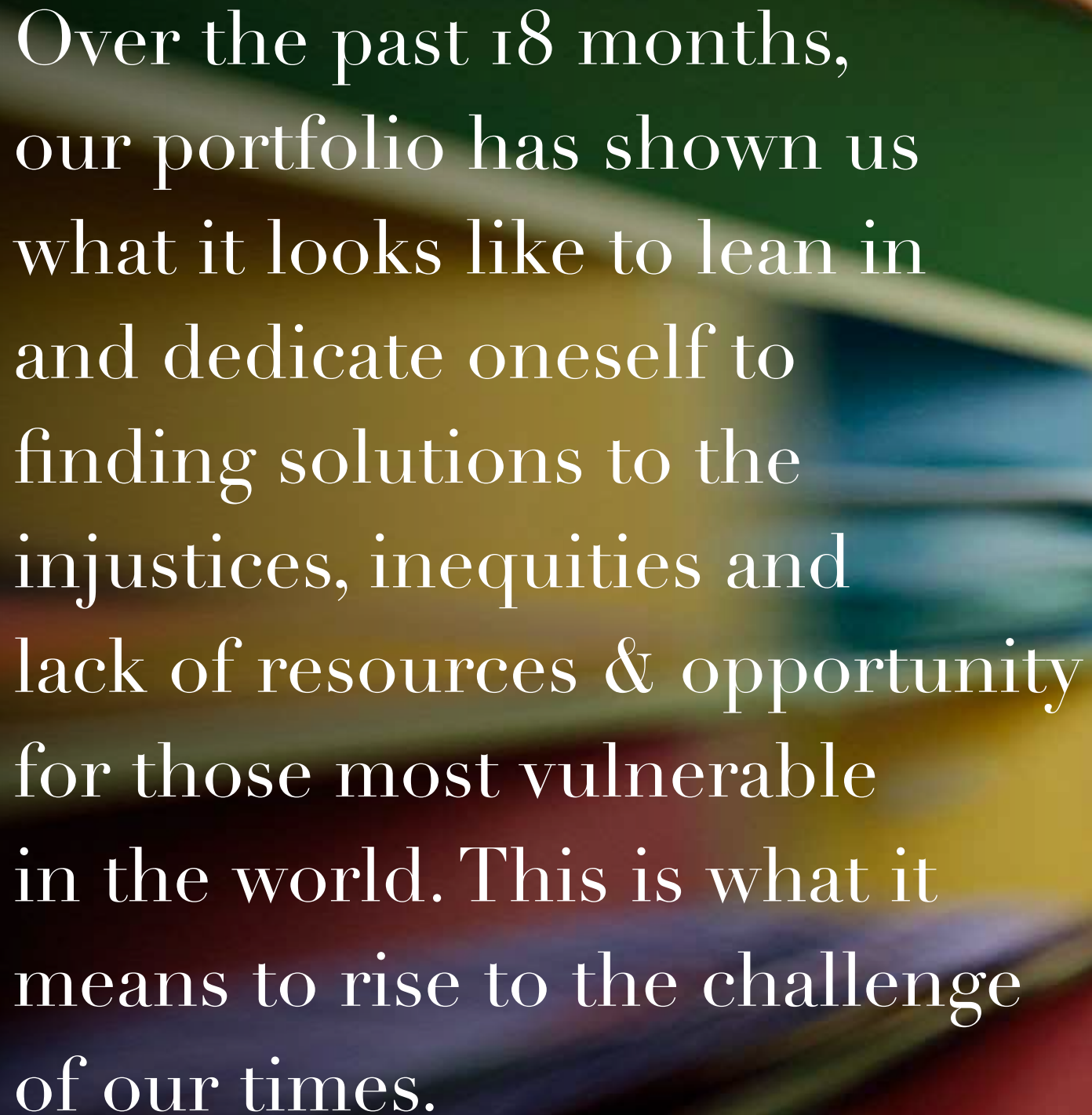


**Draper Richards Kaplan Foundation**

**2019-20 Annual Report**

# RISING TO THE CHALLENGE





Over the past 18 months,  
our portfolio has shown us  
what it looks like to lean in  
and dedicate oneself to  
finding solutions to the  
injustices, inequities and  
lack of resources & opportunity  
for those most vulnerable  
in the world. This is what it  
means to rise to the challenge  
of our times.

A young girl with dark hair tied back, wearing a white school uniform, is holding a whole orange with both hands in front of her. She is looking directly at the camera with a slight smile. In the background, there is a colorful bookshelf filled with books of various colors (red, yellow, green, blue). The right side of the page has a dark blue gradient overlay where the Table of Contents is located.

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To be clear, this is not your typical Annual Report. The four words that we've chosen to be the capstone of this report, "Rising to the Challenge," say it all. In 2019 we saw amazing impact by the DRK portfolio, reaching for the first time in our history direct impact on more than 150 million lives. However, equally impressive in 2020 was our portfolio's fortitude, resilience, and ability to pivot to so many simultaneous challenges—the pandemic, raised consciousness of racial injustices, and economic turmoil—any one of which would, in the past, have seemed insurmountable on its own, let alone three at once.

But first, let me highlight the accomplishments of our portfolio in 2019. In Africa, **Food for Education** served its 1 millionth nutritious meal to Kenyan schoolchildren; **Komaza** is well on its way to planting one billion trees by 2030, benefitting more than 2 million farmers in Sub-Saharan Africa; and **Solar Sister's** partnership with Palmetto Solar has resulted in bringing clean electricity and energy to more than 2 million people in Africa. Several for-profit organizations in DRK's portfolio raised significant capital to scale their missions, including **Finch Therapeutics** raising \$53 million to advance microbiome-based therapies for recurrent C. difficile, autism and other disease areas, and **The Renewal Workshop** closing \$5.5 million in Series A funding to provide circular solutions for apparel. **WattTime** announced its partnership with Al Gore and a coalition of environmental groups (including **OceanMind**) to develop ClimateTRACE, a new tool for tracking climate emissions from power plants, ships, and entire countries in real-time. **New Story**, which to date has built nearly 3,000 homes across 4 countries, broke ground in Mexico with the first ever 3D printed housing community. **International Refugee Assistance Project** (IRAP) helped secure 8,000 authorized Afghan Special Immigrant Visas in 2019 alone. And thanks to the work of **Advance Peace** in Sacramento, the city experienced a 20% reduction in gun violence citywide and hasn't experienced a youth homicide in more than 24 months.

The past 18 months also marked a period in which a number of DRK portfolio organizations were awarded some of philanthropy's highest prizes. Three of the eight **Audacious Project** winners in 2020 are DRK alumni organizations: Crisis Text Line, SIRUM, and One Acre Fund. Crisis Text Line also received the 2019 **Skoll Award for Social Entrepreneurship**, following in the footsteps of other DRK portfolio organizations including Global Health Corps, myAgro, Last Mile Health, Living Goods, Build Change, VisionSpring, Kiva, One Acre Fund and Room to Read. Also in 2019, three of the 20 **Obama Foundation** fellows—Tarun Cherukuri of Indus Action, Charles Daniels, Jr. of Fathers' Uplift, and Aimée Eubanks Davis of Braven—are leaders from the DRK portfolio. Finally, Brandon Dennison of Coalfield Development received a **Heinz Award** in the Technology, the Economy and Employment category.

And as impressive as these awards are—and the visibility and capital that they bring—what is even more impressive is the portfolio's ability to pivot their business and distribution models during the past 9 months in a radically changed environment. Organizations that made this kind of pivot include **CareMessage's** free platform, used by 54 community health center organizations and 28 free and charitable clinics, reaching nearly 6.5 million patients to communicate testing-related information and to find out which type of telemedicine options their patients can access in order to provide targeted care based on accessibility; **Digital Bridge K-12**, which grew out of DRK alumni organization EducationSuperHighway to focus on providing broadband access for tens of thousands of San Francisco Bay Area low-income students who were sheltering at home and had no access to broadband, and without it were unable to access the educational curriculum now being supplied digitally; **The Common**



**Market** serving as a regional distributor, connecting local farmers to feeding programs and helping them package their products to deliver 12 million pounds of food in more than 800,000 individualized boxes of produce and dairy to Mid-Atlantic, Southeast, and Texas residents in need; **Food Forward**, connecting the dots between wholesale produce sellers and receiving agencies of all sizes, creating a “Pit Stop” to manage large donations of food from LA’s Wholesale Produce District resulting in the recovery of 1.2 million pounds of produce per week from going to waste to send to hunger relief agencies serving people experiencing food insecurity; **Healthy Learners’** strong partnership with the Zambian government as the go-to source of COVID-19 information dissemination and trusted developers of national guidelines for reopening schools; and **Recidiviz** quickly shifting gears in March to build a modeling solution for prisons and jails to help them understand how the coronavirus impacts their incarcerated populations. In the 34 states using Recidiviz’s COVID tools, 5.21% of the incarcerated population has been recommended for early-release—a 3x difference compared to states not using Recidiviz. These are just a few examples of portfolio organizations that were able to make a strategic pivot, capitalize on their expertise, and channel their impact to places of urgency and immediate need when their core missions were disrupted.

And like our portfolio organizations, our team’s pivot to the moment was also nothing short of remarkable. During the 5 month period between March and July, we held over 500 hours of Zoom portfolio calls with our leaders, organizations, and stakeholders. All in, these calls included more than 250 people who shared experiences, learnings and challenges together. We tripled down on workshops and portfolio support, including the redeployment of our analysts and associates to support a dozen portfolio organizations with specific urgent needs.

Like pandemics in the past, this one revealed all of society’s pre-existing inequities and fault lines—and what is so clear to everyone is how much work remains to be done to make the basic opportunities of life accessible, for real, to all. We are more committed than ever to help accelerate our collective impact to help realize this for as many people as we can. This means increasing our partnerships and networks to as many communities as possible, so we can further our intentional efforts to be an inclusive, diverse, and accessible organization. Looking ahead, we will continue to leverage our unique experience in understanding what it takes to build sustainable organizations with extraordinary impact at scale, and how we can continue to find the most compelling entrepreneurs whose bold visions and models will create a better world for all.

And finally, you should know what I see daily. Our team truly brings their heart and soul to this work every hour of every day. During these challenging past nine months, this was evident in every call, meeting and Zoom we have had—we have cried together, laughed together, and leaned on each other like never before, and I could not be prouder of a group of human beings. We are all so lucky to be a team together.

On behalf of each and every member of our DRK family, I thank you for your continued belief in us and our work. It means the world to us.

A handwritten signature in black ink, reading "Jim Bildner". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

—Jim Bildner, CEO

## A Commitment to Ongoing Support

As virtual convenings became the new normal, we hosted dozens of portfolio calls to provide ongoing support to both current and alumni organizations. These calls ranged in topics from strategic pivots to driving exponential impact to fundraising to managing team transition, conducting virtual trainings, and keeping your staff and yourself mentally healthy during the pandemic.





## Strategic Pivots

And we watched with awe and optimism as one portfolio organization after another planned and implemented these pivots to channel their impact to places of immediate need when their core missions were disrupted. Here are just a few examples of the many amazing pivots that happened in 2020:



CareMessage has always leveraged technology to help safety-net organizations fulfill the essential needs of underserved populations. Its mobile messaging platform enables healthcare centers to remind patients of upcoming appointments, fill gaps in care, provide education and allow one-to-one provider-to-patient communications. When COVID-19 became a pandemic, CareMessage began offering free access to its messaging platform to communicate testing-related information to over 1.3 million patients.



