

DRAPER RICHARDS KAPLAN FOUNDATION



A TIME TO ROAR

2024 Annual Report

Sharing the abundance.

Food Forward fights hunger and prevents food waste by rescuing fresh surplus produce, connecting this abundance with people experiencing food insecurity, and inspiring others to do the same. To date, Food Forward has recovered and distributed over 480 million pounds (2.7 billion servings) of fresh produce, preventing more than 427,000 metric tons of GHG emissions.

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2024 was a time for DRK to roar and roar we did. In 2025, we intend to roar even louder.

At last year's Annual Retreat, we shared a video, "A Time to Roar", that illustrated how our portfolio continues to deliver incredible impact year after year, surmounting challenge after challenge — **the portfolio has now impacted more than 505 million lives**. That's right, more than half a billion lives. Pause for a second. Think about what that means. It means 58 million patients supported with low-cost, high-quality healthcare around the globe; and 5 million people uplifted through skills training resulting in \$2.6 billion of increased assets; and 12 million people globally connected to mental health resources; and 8.9 million community and frontline health workers trained, improving health outcomes; and 2 million immigrants and refugees served through humanitarian aid, resettlement support, and legal services; and 8.6 million people connected to healthy, affordable food; and 101 million students with access to a higher quality education.

And not only does our work speak for itself, but it is being recognized by others. Two DRK portfolio organizations were awarded catalytic grants from The Audacious Project — Food4Education and Transcend — bringing the total number of DRK organizations that have won The Audacious Project to 11, representing an amazing 18% of all Audacious winners. The grant will enable Food4Education to feed 1 million children daily in Kenya by 2030 and expand programs to provide technical advisory to other African governments to feed an additional 2 million kids every day. Transcend will scale to help more communities envision their ideal school design, design pilots of their chosen models, create assessments to measure their outcomes, and build a roadmap for transformation.

The combination of our portfolio's continued outsized impact, the sheer number of investments we have now made, DRK's footprint in critical geographies, and the disproportionate number of our portfolio organizations that have received philanthropy's most significant prizes and recognition have created an increasingly recognized brand that is about one thing — serving others. In 2024, we received new donor commitments of more than \$10 million USD including a large grant from the Swiss Agency for Development and Cooperation (SDC) to accelerate the growth of social impact entrepreneurship in Africa.

We continue to assemble an amazingly talented and dedicated team who work tirelessly sourcing from hundreds of partners, reviewing thousands of applications, and diligencing hundreds of opportunities to find and fund the most innovative and impactful solutions to some of the most pressing problems around the globe. And, at the same time, providing deep board service with our increasingly comprehensive portfolio support.

A few amazing milestones to highlight this year:

- As of year-end 2024, we have funded a total of 257 organizations from a pipeline that exceeds more than 2,225 a year, sourced from more than 400 partners across the field. These 257 organizations represent the top tier of our pipeline.
- 72% of these organizations have impacted over 10,000 lives, 57% have impacted over 50,000 lives, 33% over 500,000 lives, and **29% (61 organizations) have impacted over 1 million lives**.
- Our fundraising support for our portfolio has helped catalyze more than \$1.8 billion of downstream funding from some of the largest philanthropic funders and prizes in the last four years alone.
- In the climate space alone, our portfolio organizations have reduced/mitigated more than 45 million metric tons of GHG and over 500 million hectares of land/ocean have been protected by DRK portfolio organizations contributing to sustainability.
- Our board sourcing initiative has placed 122 people on more than 100 of our portfolio organizations' boards and vetted more than 300 candidates ready to be matched to a board.

In 2024, we invested in 18 new organizations profiled in this report, with four in Africa, two in India, two in Europe, and the rest in the U.S. These leaders carry so much passion, commitment, and real-life experience to the problems they are solving, including increasing access to physical and mental health services; advancing economic empowerment with new pathways to housing, employment, or resources that catalyze upward mobility; protecting employment rights, transforming legal justice, and advancing equal treatment; supporting local leaders to build healthy and prosperous communities; and mobilizing school leaders, educators, and parents to increase access to quality education.

In a world full of seemingly endless challenges, DRK entrepreneurs lean in and take action, driven by a fundamental belief that the inequities that exist do not have to be our destiny. They not only believe in the possible — they make it happen.

