



SCHWAB FOUNDATION FOR  
**SOCIAL ENTREPRENEURSHIP**



COMMITTED TO  
IMPROVING THE STATE  
OF THE WORLD

# The Schwab Foundation for Social Entrepreneurship Annual Report 2015-2016

January 2017



World Economic Forum  
91-93 route de la Capite  
CH-1223 Cologny/Geneva  
Switzerland

Tel.: +41 (0)22 869 1212  
Fax: +41 (0)22 786 2744  
Email: [contact@weforum.org](mailto:contact@weforum.org)  
[www.weforum.org](http://www.weforum.org)

World Economic Forum®  
© 2017 – All rights reserved.

No part of this publication may be reproduced or  
Transmitted in any form or by any means, including  
Photocopying and recording, or by any information Storage  
and retrieval system.

REF 071015

# Introduction

4	<b>Foreword</b>
5	<b>Mission</b>
6	<b>Global Footprint</b>
7	<b>Awardees</b>
8	<b>Impact</b>
10	<b>Thought Leadership</b>
14	<b>Activities</b>
18	<b>Governance</b>
19	<b>Financial Statements</b>
20	<b>Strategic Outlook</b>
22	<b>2016-2017 Agenda</b>
23	<b>Partners and Engagement</b>
24	<b>2016 Awardees</b>

## Foreword



**Hilde Schwab**

Chairperson and Co-Founder,  
Schwab Foundation for Social  
Entrepreneurship

Recent global events have raised considerable concern about our shared future. Around the world we see rising frustration in the segments of society that are not experiencing economic and social progress. To address this discontent, new approaches are needed to fundamentally challenge the status quo.

In 1998, my husband Klaus Schwab and I created and endowed, together with the World Economic Forum, the Schwab Foundation for Social Entrepreneurship. Still today, I believe that this community represents our greatest hope.

The 320 Social Entrepreneurs in our network are experimenting with business models and market-based solutions and creating new distribution and replication methods to foster inclusive development and equitable growth. They are working to achieve a world free of poverty, hunger and disease, where everyone has equitable access to quality education, healthcare, safe drinking water, housing and affordable energy solutions, amid other basic services.

Not only does our network have an unparalleled impact on the bottom of the pyramid but also its influence on the World Economic Forum is invaluable. Social Entrepreneurs are role models of ethical behaviour – now more important than ever. Social Entrepreneurs demonstrate authentic leadership through their professionalism (their brain), social mission orientation (their soul) and passion (their heart). This has a deeply enriching impact on how our institution approaches global affairs, accentuating the very notion of what it means to be human.

Indeed, Social Entrepreneurs bring a solution-oriented mindset and an on-the-ground reality check to the World Economic Forum's social and economic discussions with government leaders and policy-makers, influencing the agenda in ways that matter for millions of people. They help shift the mindset of business and government leaders about great opportunities for inclusive growth, and for this we are forever grateful.

As the Schwab Foundation looks forward, we must, and we will, do more to replicate the models with the greatest potential for global impact to ensure that no one is left behind. We hope that you will join us in transforming this potential into reality.

# Introduction



**Adrian Monck,**  
Head of Public Engagement and  
Foundations, Member of the  
Managing Board,  
World Economic Forum



**Katherine Milligan,**  
Head of the Schwab Foundation  
for Social Entrepreneurship,  
World Economic Forum

In 2015-2016, the Schwab Foundation launched multiple initiatives to support its mandate and strategic objectives.

**Showcasing: We provided global exposure and capacity-building for a community of exceptional social entrepreneurs.**

Twelve Social Entrepreneurs were presented with the Schwab Foundation Social Entrepreneur of the Year Award and featured in the largest global media launch to date, which reached over 140 million viewers. In addition, awardees were given significant exposure and visibility at plenary award ceremonies at World Economic Forum events, on the Forum Agenda and in several media outlets.

**Scaling solutions: We help leaders improve their societies by accelerating the adoption and scaling of the most promising social-enterprise models.**

The Schwab Foundation launched its global campaign, Innovators for Impact, a video and blog series featuring 17 Schwab Foundation Social Entrepreneurs talking about their journeys creating social change. Packed full of surprising insights, powerful ideas and lessons learned the hard way, the campaign reached an online audience of 50 million. At the World Economic Forum's global Annual Meetings in Davos-Klosters, Switzerland, and the People's Republic of China, the Schwab Foundation hosted replication workshops and brought together late-stage Social Entrepreneurs with impact investors for one-on-one mentoring and coaching sessions. In addition, the Schwab Foundation profiled opportunities for mainstream corporations to partner with social enterprises in its 2016 report, *Social Innovation: A Guide to Achieving Corporate and Social Value*, which offered an action-oriented framework for companies to embed social innovation in their operations.

**Systemic change: We advanced social entrepreneurship by contributing best-in-class examples, models and research on how Social Entrepreneurs can affect systems.**

