the population; television, 76 percent and print, 46 percent. By making education entertaining, he believed, knowledge would be retained and debate stimulated.



Strategy Japhet concentrated on three strategies. Recognizing that television, radio, music, theatre and print reach different audiences and could serve to re-enforce messages, he opted, first, for a multi-media approach. Second, he decided to focus on quality. Media owners would not donate prime space for educational content; the programming had to attract large audiences with compelling plots and characters. Third, he chose to create a drama, rather than a documentary or talk show, since drama is the most popular form of TV in Africa. Fourthly, he decided to create a popular social brand which would provide credibility to all initiatives it was associated with. Since its inception, Soul City has stirred public discussion and challenged attitudes about HIV/AIDS, youth sexuality, hypertension, violence against women as well as complex development issues such as land rights and access to banking services. The radio, TV and print materials are used in Zimbabwe and Zambia and eight other African countries are now working to develop similar shows.

"I see my work as giving people and communities tools that will make a tangible difference in their lives," explains Garth Japhet. "I want to reach more people in Africa and beyond, and make the interventions increasingly relevant to all facets of their lives."

The Innovation Attacking the dual problem of mass unemployment and low education levels in South Africa, Business Outreach trains illiterate and semi-literate adults to start their own micro-enterprises within two weeks. With 45 percent of South Africa's black community un- or under-employed, Beverley Moodie recognized a tremendous need to develop a training program that could quickly enhance confidence and encourage economic self-sufficiency by building upon marketable skills that people already possess.



Business Outreach
Established in 1998
South Africa
moodie@pixie.co.za

Background Moodie's apprenticeship in social entrepreneurship was grounded in women's development initiatives. In 1980, she co-founded and directed the Home Executive Women's Organization, which focused on improving the image and economic potential of women working from home, and fought for legislative changes to facilitate home-based businesses. In 1991, seeing that business and trade schools and banks were failing to reach the poorest of the poor, Moodie began developing her own "start-up training" methodology for illiterate and semi-literate people, designing teaching techniques to overcome her students' lack of education, formal skills and financial resources.



Strategy Moodie established her organization, Business Outreach, to systematize her approach and to increase its impact in training community leaders as Business Outreach facilitators. By using Bev's methodology and programs, facilitators aid individuals in their local communities identify the skills and talents they possess, and use them to put money in their pockets by focusing on a particular market niche they can fill. The key to the process is not in the materials, and the educational method is not culturally-bound. Instead, it teaches participants to flip their thinking and become market/customer centered in their thinking, how to test the market, and how to reduce the need for high start-up capital. Only 15 to 20 hours are spent in classrooms, and each student begins applying the techniques learned directly into their own situation, environment, and market during practical homework sessions. For example, a young unemployed hair stylist established his business by going to his customers, instead of opening a salon. Realistically he would never qualify for financial support to open a salon, but by rethinking how he can practice his trade, he is able to immediately derive income from his existing skills. The program sustains itself in different income generating processes, including the sale of training books, selling its training program to companies that are downsizing and through sponsorship of poorer students by corporate social responsibility programs. Business Outreach's program promotes a culture of business and Entrepreneurship. The program has achieved a 100 - 80% success rate in establishing self-sustainable business initiatives with little or no start-up capital and tries to integrate them into the business mainstream. Bev's goal is to set up 10 satellite centers in South Africa within the next 2 years and to expand the system to other countries.



"I measure success against the situation my students are in when we start," says Beverley Moodie. "Where do they want to go? Can they get there realistically? After our process have they gotten one step towards a better quality of life? Have they demonstrated their achievements? Then, later, have they moved further upwards?"

The Innovation The Burkinab Movement for Human and Peoples' Rights has played a leading role in building a pan-African human rights movement. With more than 50,000 dues-paying members, the Burkinab Movement locates the primary responsibility for human rights monitoring and enforcement in the hands of ordinary citizens, rather than international legal bodies. Building upon his success in Burkina Faso, in 1992, Halidou Ouédraogo co-founded the Inter-African Union for Human Rights, which serves as an institutional scaffold upon which to construct pan-African human rights, linking 45 African human rights organizations, most of them inspired by the Burkinab Movement.



Burkinab Movement for Human and Peoples' Rights; Inter-African Union for Human Rights

Established in 1989; 1992
Burkina Faso
uidh@fasonet.bf

Background Growing up in a poor rural family, Ouédraogo experienced the hardships shared by many in his country. After completing a law degree in France, he returned to Burkina Faso, and as a magistrate, drafted more flexible sentencing laws and participated in the writing of the country's 1990 constitution. In 1997, he drafted laws to protect women from violence. Empathic, ingenious, and brave, he has placed his life repeatedly at risk waging a war with autocratic governments in Africa, while simultaneously combating the low literacy levels that impede progress in his country.



Strategy The Burkinab Movement educates residents of rural and urban communities to safeguard human rights, provides the poor with legal services, protests extra-judicial killings, handles citizen human rights complaints, and works to introduce human rights courses in schools. It reaches out to teachers, members of military and para-military groups and social organizers. It also draws in prominent jurists and lawyers from other countries to mobilize pressure against human rights abuses, adding credibility and reducing the dangers faced by local campaigners. To date, more than 1,000 Africans detained as political prisoners in violation of their human rights have been released as a result of Burkinab Movement campaigns. The Inter-African Union has served as a respected independent election observer in many countries. In Rwanda, the Union helped to rebuild the judicial system after the genocide. Its publications are key human rights references in most African countries and important sources of information for international human rights bodies.

"Our enduring dream," explains Halidou Ouédraogo "is to multiply our efforts and social work and see them carried to as many people as possible to create a more humane and a more just world."

The Innovation Gisèle Yitamben's *Association pour le Soutien et l'Appui a la Femme Entrepreneur* (ASAFE) is providing business training and development services, alternative financing and access to e-commerce to support thousands of women entrepreneurs in Cameroon, Guinea, Benin, Chad and the Democratic Republic of the Congo. Today, ASAFE is actively engaged with technology companies and business incubators to help African entrepreneurs overcome the digital divide.



Association pour le Soutien et l'Appui a la Femme Entrepreneur (Association for Support of the Women Entrepreneur)

Established in 1989

Cameroon

asafe@camnet.cm

Background In 1986, Gisèle Yitamben completed a study, for the African Development Bank, which found that women in Africa were systematically deprived of credit because their businesses were too small and they couldn't furnish collateral. Believing that many of these women could develop into successful entrepreneurs, Yitamben mobilized a group of professionals and businesswomen, from Cameroon's populous port city Douala, to support women's entrepreneurship. While fighting for legal permission to establish ASAFE, the group began providing business services to micro- and small-entrepreneurs in regions of Cameroon. In 1992, ASAFE launched the *Femme Credit Epargne*, a credit and savings service designed specifically for low-income women.

Strategy ASAFE's teams of extension workers train women in management, pricing and marketing skills, always drawing on the women's knowledge of their socio-cultural environment. With 3,000 members, many of whom have built successful businesses, ASAFE is connecting its entrepreneurs to one another and to larger markets through technology. Working with the International Telecommunications Union and Chell.com, a business incubator, ASAFE has developed a leading e-commerce Web portal for African businesswomen, who are exporting such products as crafts and dried fruits to Europe, and translating documents for U.S. educational institutions. ASAFE takes in more than US\$8,000 a month for translation work alone. ASAFE is also working with Cisco to provide large-networking training to its members looking for new job opportunities in the very promising area of local and long distance computer networking, while seeking to expand well beyond its membership base to position itself as one of the leading Internet and e-commerce service providers in West Africa.



"Many African countries are still suspicious of information technology," explains Gisèle Yitamben. "They haven't understood the immense power of the Internet. The solution to poverty among the womenfolk and their children is in information. There is no limit to our future."

The Innovation Albina du Boisrouvray, founder of the *Association François-Xavier Bagnoud*, has mobilized US\$ 100 million over the past 12 years to assist AIDS orphans and children with HIV/AIDS, and to promote health and human rights, combat child labor, and stimulate innovative AIDS education, treatment and the development of economically sustainable programs. The Association has offices in almost 20 countries, empowering local people to change their lives for the better.



Association François-Xavier Bagnoud
Established in 1986
Switzerland
Albina@afx.org

Background The only child of Count Guy du Boisrouvray and Countess Luz Mila Patino, Albina du Boisrouvray was raised in an international environment. She studied psychology and philosophy at the Sorbonne, founded a literary magazine, *Libre*, for Latin American writers, and worked as a journalist and film producer. With her husband Bruno Bagnoud, she had a son, François-Xavier. Her son later became a rescue helicopter pilot, and, at the age of 24, died in a helicopter accident in West Africa in 1986. In his memory, du Boisrouvray set up \$100 million endowment in his honor to support the work of the Association.

Strategy The Association implements programs that equip individuals or peoples in community-based organizations to become their own agents of change. Focusing on the millions of AIDS orphans as the beacon of hundreds of millions of poor and suffering children, the Association promotes health and human rights, micro-enterprises and innovative HIV/AIDS programs. In the altiplano of Bolivia, a hundred women carry out on their own education and nutrition programs. Former sex workers in Myanmar have been empowered to begin new careers with self-help industries producing table cloths, toys, dolls, candles and furniture. FXB joined together opposing factions in Rwanda in a self-help housing project that built houses for 628 families, and income generating activities for 3,500 families which benefited more than thirteen thousand children, half of whom to attend school. Similar income generating activities and health care programs are also ongoing in South Africa, Colombia, Thailand, Brazil, Uruguay and Uganda. In the whole of India, doctors and nurses have been mobilized to implement national creative HIV/AIDS education, testing, treatment, counseling and outreach programs to prevent the pandemic from devastating that country as it did in Africa. Backstopping all these activities and more is the Francois-Xavier Bagnoud Center for Health and Human Rights established at Harvard University by du Boisrouvray as an advocate to show the inextricable link between human rights and the health of people. Two FXB chairs endowed by du Boisrouvray support an international pediatric HIV/AIDS training program at the University of Medicine and Dentistry of New Jersey for health care workers worldwide.



