

Schwab Foundation
for Social Entrepreneurship

Two Decades of Impact

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As we enter the Decade of Delivery, how solutions are implemented and who implements them now matter most. Social entrepreneurs put the spotlight on local, sustainable solutions to fill current gaps. This impact report is the evidence and embodiment of stakeholder capitalism in action.

It shows how the Schwab Foundation community has not only influenced lives but has reinvented the very systems for change.



Klaus Schwab
Founder and Executive Chairman, World Economic Forum

Hilde Schwab
Chairperson and Co-Founder, Schwab Foundation for Social Entrepreneurship

Foreword

We founded the Schwab Foundation for Social Entrepreneurship in 1998 because we sensed that a distinct, more innovative approach to alleviating problems associated with poverty and social and environmental challenges was emerging. We saw a new generation of pioneers who channeled their passion, resources, creativity and sense of injustice and dedicated themselves to finding ways to achieve real change in their contexts and in the world around them.

Too often, however, especially in the early years, they worked in relative obscurity. Often, they had trouble accessing high-level decision-makers who could help them scale up, support or partner with their efforts, and they were frequently misunderstood by authorities, the private sector, funders, the media and the general public.

We saw in social entrepreneurship the future of how organizations could evolve, and felt the strong need to bring these approaches – and the social entrepreneurs – to the attention of world leaders. Over the years we have continued to convene through the World Economic Forum and other networks, to sharpen social entrepreneurship models and to build a community for positive social change.

The vision for corporations, government and civil society as equal stakeholders in the global commons – captured originally in the **1973 Davos Manifesto**¹ and adapted this year in the **2020 Davos Manifesto**² – is even more relevant today as we see the responsibilities of business evolve to address a collective future and a shared vision for an inclusive, fair economy on a sustainable planet.

As we convene for the 50th Annual Meeting in Davos-Klosters, the Schwab Foundation's

“We need to kick-start progress, where the prescient models and lessons of the last few decades of social innovation become a mainstream system for change.”

journey and the life-changing work of the social entrepreneurs have built a new model for economic, societal and political transformation that is reflected in this impact report.

It takes a unique person to choose the often lonely path of social entrepreneurship. As creative and innovative visionaries and oftentimes disruptors in the service of others, we have been inspired by their humanity, their intolerance of the status quo, their deep-rooted values, their commitment to those they represent and serve, and their persistence to overcome significant challenges over the decades.

It is our intention that the Schwab Foundation nurtures this community by inviting a wider group of social innovators – including those in corporations, governments and academia – to join us in making social innovation and entrepreneurship a lighthouse for possibility, and seeing this realized for the next generation.

This is the “Decade of Delivery” for the Sustainable Development Goals. We need to kick-start progress, where the prescient models and lessons of the last few decades of social innovation become a mainstream system for change.

Executive Summary

Revealing the Impact

The Schwab Foundation for Social Entrepreneurship was established 20 years ago, founded by Klaus and Hilde Schwab, as a platform to support an under-recognized movement of people who were developing innovative business models delivering social or environmental good.

Singling out social entrepreneurship to put on a global platform was considered prescient at the time, and the Schwab Foundation sought to support this community of social entrepreneurs by including them as equals in the World Economic Forum's Annual and Regional meetings, Global Agenda Councils and research projects, by investing in capacity-building through executive education, and by creating a community of like-minded peers.

Today, social entrepreneurship represents a set of proven models and approaches that are becoming increasingly relevant as conventional businesses and governments in power are confronted with the urgent need for social and environmental progress.

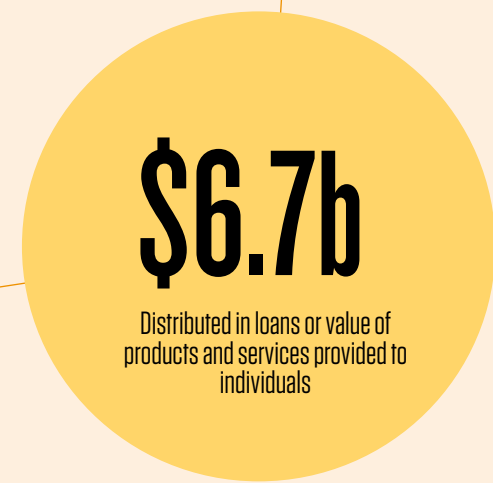
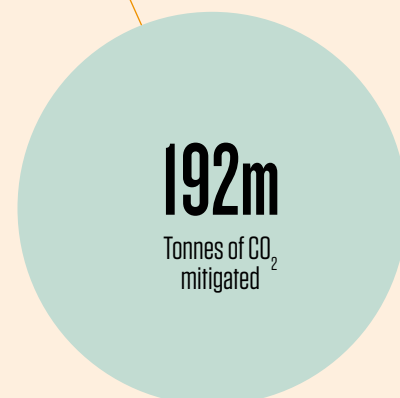
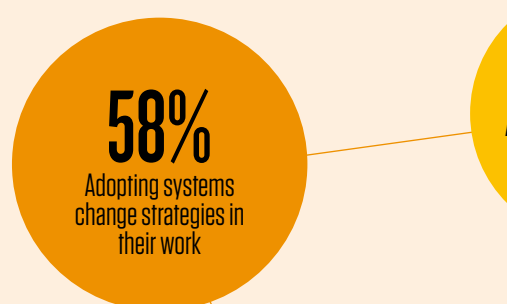
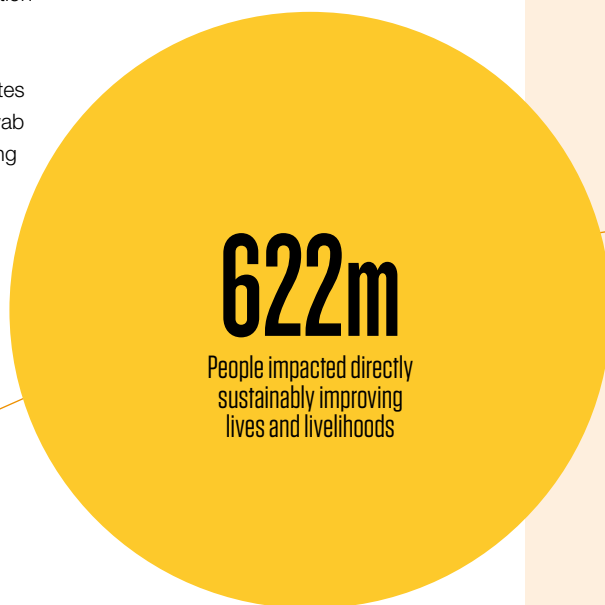
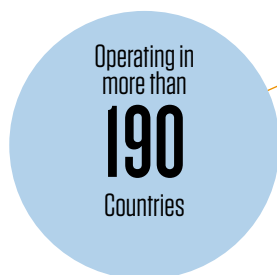
Report Methodology

For this report, more than 130 late-stage social entrepreneurs provided information, insights and impact data on their respective organizations (representing one-third of the members of the community awarded since 2000) to an external evaluation partner, Wasafiri.

Collective Impact of the Community

The Schwab Foundation's contribution and support for late-stage social entrepreneurs has evolved over its 20-year history. This report celebrates the collective influence of the Schwab Foundation's community in achieving impact at scale, in changing the systems in which they operate and in contributing to the Sustainable Development Goals.

It captures a significant portion of the Foundation's community, and offers a window onto the wider network of social innovators and entrepreneurs around the world, with the findings reaffirming the undeniably powerful and important role of social innovation globally.



Schwab Foundation Impact

The findings show how the Schwab Foundation has had a profound effect on social entrepreneurs to help amplify their impact. They cited three most-valued benefits:

- 1. Global visibility**, recognition, legitimacy and inclusion as equals at World Economic Forum events and exposure to high-profile stakeholders
- 2. Peer support** through the Foundation's community of like-minded social entrepreneurs
- 3. Facilitation of methods and practical opportunities for systems change efforts** through executive education, peer learning and global networks

Evolution of the Field

Social entrepreneurship as a global phenomenon has evolved significantly over the last few decades. Extraordinary impact has been achieved where the traditional approaches of markets or development have failed to empower and include communities in the gains of the last century. The success of the field, as well as its limitations, have revealed important innovations, evolutions, approaches, tools and models for a global economy that seeks to find more sustainable, inclusive ways to evolve.

Social entrepreneurship, as an organizational expression of social innovation, is the demonstration of alternative working models as we face the current challenges to our planet, our societies and our economies.

Numbers are indicative aggregates of diverse activities in many contexts.

Key Insights

The results of this study provide a rare opportunity to recognize the scale of the impact of the entrepreneurs as a collective, and to understand the catalytic role that the Schwab Foundation has had in supporting and shaping the journeys of many people. There are important lessons to be learned from the experiences shared. These are crucial insights to push greater awareness, further action, and encourage the adoption of alternative models for all stakeholders as we continue to grow as a global community.



The Collective Is Powerful

The cumulative effect of the work of hundreds of social entrepreneurs who have achieved global significance, and the intersectoral potential of their approaches to deal with the complexity of our time.



Partnerships Enable Scale

Cross-sector partnerships are key for survival and scale: from grassroots citizen movements and municipalities, to technical intermediaries, large corporations and international organizations. Partnerships are welcomed to support one another, to enable growth, to co-fund, to innovate, to diversify, to expand across markets and more.



Technology Is an Equalizer

Technology can be an equalizer, it enables learning, sharing and remote collaboration. It can also provide platforms for tracking data and impact, giving access to those who cannot normally be reached. However, technology can also create or increase divides and inequalities. A range of stakeholders have a role to play in ensuring the true potential of technology is realized and managed.



Funding Models Are Lagging

Funding and investment need to evolve to support radical and systemic work. Social entrepreneurs do not easily fulfil traditional investment criteria for social, commercial or public investors. They are innovators, while most investors tend to be risk-averse; whether their metrics of success are financial, environmental or social, social entrepreneurs' ambitions are expansive, cross-cutting, and systemic, while investors have been known to advise them to focus their efforts more narrowly. Of course, this is not true of all funding models, but many social entrepreneurs report misalignments between their funding needs and what mainstream investors are willing to fund.