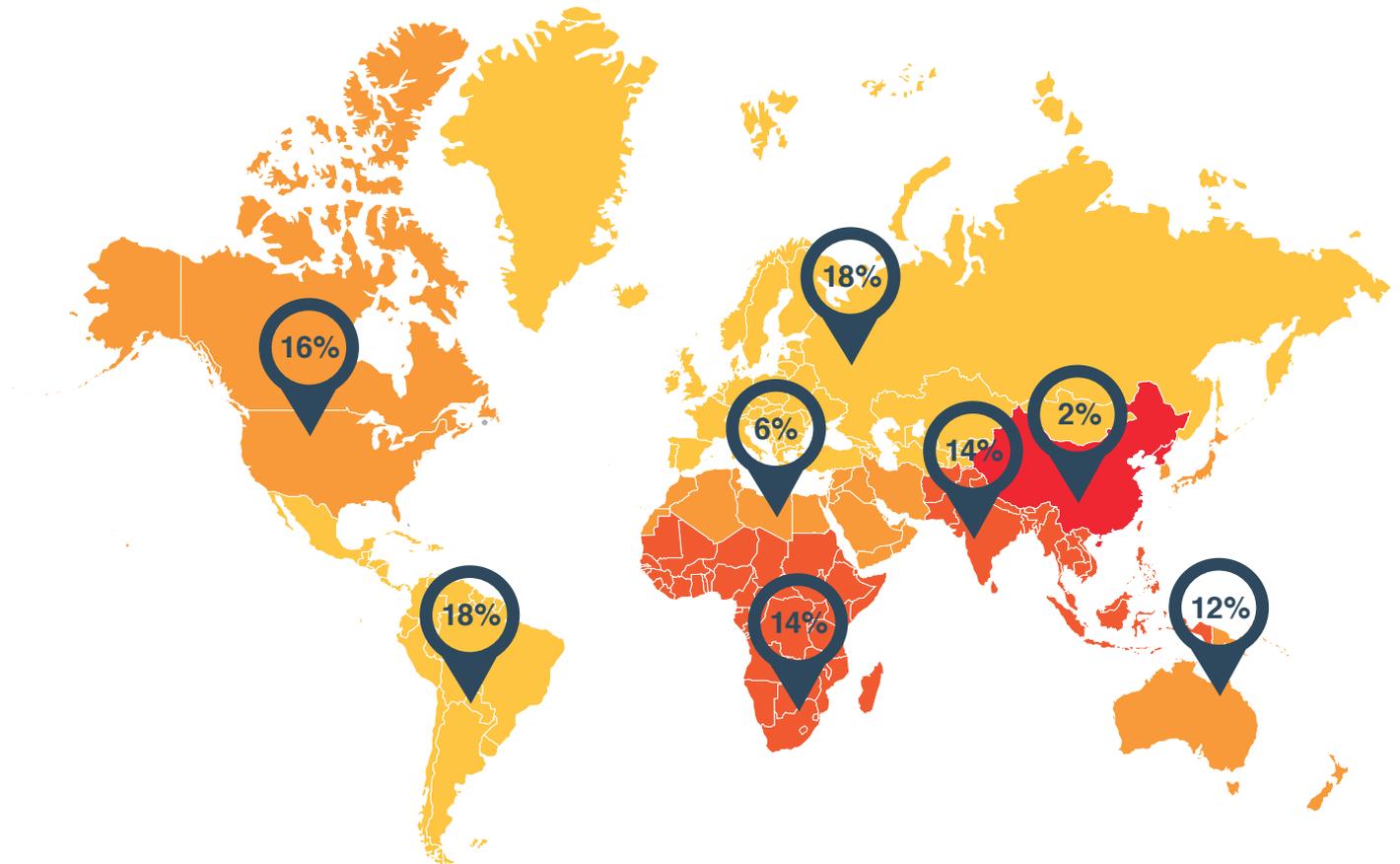
The relevance of systems-thinking to social entrepreneurship is rapidly gaining traction. Over the past year, the Schwab Foundation has spearheaded a research initiative with the Bertha Centre for Social Innovation at the University of Cape Town in South Africa, made possible by support from the Motsepe Foundation, on "social entrepreneurship as system change". This practitioner-oriented research effort articulates a framework for "system entrepreneurship" alongside six in-depth case studies of Schwab Foundation Social Entrepreneurs using both for-profit and non-profit approaches to system change. The research will be published in early 2017 and rolled out through a social media strategy to democratize access to these insights and contribute to the global body of knowledge.

Beyond research, the Schwab Foundation is also co-designing an Executive Education module for Schwab Foundation Social Entrepreneurs on "Leadership for System Change," taking place in March 2017, and we are piloting efforts for a small number of community members with system-change approaches to accelerate and amplify their efforts.

# Global Footprint

The Schwab Foundation for Social Entrepreneurship is a global platform that aims to highlight and advance the world's leading models of sustainable social innovation. It represents a community of over 320 late-stage Social Entrepreneurs, who operate as founders and chief executive officers in dozens of countries worldwide. They tackle the world's most pressing issues through enterprising, non-profit and for-profit market-based solutions that disrupt the status quo and create positive systems-transforming impact worldwide.

## Regional Breakdown



**320**  
Social Entrepreneurs



**284**  
Organizations



**70+**  
Countries

## Sector Breakdown

Children and Youth	7%	Education	17%
Financial Inclusion	6%	Health	16%
Agriculture	5%	Employment/Skills	11%
Housing	4%	Enterprise Development	11%
Other	3%	Rural Development	10%

## Awardees

Each year, we seek to identify and promote leading social enterprise models through the Social Entrepreneur of the Year Award.

In 2016, 12 exceptional change-makers from 11 organizations were provided global exposure and capacity-building opportunities through the award. Each is pioneering innovative, market-based solutions to pressing social and environmental issues, including combating child labour, reducing CO2 emissions and accelerating women's empowerment in emerging economies.

Nearly half of this year's award-winners are women and the cohort is evenly split between CEOs in developed and emerging economies, indicating that social entrepreneurship is becoming more diverse both in terms of gender and geography. Alongside four influential change-makers from Europe and North America, this year's award-winners also come from Latin America, sub-Saharan Africa, the Middle East and North Africa (MENA) and South Asia. For a full list of the 2016 awardees, see page 2 4-25.

The 2016 awardees were celebrated in the largest global media launch to date, which included an online widget, an extensive media campaign and a blog series which featured in CNBC Africa, Business Insider, and the Huffington Post, among others. The 2016 widget received over 9,000 page views and was shared over 2,800 times. The #SEYO16 tweets were retweeted nearly 4,000 times, reaching over 140 million impressions on social media.

Hilde Schwab's post on the World Economic Forum's Agenda, *12 Social Entrepreneurs Who Are Changing the World*, was read by over 5,500 people in just four weeks, and the 10 blogs written by 2016 awardees, including Nina Smith, Tracey Chambers and Ron Bills, were also widely shared. Throughout the campaign, awardees also showed tremendous thought leadership. For popular quotes, see the below memes from four leading entrepreneurs.