"Orphans and youth as a whole should take their destiny in their hands," says Albina du Boisrouvray, "and lead politicians and bureaucrats to show more courage and have more vision."

The Innovation Knitting Together Nations (KTN) is creating sustainable employment opportunities for displaced women of different ethnicities in Bosnia-Herzegovina. In the process, it is pioneering successful market-based development in the war-torn, post-socialist country that links women with traditional handicraft skills to high-end international design houses in Europe and North America.



Knitting Together Nations

Established in 1999
Bosnia-Herzegovina
jpcktn@yahoo.com

Background In the aftermath of the war in Bosnia and Herzegovina, women often gathered in groups to knit together for therapeutic comfort. KTN was initiated by a consortium of non-governmental organizations, led by Norwegian People's Aid, to build upon these informal networks and improve income and life opportunities for many displaced women artisans. The World Bank supported the project and established linkages between a Bosnian fashion designer and the Paris-based design house seeking to update traditional patterns. The Bank then invited James Price Chuck, an economic policy advisor in Sarajevo, to help develop the business plan. Chuck threw himself into the effort, even investing his own capital. The World Bank provided KTN with US\$230,000 start-up capital from its Post-Conflict Fund.

Strategy Chuck had to overcome enormous obstacles: Women from different ethnic groups initially refused to sit in the same room with one another. It took five months to overcome bureaucratic hurdles just to establish KTN as a legal business. At the time in Bosnia-Herzegovina, there was no system to handle import of materials or timely export of finished goods, nor were there consistent business regulations or systems to expedite international payments and receipts. Taxes were extraordinarily high. With negative news reports from Bosnia, the Balkan stigma only worsened once Kosovo and Macedonia became international problems. International businesses were very doubtful of KTN's ability to provide dependable, globally-competitive products. "I almost gave up," explained Chuck, "but then I realized that only I had the luxury of other options and felt shame for even considering abandoning KTN." Chuck overcame the hurdles and organized systems for product development, worker training, marketing and export, expanding KTN's production network to 23 cities and towns in Bosnia-Herzegovina. Today, with 180 full-time knitters and a network of 2,000 suppliers, KTN produces clothes for such designers as Agnes b., Betty Jackson and Roeckl and is developing plans with Donna Karan, Gucci and Calvin Klein. Operations are currently 74 percent self-financing.

"Displaced women in a post-war society have returned to feeling capable by using their talents to earn an income," explains James Chuck. "I want to take KTN all over the world."

The Innovation Bosnian Handicrafts, founded in the wake of the social and economic devastation of the Bosnian war, has quickly built up a modern production business that employs and trains women refugees who had been forced from their homes and lost family members in the war. The company, which manufactures handmade clothing, fashion accessories, home furnishings, and traditional Bosnian crafts, employs 500 women from different religious and ethnic groups, including Croats, Muslims, Serbs and Kosovars.



Bosnian Handicrafts
Established in 1995
Bosnia-Herzegovina
npahcp@max.ba

Background In 1992, Radoncic had a job she loved with a travel agency in Sarajevo, while her husband worked in Tuzla, about two hours away by car. Finding herself in Tuzla the day the war started, she remained there for four years, and needed to find ways to survive. In 1994, she was hired by Norwegian People's Aid to help run one of the first refugee settlements in the Tuzla region. There, she worked with thousands of traumatized and displaced women, many from Srebrenica, where, in 1995, thousands of Muslims were massacred and expelled by Bosnian Serbs. Most of the women refugees were illiterate, but all knew how to knit. A project that Radoncic initiated as a form of group therapy turned into a business when a church group put in an order for 1,500 sweaters. The women filled it in six weeks.



Strategy Bosnian Handicrafts provides women who have experienced extreme trauma and hardship an opportunity to financially support themselves, while nurturing their own cultural traditions. While it operates as a business, Bosnian Handicrafts wants to further expand opportunities for refugees, displaced persons, returnees and rural women, regardless of their ethnicity. The women learn to apply their knitting, crochet and embroidery skills to create products that are broadly marketable. While Radoncic received start-up subsidies for the business, she seeks to generate enough financial profit to sustain the business by producing high-quality wares for sale in Bosnia and Herzegovina as well as for the U.S., Slovenia and Switzerland export markets. Each year, Radoncic introduces new product lines of children's clothing and home furnishings at international trade shows, and has recently produced a sample collection for a famous French designer Agnes B. To increase the output of existing production units, and to expand into other areas of Bosnia and Herzegovina, including Srebrenica, the organizations trains more women in hand and machine knitting techniques, providing them an opportunity to earn an income from their labor.

"The women have regained their dignity and self-confidence. They are very proud of the salaries that give them a chance to support themselves and have a better life," says Lejla Radoncic. "My dream is to become an internationally recognized fair-trade organization with durable markets for products made by Bosnian women, continuing to provide them with a fair and vital income."

The Innovation The Center for Citizenship Education (CCE) is promoting civic participation and strengthening participatory democracy across Poland by facilitating multistakeholder civic educational programming, educational policies and evaluation that includes local officials, school administrators, teachers, parents and students. Today, the Center's programs annually reach 200,000 Polish students across the country.



Center for Citizenship
Education
Established in 1994
Poland
jacek@ceo.org.pl

Background When Communism collapsed in Poland in 1989, a democratic system with strong participation of the citizen sector did not automatically appear. Strzemieczny saw an opportunity to fill the void: he founded the Center for Citizenship Education (CCE) to address the need for steady but deep changes in social attitudes by giving civic education new meaning. The CCE concluded that the school experience should give young people a sense of confidence in their own thinking and judgement, confidence in their own resources, and knowledge about the possibilities to exert influence on matters connected with their local community, their country and the world. In Poland, the CCE has been able to win the confidence of central and local education authorities, parents, students and teachers and bring all together to shape and implement the educational reforms needed to build a Polish democracy

Strategy The CCE encourages an open dialogue between local government officials, school administrators and students to improve the quality and relevance of what is taught in schools. This includes changing teaching methods as well as content. The CCE began by supporting teachers in learning the active teaching method, including providing them and their students with appropriate materials. To gain the support of the local authorities, teachers demonstrated the effects of their teaching, involving the local community and students in this task. Volunteerism and civic participation have dramatically increased since CCE's expansion across Poland, and the Ministry of Education in 1999 announced that the civic education curriculum developed by CCE is the best school curricula associated with education reform.



“I believe young people should be given a chance to do something socially significant,” explains Jacek Strzemieczny, “before various life experiences render them helpless or cynical.”

The Innovation Petra Vitousova's White Circle of Safety is a volunteer-based support network for victims of violent crime. It provides specialized services such as psychological counseling, legal aid and assistance in dealing with police. White Circle is the first organization of its kind in the Czech Republic, both in its focus on the needs of crime victims and in its volunteer support structure.



White Circle of Safety
Established in 1991
Czech Republic
bkb@volny.cz

Background Violent crime has increased dramatically in the Czech Republic since the political transformations that began in 1989. As a journalist covering this rise in crime, Petra Vitousova came to recognize a severe lack in victim services. There was no mechanism, for example, for a victim to receive compensation for injuries sustained as a result of a crime, even when the injuries resulted in the loss of his or her job. Nor were there readily available counseling services to help victims cope with feelings of isolation or helplessness. In response, Vitousova mobilized a group of professionals -- lawyers, doctors, psychologists, policemen - - to volunteer their time and expertise to help victims instantly and free of charge.

Strategy Vitousova's organization, White Circle, offers customized support to the individual needs of crime victims the Czech Republic, by providing each victim with the necessary services to make well-informed decisions concerning their legal and personal options after a crime. When a victim of violent crime contacts White Circle, he or she first meets with a volunteer at one of the network's six centers where the situation is evaluated. Once his or her needs are determined, the victim is then referred to appropriate professionals, be they a physician to treat physical injuries or a mental health professional to provide assistance for the ensuing emotional trauma. White Circle efforts concentrate on dealing with domestic violence, a most hidden, and yet most widely spread and underestimated form of violence. In 2001 White Circle started a 24 hours crisis hotline for victims of domestic violence. Within the first four months, the hotline received over 2000 phone calls. The Czech government has recognized the need for White Circle's services, and the Parliament has proposed a number of changes in criminal laws, thereby improving the situation of victims of crime. White Circle also offers training program for police officers, judges and the staff of shelters designed to raise awareness and sensitivity to victims' rights and needs. It also organizes self-defense classes and violence prevention programs, gives lectures at schools about crime and conducts extensive public education programs through the media. The organization currently has six centers throughout the Czech Republic. Vitousova is working to replicate her organization's services in Slovakia.

"I meet people during the most trying times in their lives," says Petra Vitousova. "As victims of violent crime, they are at their lowest. But it is also at this time that we can do the most. All it takes is a desire to help."