As we move forward in 2025, one constant remains ever true — hope for a better world springs eternal. On behalf of the entire DRK team, thank you for the privilege of our life to steward this work.

Jim Bildner, CEO

A TIME TO ROAR

The opportunity to create change has never been greater. Every day, we're witnessing the incredible journeys of individuals who've dedicated their lives to making a difference — entrepreneurs who are taking on the world's most pressing challenges. As they grow, evolve, and persevere, they emerge stronger, more capable, and more committed than ever before. In a world where "no" is often the answer, these entrepreneurs rise up with a sense of confidence that, actually, they can make the impossible happen. Every time they hear, "You can't do that," it only fuels their resolve to prove that they can — and they do. Watching this transformation over time is nothing short of inspiring.

Our entrepreneurs know how to navigate complexities and thrive at solving massive world problems. The proximity they have to the problems they solve, and their own personal experiences with inequity, have shown them how unfair the world can be. And from that, they've developed an unwavering commitment to make sure others don't have to face those same challenges. They already know how to survive in this world, and now, they're roaring back, determined to make it better for others.

“*Braven and this amazing community of social change champions show that even in the most challenging times, entrepreneurs who believe in the possible and bring tenacity and persistence will always prevail.*”

AIMÉE EUBANKS DAVIS

Braven

Braven empowers promising, underrepresented young people with the skills, confidence, experiences, and networks necessary to transition from college to strong first jobs. Braven has served more than 12,000 Fellows, and 74% of 2021–2024 Braven graduates are already outearning their parents at the same age in their first job out of college.



Scan the QR code to watch the "A Time to Roar" video

"10,000 people die every month in this country because they don't take the medication they need. We may not be able to fix all the ways that our healthcare system is failing us, but we can fix this one... and we can do this today."

KIAH WILLIAMS

SIRUM

SIRUM has redistributed over \$295 million worth of prescription medications to more than 500,000 patients nationwide. Catalyzed by The Audacious Project, they are on their way to getting nearly \$1 billion worth of medication to 1 million people.

"My father was my first teacher, and he instilled in me this radical belief that I still have today — that anybody can make a difference. I vowed never to let a child feel like they can't learn because of where they come from."

SARAH JOHNSON

Teaching Lab

Teaching Lab is fundamentally shifting the paradigm of teacher-professional learning to improve education outcomes. To date, Teaching Lab has reached over 47,650 educators across 24 states, impacting over 3.3 million students.

"My 'why' should be obvious. Climate change is the seminal issue of our time. I got into climate change issues ten years ago, and now we are seeing the ramifications of it. If people like me — who are aware and understand the issue — do not act, you have to say 'well if it's not me, then who?'"

DYLAN TANNER

InfluenceMap

InfluenceMap provides data on how corporate influence is affecting the climate crisis; their sustainability data covers 800 companies and 2,000 asset managers. Investors, including Climate Action 100+, have informed over 100 shareholder resolutions using InfluenceMap's climate metrics.

"Criminal justice reform is complex, but complexity doesn't mean you can't make a difference. At Recidiviz, we are focused on one specific part of the problem with a clear solution — fixing a bad data problem. Bad data is slowing change, making it hard to know what's working, and keeping hundreds of thousands of people in prison, on probation, and on parole who don't need to be there. So, this bad data isn't just data; it's people's lives. And red and blue states actually agree on this — no one wants people stuck in systems because the information is just wrong. We can fix this part of the problem."

CLEMENTINE JACOBY

Recidiviz

Recidiviz's platform spans 19 states, covering 44% of the U.S. prison population. To date, Recidiviz has helped accelerate over 156,000 people out of the criminal justice system.

DRK portfolio organizations collectively have impacted over **505 million lives**. More important than the sheer size of that impact is its persistence — over and over, we see that when change takes place at this level of scale, it simply cannot be undone.