# Our Impact

Since we received the Schwab Foundation award, we have expanded from 70 schools to over 200 and we are close to reaching one million students.  
**– Mois Cherem, Enova**

Networks for APOPO's humanitarian work have widened tremendously through Forum meetings. We are proud to share that the results of one of those partnerships: in 2015, the Mozambican Government announced that Mozambique is free of all known minefields.  
**– Bart Weetjens, APOPO**

Being selected by the Schwab Foundation has generated a tremendous amount of worldwide interest in Operation ASHA and its low-cost, sustainable model of providing last-mile health delivery to the poorest of the poor, resulting in strategic partnerships to replicate in new geographies.  
**– Shelly Batra, Operation ASHA**

When I was awarded the Social Entrepreneur of the Year Award, my work was confined to promoting social entrepreneurship in my native Paraguay. Today, thanks to your support, we find ourselves not only disseminating and scaling our work in more than 30 countries.  
**– Martin Burt, Fundacion Paraguaya**

I have personally grown as a direct result of my involvement in the Schwab Foundation community. I have been able to use this opportunity to grow and develop our organisation which has helped change the lives of some of the most impoverished people in the world.  
**– Mel Young, Homeless World Cup**

I have learned important lessons from fellow social entrepreneurs in many critical aspects of growing our businesses, such as building partnerships with corporations and designing the best governance structure.  
**– Masa Kogure, Table for Two International**

The 2010 Social Entrepreneur of the Year Award catapulted us into a whole new world that, under normal circumstances, would have been far beyond our reach. Subsequently, we were funded by the Fetzer Institute, profiled by CNN, featured at TEDx, and awarded the prestigious Global Leadership Award for Economic Empowerment by Hillary Clinton.  
**– Victoria Kiysombe, SELFINA**

The Forum and the Schwab Foundation have become a very powerful platform by which we can share and communicate to the world at large what we are trying to achieve with Hapinoy.  
**– Mark Ruiz, Hapinoy**

My selection as a Schwab Foundation Social Entrepreneur was and remains the highest honour I've ever received as well as the most important validation of what my team and I have accomplished in our first eleven years.  
**– Patrick Struebi, Fairtrasa**

**I scaled my impact**

**I improved my strategy or methodology**

**I gained global exposure and credibility**



Your introduction to the Truestone Global Impact Fund and Uberis Capital has supported the company for greater commercial growth and success, enabling us to set up offices in Hong Kong, Singapore, and Yangon. We have advanced to serve more than 600,000 direct beneficiaries in more than 25 countries throughout Southeast Asia.

– **Simon Henschel, Sunlabob**

Our affiliation with the Schwab Foundation led to alliances with large companies investing in solid waste. You opened the doors to Price Waterhouse Coopers and LGT.

– **Albina Ruiz, Ciudad Saludable**

My presence at Forum meetings allows senior leaders to take our solutions, though idealistic, very seriously. We've drawn attention to the importance of up-skilling in the 'informal' sector, and thanks to government and private sector support, we aim to reach 3,000,000 women in the next 10 years.

– **Neelam Chhiber, Industree**

Membership in the Schwab Foundation community of social entrepreneurs brought exposure and visibility in front of crucial regional and global audiences. Access to the highest-level decision makers across the Middle East and globally has unlocked partnerships we could not have imagined.

– **Ron Bruder, Education for Employment**

Thanks to the Schwab Foundation platform, we met with Governor Ahok of Jakarta and are now collaborating on a design solution for 25,000 riverside slum households in Indonesia's capital.

– **Jonathan Hursch, Utopia**

By celebrating social entrepreneurs and giving us such a prominent platform on the global stage, the Schwab Foundation has elevated our status and inspired governmental and private sector leaders to listen and to invest in our growth and development.

– **Wendy Kopp, Teach for America**

Schwab Foundation community members get to interact and befriend each other and build a support infrastructure without which, frankly, I could not have gotten to where I am now.

– **Sameer Hajee, Nuru Energy**

I can honestly say that without the Schwab Foundation, neither the growth of my business nor my growth as an individual would have happened in the way that it did.

– **Naif Al Mutawa, The 99**

I didn't appreciate how important it is to meet with a community of peers all focused on creating social impact. It has been invaluable to share ideas and challenges, and bond over the goals of improving the lives of billions.

– **Jonathan Jackson, Dimagi**

Being part of this community has inspired me to think more deeply about pervasive system change. Where I was once content to just do good on-the-ground work, I now find myself engaging in the political process and attempting to change how the state operates.

– **Nancy Lublin, Crisis Text Line**

**I have access to top decision-makers in my sphere of work**

**I developed my capabilities as a leader**

**I catalysed systems change**



As a direct result of one bilateral with PEMEX during a Forum meeting, we are drafting public policy that transcends the carbon market and will enable us to re-green Mexico.

– **Martha Ruiz Corzo, Sierra Gorda**

# Thought Leadership

We advanced the sector as a whole by contributing best-in-class examples, models and research on how social entrepreneurs can affect system change.

## 1. Systems Entrepreneurship

The relevance of systems-thinking to social entrepreneurship is rapidly gaining traction. The research completed by the Schwab Foundation with the University of Cape Town, and supported by the Motsepe Foundation, is, therefore, well poised to significantly contribute to the growing body of knowledge in this area. The Schwab Foundation's research efforts include a comprehensive literature review, the articulation of a "framework for systems entrepreneurship", and in-depth case studies of six Schwab Social Entrepreneurs that are geographically diverse and utilizing both for-profit and non-profit approaches to systems-change. They are Child & Youth Finance International (in 100+ countries); Sproxil in Nigeria; Nidan in India; Landesa (in 20+ countries); Village Reach in Mozambique; and Escuela Nueva in Colombia.

The key emerging themes from the research to date are summarized below. The case-based publication will be published in early 2017 and select cases will be taught in the Harvard Kennedy School executive education module for Schwab Foundation Social Entrepreneurs, scheduled for 24-31 March 2017.

### Power and Influence

- *Can organizations with well-established service-delivery models be seen as "honest brokers" when operating within a system that needs to change? How can Social Entrepreneurs identify "accelerators" and leverage points in the system to motivate and sustain efforts to drive change?*

### Working through Others

- *How can organizations effectively work through other actors in a system, such as governments or civil society, implementing partners and industry players? How do beneficiaries become movement mobilizers?*

### Leading to Let Go

- *Do organizations seeking to influence systems have (or need) different skill sets from service-delivery organizations? How can Social Entrepreneurs "lead to let go"?*