Mel Young

The Innovation The Big Issue in Scotland, co-founded by Mel Young and Tricia Hughes, is a weekly street paper sold by homeless people in Scotland. Based on the philosophy of providing a hand up, not a hand out, its homeless vendors receive 60% of the cover price for each sale. Featuring a mix on hard-hitting current affairs and lively critiques on art and entertainment. The Big Issue in Scotland sells 50,000 a week with a readership of 255,000 and is most popular amongst 15 to 24 year olds. Its popularity has demonstrated the viability of publications that blend social and business objectives. Building on the success of Big Issue in Scotland, Young helped launch a global association - International Network of Street Papers (INSP) - to provide support to 50 similar street papers in 30 countries across five continents. Young is currently President of INSP.



The Big Issue in Scotland; International Network of Street Papers

Established in 1993; 1994
Country: Scotland
mel.y@virgin.net

Background

The Big Issue concept was inspired by Gordon Roddick, Chairman of the Body Shop, who saw an opportunity for homeless people to earn an income. The magazine was launched in London by John Bird in 1991 with the support of the Body Shop. The Scottish magazine, launched in 1993 with a staff of only four and thirty vendors, skyrocketed in popularity and garnered international recognition and numerous editorial awards.



Strategy

The INSP's strategy for supporting street papers internationally is to identify major obstacles—be they financial, social, management, or editorial—and pair young newspapers with experienced ones for fast learning. For example, The Big issue in Scotland has developed close links with papers in Russia and Eastern Europe, including an alliance with a paper in St. Petersburg, Russia and a joint venture operation in Budapest which helps to develop street papers across Eastern Europe. The INSP addresses problems such as police brutality, interrupted distribution of street papers by government officials and lack of advertising due to businesses being unwilling to associate their brands with homeless people. INSP has mobilized its network to support homeless vendors confronted with xenophobic attacks in Russia and Austria. By attracting prestigious advertisers such as Reebok, Benetton, Caterpillar, Mastercard, Barclays, Tower Records and Sony, The Big Issue in Scotland has helped shift business attitudes towards these papers. INSP provides advice on fund raising, business plan development, marketing, and advertising, and holds an annual conference to promote innovation in the field.

"I liken my work to throwing a stone which causes a ripple in a pond," explains Mel Young. "My dream is to get together with all the other stone throwers in the world to create a giant wave, which ends global poverty once and for all."

The Innovation José Antonio Abreu's national system for the support of free music education and orchestras across Venezuela has been acclaimed by the United Nations as a model to be emulated around the world. The State Foundation's orchestras are comprised of more than 110,000 children and youth, most from lower middle-class or poor families, for whom musical education opportunities have historically been extremely limited.



La Fundación del Estado para el Sistema Nacional de Orquestas Juveniles e Infantiles (State Foundation for Youth and Children's Orchestras)

Established in 1975

Venezuela

fesnojiv2@cantv.net

Background When conductor José Antonio Abreu first talked of creating a "musical miracle" for Venezuelan children in the late 1970s, people dismissed the idea as a pipe dream. At the time, only the wealthy studied classical music, a fact that forced the national symphony to hire so many foreigners that rehearsals had to be conducted in English. Abreu, an economist and pianist with a gift for teaching children, is today known as "el maestro" in Venezuela. A former legislator and cabinet minister, he applied his political skills to build the country's music program, overcoming public opposition to what was initially perceived as an elitist cultural initiative, rather than a mass program that would create myriad opportunities for young musicians from all social strata.

Strategy The State Foundation's national music program operates through a pyramidal structure in which teams of adult musicians teach adolescents, and skilled adolescents teach children as young as six years old. Nearly every state in Venezuela has a professional symphony, with thousands more employed by the State Foundation, which, under Abreu's direction, manages 167 orchestras and 60 music schools. All music programs are free. Instruments, many donated by the state oil company, are initially loaned to children, then given to them after two years of instruction. Along with music, youngsters are taught discipline and social harmony. A hallmark of the program is its accelerated teaching system, which encourages children to develop a love of classical music, understanding of music theory and history, and increased self-esteem. Graduates study today at conservatories in Europe and North America. While quality is stressed, so are social goals: one orchestra is for blind musicians; another is for street children; others are for youngsters in juvenile detention centers. In music, says Abreu, children find escape from life's stresses, while bringing beauty to their families and neighbors. "When I practice, my mom says, 'What's this?'" explained 13-year-old viola player, Maria Fernanda Villegas, from Caracas. "I say, 'It's Beethoven.'"



"I dream of a New World where music would be inherent to the individual and collective existence, as the language and message preferred for an harmonious, jubilant, fraternal, pacific, creative and vital existence among human beings."

The Innovation Based in Rio de Janeiro, the Comitê para a Democratização da Informática (CDI) has developed a simple franchise model for bringing technology to the underserved, including those living in urban low-income communities, in institutions that support those with physical and mental disabilities, as well as with homeless children, prisoners, and indigenous populations. CDI has helped 346 communities establish autonomous and self-sustaining Information Technology and Citizens Rights Schools in 19 Brazilian states, reaching a total of 166,000 students, and well as in Japan, Colombia, Chile, Mexico and Uruguay. CDI schools promote economic opportunities, literacy, health awareness, non-violence and civic participation.



Comitê para a Democratização da Informática (Committee for the Democratization of Information Technology)

Established in 1995
Brazil

rodrigo@cdi.org.br

Background In 1994, Rodrigo Baggio was teaching computer science at an elite school in Rio de Janeiro when he recognized that technology could be a powerful tool to fight the social exclusion of Brazil's poor. So he established *JovemLink* (YouthLink), the city's first bulletin board system, to connect kids from all economic classes. When only well-off kids used the system, however, Baggio realized that it would be necessary to take the technology to the doorsteps of those living on the other side of the "digital divide." That led to the creation of the first CDI school, in the Dona Marta *favela*, a sprawling slum in Rio.

Strategy CDI's success is based on a flexible model that works with existing community organizations and leverages crucial support from business, government and international partners. This model promotes digital inclusion and creates awareness of civil rights principles through the use of information technology. Before obtaining a CDI social franchise, communities must demonstrate clear commitment to the organization's principles and agree to uphold standards. CDI then provides hardware, software and technical assistance, and trains locals to manage the schools, teach IT and citizenship classes and train new instructors, maintain equipment and raise funding through small student fees. CDI also provides curriculum aids, so that technical and Internet skills are used not only to increase job opportunities for poor youth, but to broaden their knowledge and interest in solving community problems. Today, only four percent of low-income Brazilians have Internet access. As CDI continues its rapid expansion -- opening new offices in Guatemala, Honduras, Angola, and South Africa, the organization's major challenge is to maintain quality and connect its schools to the world wide web in a "digital community".



"My dream," says Rodrigo Baggio, "is to mobilize a social-education force to promote the idea of entrepreneurship among our students and graduates, to improve our model of social franchise, and to engage the organization in a widespread movement to teach literacy to youth through information technology."

The Innovation The International Ecoclub Net, an organization run entirely by youth and 5,000 volunteers in a dozen Latin American countries, promotes environmental education, waste management, water quality, dengue control and protection of wildlife. With their systems of revolving leadership and equal participation of boys and girls, the Ecoclubs create practical opportunities for young people to make democratic decisions and to engage citizens, media and local governments in environmental action.



International Ecoclub Net
Established in 1995
Argentina
ceaa@cyberia.net.ar

Background Faced with increasing levels of solid waste, pollution and environmental degradation in Argentina and other regions of Latin America, Ricardo Bertolino saw a need to educate the general population about practical, easy-to-replicate solutions, such as improved treatment of household waste, organic gardening, wildlife protection and alternative energy use. Drawing on his knowledge of waste disposal, as well as his experience working with youth, Bertolino initiated the Ecoclubs in Argentina as a grassroots initiative through which youngsters could build leadership skills while serving as transmitters of new ideas in their communities.



Strategy The Ecoclub Net has expanded from Argentina to Guatemala, Honduras, Brazil, Paraguay, Uruguay, Chile, Bolivia, Costa Rica, Panama and Spain. Ecoclub members meet weekly to organize activities, teach each other about environmental issues, and spread the word by making presentations at schools and community organizations, and engaging municipal authorities, businesses, universities, schools, church groups, volunteer fire departments and other non-governmental organizations. Members frequently contribute articles about environmental issues to newspapers and magazines and appear on television and radio. Volunteers traveling door-to-door teaching families to recycle waste have, to date, encouraged 50,000 families to sort thousands of tons of garbage at home. Noting that these volunteers play a vital community education role, municipal governments have begun to fund the Ecoclubs.

"I think that a large number of these youngsters are going to be leaders in their communities, in business, and at the provincial and national state levels," explains Ricardo Bertolino, "and they will feel part of a network of people with similar values which will give them support to change existing unfair"

The Innovation The Association *Saúde Criança Renascer* has launched a network of organizations that provide post-hospitalization assistance to poor families in Brazil whose children have been recently discharged. In *Hospital da Lagoa* - a large public hospital in Rio de Janeiro where the flagship *Renascer* is based - pediatric re-admissions have dropped by 60 % as a result of *Renascer's* efforts. The program has spread to additional hospitals in Brazil and has directly served 25,000 people. In 2001, the organization Friends of *Renascer*, headquartered in New York, was created and is responsible for disseminating the model around the world. The model has proven to be highly transferable, and ideal for places in which disease is paired up with, and often hastened by, socio-economic factors. The Brazilian Health Ministry is currently exploring the feasibility of national replication. In July 2000, a group of UN representatives accompanied by Ruth Cardoso (Brazil's First Lady) and Graça Machel (Nelson Mandela's wife) visited *Renascer*. Mrs.Machel expressed her interest in replicating the *Renascer's* model in South Africa. *Renascer's* success has also been publicly recognized by receiving several awards from different institutions: "Worth Magazine's Best Charities" (August 2001); "20 Líderes Sociais do Brasil" (July 2001), "Dez Mulheres do Ano 2000" (April 2001); Rio de Janeiro's State Government Prize (December 2000).