OVER HALF A BILLION LIVES IMPACTED



1.2 MILLION TEACHERS
trained or supported to provide quality education and improved learning outcomes



101 MILLION STUDENTS
with access to a higher quality education



2 MILLION IMMIGRANTS AND REFUGEES
served through humanitarian aid, resettlement support, and legal services



12.1 MILLION PEOPLE
globally connected to mental health resources



58 MILLION PATIENTS
supported with low-cost, high-quality healthcare



8.9 MILLION COMMUNITY AND FRONTLINE HEALTH WORKERS
trained, improving health outcomes



8.6 MILLION PEOPLE
connected to healthy, affordable foods



5 MILLION PEOPLE
uplifted through skills training resulting in \$2.6 billion of increased assets



46 MILLION PEOPLE
collectively impacted by DRK sustainability organizations

Innovative Ideas, Transformative Capital

The remarkable work of DRK portfolio organizations and their extraordinary leaders continues to receive widespread recognition. Through their relentless pursuit of transformational change for the most vulnerable, they have earned prestigious awards and fellowships, highlighting their lasting impact on neighbors, communities, and the world. In 2024, two DRK portfolio organizations were awarded catalytic grants from The Audacious Project — Food4Education and Transcend — bringing the total number of DRK organizations that have won The Audacious Project to 11.

MacArthur Foundation

MacArthur Genius Grant
Becca Heller, International Refugee Assistance Project (IRAP)



The Audacious Project

Crisis Text Line
Food4Education
IRAP
Last Mile Health
Living Goods
myAgro
Noora Health
One Acre Fund
SIRUM
Transcend
Upstream USA

Yield Giving

MacKenzie Scott

Amani Global Works
Arpan
Arts for Healing and Justice Network
Braven
Brilliant Cities
City Teaching Alliance
Coalfield Development
Crisis Text Line
Define American
Democracy Works
Detroit Justice Center
DigDeep
Digital NEST



Charles Bronfman Prize
Amy Bach, Measures for Justice
Ari Johnson, Muso
Becca Heller, IRAP
David Lubell, Welcoming America
Sasha Chanoff, RefugePoint



Obama Foundation Fellowship
Aimée Eubanks Davis, Braven
Dr. Charles Daniels, Jr., Fathers' Uplift
Derrick Braziel, MORTAR
Sasha Fisher, Spark MicroGrants
Tarun Cherukuri, Indus Action
Zarlasht Halaimzai, Amna



The Earthshot Prize
Keep IT Cool
Kheyti

Equal Opportunity Schools
Essie Justice Group
Food4Education
FoodCorps
FreeFrom
Friendship Bench
Fundi Bots
Generation Citizen
Global Health Corps
Healthy Learners
iCivics
IRAP
Kiva
Laboratoria

Last Mile Health
Living Goods
Measures for Justice
Merit America
Muso
myAgro
Noora Health
One Acre Fund
Open Door Legal
Propel America
Recidiviz
RefugePoint
Represent Justice
Room to Read



Skoll Award
Build Change
Crisis Text Line
Food4Education
Global Health Corps
Kiva
Last Mile Health
Living Goods
myAgro
Noora Health
One Acre Fund
Room to Read
SaveLIFE Foundation
VisionSpring



Google AI
Jacaranda Health
Karya
Rocket Learning
Tarjimly

Service Year Alliance
SIRUM
SmartStart
Solutions Journalism Network
Teaching Lab
The Mission Continues
The/Nudge Institute
The Oakland REACH
Tilting Futures
Transcend
Upstream USA
Upwardly Global
VisionSpring

Food 4 Education

Hungry children cannot grow or learn. In Kenya, one in every four children is stunted due to poor nutrition. Food4Education leverages partnerships at scale to expand Kenya's national school feeding programs. Using technology and smart supply chains, they source fresh, local ingredients from smallholder farmers to provide affordable daily meals, helping vulnerable children learn more effectively. The Audacious Project funding will enable Food4Education to feed 1 million children daily in Kenya by 2030 and expand programs to provide technical advisory to other African governments to feed an additional 2 million kids every day.



Transcend

Academic achievement in the U.S. has stagnated for decades. Average math and reading scores have remained unchanged for 50 years, widening disparities along racial, socioeconomic, and disability lines, and growing the gap between the bottom quartile of students and their peers. Transcend creates and spreads extraordinary, equitable learning environments by innovating the fundamental design of schools so all young people can thrive and transform the world. The Audacious Project funding will support Transcend's scale to help more communities envision their ideal school design, design pilots of their chosen models, create assessments to measure their outcomes, and build a roadmap for transformation.