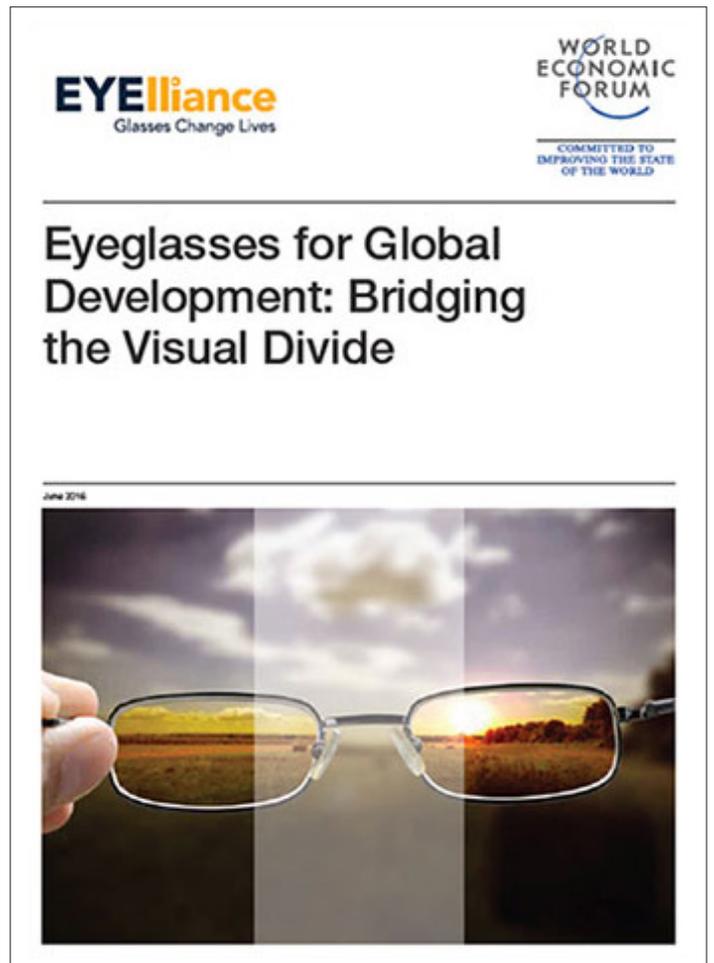
## 2. Transformation Track

The World Economic Forum is evolving its strategy to a platform approach, seeking to catalyse collective impact at the systems level. Applying this to the Schwab Foundation, a small but increasingly influential number of Social Entrepreneurs are already thinking and operating at this level. With the support of the Schwab Foundation and the World Economic Forum, their impact could be truly transformational in nature and global in scope. They could serve as a powerful testament and data point to the unparalleled influence of the World Economic Forum in catalysing systems-change globally.

At the Schwab Foundation board meeting in January 2016, board members approved the creation of a Transformation Track for a select number of community members where the Schwab Foundation can add deeper and more strategic value mapped against the areas where the Forum is placing strategic emphasis. The Schwab Foundation selected Jordan Kassalow's multistakeholder initiative, EYElliance, as a pilot effort and provided significant resourcing in spring 2016, including:

- Nominating community members across the three communities to join the EYElliance steering group
- Co-branding and co-publishing with the Forum, the EYElliance report, *Bridging the Visual Divide: Eyeglasses for Global Development*, including the report's editing, layout, graphics and printing
- Significant promotion of the report on Forum Agenda and social media channels
- Significant servicing at the Annual Meeting of the New Champions, including setting up key bilateral meetings, a press conference, a press release, mention in the meeting report, and a session in the official programme on "systems entrepreneurship"

We are now working with the EYElliance to mobilize action on the recommendations outlined in the report at the Annual Meeting 2017 in Davos-Klosters and evaluating other systems-change approaches where the Schwab Foundation's support can make a measurable difference.



### 3. Corporate Social Innovation

The Schwab Foundation continued to roll out a number of programmes in 2016 to engage the World Economic Forum's corporate members on the social-innovation agenda. This supports the foundation's objective to encourage the replication and adoption of social innovation practices by all stakeholder groups, particularly the private sector. With advisory support from the Forum's Global Agenda Council on Social Innovation, the project engaged over 120 executives in roundtable discussions and workshops, including at the Annual Meeting of the New Champions 2015 and the Annual Meeting 2016 in Davos-Klosters.

In February 2016, the insights gathered from these events, as well as in-depth interviews with corporate executives, were synthesized into a "How to Guide" that offered an action framework for corporate leaders to identify, design, learn and scale social-innovation opportunities. The guide, *Social Innovation: A Guide to Achieving Corporate and Social Value*, featured examples of social-innovation initiatives from 22 executives, including the top leaders from Royal Philips, Mastercard, Nestlé, Centrica and Barclays.

The launch, which included an online reader, articles on Forum Agenda, and messages from prominent business leaders worldwide, reached a social media audience of over 70 million viewers.

This workstream has been integrated into the World Economic Forum's System Initiative on Economic Growth and Social Inclusion and has been identified as a key area of focus for the Forum's engagement with the next-generation members of its Family Business Community.



The cover of the report "Social Innovation: A Guide to Achieving Corporate and Societal Value". At the top left is the logo for the Schwab Foundation for Social Entrepreneurship, featuring a stylized sunburst. At the top right is the World Economic Forum logo with the tagline "COMMITTED TO IMPROVING THE STATE OF THE WORLD". Below the logos, it says "Insight Report". The main title "Social Innovation: A Guide to Achieving Corporate and Societal Value" is prominently displayed in a large, bold font. Below the title, it says "Prepared in collaboration with Oliver Wyman" and "February 2016". At the bottom is a large image of a glowing lightbulb with a globe inside it, set against a starry space background.

## 4. Innovators for Impact

In December 2015, the Schwab Foundation launched a major media campaign called, Innovators for Impact. It featured videos, blogs and key quotes from 17 Social Entrepreneurs filmed over the past year. The media campaign was designed to be both inspirational and educational.

Published on a special *Agenda in Focus* series, 17 blogs were published on the World Economic Forum's blog. The *Leadership Lessons* video series featured nine Social Entrepreneurs sharing leadership lessons, including important messages such as: live your values; challenge mediocrity; and do not be afraid of failure, as with failure comes growth. Lastly, the *5 Powerful Ideas from Social Entrepreneurs* video series went deeper, with Social Entrepreneurs sharing key insights from their entrepreneurial journeys, such as how to leverage technology and get distribution right.

The campaign gained impressive online traction, with total impressions reaching over 45 million. The 17 blogs were shared over 7,340 times across Twitter, Facebook and LinkedIn; the videos garnered over 4,000 views on YouTube; and the World Economic Forum's social media channels played a key role in disseminating the content with over 30 tweets and Facebook posts during the 10-day campaign.



World Economic Forum  
@Davos

Follow

Creating value out of values [wef.ch/1OARU7h](http://wef.ch/1OARU7h)  
#socent #socentinspire



Kristin Groos Richmond  
Revolution Foods

RETWEETS 37 LIKES 38



6:52 AM - 22 Dec 2015

Reply Retweet Like More



## AGENDA

SIGN IN SUBSCRIBE

GLOBAL REGIONAL INDUSTRY

### Social Entrepreneurs: Innovators for Impact

In this major series of video interviews, social entrepreneurs from the four corners of the globe talk about what they have discovered as they have taken their ideas and turned them into reality, in particular the challenges of scaling up operations and impact. The series is full of lessons learned the hard way that are relevant to leaders in every walk of life.