Association Saúde Criança Renascer (Rebirth: Health for Children)

Established in 1991

Brazil

vera@saude-crianca.org.br



Background

Renascer was founded by Vera Cordeiro, a physician working in the pediatrics department at *Hospital da Lagoa*, with the goal of stopping children from the *favelas* (urban slums) returning to the hospital again and again. "I could not stand to go one more day seeing children locked in this cycle of hospitalization, re-hospitalization and death," Cordeiro said. Realizing that children's health problems were caused or exacerbated by social conditions, she founded *Renascer* to "connect the hospital to the home" and provide a "real treatment" that takes into account the full range of economic and social causes of illness.



Strategy

Each *Renascer* unit is connected to a public hospital and staffed by volunteers, social workers and psychologists. Along with monitoring health, the staff provides intensive one-on-one assistance to families, most of which are single-mother households with an income of less than US\$80 per month. With the goal of turning mothers into better health managers, *Renascer* typically provides mothers with eight to twelve months of on-going social assistance in areas ranging from nutrition, medicine and day care to psychological counseling, job training and housing improvements. Working with the management consulting firm, McKinsey & Company, *Renascer* is establishing well-defined customized management systems to supplement hospital care for children from low-income communities.

"Hospital treatment as it is conducted today -- ignoring the poverty and the conditions of the family -- is a false treatment," explains Vera Cordeiro. "My principle goal is to have a Renascer in every hospital in Brazil."

The Innovation Javier González's *abcdespañol* is a simple and highly-effective game-playing system that teaches reading, writing and math skills to children and adults. *Abcdespañol* does not require a classroom or rigid time periods, nor does it grade students. Rather, it presents activities that draw upon group interaction and cooperation to motivate students and stimulate interest in continued learning. Using *abcdespañol*, students have learned to read and write in 90 to 120 hours. After five years of use in Colombia, Guatemala, Costa Rica, El Salvador, Honduras, Panama, Nicaragua and the Dominican Republic the system has enabled over one million people to achieve literacy and numeracy.



abcdespañol
Established in 1983
Colombia
jgq@col-online.com

Background Across Latin America, many students repeat grades because they fail to meet standards in reading and math. Not only does this situation increase the cost of national education, it also leads to psychological barriers to learning among many students. As a teacher just beginning his career in rural Colombia, Javier González came to believe that the cause of the problem was the rote memorization teaching methods employed in Latin American schools. While playing dominoes with his students' parents, he came up with the idea for *abcdespañol*: although the parents could not read or write, they consistently beat him using deductive logic, memorization and inference. González decided to figure out how apply those skills to the learning of reading, writing and math.



Strategy In *abcdespañol*, students work in groups, talking, sharing ideas, seeking compromise, learning to break down words into syllables and letters, while deepening their emotional intelligence and problem solving skills. Rather than being an authority figure, the teacher becomes the facilitator of a game, focused on motivating the students and keeping things running smoothly. To spread his system, González works extensively with education authorities in many countries. Initially, a national team of 40 educators are taught his methods. Each of the 40 then teaches the methodology to ten others, who teach ten others, and so on. Once 4,000 educators have learned the system, they each teach five people to read. In this fashion, the system has the capacity to teach 20,000 people to read in six months. The *abcdespañol* method has been developed in English, German, Portuguese and four Mayan languages: K'iché, Mam, Kaqchikel and Q'eqchi'. The system has played a significant role in reducing illiteracy in Central America in five years from approximately 60 to 30 percent.

"What is necessary for social well-being is to have a warm heart and a cool mind; the capacity to be surprised; the ability to cause change without falling into showiness; and a soul that is connected to people while the hands are busy with concrete things," says Javier Gonzalez.

The Innovation The *Associação dos Pequenos Agricultores do Município de Valente* (APAEB), a cooperative of small sisal growers based in the interior of Bahia, Brazil, is demonstrating how agricultural workers can organize themselves to succeed in the global economy. APAEB began by helping farmers to collectively market their sisal crop (sisal is an agave plant with lance-shaped leaves whose fibers are used to make ropes, rugs and brushes). As it grew, APAEB fought for export rights, forged links with foreign markets, built processing plants and a factory, and now sells millions of dollars of quality finished products for sale abroad. Having won numerous awards, it has influenced similar practices across Brazil.



Associação dos Pequenos Agricultores do Município de Valente (Small Farmers Association of the City of Valente)

Established in 1980

Brazil

apaeb@apaeb.com.br

Background Ismael Ferreira, the son of a sisal farmer, established APAEB together with other Valente farmers to improve the lives of poor sisal growers, many of whom lived in shacks without running water and electricity and could not afford to educate their children. The sisal industry is a top-heavy network of large companies with long-established market ties. Working initially with 70 farmers, Ferreira overcame the deep resistance to the cooperative idea and fought for four years with government officials and business interests to establish APAEB as an exporter in order to capture profits that had traditionally gone to intermediaries. APAEB's membership is reserved only for small farmers.



Strategy APAEB has built an international bridge that links small agricultural producers with international markets. This process has entailed organizing and training local farmers with little formal education to manage complex manufacturing processes, while raising financing from banks and donor agencies, and developing lasting relationships with foreign buyers, based on economic self-interest, quality workmanship and mutual respect. Since the construction of its multi-million dollar carpet factory in 1997 in the middle of the semi-arid region, APAEB's revenues have increased 400 percent. Prices for raw sisal have risen dramatically. With more than 800 employees and a revenue of US\$7 million, APAEB has brought a powerful economic multiplier effect to an impoverished region where half a million people are estimated to derive part of their livelihood from sisal.



"My hope," says Ismael Ferreira, "is to see the population from the sertão (semi-arid region) have a guarantee of proper employment and sufficient income -- to provide education to their children and live with dignity, bringing an end to hunger and political manipulation."

The Innovation The Instituto Brasileiro de Defesa do Consumidor (IDEC), Brazil's leading private consumer protection agency, has established itself as a powerful legal, political, economic and educational mechanism through which citizens can compel businesses and government agencies in Brazil to act in their interest. By taking immediate advantage of the robust protections in Brazil's 1988 Constitution, IDEC demonstrated that consumer issues were a particularly effective and direct way to equip citizens with the skills and attitudes that make democracy work.



**Instituto Brasileiro de
Defesa do Consumidor
(Brazilian Institute for
Consumer Protection)**

Established in 1987

Brazil

coex@uol.com.br

Background IDEC represents the convergence of historic circumstance, individual preparedness and great need. Marilena Lazzarini, an agronomist, had been working on consumer issues in the government of São Paulo state for a decade before she resigned, frustrated by the government's half-hearted efforts. Brazilian citizens enjoyed little recourse against manufacturers of dangerous products, fraudulent business practices or inefficient government agencies. Knowing that tough new consumer protection laws were being written into Brazil's new Constitution, Lazzarini brought together a group of lawyers, scientists, socially concerned people and former government colleagues and established IDEC to make sure the laws would be enforced.

Strategy IDEC's success hinges on its credibility, which, in turn, rests on the rigorous standards of accuracy in its reports and a track record of defeating such oversized foes as the federal government and multi-national corporations. Through its lawsuits and consumer reports, IDEC has brought about marked improvements in the safety of countless household products, foods and drugs, forcing, for example, the Brazilian government to recall 212 drugs and the standards and inspection of Brazilian condoms because they were unsafe or substandard. Because of IDEC's actions, the government has forced health insurance companies to reduce illegally-high premiums, enforced a ban on the carcinogenic hormone DES, and halted the import of genetically modified soybean seeds. In the face of global trade pressures, IDEC has mobilized organizations to safeguard Brazil's consumer laws and uphold food safety standards. Through its magazine, Consumidor, S.A., which has 25,000 paying subscribers, IDEC educates consumers about products and services and how to protect themselves.

"We would like to make consumers conscious that, through their consumption, they can contribute to a better society and a sustainable world," explains Marilena Lazzarini.

The Innovation Adair Meira's *Fundação Pró-Cerrado* (FPC) is working to preserve the largely-unprotected *cerrado* (savanna) biome, which covers 100 percent of Brazil's Goiás state and 24 percent of the country, by teaching disadvantaged youth about the environment and placing them in industry jobs where they serve as company-sanctioned environmental educators. By connecting environmental education with vocational training and job placement, FPC is working to ensure that Brazil's next generation will be more eco-friendly while encouraging immediate reforms within industries.



**Fundação Pró-Cerrado
(Pro-Savanna Foundation)**
Established in 1994
Brazil
pro-cerrado@uol.com.br

Background While running his own advertising and public relations firm and working with leading companies in Goiás state, Adair Meira became aware of the destruction of the *cerrado*. Meira, who also volunteered in programs to help disadvantaged youth, saw the inter-relation between environmental degradation and poverty. The state's iron and steel works were fueled by cheap charcoal extracted by poor rural dwellers, at great toll to their health. As *cerrado* trees were traded for charcoal, land deteriorated and rural to urban migration intensified. Meira knew that it would be impossible to get locals committed to environmental reform without first addressing poverty and health. Children of charcoalers needed to see that they had alternatives for survival.