Zambia-based Healthy Learners trains teachers as School Health Workers who can actively monitor and respond to the health needs of school-going children. In the weeks following school closing as a result of COVID-19, Healthy Learners quickly became the go-to source of Coronavirus information dissemination and health care response. When the President of Zambia announced that school would reopen, The Ministry of Education requested that Healthy Learners lead the development of national guidelines for reopening schools and safely managing/preventing COVID-19.



Food for Education provides nutritious meals to primary school children in Kenya to improve educational outcomes. During COVID-19, the organization has provided food packages and cash transfers that have resulted in more than 2 million meals for kids and their families at home.



With COVID-19 restrictions placing more of a strain on food supply, The Common Market has been serving as a regional distributor to connect local farmers with feeding programs that reach residents experiencing food insecurity across areas of the Mid-Atlantic, Southeast, and Texas. Since March, The Common Market has packaged and delivered over 12 million pounds of local food in more than 800,000 individualized boxes of produce and dairy from 74 local farms.



Recidiviz builds platforms that equip people in power to make data-driven decisions and interventions in criminal justice. In March, Recidiviz quickly shifted gears to build a modeling solution for prisons and jails to help them understand how the coronavirus impacts their incarcerated populations and identify prisoners for early release.

## A Model Meant for Deep Partnership

In a year marked by significant challenges, our portfolio organizations and their missions have been pressure tested like never before. For some, this meant pivoting in real-time to innovate new solutions; for others, it was about building resiliency and refocusing their missions. Fortunately, we don't have to pivot at DRK—our model has always been ready for deep, intensive partnership in times when it matters most. Our core principles of providing rigorous, ongoing support to build capable and resilient organizations played out in new and creative ways as our team leaned in to support our portfolio at this unique moment in time.





## Earlier this year, we redeployed members of our team to support a dozen portfolio organizations with specific urgent needs, including:



We built a detailed financial forecast model that reflects Suyo's updated business model, enabling them to evaluate various scenarios and make better informed decisions in a rapidly changing environment.



We supported DigDeep with its development strategy as the organization sought to completely revamp its major gifts program—ultimately increasing YTD fundraising by nearly 400%—which helped DigDeep expand distribution of clean drinking water across Navajo Nation.



DRK conducted market research on post-pandemic retail and trends to help the team better understand the evolving landscape for apparel companies and analyze the growing demand for The Renewal Workshop's work.

*"The financial model that DRK developed is the most modern and useful model we've seen. It's collaborative, flexible and efficient, in part because she designed it in a database format on gsheets taking into account our existing accounting and timesheet software. The model has already cut our financial management costs significantly, and equipped our leadership team with a more robust decision-making dashboard. DRK's support was one of the most important contributions we've received from a partner since we started Suyo, and a perfect example of the critical value a strong investment partner can provide beyond capital."*

—Matt Alexander, co-founder & CEO, Suyo



Our team provided ongoing support as Friendship Bench built out critical organizational infrastructure and rapidly pivoted their model to deliver mental healthcare through digital channels in light of COVID-19.



Our analysts and associates provided fundraising and financial support to help DLIVE identify, track, and assess donor prospects, develop specific funding proposals, and build their financial management capacity.

## Coronavirus Urgent Response Initiative (CURI)

In April, we launched a time-limited, special initiative to respond to the growing non-coronavirus needs created by the COVID-19 pandemic. Our aim was to quickly deploy funding for solutions that can provide immediate help for vulnerable populations suffering from lack of access to education, housing, food, economic opportunity, and mental health support.

The pandemic has inflicted direct, devastating damage in terms of lives lost. Along the way, it also pushed our social fabric up to the light and exposed its holes, showing with unrelenting impartiality where and how our systems are broken. That harsh light created precious visibility for problems that had long festered, invisible to those not vulnerable to them.

DRK's venture philanthropy has always focused on making early-stage investments in social enterprises with the potential for transformative impact at scale. In response to the current crisis, we amplified that core investment mission—with more creativity around the edges—to take bold, brisk bets on ideas that could move our reality now.

We sought to find, fund, and support the people and ideas that tackled the most acute and time-critical social problems caused by the COVID-19 pandemic in the moment. We wanted to help jumpstart projects that could realistically deploy within 30 days filtered through the lens of urgency: Can this make a large impact at scale? Can it be deployed quickly? And can DRK be catalytic in making that happen?

**We explored over 1,000 initiatives and funded eight projects, both inside our portfolio and externally.**





An initiative launched by EducationSuperHighway and 1Million Project, Digital Bridge K-12 is working to provide broadband access, via wifi super spots on buses that had been sitting idle, for tens of thousands of SF Bay Area low-income students who have no access to high speed internet.



In order to effectively distribute fruits and vegetables to more communities during the pandemic, Food Forward has expanded their Produce Pit Stop to distribute 800,000 additional pounds per month of fresh produce to 40,000 more families.



When the virus hit, KinVolved instantly pivoted to become the principal digital communications platform between schools and students and their families at home, distributing learning materials and allowing critical engagement for all students.



Heroes Health manages the mental wellness of healthcare workers by tracking their symptoms, connecting them to mental healthcare resources, and using site-level and collective data to change practice.



Food Forward



This parent-led group empowers families to navigate the existing Oakland education system. When schools shut down due to COVID-19, The Oakland REACH launched a city-wide virtual hub to combat learning loss for the 300+ families they serve.



NOORAHEALTH

In the face of the COVID-19 outbreak, Noora Health is working to help flatten the curve in India and Bangladesh by using its experience in driving behavior change for at-risk communities through directed communications and training.



Kytabu is a school management software system designed for schools in East Africa that has quickly turned a back-office solution into a student and parent facing portal, rapidly creating content that aligns with a K-12 curriculum.



The A-teams of OpenEmbassy is addressing individual newcomer needs (people who applied for asylum under the Refugee Treaty of Geneva) in The Netherlands—exacerbated by the pandemic—and using the data collected to support policy change.

# Moving Forward Together

The urgency of this work has never been greater which, for us, drives an even clearer mandate to expand our work, our reach, and the collective capacity of our DRK community. Central to this mission is our deepened commitment to advancing the Foundation's justice, equity, diversity, inclusion and belonging (JEDI-B) agenda. Over the past year—and specifically in response to recent events that have spotlighted systemic racism and persistent inequalities—we have increased our capacity to find, fund, and support our portfolio in new and more meaningful ways as we strive to embed JEDI-B into all aspects of our work.



## FIND

---

We have been **developing new sourcing strategies**, including convening social movement builders and embarking on a dramatically increased effort to reach out to communities and partners who are not connected to our work. We are also increasing transparency in our diligence and investment process.



## FUND

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We are nearing the **close of DRK's fourth fund**, an \$80 million fund that will allow us to support the next 100+ organizations in our portfolio and continue to expand our team's capacity.



## SUPPORT

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We added **incredible talent** across the following competencies: **fundraising, digital strategy, financial systems, and growth & scaling strategy**. In addition to DRK's signature convenings, workshops, and board service, this targeted support is another way we can work alongside our entrepreneurs to help make their missions a reality. Our team is also developing focused strategies for deepening fundraising, team, and leadership capacity building for entrepreneurs of color and women to our already diverse cohort of participants, and we are increasing our board sourcing pool to include more non-white leaders and sector experts.

**While our model remains unchanged,  
our goal of impacting hundreds of millions of lives  
around the world has accelerated**

As we evaluate investment opportunities going forward, we will be even more intentional and explicit in targeting organizations that are well positioned to meet the following impact metrics:

---

directly impact  
**10,000 lives or more**  
within 5 years of operation,

with the probability of impacting  
**1,000,000 lives or more**  
over 10 years

**and clear visibility towards systems change thereafter**

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In addition to screening for breadth of impact, our rigorous diligence and investment process is designed to focus on the depth of impact an organization will have and its likelihood to change systems.

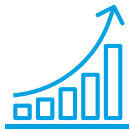




Claire Jangser, Propel America

# Mastering Critical Competencies

One thing we've learned from nearly 20 years in this work is that the real difference between organizations that achieve outsized impact and those that don't boils down to how fast they have developed six critical capabilities. During our entrepreneurs' three-year journey with DRK, we work side by side with every leader to hone the following competencies that we believe are essential to achieving impact at scale.



## SCALING STRATEGY

Clear and strong evidence of scaling strategies and impact realization



## FUNDRAISING

Robust fundraising or revenue-generating capabilities



## ORGANIZATIONAL CAPACITY

Strong, diverse team and healthy culture



## LEADERSHIP

ED/CEO mastery of critical leadership, management and judgment skills



## BOARD DEVELOPMENT

Strategically and operationally aligned; fully engaged with clear leadership at the board level; prepared to act when necessary



## FINANCIAL SUSTAINABILITY

Financial sustainability and strong systems proficiency



## MACRO-EYES HEALTH

In Tanzania, **macro-eyes** has demonstrated that its AI platform can **forecast vaccine consumption with 70% greater accuracy** than the best performing models, leading to a more precise and equitable supply chain that saves lives in areas most affected by shortages



## BRAVEN

In their first jobs out of college, **49% of Braven graduates are out-earning their parents'** combined income and achieving the American Dream in economic terms



**WattTime** announced its partnership with former United States Vice President Al Gore and a coalition of environmental groups (including **OceanMind**) to develop **ClimateTRACE, a new tool for tracking climate emissions** from power plants, ships & entire countries in real-time



Through safety engineering and the innovative use of unmanned drones for nighttime monitoring of roadside breakdowns, **SaveLIFE Foundation** in 2019 **reduced traffic fatalities by 45%** on India's Mumbai-Pune Expressway



**Detroit Justice Center's** Community Legal Workers have helped their local clients achieve a **100% success rate in Appeals Court**, and collectively lowered property taxes by more than \$425,000



**BarefootLaw** has empowered more than **663,309 people** in Africa—including thousands of women in remote parts of Uganda—with information and support to resolve their legal problems



**In 2019 and 2020, DRK portfolio organizations and their exceptional leaders were recognized with some of philanthropy's most prestigious fellowships and awards**



Three of the eight Audacious Project winners in 2020 are DRK alumni organizations: **Crisis Text Line**, **SIRUM**, and **One Acre Fund**. Audacious' collaborative funding will allow Crisis Text Line to offer support globally in English, Spanish, Portuguese, French and Arabic by 2022; SIRUM to get \$772 million worth of medication to one million people who need it most; and One Acre Fund to expand their services to reach 20% of all smallholder families in the eight countries that hold most of Africa's farmers.



**Crisis Text Line** also received the 2019 Skoll Award for Social Entrepreneurship, following in the footsteps of other DRK portfolio organizations including Global Health Corps, myAgro, Last Mile Health, Living Goods, Build Change, VisionSpring, Kiva, One Acre Fund and Room to Read who have won in the past.



FORD  
FOUNDATION

Wawira Njiru, founder and CEO of **Food for Education**, was named a 2020 Ford Foundation Global Fellow for her work to provide affordable, highly nutritious meals to public primary school children to improve their education outcomes. Wawira is also the first recipient of the Global Citizen Youth Leadership Prize 2018 presented by Cisco.



OBAMA  
FOUNDATION

Three of the 20 Obama Foundation Fellows named in 2019 are DRK portfolio entrepreneurs: Aimée Eubanks Davis of **Braven**, Charles Daniels, Jr. of **Fathers' Uplift**, and Tarun Cherukuri of **Indus Action**. They follow Zarlazht Halaimzai of Refugee Trauma Initiative and Sasha Fisher of Spark MicroGrants who were named to the Fellowship in 2018.