The Sustainable Development Goals Are a Rallying Cry for Action

The SDGs provide a unifying framework for all sectors to align to. With or without the framing of the SDGs, social entrepreneurs are acutely aware of the issues at the ground level and demonstrate impact in more granular detail than the SDGs. They understand the interconnectedness of the problems and seek to address them through contextually relevant models. Social entrepreneurs align quite easily with the SDGs and many existed before the SDGs were published.



Systems Are Changing

The approaches of social entrepreneurs are not only technical solutions to problems, but have demonstrated that deep transformative changes for people, lasting restorative solutions for our planet and system-wide changes in policies or market rules can lead to more lasting changes to inequalities and injustice. There is recognition by social entrepreneurs of the need to develop systems approaches. One of the Foundation's most significant areas of influence on its community has been convening an agenda on systems change, including an executive education course with Harvard Kennedy School. Many in the community report that systems thinking and systems approaches have significantly shaped their approach to social entrepreneurship.



Child and Youth Finance International



PlanetRead



BRAC & VisionSpring

Mission for the Decade of Delivery

In the 20 years of the Schwab Foundation's contribution to the field of social innovation, much has been achieved and learnt – but there is work still to be done to integrate the tools, models, and approaches of social innovation into the mainstream. Moving forward, the Schwab Foundation seeks to be part of a collective agenda to:

- Spur more intentional cross-sector collaboration
- Shift power dynamics to achieve transformative change (inclusion in diversity and gender representation, capital flows and decision-making)
- Support the shift from growing organizational models to systemic action
- Promote technology as an equalizer and an enabler of change
- Pursue enabling policies and regulatory environments
- Improve local and global decision-making around collective progress

Introduction

Vision into Reality

François Bonnici

Capturing global impact

This report challenges the notion that models of social innovation can be dismissed as small, isolated islands of success in the rough seas of overwhelming global problems. Through a cumulative and detailed review of third party evaluations and internal impact reporting, and through community surveys and interviews, we have captured the combined achievements and insights of social innovators and the organizations recognized by the Schwab Foundation.

It reveals important findings about the extent of their direct reach, scale and scope of impact, and the increasing system-wide changes they are achieving.

Paradigm for transformation

The corresponding case studies offer a paradigm for inclusive, sustainable transformation. They not only alter lives on the ground, but also shape local and global systems for change. These are stories of incredible progress and possibility.

The traditional leadership model no longer meets our challenges. For too long we have relied on a top-down standard to solve some of the most complex failures in our current system. Social entrepreneurs have been forging ahead from the bottom up, turning vision into reality and achieving inclusive, just, sustainable futures on the ground.

Collective power now and for the future

The power of the collective demonstrates a cumulative effect that cannot be ignored, or marginalized as isolated findings. Consider the combined capability of all social innovators in the world, both those recognized in other networks like ours, and the hundreds of thousands that exist in local communities.

The clusters of social innovation around distinct sectors offer proof that real alternatives do exist. Another language is emerging. Through decades of experience, systems approaches that seek to fill the gaps of global failures, now begin to change the very rules, causes and forces that hold these problems in place.



“A platform to counter the limitations of isolated action”

In the galvanizing era of our common agreed purpose towards the Sustainable Development Goals, we recognize that this community has much to offer, given how catalytic these approaches are already proving to be.

Insights into our contributions

As part of our own journey of reflection on impact, this report also explores the Schwab Foundation’s contribution to late-stage social entrepreneurs and to the field. It looks at the ways our community has benefited, valued and experienced the Foundation’s support.

Through a set of surveys and deep-dive qualitative interviews with social entrepreneurs and our Partners, we have seen overwhelming response, participation and feedback during the research for this report.

Ecosystem of support

The lessons we see here and my role within the Foundation, which I began in mid-2019, represent huge opportunities coupled with great challenges. I am convinced that the Schwab Foundation can offer its platform to counter the limitations of isolated action with an ecosystem of support for large-scale but inclusive social innovation. This would integrate business and government, address funding models and financing, and create technology-enabling policies that protect and serve.

Data and insights

This report goes beyond anecdotal evidence to demonstrate real impact and systemic changes as lessons for our global system, in every sector – and emphasizes process and participation in the journey to the ends we seek.

The Schwab Foundation

The Schwab Foundation for Social Entrepreneurship, in collaboration with the World Economic Forum, is a global platform that advances the world's leading models of sustainable social innovation.

The Foundation established over 20 years ago, was founded by Klaus and Hilde Schwab, **represents almost 400** late-stage social innovators and social entrepreneurs operating in more than 190 countries worldwide. They have recognized that problems require multistakeholder collaboration and that addressing complex challenges requires a collective response.

Its mission is to scale up the impact of solutions and innovative approaches to support millions of vulnerable and low-income communities in need. It aims to provide exposure, capacity building and a trusting community to support leaders to change the world.

The Schwab Foundation supports its awardees in the development of social innovation by:

- Raising awareness of the social innovators and their work on global platforms, legitimizing them as peers of world leaders, and facilitating tailored media exposure
- Giving them access to global knowledge, networks, world leaders and partners through the World Economic Forum convenings
- Advancing system leadership through executive education at the Harvard Kennedy School
- Fostering a community spirit through leadership coaching, peer-to-peer mentoring and the provision of tools, support systems and connection to a diverse range of events

“We empower leaders to change the world”

While the first two decades of the Foundation were focused on building awareness, enthusiasm and interest for social entrepreneurship, the new era seeks to embed and scale up the potential of social innovation in existing systems globally. Many of the Foundation's past awardees have gone on to drive important systemic changes, and it is the Foundation's intention to accelerate such change in the decade ahead.



In 2019, the Schwab Foundation repositioned its award categories to align itself with some of the contemporary challenges we collectively face. As such, it has expanded its annual awards to include four categories:

Social Entrepreneurs

Founders who innovatively address a social or environmental problem, with a focus on low-income, marginalized or vulnerable populations

Corporate Social Intrapreneurs

Leaders within multinational or regional companies who drive the development of new products, initiatives, services or business models that address societal or environmental challenges

Public Social Intrapreneurs

Leaders within governments/international organizations who harness the power of social innovation to create public good through appropriate policy, regulatory tools and programmes

Social Innovation Thought Leaders

Recognized experts and champions who shape and contribute to the evolution of the social innovation field



Report Methodology

This study was undertaken by an external evaluation partner, Wasafiri, with two major aims:

- 1 To estimate the cumulative impact of the Schwab Foundation's community of social entrepreneurs and understand their insights from decades of practice
- 2 To better understand the contribution of the Schwab Foundation to their community's work and impact

Quantitative and qualitative impact data and narratives were collated from three sources:

- 1 **Online survey with social entrepreneurs**
A 20-question online survey of Schwab Foundation Members, which was completed by 133 organizations (approximately one-third of the total community)
- 2 **Organization impact reports**
Survey respondents shared their organizations' impact reports (internal and external evaluations), which were gathered as evidence and in some cases, analysed to inform this report
- 3 **In-depth interviews**
Semi-structured, in-depth phone interviews were conducted with 14 social entrepreneurs, active in diverse regions and issues, to gain a deeper understanding of their approaches including systems change and their reflections on their association with the Schwab Foundation



Impacts and Insights

The diverse leaders in the Schwab Foundation's social innovators' community operate in 190 countries. The cumulative impact of this group is compelling and provides a sense of the extent of the reach of influence into other global networks and communities. This community is achieving impact at scale that is of global significance, with their work equal to that of governments, multinational corporations and international organizations.

The insights gathered from the collective experiences highlighted here show how to strengthen and foster successful social innovation ecosystems. The information also warrants closer scrutiny if we are to adapt and adopt what they have tested and proven, to enable the models, tools, and innovations to be integrated into all facets of our collective systems and sectors.


 **Collective impact is powerful**

 **Partnerships enable scale**

 **Technology as an equalizer**

 **Funding models are lagging**

 **SDGs are a rallying cry for action**

 **Systems are changing**

The Collective Is Powerful

An indication of reach and scale

The impact of the collective of social entrepreneurs includes both the cumulative effect of hundreds of effective social entrepreneurs, but also the cross-sector potential of these approaches to deal with the complexity of our time. Addressing diverse issues and with such global reach, the power of this collective community of social entrepreneurs is compelling, proving that the models are legitimate, rewarding and effective.

Impact in numbers

The impact statistics are an indication of cumulative scale. Given the variety of activities, the depth and breadth of the impacts, time variations and myriad contexts of the activities, they provide a sense of scale, rather than accurate aggregated impact numbers.

The network of Schwab Foundation social entrepreneurs operate in **190 countries**.

More than **622 million** people have been directly affected by the operations and activities of the survey respondents since founding their organizations.

ECO SOLUTIONS

Water, sanitation and hygiene services, and environmentally sustainable housing

7,603,800

539,353

226,600,142

EDUCATION
Youth and adult education, teacher training, reading programmes

2,180,392

EMPLOYMENT
Technical vocational education, skilling, training and employment through entrepreneurship

100,479,000

ENERGY ACCESS
Distribution of solar and renewable energy products

17,119,570

FINANCIAL INCLUSION
Savings, loans, financial training

59,831,772

HEALTHCARE
Health service treatment, testing, diagnostics and tracking

1,930,000

HOUSING
Home improvements, housing and safer buildings

180,000,000

LAND RIGHTS
Direct access to land rights, improvement of laws and policies

25,387,549

SOCIAL INCLUSION
Drug rehabilitation, programmes for youth sports, physical disabilities, homelessness and refugee registrations

526,394

TECHNOLOGY
Technology education and solutions directly improving lives

ALL SECTORS
622,197,972

Sector breakdown of reach

More than **\$6.7 billion** has been distributed to individuals through loans, or from the sale of products which have created value and enhanced livelihoods by improving healthcare or providing time saving solutions, education and clean home lighting, among others.³

More than **192 million tonnes of CO₂** have been mitigated through the respondents' enterprises. This is equivalent to taking more than **40.7 million** passenger vehicles off the road for a year.⁴

Indirect benefits extend to additional tens and hundreds of millions of people through increased economic opportunities, better social protection, improved incomes of primary household earners, and better government policies.

"It's not about the numbers. It's not about what a funder wants. It's when changes happen sustainably... in action, in character, in behaviour, then the community change happens."