Strategy Meira works directly with poor youth and gets support from both local governments and the private sector. By linking employment opportunities with environmental awareness, FPC creates incentives for youth aged 16 to 18 to become involved in environmental education and activities and spread their experiences to other organizations. FPC's Young Citizen Program targets youth from families whose monthly income is no more than twice the minimum wage. FPC students, all of whom must attend school regularly, study environmental preservation and acquire skills valued by participating companies, such as administration, mailroom work and construction assistance. After thirty days' training, they are placed in jobs by one of FPC's 68 partners, where they are encouraged to educate fellow workers about such things as power and water conservation, waste collection and land management. More than 10,000 youth have taken part in the program. FPC has expanded to four locations and Meira, working with McKinsey & Company, is developing a franchise model to spread to other states.

"Our numbers show growth, our testimonies reflect efficiency, and partnerships are growing," explains Adair Meira, "but what guarantees the outcome we desire is that the programs are becoming more and more popular in other social organizations and local communities."

The Innovation Fabio Rosa has pioneered systems to provide electricity to hundreds of thousands of impoverished rural Brazilians. His widely-replicated Palmares Project established the standard for low-cost electricity transmission in rural Brazil, reducing costs to consumers by more than 90 percent. Today, Rosa is spreading innovative "agro-electric" solutions that combine photo-voltaic solar energy, electric fencing, and improved farming and grazing systems to simultaneously combat poverty, land degradation and global warming.



**Agro-electric Adequate Technology Systems;
Institute for Development of Natural Energy and Sustainability**

Established in 1992; 1998
Brazil

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Background An agronomist and engineer, Rosa began his work as a secretary of agriculture in Palmares do Sul, a rural municipality in Rio Grande do Sul, in southern Brazil. Rosa found that seventy percent of the rural dwellers in the municipality lacked electricity. Because Brazil's electric distribution systems had been designed under military dictatorships to serve large farms, factories, towns and cities, high transmission costs placed electric service out of the reach of 20 million rural Brazilians, a fact that exacerbated poverty and environmental destruction and intensified rural-to-urban migration. Rosa sought to develop a more cost-effective electric distribution norm. In order to do so, he had to fight for years for permission and cooperation from state governments, electric companies, bankers, mayors, equipment manufacturers and villagers.

Strategy The Palmares Project was designed to provide electricity to rural properties for less than 10 percent of the government's cost. The system employed just one wire to distribute electricity to rural properties, and Rosa further lowered costs by substituting materials and using local labor to build the system. The Palmares Project also taught villagers improved rice farming techniques (made possible by cheap electric irrigation pumps), boosting farm incomes by 200 to 400 percent and causing many villagers to return to their land from the city. Rosa later carried the Palmares Project to tens of thousands of other properties and helped other states implement similar systems. In the 1990s, when the Brazilian government suddenly stopped supporting rural electrification projects, Rosa established a for-profit company and a non-profit institution and, through them, began installing thousands of solar electric systems across Brazil. Today, he is attacking poverty and environmental degradation in delicate grasslands such as the *pampas* by packaging solar energy with electric fencing and managed grazing techniques, offering poor rural dwellers sustainable, non-destructive livelihoods.



"A project only makes sense to me when it proves useful in making people happier and the environment more respected and when it represents a hope for a better future," says Fabio Rosa.

The Innovation The *Grupo Ecológico Sierra Gorda* (GESG) is working to reverse environmental deterioration in Mexico's rugged Sierra Gorda bio-region while addressing the economic needs of its peasant farmers and laborers. GESG's integration of citizen action, advocacy, environmental education and sustainable income-generation strategies has created a strong movement that, in 1997, led the Mexican government to establish the Sierra Gorda Biosphere Reserve, the first area in the country to gain federal protection as a direct result of grassroots community action. Sierra Gorda is the most diverse ecosystem area currently protected by federal legislation in Mexico.



Grupo Ecológico Sierra Gorda

Established in 1987
Mexico
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Background Pati Ruíz Corzo, founder of the Grupo Ecológico Sierra Gorda, sought a simpler way of life 19 years ago, with new values and an intimate relationship with nature. She moved residence, her husband and two sons from Queretaro City, where she had been a music teacher and violonist for over 15 years, to a rural community in the Sierra Gorda, a fertile cloud forest, home to hundreds of species of flora and fauna. Once there, however, she found forests severely degraded – trees were dying, top soil was eroding, water was not being retained -- due to poor sanitation practices and relentless deforestation for subsistence farming and fuel. As a result of the devastated forests, agricultural yields were decreasing and poverty increasing. And because most of the mountain surface water had been polluted with human waste, the health of people and wildlife was at risk. In response, Ruíz began delivering seedlings to friends to reforest the region, while at the same time working to educate locals about environmental management.

Strategy GESG works on many fronts. It addresses the survival needs of the 100,000 locals in Sierra Gorda by promoting alternative economic approaches such as commercial tree planting programs, improved farming and eco-tourism. GESG's public education campaign, which targets children with the aim of introducing new ideas into the larger population, reaches 15,000 students each year. Ruíz initiated a popular weekly half-hour radio show, entertaining listeners with her stories about the environment. At open air markets, GESG has sold thousands of energy-conserving stoves and odorless latrines, while its extension workers help farmers apply sustainable agricultural practices. GESG has, through all these strategies, succeeded in igniting a grassroots social movement. Working with 23,000 citizens each year, it has planted three million trees. In 1997, Ruíz was designated Federal Director of the Sierra Gorda Reserve. In 2001, GESG will launch and implement a seven year project for the conservation of biodiversity. The project will be administered by the United Nations Development Programme (UNDP), and the Global Environment Facility (GEF) will contribute to the project with a 6.5 million dollar seed fund.



"We believe in involving all the creative forces which generate love, joy and an absolute faith in Life's resources," says Pati Ruíz. "We are ready to give, and give again, following the spiritual path of Mother Earth, for which we are honored to work."

The Innovation Albina Ruíz Ríos' *Alternativa* is a profitable enterprise that has brought garbage collection to the slums of Lima and other cities of Peru. In the face of government inaction, *Alternativa* took the initiative to establish and finance a network of micro-businesses that go door-to-door every week collecting and recycling solid waste and, as a result, has provided employment and improved health and living conditions to residents of *barrios* that are home to three million low-income Peruvians.



**Sociedad Peruana de
Derecho Ambiental**
Established in 1986
Peru
albina@terra.com.pe

Background Albina started her career as a civil servant in San Martín de Porres and afterwards she worked with *Alternativa* in Lima's Northern Cone. Solid waste is literally a mountainous problem: approximately 1,000 tons of garbage is generated daily, only half of which is handled by municipal collectors. What is left accumulates in ugly, stinking heaps of unseparated, industrial, inorganic and organic waste along public roads and in vacant lots, spreading diseases such as cholera. Albina Ruíz Ríos, as a university student majoring in industrial engineering, wrote her thesis on micro-enterprise and environmental sanitation in Lima's Northern Cone, then put her ideas into practice.

Strategy Albina Ruiz's *Alternativa* use a business model that brings waste management services to local communities, and is more dependable and less expensive than those provided by Lima's municipal government. Her strategy requires vigorous public education, the mobilization of financing and great coordination with public agencies. The most creative aspects of the marketing efforts can be found in the incentives it uses to encourage locals to pay US\$ 1.20 each month to have their trash collected. Most of the appeals are made to women and children at primary school level who are told that trash collection will improve their family's health and only cost their husbands the equivalent of a bottle of beer a month. In barren hillside barrios, regularly paying customers get trees planted in front of their houses and, prompt payers receive gifts such as kitchen baskets. Because the trash collectors live in the same neighborhoods as the trash producers, there is a natural social pressure to keep up with appearances. In upscale suburbs, where the city governments collects the trash, payment rates are below 40 percent, whereas, in the barrios where micro-enterprises work, it is above 80 percent. Working with the Peruvian Society of Environment Law and with entities of the government such as CONFAM and DIGESA, Ruíz has recently spearheaded a law that establishes national standards for solid waste management. She is now working in Peru's jungle, mountain, and coastal towns to achieve the implementation of her business model, reinforcing civil society, and local governments.



"We hope that this experience proves that is possible to privatize public services, providing high quality services and incorporating socially-marginalized citizens into entrepreneurship," says Albina Ruíz Ríos. "We hope to validate similar strategies in other areas of environmental management, allowing locals who were victims of problems to be the main actors responsible for solving them."

The Innovation *Fe y Alegría* (FyA), founded by the late José María Vélaz and currently under the directorship of Jesús Orbegozo from Venezuela, works with an alliance of communities, businesses, governments and private groups to bring education to poor communities throughout Latin America, where schooling is often non-existent. FyA has catalyzed a popular education movement that annually reaches 1.1 million students from 2,500 communities in 15 countries.

Background In the mid 50's José María Vélaz, together with university students visited many of the *barrios* of Caracas. His impressions led directly to his decision to found FyA in Venezuela. While visiting, he talked with the people in the barrios, and seeing how they lived, realized that it was necessary to give and education to promote better living standards for these impoverished households. The first FyA education center was established at a carpenter's house in Catia, a squatter area north of Caracas. Salaries for the teachers and funds for student desks came from a raffle organized by Vélaz's students. By 1963, there were 10 FyA schools in Caracas and 12 more throughout Venezuela. After the Second Vatican Council of 1965, the Catholic Church reoriented its missions towards service to the poor, and many religious orders joined Vélaz to take education to "where the asphalt ends". After 1972, growth of FyA accelerated as governments enlisted the organization to increase educational coverage in poor, yet fast-growing, urban communities. Although, FyA was sparked by Jesuits, it is a non-religious federation—97 percent of its 34,000 staff are lay people. In year 2000, the total amount of student and beneficiaries was 1,061,015 in 2227 different geographical areas with a total of 943 schools.