<p>Social Entrepreneurs: Innovators for Impact</p> <p><b>10 lessons from leaders: social entrepreneurs tell all</b></p> <p>BRIGID BOWEN 18 Dec 2015</p>	<p>Social Entrepreneurs: Innovators for Impact</p> <p><b>5 powerful ideas for global impact from social entrepreneurs</b></p> <p>KATHERINE MILLIGAN 18 Dec 2015</p>	<p>Social Entrepreneurs: Innovators for Impact</p> <p><b>Explainer: What is a social entrepreneur?</b></p> <p>HILDE SCHWAB AND KATHERINE MILLIGAN 18 Dec 2015</p>
<p>Social Entrepreneurs: Innovators for Impact</p> <p><b>Taking youth from the margin to the mainstream</b></p> <p>SEBASTIEN MAROT 18 Dec 2015</p>	<p>Social Entrepreneurs: Innovators for Impact</p> <p><b>Throwing light on the millions without electricity</b></p> <p>NED TOBIN 18 Dec 2015</p>	<p>Social Entrepreneurs: Innovators for Impact</p> <p><b>Driving up school standards in Kenya with smart data</b></p> <p>SHANNON MAY 18 Dec 2015</p>
<p>Social Entrepreneurs: Innovators for Impact</p> <p><b>6 ways to disaster-proof the world's most vulnerable</b></p>	<p>Social Entrepreneurs: Innovators for Impact</p> <p><b>How to make everyone a microentrepreneur</b></p>	<p>Social Entrepreneurs: Innovators for Impact</p> <p><b>Social entrepreneurs seeing problems as opportunities</b></p>

## Activities

We provided global exposure and capacity-building for a community of exceptional Social Entrepreneurs at World Economic Forum events.



### Annual Meeting of the New Champions 2015

9-11 September, Dalian, People's Republic of China

Fifty-eight Schwab Foundation Social Entrepreneurs gathered in Dalian for the Annual Meeting of the New Champions 2015, themed, Charting a New Course for Growth. Social Entrepreneurs served many prominent roles in both the official and community programmes, with 32 community members receiving speaking roles in panel discussions and newly introduced formats, like the Innovator's Hub – including Social Entrepreneur Martin Burt discussing solutions for economic growth and inclusion. During our community programme, Social Entrepreneurs participated in mentoring sessions that leveraged the collective wisdom of the network on its strategic organizational priorities. An informal community dinner officially welcomed the 2015 awardees into the community and helped community members connect with each other on a personal level to identify opportunities for collaboration and collective action.



### India Social Entrepreneur of the Year Award Celebration

3 November 2015, New Delhi, India

The India Social Entrepreneur of the Year Award Ceremony, hosted in collaboration with our local partner the Jubilant Bhartia Foundation, was held at The Taj Palace in New Delhi. Over 300 high-level participants attended the gala in which the finalists were highlighted through mini documentaries produced by CNBC. The winner was Poonam Bir Kasturi,

who founded Daily Dump, a company affecting behaviour change in urban households across India to segregate and compost their wet organic waste. The guest of honour, Piyush Goyal, Minister of Energy for India, announced the winner and applauded all finalists as critical contributors to the government's inclusive-growth agenda.

### Brazil Social Entrepreneur of the Year Award Celebration

17 November 2015, São Paulo, Brazil

The Schwab Foundation announced Sergio Andrade as the winner of the Brazil Social Entrepreneur of the Year 2015 Award during a ceremony hosted by Folha de São Paulo and represented by Marisol Argueta de Barillas, Head of Latin America and Member of the Executive Committee of the World Economic Forum. Andrade founded Agenda Pública, which has trained more than 8,000 administrators and councillors in public management, accountability, basic policies and policy development. Andrade was also recognized in an award ceremony during the Opening Plenary of the 2016 World Economic Forum on Latin America.



### World Economic Forum Annual Meeting 2016

20-23 January, Davos-Klosters, Switzerland

At the Annual Meeting, 26 Social Entrepreneurs came together to provide thought leadership on Mastering the Fourth Industrial Revolution. Social Entrepreneurs contributed to 25 official sessions and workshops. They included Social Entrepreneurs Janet Longmore, who contributed to the conversation on moving from digital divides to dividends; Jen Hyatt, who discussed how to disrupt mental healthcare systems; and John Sargent, who talked about the value of the individual and human decision-making in a world defined by the Fourth Industrial Revolution. The voices, perspectives and experiences of all community members on the frontlines of the world's greatest challenges informed the debate, shaped the agenda and challenged conventional thinking. The Social Entrepreneurs' private community programme included a dynamic replication workshop with Hilde Schwab, Precious Moloji-Motsepe, Mohammad Yunus, David Gergen and Community Partners.



### Reflections from Davos, A Testimonial from Social Entrepreneur Tim Jones

It is hard to put into words the impact of attending the Annual Meeting of the World Economic Forum. It is our planet's premier networking event and my experience as a first-timer was simultaneously humbling, inspiring, chilling and empowering. If asked to sum up the significance of this annual pilgrimage to the Swiss Alps, I would have to say that Davos shapes the conscience of the corporate world.

How will the 2016 participants apply the lessons of Davos in the real world? A session I attended called, A Day in the Life of a Refugee, is a great example of how Davos works to shape the conscience of the corporate world. Forty of us gathered in the basement of a hotel for this "simulation" that ran three times a day during the meeting. I was expecting a glimpse of the difficult conditions inside a refugee camp but what I got was one of the most profound calls to action I have ever experienced.

As the simulation began, I was given the identity of a 20-year-old Syrian boy and then hurriedly ushered into a bunker. As the door slammed shut, there were thunderous sounds of bombs going off, the room filled with smoke and we escaped by crawling down a hallway with sniper fire overhead. When we arrived at a refugee camp, we were greeted by armed soldiers who barked orders at us then robbed us of watches, jewellery and wallets. Over the course of the next half hour, we were threatened with guns and violence, forced to cower in tents and subjected to relentless bullying. While each of us knew this was merely a simulation, the experience was nonetheless dehumanizing and degrading. After the welcome announcement that the simulation was over, we heard real-life horror stories from members of the cast about the indignities and atrocities they had suffered in pursuit of their personal security. Before the trauma of experiencing just a fraction of what many refugees go through sunk in, participants were asked to write down the things they were prepared to do to help.