Runa Khan —Friendship

Snapshots: Impact

Room to Read has changed the educational trajectories of 16 million children across 16 countries through its Literacy Programme and its Girls' Education Programme.

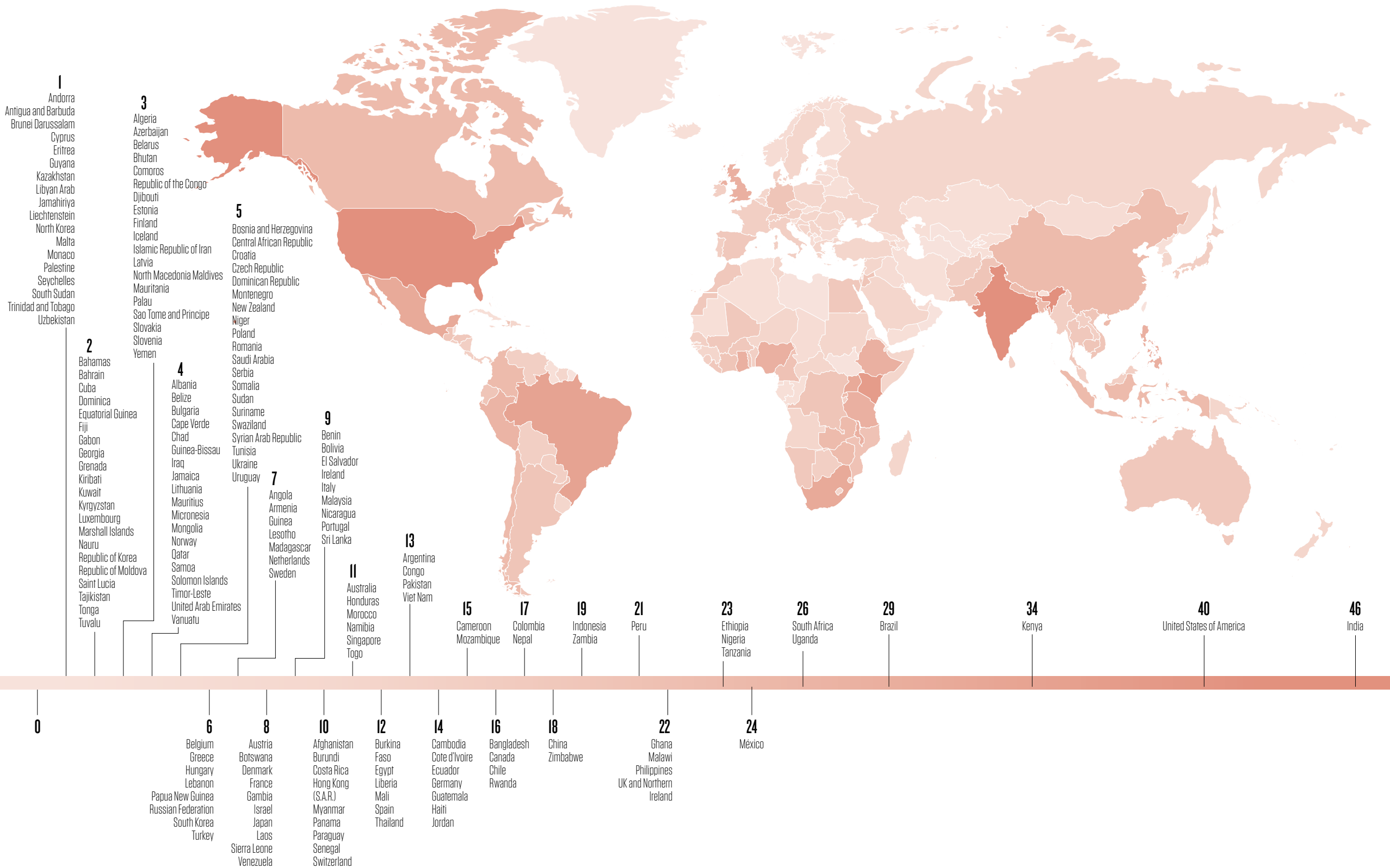
Mothers2Mothers has reached over 11 million women and children with life-changing HIV treatment services, achieving virtual elimination of mother-to child transmission of HIV among enrolled clients for the last five years. It has also created over 10,000 jobs for women living with HIV.

d.light has reached 100 million people with solar products that have offset over 22 million tons of CO₂ emissions, created employment for over 5000 people and enabled 1.1 billion people without access to electricity to leapfrog the grid with affordable renewable energy solutions.

VisionSpring has provided sight-restoring eyeglasses to nearly 7 million people and has generated \$1.2 billion in economic impact.

Homeless World Cup, which is a social sports organization established specifically to tackle homelessness and poverty through football and street soccer worldwide, has lifted 1.2 million people out of homelessness and has established 74 partner organizations across the globe.

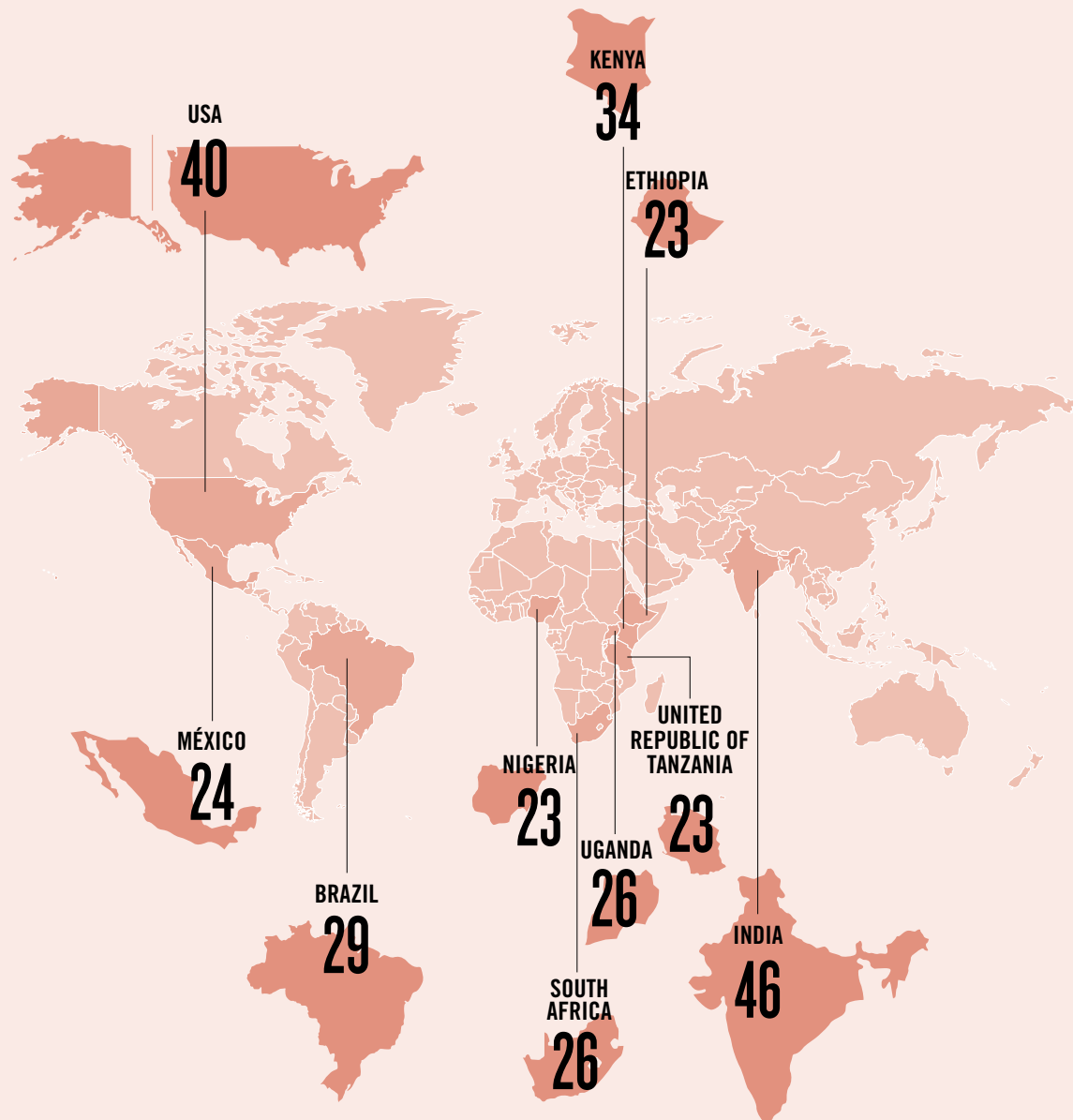
Countries where the social entrepreneurs operate



This community operates in more than 190 countries, with 25% in at least 90 countries each. With the exception of the US, all 10 countries in which social entrepreneurs are most active are low

to middle income markets, and six of those are in Africa. They include India, the US, Kenya, Brazil, South Africa, Uganda, Mexico, Ethiopia, Nigeria and Tanzania.

10 countries in which social entrepreneurs are most active

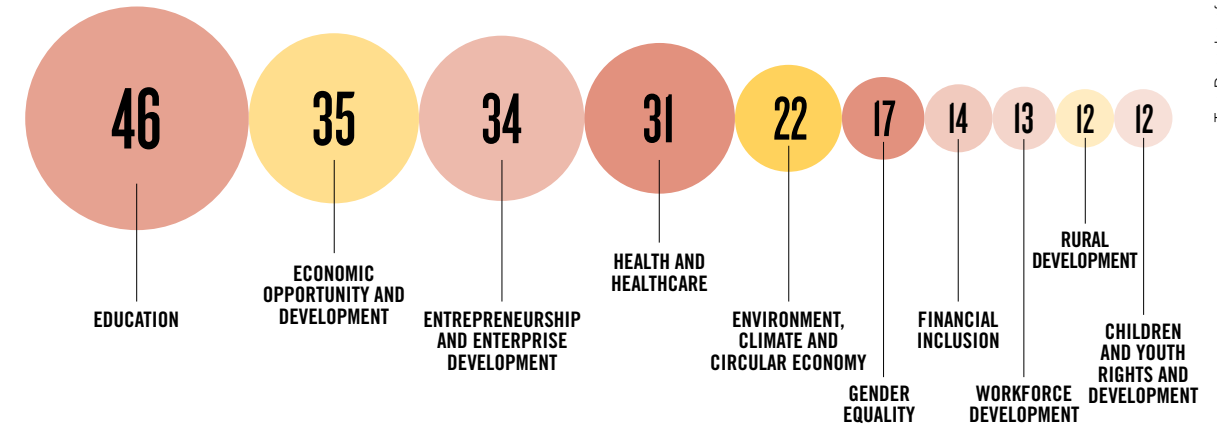


83% of entrepreneurs work on more than one issue. Education – the top-ranked – is for example, commonly

combined with entrepreneurship and enterprise development, environment, climate change and circular economy,

workforce development and financial inclusion.