Strategy FyA is privately managed and its financing is shared by the public sector, individual communities and private groups. By leveraging multiple partnerships, FyA provides higher quality education than the government. FyA begins with the premise: people value that which they have contributed to building. FyA's most distinguishing feature is strong community involvement in all of its educational activities and centers. Communities invite FyA into their areas, then donate land and labor for the construction of centers. FyA has instituted flexible grade promotion and income-generating opportunities, as well as health, remedial education and preschool programs to keep poor kids in school. It also offers literacy, parenting and technical training to 300,000 adults. National offices in 15 countries oversee quality, teacher training and local activities, while the Federation, in Caracas, handles overall strategy. FyA is looking to promote citizenship education, cultural activities, sports events and libraries in large slums.

Fe y Alegría and Jesús Orbegozo



Fe y Alegría (Faith and Joy)

Established in 1955
Venezuela
jorbegozo@etheron.net



"My dream," says Jesus Orbegozo, "is for FyA to disappear, since that means it would have overcome poverty, injustice and inequity."

The late José María Vélaz was adamant about spreading FyA: "If we are just a few schools," he said, "they will ignore us. But if we present ourselves as a vigorous network of schools throughout the country, and if we are able to muster a forest of voices behind us, they will have no alternative but to listen to us and respond. Because of our daring and our persistence, and with the weight of our achievements to support us rather than plans of what we hope to achieve, we will attain educational justice."

The Innovation Rubicon was the first multi-service agency in the United States, linking a decent job with decent housing and a support system to sustain people making changes in their lives. For over 15 years, under Aubry's leadership, Rubicon has incorporated business principles into its practice, building three highly successful social enterprises: Rubicon Landscape, generating an annual revenue of more than \$4 million; Rubicon Bakery, one of the San Francisco Bay area's leading bakeries with annual sales of \$2 million, and Rubicon Home Care for low income senior citizens. The latter is changing the structure of how home care is delivered in California. All Rubicon employees are recruited among the very consumers of its services, the poor, homeless and mentally disabled.



RUBICON

Established in 1973

United States

ricka@rubiconpgms.org

Background Rubicon is engaged in addressing three core issues: the multi-generational poverty in the African-American community and the problems faced by recent immigrant communities; the problem of homelessness; and the disenfranchisement and marginalization of the severely mentally disabled. Rubicon was initiated in 1973 in Redmond, California, a large urban community that has been one of California's poorest areas, by a group of concerned volunteers. Since 1986, the conception and vision of Rubicon as a social enterprise, running numerous business ventures, providing integrated services, and building affordable housing, has been spearheaded by Rick Aubry, its Executive Director.

Strategy Rubicon's success today is based on a strategic shift in its practice in 1988. Rubicon's business ventures were originally conceived as primarily providing training opportunities for clients. But the businesses were approaching a scale where the businesses' needs and the needs of the training programs were no longer in alignment. Rubicon asked itself a question: was the primary strategy to have a mechanism where training could occur, or was it to have successful businesses that could create jobs and sustain a training component? Rubicon took the latter approach, deciding that each enterprise had to succeed first in the competitive market in which it operated. Rubicon recruited leaders from the sectors it operated, and its workers were hired and trained from a "challenging" pool (people thought to be unemployable). The wisdom of this strategy has proved itself over time. Concomitantly, Rubicon has also build one of the US leading non-profit evaluation systems, CICERO (Consumer Information Collection, Entry and Reporting for Organization), to measure the impact of their work and plan strategically. All contracts and funding reports for Rubicon's 200 active funding sources are based on data produced by CICERO, eliminating the fragmented nature of individual reporting requirements.

The Innovation WITNESS is widely recognized as a pioneer in using visual communications technology to safeguard human rights, having assisted 150 human rights groups in 50 countries through distribution of video technology and strategic training in "video advocacy." The organization, co-founded by musician Peter Gabriel and the Lawyers' Committee for Human Rights and now under the leadership of executive director Gillian Caldwell, has emerged as the leading international organization using the power of the image to combat human rights abuses.



WITNESS
Established in 1992
USA
gillian@witness.org

Background Human rights organizations have traditionally relied on written documents to expose abuse. However, the 1991 police beating of Rodney King in Los Angeles, which was caught on video and viewed by millions, demonstrated the power of the image both as an evidentiary and a mass communication tool. As a civil rights litigator and former co-director of the Global Survival Network, Gillian Caldwell quickly recognized the potential video technology held in becoming a powerful and relatively inexpensive way for rights defenders to bypass government controls and expose injustices, particularly in authoritarian societies where poverty and lack of education allow rights abuses to go ignored. At GSN, Gillian coordinated a two year undercover investigation and an international advocacy campaign on the international trafficking of Russian women for forced prostitution. She also produced and directed *Bought & Sold*, a documentary about the international trade of women.

Strategy WITNESS supplies video technology to its partners then trains them to use imaging and editing software to create video evidence for legal proceedings; to produce shadow reports for the United Nations that counter official country human rights reports; to conduct grassroots education; to corroborate allegations of rights violations; to promote rights advocacy via the Internet; and to produce feeds for TV news shows and documentaries for broadcast and grassroots distribution. Each of these processes is intended to strengthen local activism, engender self-sufficiency and amplify local voices. WITNESS also brokers relationships with institutions such as the United Nations and the Inter-American Commission as well as the media and government bodies. Its partners have documented atrocities in the former Yugoslavia and Rwanda, violence against street children in Honduras and abuses of women workers in sweatshops in the U.S. and Asia. Caldwell is forging alliances with private sector interests that are new to human rights advocacy, such as digital media companies. By establishing that no professional group has a monopoly on concern for justice, WITNESS is broadening the human rights movement.

"Necessity invented the social entrepreneur in me," explains Gillian Caldwell. "You've got to be entrepreneurial when you have limited financial resources and you want to have a global impact."

The Innovation Project Impact's Affordable Hearing Aid Project is developing a system to manufacture and distribute top-of-the-line, cost effective, cosmetically acceptable and locally-maintainable hearing aids for the quarter of a billion people in the developing world who are hearing impaired. Few medical companies have attempted to disseminate affordable health technologies to this under-served market. Project Impact, through its local manufacturing processes and careful control of price and distribution, is demonstrating that medical technology companies can market health solutions to people in developing and industrialized countries without jeopardizing financial sustainability.



Project Impact

Established in 2000
USA

dgreen888@earthlink.net

Background David Green has had much success in bringing low-cost health products such as cataract implant (intra-ocular) lenses and surgical sutures, to millions of people in the developing world. Green helped to develop the Lumbini Eye Hospital in Nepal and Aravind Eye Hospital in Madurai, India. The latter, which performs 200,000 surgeries per year, is the largest eye care program in the world. Today, 60 percent of Aravind's care is provided free of charge, yet the hospital enjoys a 50 percent profit margin. In addition, Green established Aurolab in Madurai, India. Not only is Aurolab one of the largest manufacturers of intra-ocular lenses in the world, it sells lenses for US\$8 that are priced at \$150 in the United States, thereby helping countless patients preserve their sight and ability to work.

Strategy Green is now focusing on hearing. Out of six million hearing aids sold annually across the world, only 12 percent reach people in developing countries, where two thirds of the estimated 400 million hearing impaired live. Project Impact is now designing, manufacturing and distributing a low-cost, digitally programmable analog hearing aid with a rechargeable battery option. Project Impact will manufacture the hearing aids, which are normally priced at US\$1,500, at an initial cost of \$40 to \$50, and make them widely available to poor customers on a sliding-scale basis, with the very poor receiving them free. Through Project Impact, Green plans to show that many medical products and services can be successfully marketed to the poor without undercutting profitability in higher-paying markets.

"The rise of social entrepreneurship within the non-profit sector," explains David Green, "embraces the blending of business skill and perspective with community and social values."



Working Today

Established in 1995
USA

shorowitz@workingtoday.org

The Innovation Working Today is a national organization that is introducing a new form of portable unionism to promote the interests of the growing number of independent workers in the United States. Unlike traditional trade unions, which are limited by law to employees of workplace-based organizations, Working Today, a non-profit membership association, is delivering flexible and transportable benefits applicable to an increasingly mobile and decentralized workforce adjusting to the changing contours of the U.S. and global economy.

Background Today, over one-quarter of all working Americans are temporary, part-time, freelance or self-employed workers. Although this independent workforce is diverse, ranging from low-income child-care workers to highly-paid business consultants, members share many of the same problems: they are not covered by employer-based health insurance plans, for example, nor do they have access to the tax and retirement benefits given to traditional employees. As a labor lawyer working in New York City (and granddaughter of a former vice president of the International Ladies' Garment Workers Union) Sara Horowitz recognized how changes in the economy and structure of the labor market were having a profound impact on individual workers. Labor laws and benefit-delivery systems, created in the 1930s to apply to large industrial workplaces, were no longer relevant. Horowitz's solution: a new kind of union.