Bold Support as the Blueprint for Impact

DRK's unique model provides both capital and human resources, helping our leaders strengthen capacity in their organization to build a strong and highly engaged board, strategy to achieve greater scale that includes a sustainable revenue model supported by strong infrastructure, a high-functioning leadership team, robust financial management tools, and a system for measuring impact. Since 2020, our team has completed nearly 500 capacity-building support projects, in addition to providing intensive operating support through the DRK Managing Director's Board Member service to help them achieve their greatest impact.

Some highlights of this work include:

Board Sourcing

Since launching our Board Sourcing Initiative in 2020, our team has **seated 122 board members**, vetted more than 300 candidates, and provided support to build highly aligned and generative boards.

Fundraising Support

Since 2019, we have provided fundraising support to 210 organizations (current and alumni) and delivered 3,300 fundraising strategy sessions. Our fundraising support for our portfolio has **helped catalyze more than \$1.8 billion of downstream funding** from some of the largest philanthropic funders and prizes in the last four years alone.

Communication Amplification

In partnership with NBC Universal's owned stations and the 2024 Paris Olympics, DRK created a powerful, emotional series highlighting our portfolio organizations across key sectors including health, education, social justice, economic empowerment, sustainability, and food and agriculture. The Champions of Change series garnered **55 million views across digital platforms, reaching 3.4 million viewers** within our target audience.

Peer-to-Peer Learning Community

Our Annual Retreat, along with many other engagements, **provides extraordinary development opportunities for our entrepreneurs**, where they receive expert advice and opportunities to learn from their peers. This learning continues as we actively connect DRK grantees, as well as our donor partners, to each other for learning, sharing, advice, resources, and support.

"DRK has been in my corner; I can tell you that having someone — that goes beyond providing financial resources — who makes sure that you are well taken care of, that you are supported, that believes you have what it takes to get stuff done, is something that is so valuable. And for everybody here, from the board members to the directors, to the funders, to the other entrepreneurs, to the coaches, this sense of belonging and togetherness that you find in this room, you simply can't buy."