Top 10 issues for survey respondents



The Schwab Foundation's contribution to the community's impact

The Schwab Foundation has had a profound impact on the social entrepreneurs who responded to the survey. Many value the recognition and legitimacy gained through membership,

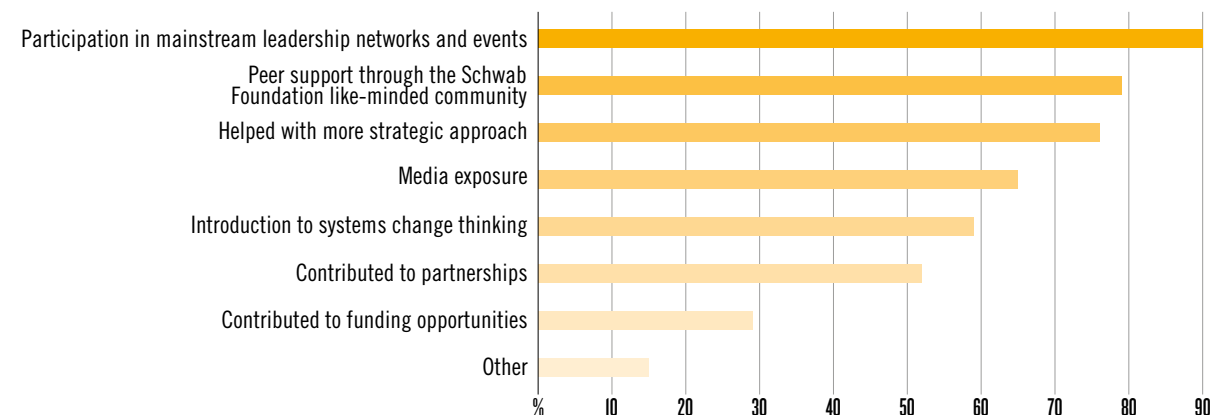
and the three most-valued benefits provided by the Schwab Foundation to the community of social entrepreneurs are:

1. Global visibility - inclusion as equals at World Economic Forum events and exposure to high-profile stakeholders
2. Peer support through the

Foundation's community of like-minded social entrepreneurs

3. Introduction to systems thinking which enables a more strategic approach to their enterprise models

Benefits of being part of the Schwab Foundation community





Child and Youth Finance Movement (CYFI)

Child and Youth Finance International – a Schwab Foundation member working globally to ensure full economic citizenship for children and youth – grew over eight years beyond the organization's wildest expectations. The changes the movement has brought about have been extraordinary: 70 countries have changed policies and 174 countries took part in Global Money Week in which 32 million children were reached and 53,300 organizations were involved.

These changes have meant that the movement has reached a point of critical mass; it is self-propelling and self-sustaining, spurred on by partners⁵. CYFI focuses on increasing the economic citizenship of children and youth through its global multistakeholder network. Acting as an advocate, connector and adviser, it leverages its network to integrate economic citizenship into educational and finance systems throughout the world. It currently runs four active initiatives, is partnered with 14,000 organizations, reaches 36 million children and youth and is active in 132 countries.

Reflection Johanna Mair

Professor of Organization, Strategy and Leadership, Hertie School of Governance, Germany; Director, Global Innovation for Impact Lab, Stanford Center on Philanthropy and Civil Society; and Academic Editor, Stanford Social Innovation Review (SSIR) and Schwab Foundation Board Member.

“ I have studied, researched, and taught social innovation and entrepreneurship over decades. My professional experience has paralleled the Schwab Foundation's evolution, where it and other global agenda councils advocated for social entrepreneurship's inclusion in the larger debate with companies and policy-makers, coining them 'laboratories of society', in which experimentation about novel or unconventional ways to address societal challenges took place.

The Schwab Foundation was fostering collaboration among social entrepreneurs and with companies and governments at a time when partnering with these 'unusual bedfellows' was gaining momentum.

The Foundation has paved the way over the past twenty years in seeding the ideas generated by the model, in showcasing what social entrepreneurs do and how they operate, providing legitimacy, forging and enabling connections between stakeholders, and critically, enabling informal ways of thinking about collaboration.

As we look to the future, harnessing the power of the Foundation and the Forum to continue to support social entrepreneurs, widening the community to experimental and unconventional individuals and organizations in other sectors, collaborating beyond formal forums such as the Annual Meeting in Davos-Klosters, could help to identify social solutions early enough so that they can become part of the larger business or government machinery. This would make us more effective in addressing these issues and in an ideal world, prevent them from arising. ”



Partnerships Enable Scale

The Schwab Foundation has a unique and powerful role to connect social entrepreneurs with global leaders and influencers and also with like-minded peers. This has been overwhelmingly the most valuable benefit to Schwab Foundation Members. Connections forged in the community and at the Forum have led to further funding opportunities and partnerships which unlock roadblocks, enable scale, create new powerful innovations, marry complementary skills and expertise, and expand access to new markets.

Bringing together and nurturing a community of social entrepreneurs has also been critical in shifting important power dynamics and increasing status – giving social entrepreneurs voice, credibility and visibility well beyond their borders. Many social entrepreneurs, focused on serving their communities at the grassroots, have little or no exposure to the international ‘system’. Interacting for the first time on the global stage as part of the Foundation community has built courage, pride and strengthened self-trust.

Common elements of successful partnerships

Schwab Foundation social entrepreneurs identified a number of common elements to successful partnerships:

— Identify a shared problem and vision:

Successful partnerships are supported by social enterprise, Last Mile Health, is a good example. The partnership really grew after partnering with community health worker programmes to create a global, indispensable solution to the challenge of quality universal healthcare that is accessible and affordable.

— Seek out and benefit from diversity:

Diverse actors achieve something that neither partner can do alone. Social entrepreneurs often play a unique role in their system but they lack the means to develop or access new markets. For example, Child and Youth Finance Movement (CYFI) experimented with and kickstarted new global interventions that once proven, could be taken over by bigger partners. Social entrepreneurs have sought this diversity with all types of organizations from international donors and investors to local and international NGOs, from national governments to universities and cultural centres.

— Look to co-create solutions:

Through co-creation, both partners can shift their mindset and create something truly new. Social entrepreneurs emphasized the need to cultivate a mindset that did not assume the solution but sought to empathize with the concerns of the others, including clients and partners. Tom Szasky Founder and Chief Executive Officer of TerraCycle developed “Loop” in partnership with some of the world’s largest plastics producers, Unilever, Nestlé and Suez among others, to design high quality packaging that can be reused and refilled at least 100 times, and reduce the alarming density of plastic in the oceans.

Snapshots: Partnerships

Tech Matters (Benetech). The biggest impact the Schwab Foundation had on my organization was connecting us to other social entrepreneurs, who are our most important partners in accomplishing systems change.

Marine Stewardship Council. (I) met a Chinese fishery company in Davos in 2015 – now a leading supporter of the MSC (Marine Stewardship Council) programme, having led their first fishery into the programme, (I am) just back from China where the same company/individual put four more fisheries into assessment.

PlanetRead. At Davos, Gordon Brown (as UN Special Envoy for Global Education) asked to meet me one-on-one to discuss our SLS (Same Language Subtitling) work and that was because Daphne Koller (Stanford) mentioned our work to him. I had shared our work earlier with (Daphne Koller) as part of the Forum’s Global Agenda Council in Dubai.

Nisaa Broadcasting Radio Company (Nisaa FM). As the first and only Palestinian entity, the Schwab Foundation Fellowship gave more recognition to us locally and regionally. We were able to get regional sponsorship thanks to this.

Despite this progress, more needs to be done to change entrenched power dynamics, and bridge the divides between public, private and societal sectors.

The Foundation’s expansion of its award categories to recognize social innovators in companies, government and social innovation thought leaders, is a step in that direction, and the opportunity now is to fast track those connections. Critically, a more intentional approach to accelerate the adoption of these models and tested solutions in several sectors is needed, and most likely to happen through partnerships, coalitions and multistakeholder initiatives.

“Innovation happens when systems that don’t know each other, touch each other.”

Martin Burt –Fundación Paraguaya

TerraCycle

A global recycling organization creating turnkey and affordable recycling options with materials that are otherwise landfilled or incinerated

TerraCycle has a mission to eliminate the concept of waste. It operates in 21 countries and partners with major consumer packaged goods companies, retailers, distributors, facilities and cities, to change the traditional linear physical manufacturing process to a circular economy.

— In partnership with Procter & Gamble, TerraCycle created the first totally recyclable shampoo bottle in 2017 at the Forum, followed by LOOP, a multistakeholder platform that enables consumers to buy their favourite goods in returnable packaging from their favourite retailers. Loop was launched in 2019 and has since gone live in France and the US, and will be launching in 2020 in the UK, Canada, Germany, Japan and Australia.

— Through the Schwab Foundation community, and through its increased profile as a result of launch events hosted in collaboration with the Forum, TerraCycle Chief Executive Officer, Tom Szaky, involved new investors and expanded his corporate partnerships to include Procter & Gamble, Coca-Cola, Carrefour, Tesco, Mondelēz, PepsiCo, Danone, Mars, Nestlé, Unilever, UPS and others.

— Loop is now part of the Forum's Loop Alliance partnership programme to introduce zero-waste packaging and eliminate plastic waste.