## The portfolio's impact\* by the numbers

85 organizations have impacted 10,000+ lives

60 organizations have impacted 50,000+ lives

35 organizations have impacted 500,000+ lives

23 organizations have impacted 1,000,000+ lives

\*Data is derived from each organization's own calculations of the direct lives they are impacting

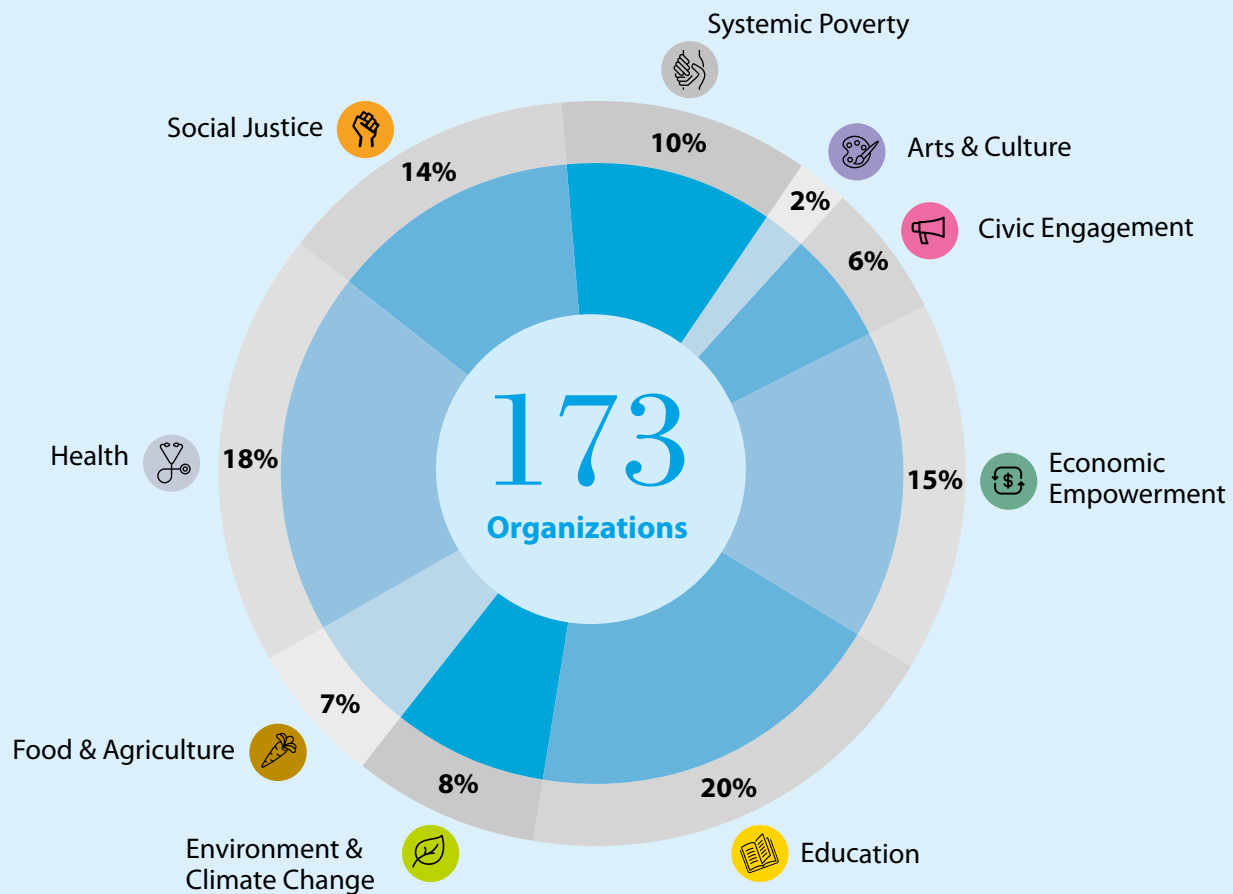


**DRK portfolio organizations  
have collectively impacted more than**

**150  
MILLION  
LIVES**

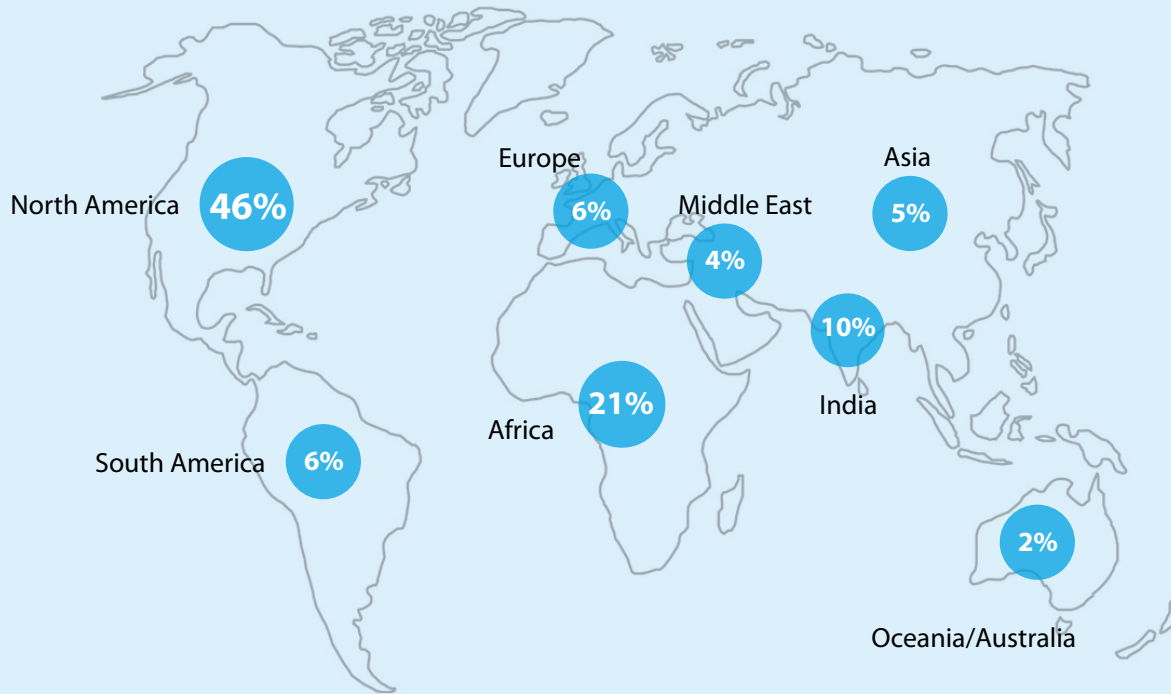
# PORTFOLIO SNAPSHOT

as of August 2020

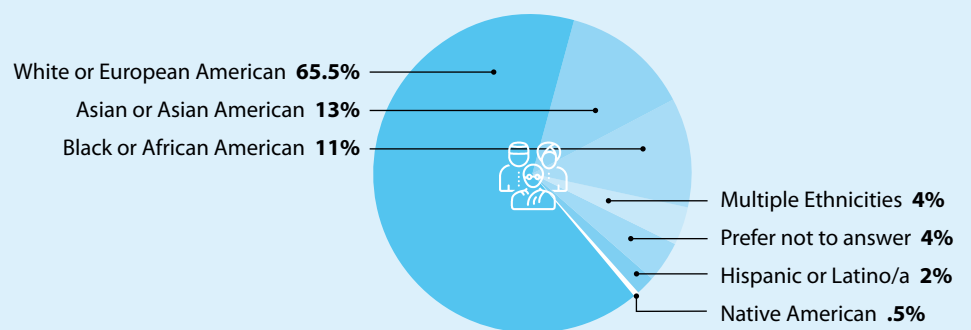
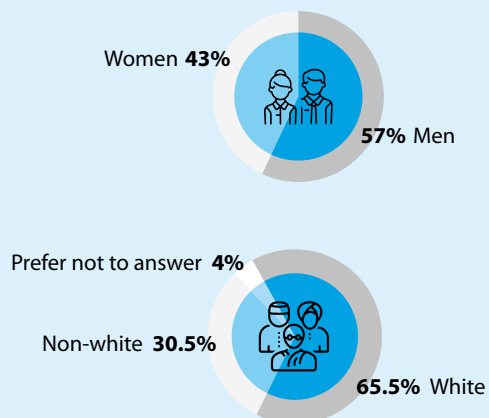


Data reflects DRK's full portfolio of organizations funded from 2002 to 2020

## DRK organizations are serving populations in these regions:



## DRK Entrepreneurs



As part of our commitment to advancing DRK's justice, equity, diversity, inclusion and belonging (JEDI-B) agenda, we are taking active, intentional steps to broaden the racial/ethnic and gender representation of our portfolio, and we will continue to report on these metrics



# NEW PORTFOLIO

Arts for Healing and Justice Network

BoxPower

Center on Rural Innovation

Code2College

DLIVE

Driver's Seat

FreeFrom

Friendship Bench

Healthy Learners

InfluenceMap

Jaza Energy

MORTAR

Ocean Outcomes

Onward

Partners for Justice

Peepul

Propel America

Public Rights Project

Recidiviz

Refugee Trauma Initiative

Safi Sana

Teaching Lab

TeachUNITED

The Kelsey

Trey Athletes

Vula Mobile



# ARTS FOR HEALING AND JUSTICE NETWORK



Elida Ledesma is serving as Executive Director, having previously worked with Arts for Healing and Justice Network as Associate Director. Elida has deep experience at AHJN overseeing the creation of its members' co-designed Shared Theory of Practice, replicating the network model in other regions and across the nation, and supporting AHJN's healing-informed arts training offered to various county agencies.

**Leader:**  
Elida Ledesma

## Model and Strategy

- Arts for Healing and Justice Network (AHJN), renamed from Arts for Incarcerated Youth Network (AIYN) uses the arts as a tool to heal emotional trauma, empower young people to reduce their involvement with the criminal justice system, build resiliency and wellness, eliminate recidivism, and transform the juvenile justice system.
- Under AHJN, arts agencies serve youth in detention, providing high-quality arts education that includes creative writing, spoken word, visual arts, theater, digital media, dance and music.
- AHJN began in Los Angeles County, home to the largest juvenile justice system in the nation, with nearly 16,000 youth under the jurisdiction of the Probation Department. AHJN's model is now being replicated in other areas and regions, including San Diego and New Mexico.

## Impact

- AHJN's reach has grown rapidly and their programming recently expanded beyond the arts to include an innovative, multi-agency reentry support strategy for young people returning to the community, as well as increased investment in community programs as a prevention strategy. AHJN's model is now used by the LA County Department of Mental Health and the Department of Public Health.
- AHJN's partnerships with the Departments of Arts and Culture and Probation have helped transform juvenile justice in LA County. These public partners are now investing nearly \$2 million annually in arts programming through AHJN's network of arts agencies, and the Board of Supervisors has affirmed that arts and cultural engagement are part of LA County's criminal justice reform strategy.



**Issue Area:** Social Justice

**Founded:** 2016

**Location of Work:** California, New Mexico

**HQ:** Los Angeles, CA

**ahjnetwork.org**





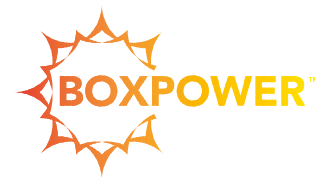
### Leaders:

Angelo Campus and  
Anderson Barkow

BoxPower is led by co-founders Angelo Campus (CEO), Anderson Barkow (CFO), and Michele Campus (COO).