Strategy Working Today's membership is built by linking professional associations, unions and companies on a sector-wide basis to provide needed services such as discounted health insurance, legal services, tax and retirement planning advice, office supplies, computer software and airline tickets. Working Today also provides information and support aimed at creating a sense of shared experience among the diverse sub-groups within the independent workforce. By binding industry-specific associations to one another through joint advocacy efforts and group purchasing arrangements, Working Today helps independent workers understand the importance of collective action as a vehicle for improving their lives. Working Today also works with research institutions and foundations to study the implications of the changes in the economy and develops solutions, and advocates for legislation, designed to meet the needs of workers (and employers) in this new landscape.

"I'm looking forward to a time when mobile safety nets are a fact of life," says Sara Horowitz, "and no longer an innovation."

Alan Khazei and Michael Brown



City Year

Established in 1988
USA

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mbrown@cityyear.org

The Innovation City Year is a full-time voluntary national service program which brings together young people from ethnically and economically diverse backgrounds for a year of service. Its program teaches life-long lessons in civic engagement and citizenship. Today, City Year has 1,000 corps members in 13 cities covering 11 U.S. states who have assisted over 650,000 citizens and served over 550,000 children.

Background City Year was unique in the United States when it was established by college friends Alan Khazei and Michael Brown. Concerned about the community disengagement and racial polarization they were witnessing in the United States, the two believed that a well-designed, year-long program of national service would be an effective way to unite people across different classes, races and geographic regions. Convinced that success of such a program hinged on a range of partnerships with business and social organizations, Khazei and Brown nurtured relationships with many foundations, social groups and businesses, including Bain and Company, BankBoston, Reebok and Timberland.

Strategy City Year recruits a diverse corps that crosses the traditional boundaries of race, class, gender, sexual orientation and education. Each of its teams – 10 to 12 members whose ages range from 17 to 24 – spend ten months doing work such as running after-school programs, building community gardens, tutoring or mentoring disadvantaged youth, working in homeless shelters and helping the elderly in assisted living facilities. Volunteers receive stipends, gain skills in first-aid and public speaking, and, upon completion of their year of service, receive a \$4,725 college scholarship. Over the past 12 years, the program has worked with more than 750 organizations, including Habitat for Humanity, the Boys and Girls Clubs and Peace at Home, a domestic violence prevention organization. Khazei and Brown seek to influence national policy by exposing leaders to a program that works and enjoys broad support from citizens, businesses and governments. This year City Year launched a program in South Africa.

"Our work is really about unleashing the native potential goodness and love in citizens and communities as a vehicle for strengthening democracy and meeting our country's and our world's most pressing needs, including, but not limited to illiteracy, hunger, poverty, racism, and social class division," says Alan Khazei. Adds Michael Brown: "President Truman once said that the highest office was that of citizen. Our work is about turning people on to the idea that they can take responsibility for their civic life and build democracy through service, making a powerful impact in their community, their country, and their world."

The Innovation The Rural Development Institute (RDI), based in Seattle, Washington, is a non-profit organization composed of land law and policy experts that helps poor farmers in developing countries gain ownership of land, thus alleviating poverty on a massive scale. RDI has worked with the governments of 35 countries to develop laws and policies that have extended land rights to 100 million families, securing their title to 90 million acres of arable land.



**Rural Development
Institute**

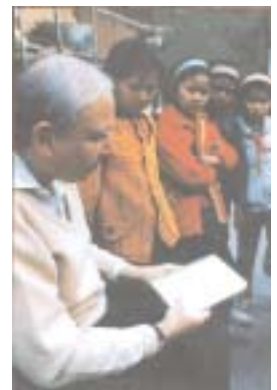
Established in 1966
USA

roy@rdiland.org

Background Most families in the developing world survive through farming, but only a minority enjoy secure rights to land. Landless rural families remain the poorest on the planet. Rural landlessness impedes development processes and lies at the core of poverty, as well as environmental degradation, food shortages and much violence. Land rights encourage farmers to invest, increase incomes, reduce migration to cities and enhance political activity. In 1966, Roy Prosterman, who had witnessed poverty in Liberia and Puerto Rico, left a promising law career to devote himself to social transformation. An article he had written -- "How to Have a Revolution Without a Revolution" -- had caught the attention of U.S. policy makers seeking a settlement to the Vietnam War and led to legislation that provided land ownership to a million tenant farmer families in South Vietnam. In the 1970s, Prosterman and his associates worked in South Vietnam, Pakistan, India, Indonesia and the Philippines, building up a store of land law experience that formed the foundation of RDI.



Strategy RDI minimizes conflict by mixing compulsory redistribution of land with fair compensation to land owners. RDI enters countries at the request of government or international agencies when opportunities for reform are ripe. It interacts with local farmers, studies laws and consults with government officials, then recommends enforceable and politically viable reforms. Prosterman mapped out land reforms in the Philippines in the 1970s and in Central America in the early 1980s. (In El Salvador, three of his colleagues were murdered by right-wing extremists.) RDI is now working extensively in India. In the former Soviet Republics, it is advancing reforms to "de-collectivize" farms. RDI is currently the principal foreign advisor on land reform, advising on and helping implement China's new Land Management Law, which has the potential to have an impact on 850 million people. RDI has recently developed a program to advance women's land rights. Under director Tim Hanstad, RDI has grown into a well-structured organization currently active in India, China, Indonesia, Russia, Kyrgyzstan, Ukraine, Georgia, Moldova and Bulgaria.



"I want to see a 'global homestead program,'" explains Roy Prosterman, "that will bring ownership of at least a basic parcel of land to every poor rural family on our planet during the course of the present generation."

The Innovation TransFair USA is working to establish Fair Trade practices as an industry standard for products grown or manufactured in developing countries and sold in the U.S. Starting with coffee, TransFair is connecting small-scale growers, who lack financial resources and marketing capacity, with large U.S. coffee retailers to guarantee the farmers a price that will enable them to keep their farms and support a decent living for their families. At the same time, TransFair is building consumer awareness and demand for Fair Trade products, ensuring that Fair Trade is a profitable growth market for the coffee industry. This win-win value proposition for farmers, consumers, and industry distinguishes the Fair Trade model from traditional aid-based responses to third world poverty.



TransFair USA

Established in 1998
USA

paul.rice@transfairusa.org

Background

Although coffee is second only to oil as the most traded commodity in the world, the price of coffee is at its lowest level in 50 years. The 30 million small farmers in Latin America, Asia, and Africa who grow half the world's coffee receive a tiny portion of its profits. Facing destitution, countless farmers have been forced to sell their land to large agri-businesses. Paul Rice worked in the mountains of Nicaragua from 1983 to 1994 on grassroots economic development projects. In 1990, he founded PRODECOOP, a consortium of 52 cooperatives representing 3,000 small coffee farmers in northern Nicaragua, which became one of the largest organic coffee exporters in the world.



Strategy

Rice saw that the key to saving small coffee farmers was to win over manufacturers and retailers by tapping into consumers' growing concerns with social and environmental issues. His push-pull strategy seeks to develop close partnerships and a leadership role for TransFair within both industry and the consumer movement. TransFair, the only certifier of Fair Trade products in the U.S.A., has already signed agreements with 110 coffee companies, including Starbucks, Sara Lee and Safeway. Fair Trade is now the fastest growing segment of the US\$18 billion US coffee industry. Earlier this year, TransFair began certifying Fair Trade tea, and plans to launch Fair Trade certified chocolate, sugar, bananas, clothing and footwear in the future. A non-profit organization, TransFair intends to become financially self-supporting through certification fees.

"Fair Trade pays a decent price for an excellent product," says Paul Rice, "and helps farmers bootstrap their way out of poverty."

The Innovation Endeavor is pioneering a non-profit model to spur global economic growth by offering multi-pronged support to promising business entrepreneurs in emerging markets. Endeavor does not make financial investments, but rather seeks to accelerate the process of new venture and wealth creation by identifying promising entrepreneurial leaders, then connecting them with global networks, events and capacity-building programs designed to accelerate their companies' growth.



Endeavor
Established in 1997
USA
lindar@endeavor.org

Background The birth of Endeavor grew out of a "coalescing of the minds" of its two founders, Peter Kellner and Linda Rottenberg in mid-1996. A graduate of Princeton and a first-year at Harvard Business School. Linda had graduated from Harvard University and Yale Law School and has worked for Ashoka. *Innovators for the Public*, which supports social entrepreneurs, Rottenberg saw that new enterprise development was impeded in that region by a lack of local entrepreneurial role models, access to capital and networks, management training and international learning opportunities. As possible solutions, government aid had proven inefficient; micro-credit programs for small enterprises were targeted at only the poor; and, despite Latin America's US\$1.5 billion private equity market, venture capital was all but non-existent. Rottenberg, along with co-founder Peter Kellner, who had started the largest Western-managed independent oil company in Russia, created

Strategy Endeavor to bring together the elements necessary for successful business entrepreneurship. Endeavor operates on a hub-and-spoke system: Country offices -- currently in Argentina, Brazil, Chile, Mexico, and Uruguay -- are linked to the core non-profit organization, Endeavor Global, based in New York City. Through its "Search and Selection" process, Endeavor reviews business plans submitted by entrepreneurs and selects the most promising in terms of ability to take risks, create jobs, spread wealth and inspire others with their passion. Endeavor helps the selected entrepreneurs sharpen their professional skills, develop their businesses and raise capital. This is accomplished in part through Endeavor's "Country Benefactor Syndicate," a group of local businessmen who agree to guide and finance the first years of a selected entrepreneur's company. Endeavor entrepreneurs develop loyalty to the local Endeavor organization and commit to sustain it. Four of the five countries in which Endeavor currently has operations have been transitioned to this self-financing model. Endeavor has screened 3,000 business proposals and selected 100 entrepreneurs from 64 companies in a wide range of industries.