Reflection Subramanian Rangan

The Abu Dhabi Crown Prince Court Endowed Chair in Societal Progress, INSEAD, France, and Board Member of the Schwab Foundation

“ Today we face global challenges that require us to complement the architecture of states and markets with collectives and communities.

Social entrepreneurs operate beyond the conventional dimensions of business and society; they enact the realm of humanity.

They embrace hard problems where states and markets have fallen short, enabling better outcomes in the form of products and services that are local and sustainable.

The World Economic Forum is relevant as an “architectural innovator;” a platform that convenes, activates, and enables communities to address global and local challenges. The Schwab Foundation plays a key role in connecting its social entrepreneur community to this platform. Both enable a community of communities.

The Schwab Foundation has delivered a new ‘institution’ to complement the public and private sector. Problems and people are embedded in systems and thinking more rigorously about complementarities and eco-systems will be a part of the future of social entrepreneurship. The Forum’s role is to continue to focus on bringing the institutions together. ”

Industree/Mother Earth





Technology Is an Equalizer

For social entrepreneurs, technology is increasingly a critical tool and enabler for scaling up impact. It facilitates collaboration, it is the critical means by which social entrepreneurs become visible beyond their borders, and is a tool to track developments and trends. It can enable social entrepreneurs to predict, respond and adapt to dynamic operating environments. It has the ability to humanize development, and can provide beneficiaries with direct access to the services and facilities needed to improve their lives. It removes intermediaries, providing safer and faster solutions, for example, for the indigenous woman who gains access to online banking, or the household now able to self-identify poverty gaps and directly access support services.

For some technology-enabled social entrepreneurs the success of their business relies on the acceptance, adoption and ongoing integration of technology in the communities they serve, and this cannot be done in isolation. They adapt services to address infrastructure gaps where government investments in the provision of technology solutions means they are balancing the real potential impact of systems change and the realities of local contexts and constraints.

The Fourth Industrial Revolution (4IR) describes the current anticipated phase of technological advancements that are bringing rapid and disruptive change to every industry and society. In this era, significant challenges lie in the safe and equitable provision of and access to technology, while real concerns are emerging in the use of such technologies driving inequality further or causing unintended consequences.

Technology can democratize the economy if treated as a tool for human advancement, used to actively fill in gaps to benefit more people, with solutions that are co-designed to serve the poor. In Klaus Schwab's book "The Fourth Industrial Revolution", he calls for leaders and citizens to "shape a future that works for all by putting people first, empowering them and constantly reminding ourselves that all of these new technologies are first and foremost tools made by people for people."⁶ The viability of this proposition is demonstrated by the Forum's focus on the impact of 4IR technologies and the Schwab Foundation's recognition of social entrepreneurs who use these tools to reduce inequality, overcome barriers and empower local actors.

"Technology, and the tools of the Fourth Industrial Revolution offer solutions to issues including job creation and solving problems in health, education, security and food. It's critical we get this right...The social entrepreneur model is needed more than ever to meet the big challenges with practical on the ground solutions. If these can be quickly scaled up we really do have a chance of changing the world in our lifetimes."

Ernest Darkoh —BroadReach Healthcare

BroadReach

For nearly 20 years, BroadReach has partnered with governments, multinational health organizations, donors and private-sector companies to effect large-scale healthcare reform.

It has focused in recent years on health-systems management using technology, big data and analytics and artificial intelligence (AI) to radically improve healthcare delivery and promote broader outcomes such as Universal Health Coverage and the Sustainable Development Goals.

Through the use of the innovative Vantage technology platform, BroadReach is supporting clients to manage the health of 2.4 million people who are HIV positive, or 8% of the total HIV population globally. In South Africa alone over the past five years BroadReach has tested over 5.5 million people for HIV, of which 530,000 were initiated for treatment and 93% of these individuals are virally suppressed.

The technology, advanced analytics, artificial intelligence and machine learning, provide insights and proactive management action recommendations, thereby enabling real-time responses, efficient and targeted planning and at-scale central monitoring. It supports thousands of frontline health workers.

Vantage also provides good and best practice implementation workflow toolkits that provide step-by-step guided support to allow thousands of workers to implement solutions at scale, with consistent quality and fidelity. This helps health systems to do more with limited resources, address the profound lack of leadership and management skills, and improve governance and accountability.⁷



Snapshots: Technology

Refunite uses technology to reconnect refugee families separated by displacement, and provides them with employment training and job opportunities in the digital microtask economy. It has so far registered 1.3 million refugees, reconnected in excess of 45,000 family members and trained 26,000 workers in Uganda, over 30% of which are women. Refunite's grassroots communication networks enable 6,300 community leaders to communicate with more than 5 million refugees. Its cost-free communication solution in refugee camps is serving NGOs and refugees.

Dimagi is using cloud-based data collection software to improve healthcare tracking on a global scale through their CommCare platform. Dimagi has digitized health workforces across 2,000 projects in 80 countries. The project in India alone has seen over half a million community health workers adopt Dimagi's mobile applications to provide critical services to 300 million people.

Digital Opportunity Trust runs networks of schools that train youth on technology for employment supporting them to become innovators and leaders, and to create and apply digital solutions that have positive impact in their communities. Since 2002, DOT has worked with more than 7,000 young women and men who have changed the lives and livelihoods of over 1 million people through DOT's unique youth-led model.

Unlocking the potential of technology

Through its Centres for the Fourth Industrial Revolution, the Forum is working with governments to advance enabling policy and regulatory environments, and leverage technological progress to support digital adoption, integration and innovation to solve global issues. Equally, development stakeholders need to actively engage technology stakeholders in the Agenda 2030. Strengthening understanding, collaboration and mutually beneficial outcomes create significant opportunities for communities and world leaders, all of whom will reap the benefits of inclusion, equality, access and innovation.

The Schwab Foundation can promote the benefits of technology as an equalizer and enabler of change, but critically, should also nurture dialogue with stakeholders around its potential risk, in an effort to prevent them. Finally, social entrepreneurs at the forefront of using technology to address vulnerabilities in their communities, need to have a seat at the table when discussing regulation and potential expansion of technology use.



Funding Models Must Evolve

Given the experimental nature of social entrepreneurship and the unique and sometimes innovative solutions being pursued, traditional funding models do not allow social entrepreneurs the freedom, flexibility and ways of working they need.

Access to the right funding at the appropriate time, is critical to social entrepreneurs' ability to measure impact, to scale up, invest, advocate or partner. The Foundation itself does not provide direct funding or grant support, yet the Schwab Foundation members have benefited from introductions to stakeholders that have led either directly or indirectly to funding opportunities.

Funding models are typically time bound and generally over the short-term, whereas longer funding timeframes are essential if funders and social enterprises are to deliver systems change.

“Getting funders to understand the nature of systems work is a barrier, for example, we’re still asked to identify numbers of beneficiaries in a year.”

Liz Smith —EYElliance

Whether investors or donors, funders dictate how money is spent. Data and metrics conventionally regarded as credible (particularly by the global community), and a narrow definition of what counts as acceptable evidence, do not always align with what is needed to be effective at the grassroots level. For social enterprise JAVARA, at the forefront of promoting Indonesia’s indigenous food biodiversity heritage, access to working capital investment is difficult to secure from social impact investors who tie funding to expectations to reduce product lines, which runs counter to the organization’s mission. New models, and better partnerships are required.

Potential solutions raised highlight roles for multiple stakeholders where social entrepreneurs, with limited capacity for fundraising, work in coalition to find funding solutions. Funders need to adopt and integrate systems thinking and critically, relationships need to evolve to become true partnership models, creating safe spaces for entrepreneurs to experiment or explore new areas, while allowing for flexibility, uncertainty and evolving metrics. The key is to build and nurture a learning culture.

Snapshots: Funding

The Schwab Foundation has helped increase opportunities to secure funding from diverse sources for many. Some examples include:

Nuru Energy’s 2012 award helped secure funding from both Bank of America and Africa Enterprise Challenge Fund (AECF). This is the largest pot of funding it has received to date.

Rags2Riches, Inc. found that being a member of the Schwab Foundation provided the organization with additional credibility to seek new partners, funders, supporters and customers.

Dimagi’s official recognition from the Schwab Foundation offered an effective framework within which to communicate to funders, partners and others, who were less familiar with social entrepreneurship.

Last Mile Health and Partners

An organization leading a coalition of government entities, donors and NGOs in Liberia, working to transform community health worker (CHW) programmes through joint-up approaches to policy, capacity building, technology and local ownership.

Partnerships have been critical, not only in expanding CHW programmes, but also in mobilizing funding to support this expansion. There is wide recognition amongst key multilateral stakeholders that CHWs are central to delivering the third Sustainable Development Goal to “ensure healthy lives and promote wellbeing for all at all ages”, but it was not clear how CHW programmes should be delivered in different localities and healthcare systems.

With Last Mile Health’s longstanding partnership approach to advancing universal health coverage, it has collaborated with Harvard University and Harvardx to co-produce the Community Health Academy’s first leadership course that has enrolled over 11,000 learners from 180 countries. Last Mile Health also formed a partnership with Living Goods – another Schwab Foundation member – to leverage collective experience in community health to deploy 50,000 digitally-empowered CHWs in partnership with governments in West and East Africa. Supported by the Audacious Project, this partnership aims to serve 34 million people by 2021. It has attracted significant funding from a variety of sources, namely:

- \$50 million from the Audacious Project for Living Goods and Last Mile Health from a coalition of philanthropic individuals and organizations such as: the Skoll Foundation, Virgin Unite, Children’s Investment Fund Foundation and the ELMA Foundation

- \$50 million in matching funds to be raised from 2018-2021 through partners of the World Economic Forum

- An additional \$50 million to be raised to meet the total goal of \$150 million for this project

The SDGs Are a Rallying Cry for Action

Launched in 2015, the Sustainable Development Goals (SDGs)⁸ provide a unified approach and narrative for identifying and addressing global issues and are recognized as a rallying point for change. The Goals set the many targets and indicators for change, and define the stakeholders or sectors, which are responsible for them.