Angelo began early versions of BoxPower as a research project while completing his undergraduate degree at Princeton. He is a Forbes 30 under 30 honoree, Echoing Green Fellow, Halcyon Fellow, Global Social Benefit Institute Fellow, and winner of the 2017 Princeton Tiger Entrepreneur Award.

Prior to co-founding BoxPower, Anderson worked at Bank of America Merrill Lynch and had experience with several impact-focused ventures. Anderson is a Halcyon Fellow, Global Social Benefit Institute Fellow, and Wild Gift Fellow.



## Model and Strategy

- BoxPower streamlines rural energy procurement, installation, and operation with its software and hardware innovation. BoxPower's Energy Audit and System Integration (EASI) design process selects one of BoxPower's modular products optimized for energy production and economic return while reducing procurement from months to days.
- Through its proprietary and easy-to-assemble prefabricated solar racking systems, BoxPower can be installed anywhere in a single day and is 25% the cost of a diesel generator. Each unit offsets 2 million pounds of carbon dioxide, and combines solar cells, a battery and a backup generator.
- BoxPower provides microgrid solar energy solutions for remote and rural areas, creating a clean, reliable and cost-effective alternative to diesel generators to meet medical clinic, community, commercial and agricultural needs.
- BoxPower is able to catalyze economic opportunity and productivity by providing affordable, reliable, and convenient power to rural populations around the world left behind by traditional energy infrastructure.

## Impact

- BoxPower has deployed more than thirty microgrids to date. Locations include remote Alaskan indigenous communities, Puerto Rican communities devastated after Hurricane Maria and the early 2020 earthquakes, and remote areas of California suffering the effects of wildfires.
- It has impacted over 4,000 energy users with a total expected lifetime CO2 offset of 28 million pounds or 1,300 gallons of diesel. By 2023, BoxPower seeks to impact 60,000 individuals through 866 deployments offsetting 1.7 billion pounds of CO2 or 77 million gallons of diesel.



**Issue Area:** Environment and Climate Change

**Founded:** 2017 (For-Profit)

**Location of Work:** California, Alaska, Puerto Rico, Hawaii

**HQ:** Grass Valley, CA

**boxpower.io**



**Leader:**  
Matt Dunne

CORI is led by founder Matt Dunne. Early in his career, Matt led marketing for a global software company based in VT. He also served in Vermont's House and Senate, where he enacted the state's first broadband grants and advanced initiatives to support digital & creative economies.

Matt was national Director of AmeriCorps VISTA under President Clinton and led the creation of the PowerUp initiative to bridge the digital divide and the Entrepreneur Corps.

In 2007, Matt started Google's Community Affairs division where he led US philanthropy and engagement, including educational and development initiatives in Google's data center communities across rural America.



## Model and Strategy

- The Center On Rural Innovation (CORI) is dedicated to closing the rural opportunity gap by advancing economic prosperity through the creation of inclusive digital economy ecosystems that empower rural Americans to create tech jobs and launch scalable tech companies.
- Rural America never recovered from the 2008 recession. While urban and suburban communities largely bounced back, rural places failed to replace the jobs lost in the last recession, let alone grow their economies. Before COVID-19, only 5% of tech jobs were in rural counties, despite these same regions representing 15%+ of the national workforce. The drivers of this unequal recovery stem from the automation of rural jobs, globalization, and the thirty year decline of entrepreneurship, which is why CORI is committed to creating inclusive ownership of production in the age of automation.
- CORI uses data-driven strategies to build capacity for a nationwide network of local change agents committed to creating sustainable digital economy ecosystems in their communities. These ecosystems center around innovation hubs that offer digital-job skills training, coworking spaces, remote/distributed work opportunities, support for entrepreneurs scaling tech-enabled startups, and access to capital through the CORI Innovation Fund.

## Impact

- CORI launched its Rural Innovation Initiative in 2019, working with 9 communities across the country to develop and strengthen their digital economy strategies. In 2020, CORI added 10 communities to the initiative. To date, CORI has helped its network communities raise over \$8 million in federal funding and matching dollars through the Economic Development Administration's Build to Scale Venture Challenge Grant.
- CORI's Innovation Fund, launched in 2019, is the nation's first Qualified Opportunity Fund directly investing in rural scalable technology companies. The fund has raised \$3.5 million and has made 5 investments in qualified Opportunity Zones across the country.



**Issue Area:** Economic Empowerment

**Founded:** 2017

**Location of Work:** United States

**HQ:** Hartland, VT

**ruralinnovation.us**





**Leader:**  
**Matt Stephenson**

Matt Stephenson, Co-Founder & CEO, started his career in K-12 education as a high school math teacher and later a Leadership Fellow at Achievement First Amistad High School in New Haven, CT. Next, he joined NewSchools Venture Fund as an Associate Partner. Matt later joined KIPP Austin Public Schools as Director of Finance managing a district budget of over \$50M.

Prior to his career in K-12 education, Matt was a Financial Analyst at Goldman Sachs. Matt holds an M.B.A. in Entrepreneurial Management from The Wharton School and a B.S. in Finance & Information Systems from the Stern School of Business at New York University.



## Model and Strategy

- Code2College employs a program model focused on addressing the major levers leading to STEM attrition for minority, female, and low-income undergraduate students: education, exposure, and experience.
- The program includes bi-weekly after-school coding and web development instruction, monthly professional development conducted at corporate office sites, and access to paid, technical summer internships with leading STEM companies.
- In partnership with public high schools and over sixty companies, Code2College offers a semesterly, skills-based volunteer program model in which working professionals from the Tech ecosystem deliver after-school coding and web development education, companies host professional development workshops and STEM industry case competitions and provide ongoing mentorship, which improves the candidacy and preparedness of underrepresented high school students targeting STEM careers PRIOR to entering college.

## Impact

- Early metrics suggest Code2College is onto something: they have earned a nearly 100% re-up rate with their internship host partners—a variety of companies, including Indeed, RetailMeNot, Atlassian and others hiring for software engineering and development roles.
- Code2College interns are delivering real value to the companies that hire them: >90% of Code2College summer interns have received offers to return to their employer and >50% of intern projects go into production.
- Code2College is reaching the underserved populations they focus on: 76% Black or Latinx, 53% female, 51% receiving Free or Reduced Price Lunch (i.e., economically disadvantaged) and 36% First-Gen (i.e., first in their families to pursue college).



**Issue Area:** Economic Empowerment

**Founded:** 2016

**Location of Work:** Texas and Philadelphia, PA

**HQ:** Pflugerville, TX

**code2college.org**



## Model and Strategy

- DLIVE is an intentional response to the decades-long ignored public health crisis of Community Violence decimating Detroit's youth and young adult population with premature death and disability.
- DLIVE designs and delivers innovative, health-centered, evidence-based strategies and upstream solutions with the goal of reducing trauma recidivism, preventing retaliatory violence & incarceration, and promoting individual and community health, wellness, and prosperity.
- DLIVE takes a multi-disciplinary approach to develop a customized therapeutic plan that addresses critical Social Determinants of Health domains, including the core areas of Mental Health, Housing, and Transportation.

## Impact

- In DLIVE's first two years, with a lean team of only 2 Violence Intervention Specialists, the results for the first 45 DLIVE participants were striking: while historical recidivism rates in Detroit are 44%, DLIVE had no re-injuries or deaths.
- To date, with over 100 people served, recurrent injury rates are less than 5%.
- DLIVE has expanded to provide Violence Intervention service at an additional major Detroit trauma center, completed its first round of a Trauma Community Health Education curriculum experience with community ambassadors, and initiated its neighborhood-focused street outreach Violence Prevention initiative.



**Leader:**  
Tolulope Sonuyi, MD

Tolulope Sonuyi obtained his medical degree from the University of Michigan Medical School and began his career in emergency medicine at Detroit Medical Center SGH. Tolulope has been named Clinical Teacher of the Year, received the Crain's Health Hero award, and was the 2017 Michigan College Emergency Physician of the Year.



**Leader:**  
Raymond Winans

Raymond Winans is one of Detroit's most prominent voices addressing community organization, gang culture and street violence. His past work included founding an organization called Keeping Them Alive, curbing the number of fighting incidents at a high school challenged with violence, and providing leadership for Detroit's Ceasefire program. He has been recognized for his work locally and nationally.



**Issue Area:** Health

**Founded:** 2016

**Location of Work:** Detroit

**HQ:** Detroit, MI

**detroitlive.org**



## Model and Strategy

- Driver's Seat is a driver-owned cooperative that empowers ridehail drivers and on-demand delivery workers to use shared data ownership to make the gig economy work better for themselves and the communities they serve.
- Driver's Seat has developed an app to collect data from on-demand drivers in order to a) return it to drivers in the form of actionable insights to optimize their earnings; and b) sell the collected data to local and state government for use in planning and design, policy creation and enforcement (DaaS).

## Impact

- Driver's Seat empowers ride hailing drivers to know their worth and maximize it, as well as capture the value of the data they create. When Driver's Seat turns a profit, the driver-owners benefit through dividends.
- The analytics sold to city planners and agencies help result in better transportation planning decisions about congestion, pollution and affordable transit.



Driver's Seat is led by co-founders Hays Witt and Matt Schumwinger.

Hays (right) is a long-time progressive organizer and a subject matter expert in the new mobility and future of workers. He has led organizing projects and policy initiatives for community based non-profits and worker organizations, and has consulted for the cities of Portland and Seattle.

Matt is a data scientist who has consulted with cities and labor advocacy organizations. He studied labor economics and labor relations at Cornell University and devoted his early career to organizing low-wage workers across the United States. Matt founded the analytics firm Big Lake Data in 2013.

### Leaders:

Hays Witt

Matt Schumwinger



**Issue Area:** Economic Empowerment

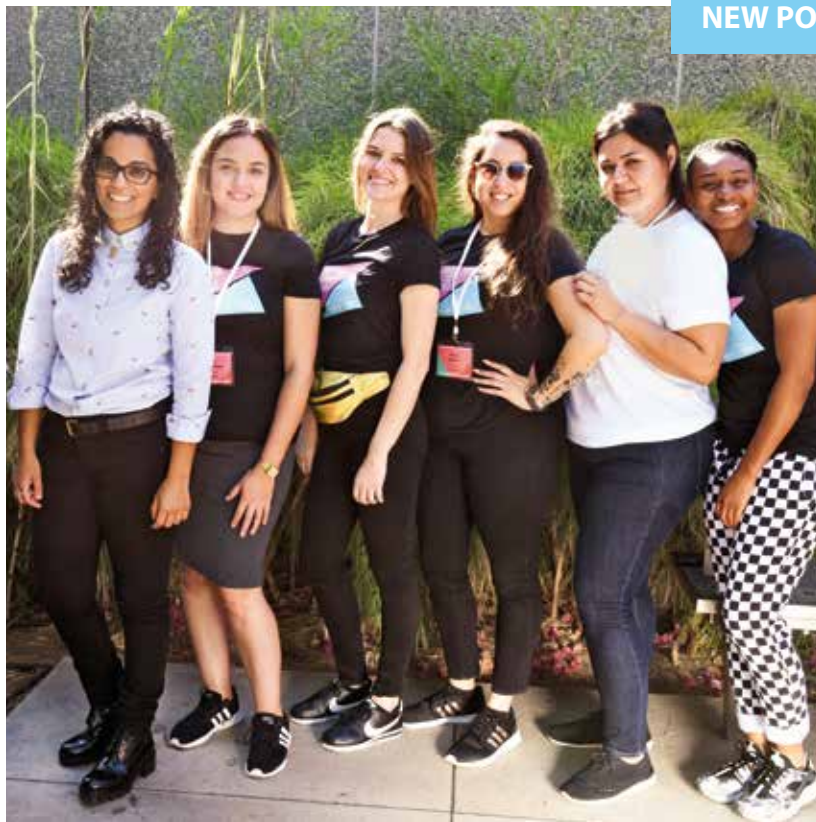
**Founded:** 2019 (For Profit)

**Location of Work:** United States

**HQ:** Milwaukee, WI

**driversseat.co**





**Leader:**  
Sonya Passi

Founder and CEO Sonya Passi has been a domestic violence activist since she was 16 years old. Before founding FreeFrom, she launched the Family Violence Appellate Project while earning her law degree at U.C. Berkeley.