This session gave me a visceral sense of the threat posed to humanity when millions of people are robbed of their identity, belongings and security. It made me recognize that everyone can and needs to do something to help and that those who have the privilege of being in leadership positions can and should do more. As the CEO of an organization focused on leveraging the power of culture to catalyse the transformation of people and places, I began thinking first about the significant role the arts could play in fostering empathy, shifting mindsets and galvanizing people into action. On returning home to Toronto, I've started working on both personal and professional initiatives to help refugees arriving in Canada and plan to engage friends and colleagues in these efforts in the coming weeks.

I was welcomed into the Forum community two years ago through the Schwab Foundation. Since then, I have been repeatedly impressed both by the people in the network, and the range and depth of issues in which they are engaged. I am so grateful to Klaus and Hilde Schwab, and the entire Forum team, for their tireless efforts to ensure that improving the state of the world is a more central part of everyone's business. In these times of great difficulty, the world needs much more of both the spirit and the calls to action that Davos so brilliantly engenders.

## Activities



### World Economic Forum on Africa

11-13 May 2016, Kigali, Rwanda

At the World Economic Forum on Africa, 21 Social Entrepreneurs connected with global leaders to discuss digital-economy catalysts to deliver shared prosperity across the continent. The Opening Plenary was followed by the 2016 Africa Social Entrepreneurs of the Year Award Ceremony where the achievements of Luvuyo Rani, Tracey Chambers, Tracey Gilmore and Yasmia Filali were celebrated.

Other highlights included the Scale Shop session designed to fuel collaboration between entrepreneurs and the Forum's diverse network of investors; the From Social Entrepreneurship to Systems Entrepreneurship session hosted by the University of Cape Town's Bertha Centre for Social Innovation and Social Entrepreneurship; and the Schwab Foundation gala dinner and celebration co-hosted by the Motsepe Foundation. It featured Jeanette Kagame, Rwanda's First Lady; Akinwumi Ayodeji Adesina, President of the African Development Bank; and Precious Moloi-Motsepe, Deputy Chairman and CEO of the Motsepe Foundation.

### World Economic Forum on ASEAN

1-2 June 2016, Kuala Lumpur, Malaysia

Six Social Entrepreneurs met with senior decision-makers to address regional challenges at the 25th World Economic Forum on ASEAN, with Malaysia as the host country. Community highlights included Social Entrepreneur Sebastien Marot's thought leadership on new models of corporate social responsibility, as well as Pierre Tami's profound insight into the discussion on the growing problem of human trafficking in South-East Asia and the shared responsibility of regional leaders to protect those most vulnerable. Each Social Entrepreneur provided thoughtful, experiential and insightful commentary to the regional debates and discussions.



## World Economic Forum on Latin America

16-17 June 2016, Medellin, Colombia

Fuelling meaningful dialogue and debate on reigniting inclusive growth in the region, 10 Social Entrepreneurs participated in the World Economic Forum on Latin America. Eduardo Bontempo inspired participants with his insight into creating innovative ecosystems for education through new technologies both inside and outside the classroom, and Martin von Hildebrand discussed technology-driven solutions to strengthening environmental governance in the Amazon. Sergio Andrade also received his Social Entrepreneur of the Year Award in the Opening Plenary featuring President Juan Manuel Santos of Colombia and President Mauricio Macri of Argentina. Other highlights included the Social Entrepreneurship Workshop on Replicating Across Borders and the More Forest for Medellin Learning Journey organized by Social Entrepreneur Renat Heuberger, which saw 30 participants examine how restoration through the reintroduction of native species can work at scale.



## Annual Meeting of the New Champions 2016

26-28 June, Tianjin, People's Republic of China

Across the Forum's flagship event on science, technology and innovation, nearly 47 Social Entrepreneurs influenced the agenda on the Fourth Industrial Revolution. From Jordan Kasslow's press briefing on how vision correction can make China's workforce more competitive, to Ashifi Gogo's contribution to the conversation on 3D-printed medicine, and Martin Burt's insight on designing customized poverty elimination plans, Social Entrepreneurs pushed participants to consider enterprising perspectives. The Social Entrepreneurs' community programme included a dynamic replication workshop co-designed and led by Burt, David Risher and Tracey Chambers, as well as the annual Social Entrepreneur Dinner and Award Ceremony. Community members also participated in an insightful Meet the Leader session with Canadian Minister of Innovation, Science and Economic Development Navdeep Bains, as well as a personal conversation with Professor Schwab on the Fourth Industrial Revolution.

# Governance

Set up as an independent, not-for-profit foundation, the Schwab Foundation for Social Entrepreneurship is guided by a Foundation Board of exceptional individuals who act as guardians of its mission and values and oversee the Foundation's work in advancing its strategic objectives and activities.

The Foundation Board comprises leaders from business, politics, academia and civil society from around the world, and includes leaders and influential thinkers. In their work for the community, Foundation Board members do not represent any personal or professional interests.

## Foundation Board



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



**Quincy Jones**  
Chairman and Chief  
Executive Officer,  
The Quincy  
Jones Listen Up  
Foundation,  
USA



**Klaus Schwab**  
Co-Founder,  
Schwab Foundation  
for Social  
Entrepreneurship;  
Founder and  
Executive Chairman,  
World Economic  
Forum



**Zanele Mbeki**  
Chairperson,  
WDB Trust,  
South Africa



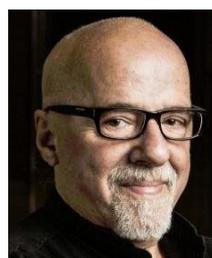
**H.M. Queen  
Mathilde of  
Belgium**



**Muhammad Yunus**  
Chairman, Yunus  
Centre, Bangladesh



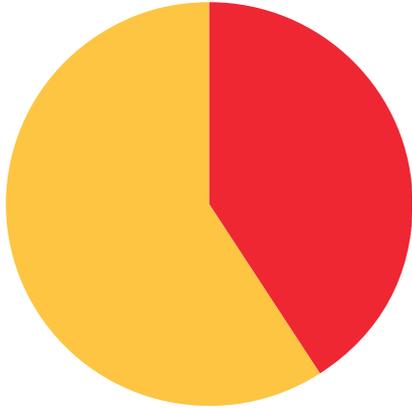
**Rick Aubry**  
Chief Executive  
Officer and Founder,  
New Foundry  
Ventures,  
USA



**Paulo Coelho**  
Author,  
Brazil

# Financial Statements

The revenue and expenses of the Schwab Foundation for Social Entrepreneurship are included below.