Change from the ground up

Although the Goals can be clustered into three areas – environment, society and economy – they are all intersectoral and cannot be achieved in isolation. They require innovation, imagination, funding and collaboration – behaviours which are integral to most social entrepreneurs. Many of the Schwab Foundation social entrepreneurs address at least one of the SDGs in their work and they are acutely aware of the factors that might inhibit or enable impact at scale. The difference with social entrepreneurs is that they often adopt a ground-up approach, responding instinctively to the micro issues that they see, rather than issues identified in a macro framework.

Social entrepreneurs are incrementally making real progress against this shared agenda.

The United Nations – World Economic Forum Strategic Partnership Framework for the 2030 Agenda⁹, signed

“Inequality is not about who has more, it’s about my ability to reach my aspirations, whatever they are, with the same lack of resistance along the way.”

Meagan Fallone – Barefoot College

in June 2019 commits signatories to “accelerate implementation of the 2030 Agenda for Sustainable Development”: strengthening their partnership to help each other; increase their outreach; share networks, communities, knowledge and expertise; foster opportunities for innovation; and encourage a wide understanding of and support for priority issues among relevant stakeholders.

Nearly 90% of the social entrepreneurs in the survey have strategies that are influenced somewhat or significantly by the SDGs.

Social entrepreneurs are primarily working on Goals 1-No Poverty, 3-Good Health and Wellbeing, 4-Quality Education, 5-Gender Equality and 8-Decent Work and Economic Growth.

Social entrepreneurship contributes to the SDGs

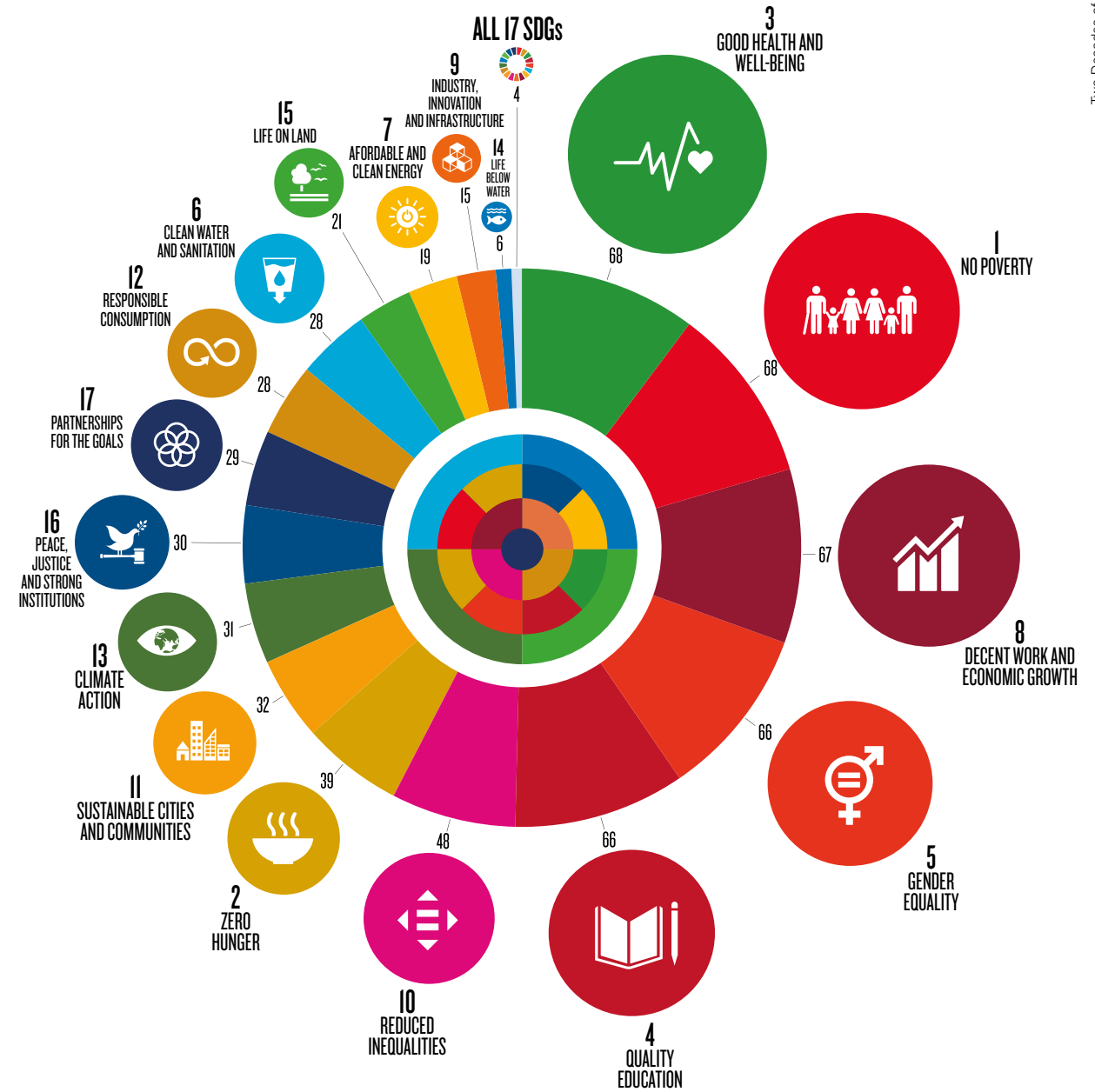


Figure 5: Source: Stockholm Resilience Centre

The Poverty Stoplight, Fundación Paraguaya

The Poverty Stoplight programme was created in 2010 to measure and address the quality of life of its microfinance clients, based on Fundación Paraguaya's experiences in the fields of microfinance and entrepreneurship.

Fundación Paraguaya's mission is to eliminate poverty in Paraguay and in the world. The Poverty Stoplight is a social innovation multidimensional poverty measurement tool with 50 subjective multidimensional indicators across 6 dimensions including: income and employment; health and environment; housing and infrastructure; education and culture; organization and participation; and interiority and motivation.

The initiative is reshaping the globally accepted definition of poverty, currently limited to income deprivation, to be multidimensional and to involve those most affected, in defining their own needs and designing their specific solutions. Using technology, Fundación Paraguaya has developed a platform to put the tool and solutions in the hands of its community members, democratizing data and empowering families and support organizations. Being able to define their own situations creates ownership, and allows family members to take responsibility for poverty-related problems¹⁰. The Poverty Stoplight increases participants' agency, helps to enhance aspirations, and empowers participants to work for a better future¹¹.

· The Poverty Stoplight methodology has been replicated in more than 24 countries by more than 284 organizations including 126 companies in Paraguay since its inception in 2013.

· Ecuador is exploring formal adoption of the programme and the Paraguayan Ministry of Foreign Affairs and Fundación Paraguaya have signed a formal memorandum of a strategic alliance on the Agenda 2030¹².

In the Decade of Delivery – how solutions are implemented and who implements them will matter most. Much innovation is required. As the global dialogue around the shared issues continues to evolve, social entrepreneurs have an important catalytic role to play in highlighting not only what has worked effectively with local, sustainable solutions, and in raising the voice of communities, but also in advocating for current gaps in the discourse.

Snapshots: SDGs

Since its inception in 1986, **Karuna Trust** has grown to manage 71 Primary Health Centres reaching 1.5 million people. Annual turnover has increased to \$5 million, reducing Infant Mortality Rate (IMR) from 70 to 5 (per 1,000) and Maternal Mortality Ratio (MMR) from 280 to 50 ((per 100,000 live births), in Karnataka, achieving 99.9% institutional delivery rate across the state. The Trust addresses goals 1, 3, 5, 6 and 7.

Worldreader has created 13.8 million readers in 45 countries with a library of 19,740 books in 52 languages. The project meets goals 4, 5, 8 and 10.

Tech Matters (Benetech) built the largest library for people with disabilities in the world, reaching over 1 million people with disabilities with over 15 million e-books downloaded. It helped draft and bring into effect the Treaty of Marrakesh, it created the first project management tool for the environmental movement, and the first secure crypto application for documenting human rights abuses. It also incubated and built the first big data group in human rights, testifying in multiple genocide trials. The initiative delivers on goals 1, 2, 4, 6, 7, 8, 12, 13, 15, 16 and 17.

streetfootballworld has established a whole new sector: "Football for Good". It has surfaced and connected 150+ community-based organizations, leading to a rise from 400,000 to 2.5 million underserved youth attendance per day between 2004 and 2019. This collective has unlocked a total of €1 billion in the past 15 years. Common Goal is a pro-athlete driven movement that sees investments of 1% of the industry's revenues in a collective and purpose-driven impact fund for the SDGs. Since its launch in 2017, over 130 athletes have pledged 1% of their earnings. It works across all 17 SDGs.

streetfootballworld



Reflection

Precious Moloi-Motsepe

Deputy Chairman and Chief Executive Officer, Motsepe Foundation, South Africa

“My husband and I set up the family foundation to formalize our philanthropy, with a focus on education and youth empowerment in South Africa, and to support humanitarian events in continental Africa (such as Ebola or the cyclone in Mozambique). About the same time, we were introduced to social entrepreneurship by the World Economic Forum: a model to face multiple problems with multiple stakeholders.

The self-sustaining feature of social enterprises also appealed to us. In the last four years, I've seen some really powerful examples – such as the divorced woman who had been marginalized and impoverished in South Africa, but was empowered by The Clothing Bank. Or the drone transportation of blood in Rwanda by Zipline – as a doctor, I know how important blood transfusions can be, especially in preventing maternal death and in neonatal healthcare. And I have seen how technology has been used to close the digital divide in rural communities, to great effect.

The Motsepe Foundation is proud to support the executive education of Schwab Foundation awardees. Many social entrepreneurs have been acting instinctively, doing what they felt was right, until they experience the Harvard Kennedy School programme. There, they receive academic input, training, exposure and peer learning; it's an important continuous learning opportunity for them. In addition to the HKS programme, we support site visits to peer social enterprises, which create a safe space for learning and feedback.

I am particularly keen to support systems thinking because I believe it's how we will solve these complex problems. Solving just one problem requires us to think about and understand broader contexts and engage with many stakeholders to address root causes.

I always say that the social entrepreneur community is the Schwab Foundation's "best kept secret!" That's why we support the Social Entrepreneur of the Year Award at the annual World Economic Forum meeting in Africa – to raise the profile of social entrepreneurs, to make their great work visible amongst the Forum community, and to give them recognition from government and business leaders, who can help them solve the problems they tackle. Most of all, we want to make people understand that social enterprise is not charity. You can make money while having a positive impact.