Sonya was named to Forbes' 30 Under 30 list for Law and Policy in 2017, won the Impact & Audience Awards at SVP LA's 2018 Fastpitch, and is an Ashoka, Roddenberry, Uncharted and New America CA Fellow.



## Model and Strategy

- FreeFrom's mission is to dismantle the nexus between intimate partner violence and financial insecurity. 1 in 4 women and 1 in 2 trans people in the U.S. will experience gender-based violence in their lifetime, and 99% of survivors also experience financial abuse.
- FreeFrom believes intimate partner violence is a systemic problem in our society and we severely lack the infrastructure to address it. FreeFrom's work is to build that infrastructure, by building capacity for the anti-violence movement, building tech resources for survivors, creating peer networks that build survivors' collective power, changing and creating state and federal laws, expanding the data and research that exists to support the field, and bringing in employers, banks and other institutions as part of the ecosystem working to support survivor's financial security and safety.

## Impact

- FreeFrom's train-the-trainer model teaches service providers who work directly with abuse survivors the basics of financial coaching, and has trained 146 individuals in seven cities across the U.S. with a growing pipeline.
- FreeFrom developed an online Self-Help Compensation Tool that walks survivors through their legal options in the aftermath of abuse. It is used in all 50 states and 86% of users say they are more likely to pursue compensation after using it.
- FreeFrom launched a Safety Fund in March 2020 for survivors who were struggling to make ends meet and stay safe as the COVID-19 pandemic began affecting the U.S. So far, it has disbursed \$266K in small cash grants to more than 1,100 survivors.



**Issue Area:** Economic Empowerment, Domestic Violence

**Founded:** 2016

**Location of Work:** United States

**HQ:** Los Angeles, CA

**freefrom.org**





**Leader:**  
Dixon Chibanda

Prof. Dixon Chibanda is the founder and executive director of Friendship Bench, which he launched as a research project in one of Harare's townships called Mbare in 2006. Since then, the Friendship Bench intervention has been refined and adapted considerably.

Dixon holds a Ph.D. from the University of Cape Town (UCT) and is an associate professor at the London School of Hygiene and Tropical Medicine (LSHTM) —Department of Global Mental Health. He is an Aspen Institute fellow, Mulago Foundation fellow, and was recognized at the 2019 World Economic Forum in Davos. Dixon's TED Talk, "Why I train grandmothers to treat depression," has been viewed nearly 3 million times.



## Model and Strategy

- More than 250 million people suffer from depression globally, and in under-resourced communities, there is only one mental health professional for every 1.5 million people.
- Friendship Bench (FB) has designed and validated (through an RCT which was published in the Journal of American Medical Association) an evidence-based, scalable, and sustainable community-based intervention to enhance mental wellbeing and improve quality of life.
- Through a train-the-trainer model, Friendship Bench leverages lay (community) health workers to deliver Problem Solving Therapy (PST), an evidence-backed form of cognitive-behavioral therapy, bringing quality mental health services to the millions of people suffering from depression and anxiety (the two most common mental disorders) worldwide.

## Impact

- To date, the Friendship Bench has piloted its model in five different countries: Zimbabwe, Malawi, Zanzibar, Kenya, and the US (New York City).
- As of December 2019, the Friendship Bench had scaled to 72 clinics in Zimbabwe alone. In that time, the program has trained 700 community lay health workers also known affectionately as "grandmothers", who have provided direct access to treatment for over 50,000 people suffering from common mental disorders in resource-constrained settings.
- An RCT published in 2016 demonstrated a 60% improvement in quality of life and an 80% reduction in symptoms of depression and suicide ideation after 6 months as compared with a control group who received enhanced usual care.
- By 2025, Friendship Bench aspires to be active in 10 countries serving 5 million people.



**Issue Area:** Health

**Founded:** 2018

**Location of Work:** Africa

**HQ:** Zimbabwe

**friendshipbenchzimbabwe.org**



## Model and Strategy

- Healthy Learners brings health care to children ages 5-16 in schools in Zambia, an age group often overlooked by global health programs which tend to focus on younger children ages 0-5.
- Healthy Learners trains teachers as School Health Workers (SHWs) to actively monitor and respond to the health needs of school-going children. SHWs provide health education, basic medical care, and referral of sick children, in addition to managing preventative health programs like deworming treatment and vitamin A supplementation.

## Impact

- An external evaluation by the Harvard School of Public Health found that the Healthy Learners intervention has led to a 38% reduction in morbidity, a 48% increase in deworming and Vitamin A coverage, and a 52% reduction in the odds of stunting—all at an ongoing program cost of under \$3 per child.
- Since 2015, Healthy Learners has trained more than 800 teachers to serve as school health workers and served nearly 200,000 children. The organization is working with the Zambian government to bring the model to scale.
- Healthy Learners' rapid COVID-19 response and its proven track record led to a request from the government of Zambia for Healthy Learners to write the back-to-school COVID-19 protocol and to scale its work extensively.



**Leader:**  
**Lonnie Hackett**

Healthy Learners is led by President and Founder Lonnie Hackett, who leads overall strategy and development. Prior to founding Healthy Learners, Lonnie served as a Global Health Corps fellow with the Centre for Infectious Research in Zambia, where he worked under Dr. Groesbeck Parham to develop market based solutions for improving women's access to cancer services.

Lonnie is a Truman Scholar, a Rainer Arnhold Fellow, a Cordes Fellow, and a Rotary Scholar. Lonnie graduated magna cum laude from Bowdoin College with a degree in Biochemistry and received a Masters in International Health and Tropical Medicine from the University of Oxford.



**Issue Area:** Health

**Founded:** 2014

**Location of Work:** Africa

**HQ:** Lusaka, Zambia

**healthylearners.org**



**Leader:**  
Dylan Tanner

InfluenceMap is led by co-founder and Executive Director Dylan Tanner, who oversees operations globally as well as management of the FinanceMap platform.

Prior to founding InfluenceMap, Dylan established an environmental consultancy in Tokyo and engaged in corporate and technical advisory work in Japan and Asia covering environmental audits, land remediation, corporate sustainability and climate strategies.

Dylan holds a MSc in Environmental Technology from Imperial College and a PhD in Theoretical Physics and Mathematics from Kings College London.



## Model and Strategy

- InfluenceMap is an independent nonprofit think tank that provides data and analysis on how business and finance are affecting climate change.
- Its content has become a mainstream investor tool in assessing and engaging with companies and has been cited in over 1,000 media pieces globally. It feeds into NGO campaigns and helps the corporate sector engage more positively on climate policy.
- InfluenceMap takes an objective and data-driven approach to identifying systemic blockages to climate progress. This rigorous and science-based approach was used in its launch of FinanceMap, a data tool which examines how financial institutions perform on climate.

## Impact

- InfluenceMap innovated the concept of the Corporate Climate Policy Footprint (or Scope 4 emissions) and has enabled companies to be held accountable for their impact on global climate policy, as well as their physical emissions.
- InfluenceMap's content is used extensively by institutional investors to engage with companies and make portfolio decisions. InfluenceMap is on the Technical Advisory Group of the Climate Action 100+ investor engagement process consisting of over 400 major financial institutions.
- InfluenceMap's work has changed the way in which corporations and climate change are reported on in the media globally.



**Issue Area:** Environment & Climate Change

**Founded:** 2015

**Location of Work:** Europe, United States, Japan

**HQ:** United Kingdom

**influencemap.org**





**Leader:**  
Jeff Schnurr

Jaza is led by co-founder and CEO Jeff Schnurr, an experienced entrepreneur with deep history in Tanzania.

Prior to Jaza, Jeff founded and served for ten years as CEO of Community Forests International, a nonprofit that connects people to the forests that sustain them in Tanzania and has empowered communities to plant more than 3 million trees. In 2015, Jeff was a Ernst & Young Entrepreneur of the Year.



## Model and Strategy

- Jaza provides affordable and reliable access to renewable energy to people in rural Tanzania through solar-powered, rechargeable battery packs that customers take home and use to power lights and small appliances.
- Jaza hires and trains women from local communities to operate and manage its network of "Hub" battery pack charging stations.
- The company provides power to homes at a fraction of what a typical off-grid household spends on kerosene for lighting, while avoiding the significant negative health and environmental effects of kerosene.

## Impact

- Jaza has built and deployed over 75 Hubs, each serving up to 250 households each, and providing clean power to over 38,000 people. Over 150 women are employed and empowered to manage the solar hubs in their communities.
- Jaza estimates that it has replaced 509,000 liters of kerosene, thereby avoiding more than 1,362 tons of CO<sub>2</sub> emissions and reducing the related human respiratory diseases and home fire accidents that are prevalent with the use of kerosene.



**Issue Area:** Environment & Climate Change

**Founded:** 2015

**Location of Work:** Africa

**HQ:** Tanzania

**jazaenergy.com**





**Leader:**  
Allen Woods

MORTAR is led by founder and Executive Director Allen Woods, who also serves as a business consultant and training facilitator for incoming students.

Allen has been recognized as a Cincinnati Business Courier 40 Under 40 Business Leader, is a recipient of the John F. Barrett Entrepreneur Vision Award, an Echoing Green BMA Fellow.



## Model and Strategy

- MORTAR's mission is to use entrepreneurship for historically marginalized populations as a way to change lives, preserve diverse communities and stem the wealth gap in the United States.
- Based in Cincinnati, their multi-pronged strategy includes a culturally relevant entrepreneurship and business development curriculum; access to start-up capital for those who have completed the curriculum; brick and mortar pop-up shops for entrepreneurs; and city-level advocacy to support entrepreneurs of color and female entrepreneurs.

## Impact

- The largest demographic of entrepreneurs nationally continues to be Black women (with the number of Black women business owners growing by 89% just in the past year) and that trend remains true in the MORTAR community of students and alumni. 65% of the 261 MORTAR graduates are Black women.
- 38 new businesses were created as well as 79 new jobs following completion of our Entrepreneurship Academy in 2019.
- Since 2015, MORTAR has awarded \$263,000 in loans, grants, and equity investments to graduates of our program.