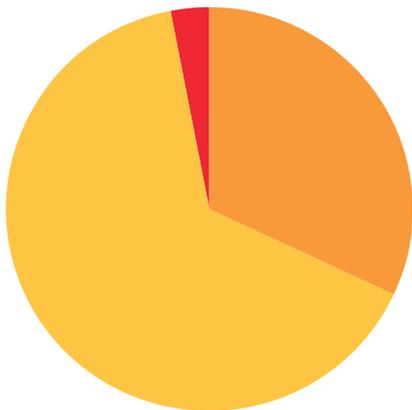
## Revenue

**CHF**  
**760,000**

Contribution from  
the World Economic Forum

**CHF**  
**528,000**

Grants and Partnerships



## Expenses

**CHF**  
**413,000**

Activity Costs

**CHF**  
**836,000**

Staff Costs

**CHF**  
**39,000**

Office and Other Costs

# Strategic Outlook

## Increasing Collaboration

Large-scale social change comes from cross-sector coordination and multistakeholder collaboration rather than from the isolated interventions of individual actors. In 2017, the Schwab Foundation for Social Entrepreneurship will thus make greater collaboration with the Forum's Global Shapers and Young Global Leaders a priority, to better address such complex, systems-level issues as education, employment and the environment. A shared vision for change will be proposed and new offerings created to accelerate our impact, including official YGL Impact initiatives, Global Shaper's Hub projects and the most promising innovation models of the Social Entrepreneurs.

## Strengthening Selection

To ensure the highest quality of nominees, onboarding and engagement, in 2017 the Schwab Foundation for Social Entrepreneurship will concentrate on selecting a smaller cohort of awardees through an invitation-only application process. Selection criteria will focus on innovation, potential for replication, ability to create systemic change and relevance to the Fourth Industrial Revolution.

## Forging Community

In 2017, the Schwab Foundation for Social Entrepreneurship will aim to prioritize greater interaction between Social Entrepreneurs in the network to forge a strengthened sense of community. Through this, including a renewed annual community gathering, we hope to facilitate fruitful exchange within the social entrepreneur community and provide opportunities for individuals in our network to learn valuable lessons from one another on how to cope with key leadership challenges.





# 2016-2017 Agenda

## 2016

- |                |   |
|----------------|---|
| 5-6 October    | India Economic Summit,<br>New Delhi, India  |
| 10 November    | Schwab Foundation Brazil Social Entrepreneur<br>of the Year Gala Celebration and Dinner,<br>São Paulo, Brazil |
| 13-14 November | Annual Meeting of the Global Future Councils,<br>Dubai, United Arab Emirates                                  |

## 2017

- |               |  |
|---------------|--|
| 17-20 January | World Economic Forum Annual Meeting 2017,<br>Davos-Klosters, Switzerland                     |
| 24-31 March   | Schwab Foundation Executive Education<br>Module at Harvard Kennedy School,<br>Cambridge, USA |
| 5-7 April     | World Economic Forum on Latin America,<br>Buenos Aires, Argentina                            |
| 1-2 May       | Schwab Foundation Impact Summit  |
| 3-5 May       | World Economic Forum on Africa,<br>Durban, South Africa                                      |
| 10-12 May     | World Economic Forum on ASEAN,<br>Phnom Penh, Cambodia                                       |
| 19-21 May     | World Economic Forum on the Middle East<br>and North Africa,<br>Dead Sea, Jordan             |

# Partners and Engagement

The following organizations have selected the Schwab Foundation for Social Entrepreneurship as an area they would like to engage in through their Strategic Partnership with the World Economic Forum.

EY  
Firestar Diamond  
Pearson  
SK Group  
The Frey Charitable Foundation  
The Motsepe Foundation  
Zurich Insurance Group

*The global enthusiasm and support for the Schwab Foundation for Social Entrepreneurship continue to inspire and amaze us. We thank all Social Entrepreneurs, Community Partners, Foundation Board members and other friends of the foundation. It's an honour and a privilege to work alongside you.*

*Sincerely,  
The Schwab Foundation Team*

Adrian Monck  
Head of Public Engagement and Foundations, Member of the Managing Board

Katherine Milligan  
Head of the Schwab Foundation for Social Entrepreneurship

Manju George  
Community Lead – Greater China, South Asia and Asia Pacific

Christoph von Toggenburg  
Community Lead – Europe, Middle East and Africa

Karen Demavivas  
Community Lead – Latin America and North America

Samuel Brown  
Community Specialist

## Ways to Get Involved

Read more about the Schwab Foundation:  
[www.schwabfound.org](http://www.schwabfound.org)

Follow us on Twitter:  
[@schwabfound](https://twitter.com/schwabfound)

Or get in touch:  
[info@schwabfound.org](mailto:info@schwabfound.org)

## 2016 Awardees



Sophi Trancell  
Divine Chocolate,  
United Kingdom

Divine Chocolate Limited is a pioneer for Fairtrade chocolate, co-owned by the Kuapa Kokoo cocoa farmers' co-operative in Ghana. Thirty-five per cent of Kuapa Kokoo's 80,000+ members are women and the co-operative collectively produces around 6% of Ghana's cocoa harvest. Divine pays the world price for the cocoa, with an additional \$200 per tonne which is invested by the farmers in their own community development and distributed as individual bonuses. In addition, 2% of its annual turnover is allocated to producer support and development, and Kuapa Kokoo farmers receive 44% of distributed profits. Widely known for its innovation in marketing and distribution, Divine has built partnerships with major retailers such as Waitrose, the Co-op and Starbucks, selling more than 50 products in 12 countries.



Ron Bills  
Envirofit, Global

Envirofit innovates and sells smart-clean cookers that enable families to live smarter and save money, while reducing climate change and creating new economic opportunities. Aiming to improve traditional cooking methods which can be harmful, Envirofit innovated a product line of aesthetic, high-performance cookers tailored to the needs of customers in emerging markets. Envirofit's cookers reduce smoke and toxic emissions by up to 80%, cook 50% faster and reduce fuel use by up to 60%. Using a market-based approach, the company has built a scalable business that delivers cookers that are adoptable, affordable and available even in the most remote regions of the world. Envirofit has grown from a business with one product to a global company serving over 5 million people, with over a dozen user-designed products. It has headquarters in East Africa, West Africa, Asia and Latin America.