In the next ten years, social enterprises are going to gain momentum in Africa and other emerging markets, especially where there is so much change and so many inequalities. Social entrepreneurs need to figure out how to combine technology with their systems thinking to leapfrog and scale up – like they'd never imagined – to create new business models and opportunities for everyone. ”



Systems Are Changing

In this report, we understand the term systems change to refer to changes that:

- Address root causes rather than symptoms by altering, shifting and transforming
- Affect structures, customs, mind-sets, dynamics and rules
- Have intent to solve a societal problem with a lasting effect
- Have influence on the community, national and global level

Systems change leader refers to any individual or organization intentionally adopting strategies and practices for systems change.

We believe **systems work** is a distinct set of activities from delivering products and services, and that it involves a departure from growing a single organization to coordinating and influencing the work of multiple actors in a system.

The Schwab Foundation has been a strong proponent of systems-thinking approach to social impact for the last five years, providing executive training to social entrepreneurs through the Harvard Kennedy School and through its partnership with the Motsepe Foundation. This has created a supportive environment for social entrepreneurs to consider systems approaches in their work. For Aajeevika Bureau, “this investment [in Executive Education] has helped us become more ‘systems’ and ‘scale’ competent.” And for Dia Dia Practimercaados, “being part of the Schwab Foundation has allowed me to think more strategically about system change”.

Lessons from systems changes

There are several lessons from social entrepreneur experience with systems change that can frame how

“Systems change starts by debunking conventional wisdoms that perpetuate failing systems in an evidenced-based way.”

Gary White —Co-Founder, water.org

stakeholders approach systems change in the future:

Go Slow to Go Fast

Many of the most successful social entrepreneurs interviewed recognize that systems change requires stakeholders to take a slower approach than they would otherwise do. Stakeholders need to build evidence, systems and processes early on because “more complexity requires more discipline” (Lisha McCormick, Last Mile Health). “System work is not about solutions; it’s about discovering and steering local pathways for change at a pace appropriate for our ability to learn and for what local communities can enact and absorb.”¹³

Systems change calls for even greater collaboration and partnership

By far the most common way of achieving systems change for social entrepreneurs is through partnerships. In a systems perspective,

distinctions between different types of organizations become less relevant. Systems work therefore requires more shared decision-making, a strong learning culture, space to experiment and test together, with less certainty, evolving metrics and higher levels of adaptation.

Scaling nimbly and diffusely

Several entrepreneurs referred to the impact of the systems training in influencing the way in which they tried to scale up. Janet Longmore of Digital Opportunity Trust on the increase in local ownership and shift in the centre of gravity from North to South within the organization: “The education from the Foundation inspired the organizational shift ‘from model to movement.’” EYElliance has used its

unique position as an organization that can “lift its head up” in the fragmented system of optical healthcare in order to identify, fund and embed proven innovative solutions within governments.

We need to think creatively about how to shift mindsets

Mindset shifts – implicit and often difficult to achieve – lead to transformative change. For Tom Szaky of Terracycle, changing the linear physical manufacturing process was relatively easy compared to what is needed to change “consumption mindsets”, for real behaviour change around waste.

In this report, we reference the six conditions of systems change, defined

by The Water of Systems Change¹⁴ which are: policies, practices, resource flows, relationships and connections, power dynamics and mental modes. In the model, systems change happens across these six conditions and three levels – explicit, semi-implicit, and implicit. Explicit change is surface level and is the least likely to permanently alter a system change. At the implicit level (for example mental models), permanent and effective systems change is most likely to occur. Based on survey responses, the most common type of approaches to systems change in the social entrepreneur community, occurs at the practices level, followed by the policy level. Changing mental models is the third most common systems change approach undertaken. For the social entrepreneurs, signs that systems are

Levels of systems change among respondents

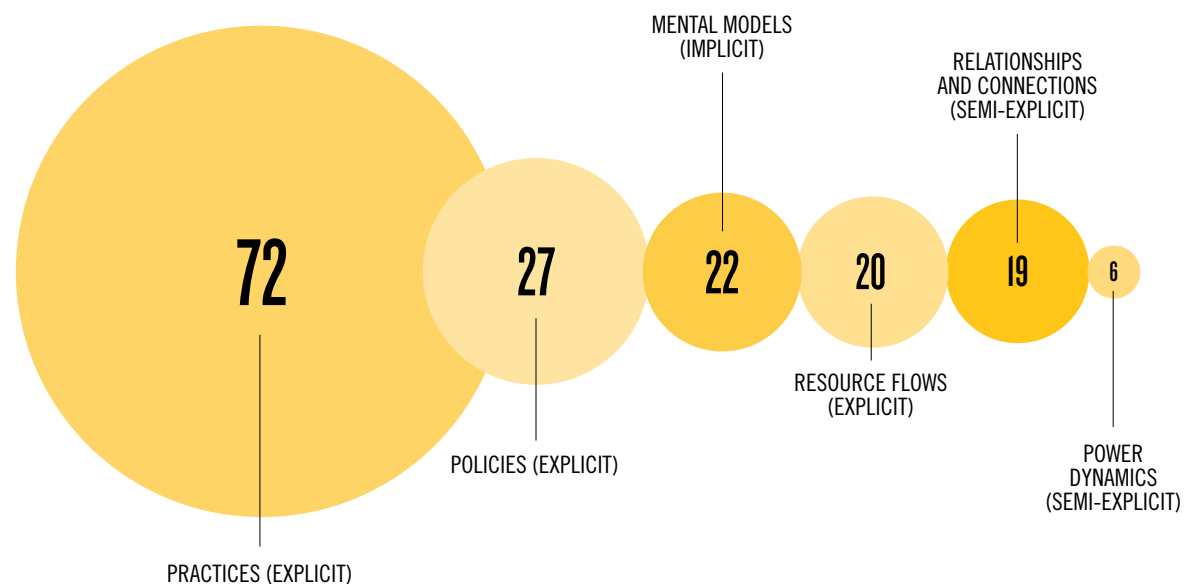


Figure 6: Levels of systems change among respondents, adapted from Six Conditions of Systems Change¹⁵

changing include indicators that other organizations are replicating the entrepreneur's model, changes in policies, changes in government or organizations' practices, positive feedback from beneficiaries, changes in mindsets or in the way that stakeholders or beneficiaries engage in their systems.

Social entrepreneurs measure these systems changes and impact in a range of different ways, from the number of times their model has been replicated, anecdotal information from their interactions with communities and beneficiaries, baseline and end line surveys; or regular monitoring plans, impact analyses, or randomized control trials with partner NGOs or academic institutions. Examples include:

Snapshots: Systems Change

PlanetRead has implemented the Same Language Subtitling (SLS) on over 10,000 film songs on TV in eight major Indian languages and delivered regular reading practice to over 100 million weak-reading viewers. More importantly, their research studies, conducted in partnership with the Indian Institute of Management, Ahmedabad, have proven that SLS causes inescapable reading engagement and skill improvement among 90% TV viewers. Earlier this year, SLS became national broadcast policy, with a mandate that by 2025, 50% of all TV programming must carry SLS. That is expected to put 850 million weak readers in India on track to get a daily 1-2 hours of reading practice, for life.

Associação Saúde Criança Renascer (ASC)

undertook an impact evaluation in collaboration with Georgetown University which concluded that ASCs holistic approach to development effectively targets the most vulnerable groups and empowers beneficiaries to overcome the vicious cycle of severe illness and extreme poverty, bringing about systemic change within the families.

IndusTree Crafts Foundation works with IndusTree to evaluate systemic change as part of its Theory of Change across key indicators including: increased and regular income; decent and equitable work conditions; women's empowerment; improved standard of living for the next generation; and increased resilience to life crises.

Shekulo Tov Group sees changes to governments' practices in the bidding processes for supplying rehabilitation services to people with disabilities, as a positive sign of systems change.

VisionSpring and EYEliance

Founded in 2001, VisionSpring social enterprise is dedicated to providing global access to affordable and durable eyewear to emerging and frontier markets, working to transform the systemic dysfunction of the optical market, which has failed to deliver a 700-year old technology to nearly 1 billion people earning less than \$4 a day.

For many of these individuals, the lack of access to affordable eyeglasses leads to the loss of educational and employment opportunities. VisionSpring is filling the market gap by providing vision screenings and radically affordable eyeglasses.

—To date VisionSpring has facilitated vision screenings for 5.8 million low-income consumers and reached over 4.4 million with corrective eyeglasses.

Despite VisionSpring's success, Founder, Jordan Kassalow recognized that to solve the problem, the private sector and governments need to be actively engaged in the solution. He and Liz Smith co-founded EYEliance, a multi-sector coalition that is the holder and driver of an adaptive global strategy to close the gap in access to eyeglasses. EYEliance makes the case for action and investment in this issue area, with a view to ultimately unlocking government funding and crowding in private capital to solve the problem in its entirety. They source scalable solutions; demonstrate the viability of these solutions at the national and regional levels; and de-risk adoption of proven scaling-up strategies by new actors who bring their own resources to bear.

The prioritization of glasses among the WHO's top five assistive technologies, due to EYEliance's efforts, has been operationalized by a new fund: The Global Partnership for Assistive Technologies. The founding members are WHO, USAID, DFID, UNICEF, NORAD, the UN

Special Envoy for Health, the Kenyan Government, CHAI, and the Global Disability Innovation Hub – all of whom now have a new focus on access to eyeglasses.

EYEliance's efforts have led to an unprecedented allocation for glasses in The Department of State, Foreign Operations, and Related Programs Bill. A total of \$6M in 2019 and 2020 has been budgeted for the USAID's implementation of a low-cost eyeglasses pilot programme reaching children and adults in less developed countries.

In Liberia, EYEliance has built a country-level coalition to deploy a government-led national school eye health initiative and to test the

integration of reading-glasses provision in the country's Community Health Assistant programme. The government has already included school national eye health in its next education plan with 58% of all Liberian schoolchildren in primary and secondary schools reached in under 3 years.