**Issue Area:** Economic Empowerment

**Founded:** 2014

**Location of Work:** United States

**HQ:** Cincinnati, OH

**wearemortar.com**



OCEAN OUTCOMES  
Fish | Food | Livelihoods

## Model and Strategy

- Ocean Outcomes addresses the fact that overfishing is a major pressure on increasingly fragile marine ecosystems, as well as a human issue that entrenches poverty in subsistence coastal communities around the world.
- They work with communities and the seafood industry to improve the sustainability of fisheries that face the toughest sustainability issues and have the most to gain from improvements.
- To accomplish this, they cultivate relationships with fishermen, seafood buyers, government agencies and non-governmental organizations to uncover and implement local solutions to systems-level problems in globally significant fisheries.

## Impact

- Improved fishery management removes and limits destructive fishing practices, reduces unwanted and harmful catches, supports healthy marine biodiversity, and bolsters ecosystem resilience to climate change.
- Better business practices and newfound access to capital and markets help fishers reduce spoilage and improve product quality while decreasing operational expenses, increasing the overall value of the catch and profitability of the fishery.



**Issue Area:** Environment & Climate Change

**Founded:** 2014

**Location of Work:** International

**HQ:** Austin, TX

**[oceanoutcomes.org](http://oceanoutcomes.org)**



**Leader:**  
Ronnie Washington

Ronnie Washington launched Onward while completing his MBA at Stanford. Tapping his past experience as a consultant at Deloitte, launching a microfinance program in Ghana and working in fintech domestically, Ronnie has a passion for developing financial solutions for vulnerable populations.

Ronnie's work with Onward has been recognized through awards from Halcyon, the Financial Solutions Lab, the MetLife Foundation Inclusion Plus Challenge, and the Stanford Social Innovation Fellowship. In 2018, Onward was one of ten winners of the national CZI Rockefeller Communities Thrive Challenge.



## Model and Strategy

- Onward is a nonprofit employer-sponsored mobile savings and credit app that enables low and moderate income workers to build financial security.
- Nearly half of Americans are unable to come up with \$400 in savings in case of an emergency. With over half of the American workforce earning less than \$20 per hour, workers facing financial shocks are forced to ask for pay advances or direct loans from their employers or turn to usurious payday loans. This destabilizes workers' lives and costs employers in the form of absenteeism, retention and productivity.
- Onward's platform allows employees to automatically save directly from their paycheck, receive actionable financial tips, and gain access to responsible and affordable credit for unexpected emergencies.

## Impact

- Onward launched in 2018, serving more than 350 individuals in Kansas City. In its pilot partnership, Onward saw near-complete (98%) employee participation, with individuals saving \$1,500 on average. In most cases, these savings prevented the need for emergency loans.
- In 2020 Onward plans to grow aggressively and roll the Onward product out to thousands more individuals.



**Issue Area:** Systemic Poverty, Financial Inclusion

**Founded:** 2016

**Location of Work:** United States

**HQ:** Washington, DC

**onward.org**





## Model and Strategy

- Partners for Justice's (PFJ) mission is to increase access to justice and disrupt the cycle of poverty and criminal justice system involvement in the United States by integrating holistic services into public defenders' work with low-income clients.
- Using a fellowship model, the organization trains recent college graduates to work within public defender offices as Advocates. After intensive training in how the court system and public defender offices operate, Advocates are embedded in their host offices for two years, working alongside attorneys as part of clients' case teams. Outside of direct legal representation, the Advocates are able to coordinate many of the critical services and care needed to support clients including housing, employment, addiction treatment, mental health counseling, and property retrieval.

## Impact

- PFJ has grown from two sites to five in the last year, now including jurisdictions in California, Delaware, Texas, and Louisiana.
- PFJ Advocates served more than 1,300 clients over the course of 2019. Over the same time period, Advocates helped nearly 350 clients access mental health and substance use treatment programs, connected over 300 clients with housing services, and enrolled 215 clients in public benefits.
- Advocates also provided mitigating information in over 350 criminal case dispositions in 2019. An analysis of outcomes in cases with PFJ mitigation support revealed that clients with felony charges were twice as likely to have charges downgraded and 30% less likely to be incarcerated. Among PFJ mitigation clients, time in jail was reduced by 70% compared to the prosecutor's initial offer.



### Leaders:

Emily Galvin-Almanza  
Rebecca Solow

Emily Galvin-Almanza (right), a former public defender, earned the Deborah Rhode Prize for her work in public interest law while at Stanford Law School and was praised as one of the top lawyers under 40 by the American Bar Association. In the last year, Emily has spoken and written as an expert in criminal legal reform for outlets across the country.

Rebecca Solow was previously a principal at the Boston Consulting Group, where she advised leaders at nonprofit organizations, foundations and governments on transformational change initiatives. While receiving her MBA, Rebecca was selected as one of NYU's Catherine B. Reynolds Fellows in Social Entrepreneurship.



**Issue Area:** Systemic Poverty

**Founded:** 2016

**Location of Work:** United States

**HQ:** New York, NY

**partnersforjustice.org**





**Leader:**  
Kruti Bharucha

After 15 years at McKinsey & Co, the World Bank, IMF and CEB, Peepul founder Kruti Bharucha moved to the education sector in 2014 to pursue her dream of reducing inequality in India. Her goal is to ensure that every child has access to high-quality education and the opportunity to succeed.

Prior to founding Peepul, Kruti was the India Country Director of the UK-based education NGO, Ark. She helped establish sustainable public-private education partnerships in India, bringing global best practices in education to the Indian context. Peepul spun out of Ark UK in 2017.

## Model and Strategy

- Peepul works in partnership with the Indian government, teachers, and principals to improve the public education system by shifting the focus from school enrollment to classroom learning.
- Peepul's approach is based on the belief that promoting more meaningful teacher-student interaction will significantly improve education outcomes. To achieve this, they develop exemplar Public-Private Partnerships (PPP) schools that can be scaled, plus provide teacher training, mentor and coach teachers and principals, and build teacher accountability for learning outcomes.

## Impact

- From a small team working with one PPP school in 2017, Peepul's work has scaled to create three PPP schools in Delhi, that serve over 1,100 children.
- Results from these schools demonstrate strong impact: 85% of children are meeting or exceeding grade-level expectations, with 75% attendance, a 90% retention rate and 95% attendance at parent-teacher meetings.
- At the macro level, Peepul is working on systemic reform and teacher professional development and accountability in the states of Delhi and Madhya Pradesh, supporting approximately 330,000 teachers across 100,000 schools.



**Issue Area:** Education

**Founded:** 2017

**Location of Work:** India

**HQ:** New Delhi, India

**peepulindia.org**



**Leader:**  
Paymon Rouhanifard

Propel America is led by co-founder and CEO Paymon Rouhanifard. Prior to starting Propel America, Paymon spent nearly a decade in public school administration. Paymon worked in the New York City Department of Education, was the Chief Strategy Officer for Newark Public Schools, and most recently served as the Superintendent for Camden City Schools in New Jersey.

Prior to his tenure in education, Paymon spent several years in investment banking at Goldman Sachs and AEA Investors. He holds a Bachelor's degree in Economics and Political Science from UNC Chapel Hill.

## Model and Strategy

- Propel America brings together high schools, local employers, community colleges and other training organizations into a unified system of career navigation, job training, job placement, and ongoing education for recent high school graduates, thereby meeting employment needs and helping young adults navigate the path from high school into a locally in-demand career.
- The Propel model enables students to consider a variety of pathways while still in high school or soon after high school. Then, it supports them as they secure relevant credentials, covering the cost of their training and helping them launch on a path to a strong middle-skill job with professional growth potential. At the same time, Propel addresses the middle-skill worker shortage by helping local employers find employees who are informed and prepared.

## Impact

- For the 2020-21 school year, Propel will serve over 800 students across 28 high school partnerships and bootcamps in four states (Louisiana, New Jersey, Massachusetts, and Rhode Island).
- They have partnered with 10 community colleges and training partners and 20 employers, through which they will place approximately 200-250 fellows into careers in healthcare, advanced manufacturing, information technology, auto mechanics and the building trades.



**Issue Area:** Education, Workforce Development

**Founded:** 2018

**Location of Work:** United States

**HQ:** Boston, MA

**[propelamerica.org](http://propelamerica.org)**



## Model and Strategy

- Public Rights Project (PRP) addresses systemic deficiencies in state and local government law offices—including city attorneys, county prosecutors and state attorneys general—regarding how they enforce rights for consumers, tenants and workers. These offices often lack the capacity or expertise to bring cases enforcing basic but high-impact rights.
- PRP strengthens the talent pipeline in these offices through its fellowship programs, strategic consulting support, and a community-accountable model to ensure they are responsive to the needs of all residents.

## Impact

- PRP seeks the following impact: 1) increased capacity of state and local prosecutor offices to equitably enforce the law; 2) an increase in the incorporation of equity into enforcement strategies; 3) an increase in financial and injunctive relief generated for residents harmed by predatory practices; 4) and improvements to industry practices.
- In its first two years, PRP helped secure court orders protecting immigrant and reproductive rights and access to fair credit, won settlements protecting tenants from housing discrimination, and built coalitions of cities and states standing up for workers, LGBT rights and environmental justice.



**Leader:**  
Jill Habig

Before founding PRP, Jill Habig served as Special Counsel to then-Attorney General Kamala Harris, working on consumer fraud, health, education, human trafficking and civil rights. In 2015, she led the creation of the Attorney General's Bureau of Children's Justice and managed its civil rights investigations of school districts, child welfare departments and juvenile justice systems.

In 2006, as a student at Yale Law School, Jill helped create the San Francisco Affirmative Litigation Project, which paired students with attorneys in the San Francisco City Attorney's Office to develop high-impact litigation. Jill spent her first year as a lawyer in that office, working on the landmark trial challenging Proposition 8 to establish marriage equality in CA.



**Issue Area:** Social Justice

**Founded:** 2017

**Location of Work:** United States

**HQ:** Oakland, CA

**publicrightspj.org**





### Leader:

Clementine Jacoby

Clementine Jacoby started Recidiviz as a side project while working at Google, where she was a Product Manager on Google Maps.

Prior to Google, Clementine worked at OPower, a software company that used data and behavioral economics to help consumers make better decisions about their energy usage.

Clementine graduated from Stanford with a degree in Symbolic Systems.



## Model and Strategy

- Recidiviz builds the foundation for practical, transformative criminal justice reform by building tools that equip people in power to make better decisions. Recidiviz creates one cohesive data platform that spans existing criminal justice data silos. This platform powers live tools for decision-makers, steering them toward interventions that deliver results.
- Recidiviz partners with state and local governments that commit to dramatic criminal justice reform goals, like cutting recidivism by 20%. To do this, government partners need real-time data to get an accurate picture of how their entire criminal justice system is working and tools that specifically target high-leverage behavior changes. Recidiviz builds both this common data platform and the tools on top of it that drive change; the government provides the raw data and the decision-makers who use Recidiviz's tools.

## Impact

- In its first year, Recidiviz has built an extensible, open-source platform to safely and responsibly aggregate, clean, standardize, and link criminal justice data from disparate sources, handling live data from 5 states and ~900 counties.
- Recidiviz has launched its first two products: 1) a web tool for state corrections leaders to set and track decarceration goals, pinpoint problems, understand the drivers of prison admissions, and identify outliers and 2) alerts designed to nudge the decision-making of parole and probation officers, who supervise ~4.5 million people nationwide.
- During COVID, Recidiviz helped over 30 state corrections departments model the potential impact of the virus on their incarcerated population and staff. The states they worked with released almost 40,000 people early, a rate 3x higher than states that didn't use their tools.