"Two things drive my work at Endeavor," says Linda Rottenberg. "A passion for helping young people make their dreams come true; and the challenge of creating a new kind of non-profit, one that borrows the best practices from the private sector to achieve goals in the most efficient way possible."

The Innovation The Furniture Resource Centre (FRC) was able to dramatically shift its orientation from a UK-based charity collecting and redistributing low cost furniture to low income individuals to become one of the leading social enterprises in the country. The FRC has become one of the blueprints for the “Mutual State” model proposed by the New Economics Foundation, the leading think tank in the UK.



Furniture Resource Centre
Established in 1988
Australia
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Background In 1988, father Nic Frances, Executive Director of the Brotherhood of St Laurence, founded a FRC. It collected and redistributed second-hand furniture to people living in low-cost housing. For five years, FRC operated in a charity mode requiring donations of furniture. It redistributed this furniture to people living in low-cost government housing. However, he had significant concerns about the ‘charity’ world, lack of supply, quality of donated goods, and the negative effect of giving people who already felt excluded, a poor quality hand me down products. He realised to meet demand and to help uplift and exclude those in need of these household necessities he would have to have a high quality product with no supply shortage – a new quality product! This became possible when the FRC demonstrated the tremendous savings to Government and landlords, of offering high quality furnished accommodation; longer tenancies, less maintenance and vandalism and reduction in loss of rent and high security costs of empty properties.

Strategy Nic set out to move away from supplying housing units with second-hand furniture, replacing it with new furniture. The FRC began to manufacture and distribute commercially competitive furniture, employing the unemployable and teaching them to make high quality furniture. FRC continued to supply housing units, but with the new furniture. Nic’s hunch proved to be accurate, and people living in the housing units with the new furniture took greater care of their dwellings and their surrounding areas. Desertion diminished. FRC became a manufacturer of high quality products and delivered them throughout the UK. FRC then turned to recycling large household waste products, specifically electrical items. Within 5 years, the FRC grew from 3 staff and a £90,000 turnover to 80 staff and £3.5m turnover. In 2000, Nic was named Executive Director of the Brotherhood of St. Lawrence, one of Australia’s leading social action and policy welfare services. Nic’s challenge is to reshape this Australian charity into a more community responsive, socially entrepreneurial model. Since coming to Australia, Nic has been a founding member of the Social Entrepreneurs Network for Australia and New Zealand.

Index by Organization Names

	Page
abcdespañol	26
Associação dos Pequenos Agricultores do Município de Valente (APAEB)	27
Associação Saúde Criança Renascer	25
Association François-Xavier Bagnoud	16
Association pour le soutien et l'appui à la femme entrepreneur (ASAFE)	15
Bantai Industries, Social Standard Working Group	9
Bily kruh bezpeci	20
Bosnian Handicrafts	18
BRAC	1
Burkinab Movement for Human and Peoples' Rights	14
Business Outreach	13
Centre for Mass Education In Science (CMES)	7
Centrum Edukacji Obywatelskiej	19
Childline India Foundation	4
CityYear	38
Committee for the Democratization of Information Technology	23
Comprehensive Rural Health Project, Jamkhed	2
Duck Revolution	5
ECOCLUBES	24
Endeavor	41
Family AIDS Caring Trust (FACT)	11
Fe y Alegría	33
Fundação Pró-Cerrado	29
Furniture Resource Centre	42
Gram Vikas	8
Grupo Ecológico Sierra Gorda	31
Institute for Development of Natural Energy and Sustainability (IDEAAS)	30
Instituto Brasileiro de Defesa do Consumidor (IDEC)	28
Knitting Together Nations	17
Orquesta Nacional de Venezuela	22
Phulki	6
Population and Community Development Association	10
Project impact	36
Rubicon	34
Rural Development Institute (RDI)	39
Self Employed Women's Association (SEWA)	3
Sociedad Peruana de Derecho Ambiental	32
Soul City	12
The Big Issue	21
TransFair USA	40
Witness	35
Working Today	37

Index by Names

	Page
Abed Fazle	1
Abreu José Antonio	22
Arole Raj and Mabelle	2
Aubry Rick	34
Baggio Rodrigo	23
Bertolino Ricardo	24
Bhatt Ela	3
Billimoria Jeroo	4
Brown Michael	38
Caldwell Gillian	35
Chuck James Price	17
Cordeiro Vera	25
du Boisrouvray Albina	16
Ferreira Ismael	27
Foster Geoff	11
Frances Nic	42
Furuno Takao	5
Gonzalez Javier	26
Green David	36
Haque Suraiya	6
Horowitz Sara	37
Ibrahim Muhammad	7
Japhet Garth	12
Khazei Alan	38
Lazzarini Marilena	28
Madiath Joe	8
Meira Adair	29
Moodie Beverley	13
Ouédraogo Halidou	14
Prosterman Roy	39
Radoncic Lejla	18
Rahman Muhammad Saidur	9
Rice Paul	40
Rosa Fábio	30
Rottenberg Linda	41
Ruíz Corzo Pati	31
Ruíz Ríos Albina	32
Strzemieczny Jacek	19
Jesús Orbegoza	33
Viravaidya Mechai	10
Vitousova Petra	20
Yitamben Gisèle	15
Young Mel	21

Index by Field of Activity

	Page
AIDS/HIV	
Association François-Xavier Bagnoud	17
Business Outreach	13
Family AIDS Caring Trust (FACT)	11
Population and Community Development Association	10
Soul City	12
Children	
abcedespañol	26
BRAC	1
Childline India Foundation	4
CityYear	38
ECOCLUBES	24
Fe y Alegría	33
Orquesta Nacional de Venezuela	22
Phulki	6
Communication/Media	
Associação dos Pequenos Agricultores do Município de Valente (APAEB)	27
Childline India Foundation	4
Fe y Alegría	33
Instituto Brasileiro de Defesa do Consumidor (IDEC)	28
Self Employed Women's Association (SEWA)	3
Soul City	12
The Big Issue	21
Witness	35
Consumer Rights	
Instituto Brasileiro de Defesa do Consumidor (IDEC)	28
Culture/Handicraft	
Bosnian Handicrafts	18
BRAC	1
Knitting Together Nations	17
Orquesta Nacional de Venezuela	22
Population and Community Development Association	10
Self Employed Women's Association (SEWA)	3
Economic Development	
Associação dos Pequenos Agricultores do Município de Valente (APAEB)	27
Association pour le soutien et l'appui à la femme entrepreneur (ASAFE)	15
Bosnian Handicrafts	18
BRAC	1
Business Outreach	13
Furniture Resource Centre	42
Endeavor	41
Institute for Development of Natural Energy and Sustainability (IDEAAS)	30
Knitting Together Nations	17
Population and Community Development Association	10
Rubicon	34
Self Employed Women's Association (SEWA)	3
TransFair USA	40

Education

abdespañol	26
Associação dos Pequenos Agricultores do Município de Valente (APAEB)	27
BRAC	1
Centre for Mass Education In Science (CMES)	7
Centrum Edukacji Obywatelskiej	19
CityYear	38
Committee for the Democratization of Information Technology	23
Fe y Alegría	33
Soul City	11

Energy

Institute for Development of Natural Energy and Sustainability (IDEAAS)	30
---	----

Environment

Associação dos Pequenos Agricultores do Município de Valente (APAEB)	27
Duck Revolution	5
ECOCLUBES	24
Fundação Pró-Cerrado	29
Grupo Ecológico Sierra Gorda	31
Institute for Development of Natural Energy and Sustainability (IDEAAS)	30
Population and Community Development Association	10
Sociedad Peruana de Derecho Ambiental	32

Health

Associação Saúde Criança Renascer	25
Association François-Xavier Bagnoud	16
BRAC	1
Comprehensive Rural Health Project, Jamkhed	2
Family AIDS Caring Trust (FACT)	11
Gram Vikas	8
Population and Community Development Association	10
Project Impact	36

Human Rights

Bily kruh bezpeci	20
Burkinab Movement for Human and Peoples' Rights	14
Childline India Foundation	4
Witness	35

Labour Conditions

Bantai Industries, Social Standard Working Group	9
Phulki	6
Population and Community Development Association	10
Self Employed Women's Association (SEWA)	3
Working Today	37

Land Reform

Rural Development Institute (RDI)	39
-----------------------------------	----

Microfinance

Associação dos Pequenos Agricultores do Município de Valente (APAEB)	27
BRAC	1
Population and Community Development Association	10
Self Employed Women's Association (SEWA)	3

Rural Development

Associação dos Pequenos Agricultores do Município de Valente (APAEB)	27
Bosnian Handicrafts	18
BRAC	1

Comprehensive Rural Health Project, Jamkhed	2
Duck Revolution	5
Fundação Pró-Cerrado	29
Gram Vikas	8
Institute for Development of Natural Energy and Sustainability (IDEAAS)	30
Population and Community Development Association	10
Rural Development Institute (RDI)	39
Self Employed Women's Association (SEWA)	3
Trade	
Associação dos Pequenos Agricultores do Município de Valente (APAEB)	27
TransFair USA	40
Women	
Association pour le soutien et l'appui à la femme entrepreneur (ASAFE)	15
Bily kruh bezpeci	20
Bosnian Handicrafts	18
BRAC	1
Comprehensive Rural Health Project, Jamkhed	2
Knitting Together Nations	17
Phulki	6
Population and Community Development Association	10
Self Employed Women's Association (SEWA)	3

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