EYEliance recently co-authored a report on School Eye Health released by the World Bank as part of its The Price of Exclusion, Disability and Education series. The report includes a costing analysis of school eye health models and, for the first time, the Bank has concluded that the cost of school eye health programmes is relatively low and should be affordable for many governments and therefore a priority for achieving inclusive education.

The Schwab Foundation's support in co-publishing a critical report on the centrality of vision to global development: Eyeglasses for Global Development: Bridging the Visual Divide, was launched in collaboration with the World Economic Forum in 2016. It provided a powerful platform to build recognition for the issue among key stakeholders, enabling Jordan Kassalow and Liz Smith to pivot from social change to system change entrepreneurs.



Reflection

Julie Battilana

The Alan L. Gleitsman Professor of Social Innovation, Harvard Kennedy School; Joseph C. Wilson Professor of Business Administration, Harvard Business School, USA. Founder and Faculty Chair of the Social Innovation and Change Initiative (SIC) at the Harvard Kennedy School and co-chair of the Schwab Social Entrepreneurs' eight-day executive education programme.

“ To tackle issues that arise in a broad eco-system involving actors across sectors and locations, social entrepreneurs need to be able to think at the systems level. They need to understand power relationships beyond a single interaction, and understand the political landscape, in order to bring about change. The Social Innovation and Change Initiative at HKS aims to help social change makers navigate the politics of social change, while influencing the system itself in ways that will enable and support their work.

As leaders in the field, they all face critical tensions in choosing how to use their time and resources most effectively and knowing when the time is right for change. The community is now self-organizing around the collective impact they could have as part of a broader movement to accelerate change around the Sustainable Development Goals at the transnational level.

Over the years, the Schwab Foundation has used its prestige and status to shed light on these change makers, legitimizing, celebrating and helping to grow this important work. We are entering a new phase globally, and we all can and should learn from the solutions developed by social entrepreneurs and innovators.

There is critical work still to be done that will require organizing to reform current systems and adopting and normalizing new models to solve our global challenges. The role of governments in influencing this agenda is critical.

The Schwab Foundation and World Economic Forum constitute ” powerful platforms from which to lead this important agenda.





Our Collective Mission

At the start of the Decade of Delivery for the Sustainable Development Goals, as the Schwab Foundation reflects on 20 years in support of social entrepreneurship, and as the World Economic Forum begins its milestone 50th year in 2020, it is undeniable that it will take more than cumulative efforts to solve the global challenges we face, to protect our planet, reduce inequality and provide healthy societies and communities. Widescale, urgent change is needed.

Social entrepreneurs have demonstrated that a values-based approach centering on inclusivity, collaboration and sustainability, can deliver significant impact to many, along with financial gains. They have achieved great success with creativity, effectiveness and adaptability, in spite of persistent and systemic challenges.

As a global leadership community, as citizens, our collective future will be shaped by our commitment to bring about change at pace and at scale. The convergence is taking shape as citizens, governments and businesses recognize the urgency and their role.

The time for adoption, investment, collaboration and collective action is now.

Emerging from the insights of this report, there are clear areas for opportunity:

1. We need new mechanisms to spur integration at the system level, through **more intentional collaborations and coalitions**, building of evidence and adoption of proven approaches and solutions.
2. We need to recognize the emergence of social innovation beyond the field of social entrepreneurship, **across sectors and inside large institutional actors** including corporations, governments and international organizations (social intrapreneurs).
3. We need to **shift power dynamics** to achieve deeper transformative change (inclusion in diversity and gender representation, capital flows and decision-making).

4. We should **build enabling environments** in which social innovations across all sectors can flourish, through advancing **policy, regulation and funding** models.

5. We need to **harness technology as an equalizer** and as an enabler of change, enhancing distributed ownership and increasing access, while ensuring protection against unintended consequences.

6. We need to find meaningful **ways of making local and global decisions around progress collectively**.

“Our platform presents a great opportunity to advance the adoption, mainstreaming and integration of proven social innovations into larger systems.”

As the global dialogue around the Sustainable Development Goals continues to evolve, social innovators have an important role to play in highlighting what already works, what can be measured as progress in specific contexts, and highlighting what is not captured in current frameworks.

The Schwab Foundation for Social Entrepreneurship is taking up these recommendations, starting with the recognition of an intersectoral community of social innovators to enhance multistakeholder collaboration on social and environmental goals, driven by values and people who represent communities and the planet.

Together with the World Economic Forum, we recognize that our platform presents a great opportunity to advance the adoption, mainstreaming and integration of proven social innovations into larger systems. We commit to fulfilling our part in this collective mission, and invite you to join us in service of our shared future.

Acknowledgments

The Schwab Foundation recognizes the incredible group of social entrepreneurs in our community, along with their teams, for all their pioneering work around the world, their support for each other and the Foundation, and their persistence and progress in the service of others.

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APOPO

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Artscape

ASAFE

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Bina Swadaya Foundation

BRAC

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Bridge

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Child and Youth Finance International

CID Consulting

Clinicas del Azucar

Community Solutions

Crisis Text Line

d.light

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Ecofiltro

Editora MOL

Education For Employment (EFE)

Enda inter-arabe

Ensen Chile

Entrepreneurs Associates

Equal Chances Foundation

Ethmar Islamic Microfinance

EveryLayer

Fair Trade USA

Fairtrasa Internatioanal AG

First Book

Friends-International

Friendship

Fundacion Capital

Fundación Paraguaya

Fundacion Proyecto Maniapure (Maniapure Foundation)

Gandang Kalikasan Inc (Human Nature)

Goonj

Green Monday

GROUPE SOS

Grupo Ecológico Sierra Gorda

Grupo para Promover la Educación y el Desarrollo

Sustentable, A.C. (GRUPEDSAC)

Hapinoy

Heartlines

Homeless World Cup Foundation

Hybrid Social Solutions, Inc.

Impact Hub Caracas

Indus Tree Crafts Foundation

IPÊ Institute for Ecological Research

JAVARA

Karuna Trust

Kashf Foundation
Kennemer Foods International
Landesa (Rural Development Institute)
Lifeline Energy & Lifeline Technologies Trading
Livox International LLC
Mann Deshi Foundation
Marine Stewardship Council
Maths Centre Incorporating Sciences
Medical Technology Transfer and Services Co., Ltd
mothers2mothers
Mozaik Foundation
Namati
New Foundry Ventures
NIDAN
Nisaa Broadcasting radio Company (Nisaa FM)
Novica
Nuru Energy
Off Road Kids Stiftung
ONG Parceiros Voluntários
One Acre Fund
Operation ASHA
Paradigm Initiative
PlanetRead
Possible
Questscope
Rags2Riches
Recode
REFUNITE
Riders for Health
Rishi Valley Institute for Educational Resources (RIVER)
Room to Read
Sakhrah Women's Society Cooperative
San Patrignano Foundation
Senior Citizen Home Safety Association
Shekulo Tov Group
Shift360
Shonaquip
Sidai Africa Ltd
Silulo Ulutho Technologies
Simprints
SOIL
Solar Sister
South Pole
Specialisterne Foundation
streetfootballworld
Study Hall Educational Foundation
TABLE FOR TWO International
Teach For All
Tech Matters (Benetech)
TerraCycle
The Citizens Foundation (TCF)
The Clothing Bank
The Front Project and Future Tracks.

Together Association for Development and Environment
Turma do Bem
Unlad Kabayan Migrant Services Foundation
VillageReach
VisionSpring and EYEliance
Waste Concern
Water For People
Water.org & WaterEquity
wellcome gGmbH
Wilderness Foundation Africa
World Bicycle Relief
World Health Partners
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Dedication

This impact report acknowledges and gives special thanks to Sir Fazle Abed (1936-2019). Through his work at BRAC, he has been a great source of inspiration and support for the Schwab Foundation community from the beginning, since being recognized as part of the inaugural awards in 2001. The tremendous impact he had on countless lives within Bangladesh and far beyond, cannot be overstated.

References

¹ [The Davos Manifesto \(1973\)](#)

² [2020 Davos Manifesto](#)

³ Evidence was drawn from reports conducted by the individual organizations, through public impact reports, many verified by independent organizations.

⁴ Greenhouse Gas Equivalencies Calculator <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>

⁵ Read the full story of CYFI's journey <http://childfinanceinternational.org>

⁶ <https://www.weforum.org/about/the-fourth-industrial-revolution-by-klaus-schwab>

⁷ The UNAIDS treatment target requires that by 2020, 90% of all people living with HIV will know their HIV status; 90% of all people with diagnosed HIV infection will receive sustained antiretroviral therapy and 90% of all people receiving antiretroviral therapy will have viral suppression.

⁸ The 17 SDGs are: 1-No Poverty; 2-Zero Hunger; 3-Good Health and Well-Being; 4-Quality Education; 5-Gender Equality; 6-Clean Water and Sanitation; 7-Affordable and Clean Energy; 8-Decent Work and Economic Growth; 9-Industry, Innovation and Infrastructure; 10-Reduced Inequality, 11-Sustainable Cities and Communities; 12-Responsible Consumption and Production; 13-Climate Action; 14-Life Below Water; 15-Life on Land; 16-Peace and Justice and Strong Institutions; 17-Partnerships for the Goals.

⁹ The United Nations – World Economic Forum Strategic Partnership Framework for the 2030 Agenda <https://weforum.ent.box.com/s/dj7x7z2fjxrox49farw5dfxf1hfwq3h>

¹⁰ OECD paper Poverty Stoplight 20191015.pdf

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¹² <http://www.fundacionparaguaya.org.py/v2/?noticias=ecuadors-government-wants-to-apply-the-poverty-stoplight&lang=en>

¹³ How to Tease Out the Complex Dynamics of Systems Change (2020) https://ssir.org/articles/entry/how_to_tease_out_the_complex_dynamics_of_systems_change#

¹⁴ The Foundation Strategies Group's Six Conditions for Change from The Water of Systems Change as described by M. Kania, M. Kramer, and Peter Senge, a Schwab Foundation member, recognized for his work in systems thinking.

¹⁵ Source: Adapted from: Kania, M., Kramer, M., Senge, P. (2018) The Water of Systems Change. Foundations Strategy Group. Retrieved from: https://www.fsg.org/publications/water_of_systems_change



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