**Issue Area:** Social Justice, Criminal Justice

**Founded:** 2019

**Location of Work:** United States

**HQ:** San Francisco, CA

**recidiviz.org**



## Model and Strategy

- Refugee Trauma Initiative (RTI) provides mental health services to refugees in Greece who are coping with the trauma of conflict and displacement, while also training and supporting local aid workers, equipping them with tools to meet the mental health needs of refugees.
- RTI is unique in that it offers high-quality mental health support that is rooted in the target community's culture, and also builds the capacity of local communities and organizations.
- RTI's flagship program, 'Baytna' (which means "our home" in Arabic), provides families with emotional support along with trauma-sensitive early childhood care and development for children ages 0-6. Baytna's play-based learning methodology helps mitigate the impacts traumatic events can have on physical and mental health over the course of a lifetime.

## Impact

- In less than four years of operations, RTI has provided vital psychological support to over 4,000 refugees and run trainings for over 1,000 humanitarian workers with refugees.
- RTI has a strong reputation as an innovator in developing targeted mental health programs for refugees as well as capacity-building tools for NGOs. They are creating models that can be replicated globally, raising the global standard in mental health care for refugees and promoting effective practices in humanitarian self-care.



**Leader:**  
Zarlusht Halaimzai

Zarlusht Halaimzai is the Director and co-founder of the Refugee Trauma Initiative. Over the last 10 years, she has set up programs targeting displaced and vulnerable communities in Pakistan, Afghanistan, Turkey, Syria, the UK and Greece.

Zarlusht trained in Childhood and Adolescent Counseling and Psychotherapy at Cambridge University and is pursuing a Master's Degree in Mindfulness-Based Cognitive Behavioral Therapy at Oxford University.

Her recognition includes a 2018 Obama Fellowship and Marie Claire magazine's 2017 Future Shapers Award.



**Issue Area:** Social Justice, Refugees and Displaced People

**Founded:** 2016

**Location of Work:** Greece

**HQ:** United Kingdom

**refugeetrauma.org**



### Leader:

Aart van den Beukel

Safi Sana is led by Managing Director Aart van den Beukel. Prior to joining Safi Sana, Aart founded two companies in the food sector and then followed a passion for environmental sustainability.

He has also worked in renewable energy through a biogas system for farming households in Asia.



## Model and Strategy

- Safi Sana has developed an integrated, circular-waste management system for use in developing countries. Safi Sana collects human and organic (food) waste that would otherwise pose a health hazard, and transforms it into energy and fertilizer in a self-sustaining model.
- Through a novel modification of existing technology—including an anaerobic digester and a combined heat and power generator—Safi Sana collects waste; converts it into electricity, water for irrigation, and compost; and sells the products locally. By looking at human and organic waste as materials with value, Safi Sana turns the byproducts of waste treatment into revenue, while delivering vast improvements in health and sanitation in slum communities.

## Impact

- Safi Sana currently operates a facility in the Ashaiman slum in Accra, Ghana, where it collects and processes 20% of the waste produced by a community of 250,000 people and converts it into revenue-generating products. It is reducing the health and environmental burden of toilet waste in the community, producing green energy and creating local jobs.
- Safi Sana aims to replicate this model across Africa, building three additional facilities and expanding to other countries including Mali, Zimbabwe and Uganda. By 2025 Safi sana expects to have 3 large reuse plants in operation.



**Issue Area:** Health, Sanitation, Agriculture and Energy

**Founded:** 2010

**Location of Work:** Ghana

**HQ:** Netherlands

**safisana.org/en**





**Leader:**  
Sarah Johnson

Sarah Johnson, CEO, began her career in education as a high school science teacher in Washington D.C. and later Oakland, CA. Prior to joining Teaching Lab, she was a system level leader in New York City's Department of Education and a funder at the Overdeck Foundation.

Sarah was one of 25 leaders accepted to Harvard's Educational Leadership Doctoral program, where she studied systems-level leadership and learned how to engage in system level change.



Teaching Lab

## Model and Strategy

- Teaching Lab's mission is to shift the paradigm of teacher professional learning for educational equity. Teaching Lab's values center a commitment to antiracism and the pursuit of racial equity in education. In partnership with thousands of teachers, Teaching Lab transforms professional learning from the ground up to dramatically improve student outcomes.
- Their approach reflects a revolutionary research based model that is focused on improving teacher practice through the adoption of high quality curriculum, professional learning that is designed to incorporate opportunities to change and improve instructional practices while also addressing teacher mindsets which can lead to more equitable outcomes, and through building community buy-in and new leaders within schools.
- Teaching Lab partners directly with school communities to create "Labs" within schools and school systems. Labs are groups of 10-25 educators teaching similar content. These Labs are led by Lab Leaders who are experienced teachers and instructional coaches from within the schools which ensures that they are building the capacity for sustained instructional improvements within every school building.

## Impact

- During the 2019-20 school year, Teaching Lab partnered with over 30 school systems across 12 states, developing the leadership capacity of over 4,000 teachers and impacting more than 316,000 students.
- Over the course of 2019-20, Teaching Lab collected the following evidence of impact:
  - 92% of participants agreed or strongly agreed that they are satisfied with "the overall quality of today's professional learning session."
  - Teachers improved in the categories of having high expectations and racial equity mindsets by 33% between beginning and end of year.



**Issue Area:** Education

**Founded:** 2016

**Location of Work:** United States

**HQ:** Washington, DC

**teachinglab.org**



## Model and Strategy

- TeachUnited is dedicated to supporting and building the capacity of teachers as a means to improve education and reduce inequality in underserved, predominantly rural communities with acute educational disparities.
- By partnering with schools and districts and providing transformational training, instructional coaches, resources, and long-term connections for teachers, they improve student learning outcomes and increase teacher retention and leadership skills.

## Impact

- TeachUNITED has positively impacted students in vastly different communities on three continents and is now focused on scaling. Students report double-digit increases in employment and life skills such as critical thinking, collaboration and academic perseverance.
- Girls in Tanzania showed a 2x increase in secondary school promotion rates.
- In the United States, students showed a 115% growth across all subject areas after just one year.
- Students increased math and science outcomes in all regions served, including a 2x increase in math in Tanzania and a 50% increase in Costa Rica.
- COVID-19 Response: Provided more than 2,300 hours in instructional coaching to schools to support quality learning during COVID-19 physical school closures.



**Leader:**  
Heather Hiebsch

Heather Hiebsch co-founded TeachUNITED after 20 years of experience and research in public education. Prior to launching TeachUNITED, Heather was the founding principal of an innovative K-12 school.

Heather has been published as a case study education leader by the Christensen Institute, Evergreen Education, Project Tomorrow, EdWeek and Forbes. She was a finalist for the Global MindED Inclusive Leader Award, and is a Cordes Fellow.



**Issue Area:** Education

**Founded:** 2016

**Location of Work:** United States, Costa Rica, Tanzania

**HQ:** Fort Collins, CO

**teachunited.org**



**Leader:**  
Micaela Connery

Inspired by her cousin, Kelsey, founder Micaela Connery is dedicated to using social innovation to achieve disability justice.

Prior to The Kelsey, Micaela was the CEO of Unified Theater, which she founded at age fifteen and scaled to serve students with and without disabilities in over 100 schools.

As an undergraduate at the University of Virginia, Micaela led programs around community inclusion for individuals with autism. At the Harvard Kennedy School, she published leading research on disability housing as a Fellow at the Joint Center for Housing Studies, and incubated The Kelsey as a Social Innovation and Change Initiative Fellow.



**The Kelsey**

## Model and Strategy

- The Kelsey is pioneering disability-forward housing solutions that open doors to more affordable homes and opportunities for everyone. 1 in 4 Americans has a disability and the affordable housing crisis plagues US cities and towns. The Kelsey solves for these challenges through an innovative housing development and advocacy model to create mixed ability, mixed income communities.
- The Kelsey engages communities and sets new standards for better design and policy, attracts new sources of capital and unrealized land value to accelerate development, and drives better outcomes by creating a resident-centered, connected housing experience.
- In all of The Kelsey's work, the organization includes the voices and ideas of individuals with disabilities.

## Impact

- The Kelsey has unlocked over \$27 million in public, private, and philanthropic support for inclusive housing. The Kelsey Ayer Station in San Jose was the first direct investment out of Google's \$250 million affordable housing fund.
- The organization has over 240 homes in development in the San Francisco Bay Area for people with and without disabilities.
- The Kelsey leads policy advocacy that advances inclusive housing, including community organizing and housing policy and budget efforts in California and nationwide.



**Issue Area:** Social Justice

**Founded:** 2017

**Location of Work:** United States

**HQ:** San Francisco, CA

**thekelsey.org**





## Model and Strategy

- Trey Athletes is a premier leadership development program, specially-designed for high-potential high school athletes.
- By providing a new set of tools for high school athletes and their families, Trey empowers diverse young leaders and role models, gives a voice to under-represented communities, and improves the culture of college sports.
- Trey teaches athletes how to make informed college decisions, build a well-rounded identity outside of sports, transfer sport-based leadership skills into post-sport life, and leverage their immense influence to create positive community change.

## Impact

- Trey Athletes is on track to reach more than 2,000 athletes by 2022.
- As validated by Trey's post-program impact surveys, 97% of Trey Athletes have shown an increase in social-emotional learning, 87% of Trey Athletes have shown an increase in college and career exposure, and 100% of Trey Athletes have shown an increase in community and family engagement.



### Leaders:

Rebecca Feickert

Brian Reynolds

Trey co-founder and co-CEO Rebecca Feickert is a former accountant passionate about using sports for social good. Rebecca played basketball at the University of Kansas, then worked in public accounting and private equity before earning her MBA from Harvard Business School.

Trey co-founder and co-CEO Brian Reynolds is a former investment banker, private equity investor, and fashion merchant. His passion for college athletics and the loss of childhood friends and teammates to gang violence inspired his decision to design, build, and scale Trey.



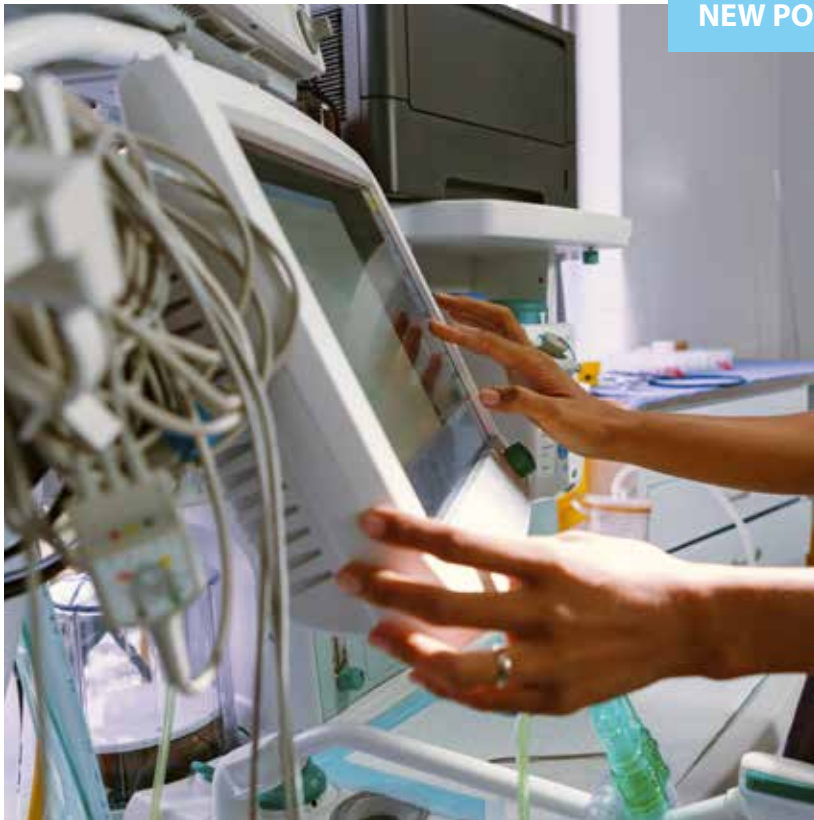
**Issue Area:** Education

**Founded:** 2018

**Location of Work:** United States

**HQ:** Dallas, TX

**treyathletes.org**



Vula founder and CEO Will Mapham is an ophthalmologist who has served as the Vice Chair of the Rural Doctors Association of Southern Africa and worked globally designing mobile applications for healthcare.