Jean-Marc Borello  
Group SOS,  
France

GROUPE SOS is an umbrella social enterprise addressing social needs. Today, with 14,000 employees in 350 organizations, it is arguably one of the world's largest social enterprises. The portfolio of services encompasses youth, employment, health, senior citizens and others through a family of social enterprises that directly impact over 1 million people annually in 35 countries.



Simon Bakker  
Kennemer Foods  
International,  
Philippines

Kennemer grows, sources and trades high-quality agriculture produce, such as fermented cocoa beans, through a contract farming programme with smallholder farmers in the Philippines. Kennemer has created an end-to-end contract farming model that provides farmers with high-quality planting material and technology, training on farming practices, and access to financing and markets. In just five years of operations, Kennemer has achieved significant scale, establishing a sourcing network of 10,000 Filipino farmers who stand to gain an average income increase of 500%. By adopting modern cocoa technology, farmers can experience cocoa yields of four times the national average – increasing incomes of coconut farmers from \$555 to \$3,300 net of inputs. By 2020, the company aims to integrate 35,000 farmers into its value chain.



Sergio Arande  
Agenda Pública,  
Brazil

Agenda Pública develops capabilities and implementation solutions for public policies, coordinating partnerships among local governments, civil society and private companies. Services are provided across a wide range of municipal government agencies, including housing, sanitation and health. Technical assistance and training for public administrators to effectively manage the development of small and medium-sized municipalities are delivered across Brazil. Agenda Pública has trained more than 8,000 administrators and councillors in public management, accountability, basic policies and policy development. Currently, Agenda Pública works in six states at the regional level and at the federal level on advocacy campaigns and supporting arrangements to implement policies.



Tracey Chambers and Tracy Gilmore  
The Clothing Bank,  
South Africa

The Clothing Bank provides unemployed mothers with a path out of poverty by training them to become self-employed businesswomen. Unemployed single mothers are recruited from townships across South Africa and enrolled in a two-year training programme. The Clothing Bank has a strict admission policy serving only the most disadvantaged and runs a rigorous application process where mothers have to apply to enter the programme. Training modules include money management, business skills and mentoring by business leaders, as well as life coaching and counselling. The Clothing Bank counts 1,240 women as graduates, with the capacity to have 800 women in the programme. Since 2010, these women have collectively generated income for their families of more than \$2.5 million.



David Risher and  
Colin McElwee  
Worldreader,  
Global

Worldreader is creating a future where everyone can be a reader. Using low-cost technology, a personal digital library and a worldwide network of corporate and non-profit partners, it helps millions of people reach their potential. The global non-profit offers a collection of over 31,000 titles from over 331 publishers in 44 languages, including Kiswahili, Hausa, Afrikaans, English and more, contributing to local heritage and identity. Worldreader makes titles available to over 17 million people in 69 countries in two ways: through tablet-based, early-reader programmes designed for students; and a mobile reading app designed for adults. Since 2010, 3.7 million people have read more than 15 million hours of content on the two platforms.



Nina Smith  
GoodWeave,  
India, Nepal,  
Afghanistan

GoodWeave prevents child labour in the global carpet industry by building market demand for rugs certified as “child-labour-free” and by preventing child labour in production sites. In the key sales markets in the United States and Europe, GoodWeave focuses on creating wholesaler and consumer preference for child-labour-free carpets through its certification label. The organization has recruited 140 global brands including Macy’s, Restoration Hardware and Target, as well as their suppliers and licensees in Asia, who adopt and pay for the GoodWeave certification. At the production sites in India, Afghanistan and Nepal, GoodWeave conducts unannounced inspections. Carpet manufacturers whose sites are found to be child-labour-free are endorsed with the GoodWeave label and cleared for shipment. The number of child labourers in carpet supply chains has been cut by 80% to an estimated 200,000, in large part due to how effectively GoodWeave’s consumer awareness efforts and certification process have shifted demand and compliance requirements.



Yasmina Filali  
Fondation  
Orient-Occident,  
Morocco

The foundation works on integrating migrants into society, and towards the integration of underprivileged Moroccans and sub-Saharan migrants and refugees within Moroccan society by giving them job training, social and psychological support, and offering a wide range of intercultural activities. In collaboration with international partners, the foundation also promotes and facilitates migrants’ voluntary return to their own countries. Fondation Orient-Occident is committed to the cultural and social connection of Western and Eastern cultures.

## 2016 Awardees



Poonam Bir Kasturi  
Daily Dump,  
India

Daily Dump encourages urban Indian households to segregate and compost their wet organic waste through sales of aesthetically designed composters and advisory services. Daily Dump is changing customer behaviour by encouraging and supporting households to compost with its range of composters that support various family sizes and volumes of kitchen waste generated. As of 2015, 25,000 families and 120 institutions use Daily Dump products, collectively keeping 22,000kg of wet waste out of landfills at no cost to the government.



Luvuyo Rani  
Silulo Ulutho  
Technologies,  
South Africa

Silulo operates IT stores and training centres in townships and rural areas of South Africa providing job opportunities for unemployed youth. Silulo started in 2004 by selling refurbished computers and soon expanded to IT training and servicing. The branches also offer services such as CV writing and employment advice aligned with Silulo's "one-stop shop" philosophy. Silulo has 33 operational branches in and around the townships of the Eastern and Western Cape, employing 132 staff. Of those 33 branches, seven are franchised and are run by former graduates of Silulo's IT training programme. More than 50% of Silulo's students have found regular employment. Silulo has successfully partnered with companies like Tsiba, Microsoft and Vodacom to refer job-seekers.





SCHWAB FOUNDATION FOR  
**SOCIAL ENTREPRENEURSHIP**

---

The Schwab Foundation for Social Entrepreneurship provides unparalleled platforms at the regional and global level to highlight and advance leading models of sustainable social innovation. It identifies a select community of social entrepreneurs and engages it in shaping global, regional and industry agendas that improve the state of the world in close collaboration with the other stakeholders of the World Economic Forum.

---

**WORLD  
ECONOMIC  
FORUM**

---

**COMMITTED TO  
IMPROVING THE STATE  
OF THE WORLD**

World Economic Forum  
91–93 route de la Capite  
CH-1223 Cologny/Geneva  
Switzerland

Tel.: +41 (0) 22 869 1212  
Fax: +41 (0) 22 786 2744  
contact@weforum.org  
www.weforum.org