Will has published research on the role of innovation and technology in improving healthcare delivery and has extensive experience in rural healthcare.

### Leader:

William Mapham, MD



### Model and Strategy

- Many patients in Africa receive inadequate care because there is no way for front-line health workers to connect with specialist doctors. Vula addresses this through a technology platform that connects specialists, front-line workers, and patients in real time.
- Rural health workers use the Vula app to connect to specialists to get diagnosis and treatment advice, arrange urgent transfers and make appointments.
- A simple and effective solution, Vula has been adopted rapidly across South Africa and has the potential to solve a critical bottleneck in the delivery of quality healthcare throughout Africa and globally.

### Impact

- As of August 2020, Vula had served 280,000 patients. August also marked the first month that Vula processed more than 1,000 patient referrals in a single day.
- Average response time is 15 minutes.
- Over 12,000 medical practitioners in South Africa are registered on Vula, which is now partnered with the South African national health system.



**Issue Area:** Health

**Founded:** 2013 (For Profit)

**Location of Work:** South Africa

**HQ:** Cape Town, South Africa

**vulamobile.com**







# DRK PORTFOLIO

## By Issue Area



### Arts and Culture

Community Arts Stabilization Trust (CAST)  
Global Heritage Fund  
GlobalXplorer



### Civic Engagement

America Abroad Media  
Democracy Works (TurboVote)  
Generation Citizen  
Global Citizen Year  
iCivics  
Mission Continues, The  
Service Year Alliance  
Solutions Journalism Network  
Taproot Foundation  
Vote.org  
Welcoming America



### Economic Empowerment

Agora Partnerships  
Center on Rural Innovation  
Coalfield Development  
Code2College, Inc.  
DigitalNEST  
Driver's Seat Cooperative  
EforAll  
FreeFrom  
Green City Force  
Kiva  
Laboratoria  
Landed  
MaTontine  
Merit America  
MORTAR  
Nest  
Nudge LifeSkills Foundation, The  
Numida  
Solar Sister  
Spark MicroGrants  
Suyo  
Upwardly Global  
VisionSpring  
Wash Cycle Laundry Inc.  
West Africa Vocational Education



## Education

Avanti  
Blue Engine  
Braven  
Catie's Closet  
EdBuild  
Education Opens Doors  
Education Pioneers  
EducationSuperHighway  
Empower Schools  
Equal Opportunity Schools  
Food for Education  
Future Project, The  
Kinolved  
Little Kids Rock  
Matchbook Learning  
Open Up Resources  
Peepul  
Power of Two  
Propel America  
Room to Read  
ROX  
Spark  
STIR Education  
StriveTogether  
Students for Education Reform  
Teaching Lab  
TeachUNITED  
Transcend  
Trey Athletes  
Urban Teachers  
Wishbone  
Worldreader



## Environment and Climate Change

Adventure Scientists  
BoxPower  
Clean Energy Trust  
Cloud to Street  
Earth Genome, The  
InfluenceMap  
GreenWave  
Jaza Energy  
Ocean Outcomes  
OceanMind  
Rainforest Connection  
Renewal Workshop, The  
WattTime



## Food and Agriculture

Center for Good Food Purchasing  
Collaborative for Fresh Produce  
Common Market, The  
Cowtribe  
Food Forward  
FoodCorps  
Kheyti  
Komaza  
myAgro  
One Acre Fund  
Replate



## Health

A Home Within  
CareMessage  
City Health Works  
Crisis Text Line  
DLIVE (Detroit Life Is Valuable Everyday)  
D-Rev  
Fathers' Uplift  
Friendship Bench  
Global Health Corps  
Grassroot Soccer  
Healthy Learners  
Jacaranda Health  
Last Mile Health  
Living Goods  
macro-eyes  
Muso  
Noora Health  
OpenBiome  
Safi Sana  
Sanergy  
SaveLIFE Foundation  
Seed Global Health  
SIRUM  
StrongMinds  
Upstream USA  
VIA Global Health  
Vula Mobile  
Watsi



## Social Justice

Accountability Counsel  
Advance Peace  
Arts for Healing and Justice Network  
BarefootLaw  
Detroit Justice Center  
Essie Justice Group  
Foster America  
GroundTruth Project  
Immigrant Justice Corps  
Indus Action  
International Refugee Assistance Project  
Justice Rapid Response  
Measures for Justice  
Public Rights Project  
Recidiviz  
Refugee Trauma Initiative  
RefugePoint  
The Kelsey  
Uptrust






## Systemic Poverty








































Build Change  
Compass Working Capital  
Design that Matters  
DigDeep  
Empowerment Plan, The  
EYelliance  
IDEO.org  
LavaMae<sup>x</sup>  
New Story  
Onward  
Open Door Legal  
Partners for Justice  
PHOOL  
Pollinate Group  
Simprints  
Tiny Totos  
Y2Y

# 2020 PORTFOLIO

## Domestic


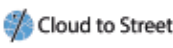






















					
					
					
					
					
					
					



# 2020 PORTFOLIO

## International

 Jaza	 lava mae	NEW STORY	 peepul	 Room to Read	 SPARK MICROGRANTS	 VisionSpring
 JUSTICE RAPID RESPONSE	 LivingGoods	 NOORAI LALI H	 PHOOL <small>MADE FROM TENILE FLOWERS</small>	 safisana	 STiR education <small>Empowering Teachers for the Generations</small>	 VULA <small>Secure Standard Good Learning</small>
 KHEYTI	 MACRO-EYES HEALTH	 THE NUDGE FOUNDATION	 pollinate group	 SANERGY	 STRONGMINDS <small>SOCIAL EMOTIONAL LEARNING</small>	 watsi
 KIVA <small>Loans that change lives</small>	 matontine	 NUMIDA	 RAINFOREST CONNECTION	 Save LIFE FOUNDATION <small>SAVING LIVES THROUGH EDUCATION AND ECONOMIC GROWTH</small>	 Suyo	 WattTime
 KOMAZA	 muso	 OCEAN OUTCOMES <small>Fish   Food   Livelihoods</small>	 refugees trauma initiative	 Seed GLOBAL HEALTH	 TeachUNITED	 W-VE
 <laboratoria> <small>code that transforms</small>	 myAGRO	 OCEAN MIND	 REFUGEPOINT <small>A LIFELINE FOR FORGOTTEN REFUGEES</small>	 simprints <small>every person counts</small>	 Tini Totos KENYA	 Worldreader <small>Books for all</small>
 LAST MILE HEALTH	 nest	 ONE ACRE FUND	 THE RENEWAL WORKSHOP	 SOLAR SISTER	 VIA GLOBAL HEALTH	



# DRK TEAM

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CEO

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Executive Assistant

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Operating Committee

**Heather Crain**  
Director of Marketing,  
Communications, and Partnerships

**Abby Crocker**  
Senior Executive Assistant

**Jackie Delgado**  
Executive Assistant

**Kathryn Doyle**  
Senior Principal

**Emily Edwards**  
Director, Portfolio Fundraising  
Strategies

**Will Funk**  
Analyst

**Katie Guidera**  
Associate

**Nancy Huang**  
Chief of Staff and Member,  
Operating Committee

**Lisa Jordan**  
Managing Director

**Sylvie Kahl**  
Receptionist & Administrative Assistant

**Anne Keenan**  
Senior Director, Digital Strategy and  
Communications

**Kim Koontz**  
Project Manager

**Stephanie Khurana**  
Managing Director and Member,  
Operating Committee

**Nathalie Kylander**  
Managing Director

**Mary Lachnit**  
Controller

**Jared Leiderman**  
CFO and Member, Operating Committee

**Gaia Liotta**  
Executive Assistant

**Jessica Lu**  
Senior Analyst

**Steve McCormick**  
Managing Director

**Nicco Mele**  
Managing Director

**Anna Menke**  
Senior Impact Analyst

**Kanini Mutooni**  
Managing Director

**Adithya Narayanan**  
Senior Associate

**Ashley Plaga**  
Manager of Communications  
and Portfolio Support

**Lauren Rath**  
Grants Manager

**Bill Rodriguez**  
Managing Director

**Carter Stewart**  
Managing Director

**Tazo Stuart-Riascos**  
Systems Administrator

**Elizabeth Washburn Surti**  
Senior Principal

**Sarah Toce**  
Senior Associate

**Rebecca Weintraub**  
Managing Director

**Anika Warren Wood**  
Chief Organizational Effectiveness Officer  
and Member, Operating Committee

**Katherine Woolford**  
High Meadows Fellow  
Environmental Analyst



# Donor Partners

The Draper Richards Kaplan Foundation raises funds from a diverse group of partners, including individual donors, family foundations, and private foundations, and deploys these resources around the world. We are deeply grateful to our donor partners for joining us in supporting the big dreams, new ideas, and bold actions of extraordinary social entrepreneurs.

## DRK Donor Partners as of August 2020

Anonymous	Horace W. Goldsmith Foundation	Municipality of The Hague
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	Morgridge Family Foundation	



# FINANCIALS

Blended Images; Center for Good Food Purchasing

Fiscal year January – December 2019

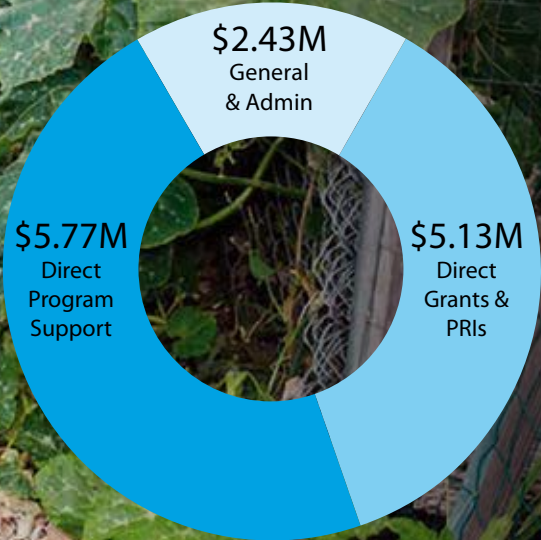
## Net Assets

Total	\$ 36.39M
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## Uses of Funds

Direct Grants & PRIs	\$ 5.13M
Direct Program Support	\$ 5.77M
General & Admin (& Fundraising)	\$ 2.43M

### Use of Funds







## Draper Richards Kaplan FOUNDATION

### Principal Offices

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Front Cover: Christian Weddington, Trey Athletes (mosaic design by Paul Montie)  
Back Cover: Welcoming Atlanta, Mayor's Office of Immigrant Affairs, The Common Market

[www.drkfoundation.org](http://www.drkfoundation.org)