Diana Sierra, Be Girl

Portfolio Snapshot

Data reflects DRK's full portfolio of organizations funded from 2002 to 2024



505M

total lives impacted by the DRK portfolio

61

organizations that have impacted >1 million lives

45M

metric tons of GHGs reduced or mitigated

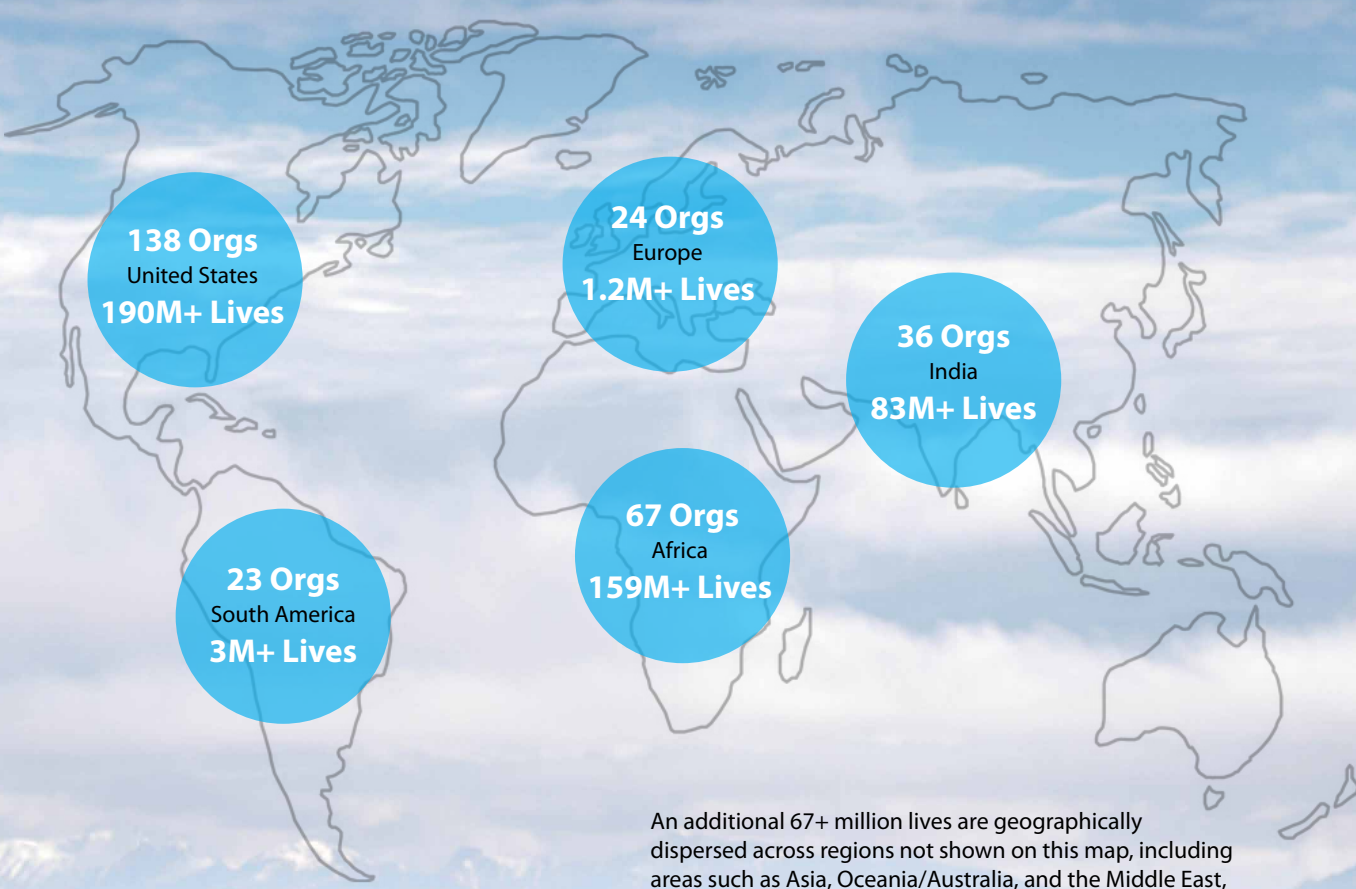
500M

hectares of land and ocean protected

*Excludes nine organizations that received special funding through our 2020 COVID Urgent Response Initiative (CURI) grants.

Mapping Impact

Data reported in September 2024 and reflects DRK's active portfolio



The map represents where organizations are actively serving constituents to advance their mission, not where they are headquartered. Some organizations serve constituents in multiple geographies, and therefore may be counted in more than one region.

Depth and Breadth

DRK's portfolio continues to drive innovation and deliver impactful solutions to the world's most pressing challenges around the globe. The map above highlights DRK's priority geographies, where the Foundation focuses support and resources to maximize impact. The map emphasizes the breadth of our portfolio's work by including the number of DRK organizations actively serving constituents in each geographic region. Additionally, the map captures the total number of lives impacted across these areas, illustrating the depth of our portfolio's transformative work. This map visually represents how, in a world full of seemingly endless challenges, DRK entrepreneurs lean in and take action. They not only believe in the possible — they make it happen.

New Portfolio

Organizations funded November 2023–December 2024

- Adalat AI
- Honeycomb Credit
- Pallet
- BelleVie
- Mobility Capital Finance (MoCaFi)
- North Carolina Education Corps
- Newark Alliance
- Essmart
- The Oakland REACH
- Farm to Feed
- Remuseum
- Activating Change
- Project on Predatory Student Lending
- SolarAPP+
- Shamiri Institute
- WE Program
- Community Builders
- All Means All
- Mafisa
- Lone Star Justice Alliance
- Karya
- Housing Connector
- Rwanda Men’s Resource Center (RWAMREC)



Room to Read

NEW PORTFOLIO



Adalat AI is a non-profit legal tech organization reducing judicial backlogs that result in millions of predominantly low-income and marginalized people languishing in prisons without convictions by empowering judicial workers and improving equity of the justice system — first in India and then beyond.

The Problem

India’s judicial system is facing a severe crisis with over 50 million cases backlogged, which would take more than 300 years to resolve at the current pace. A major contributing factor is the shortage of skilled stenographers forcing many judges to transcribe proceedings by hand. As a result, 60% of cases are delayed at stenography-intensive stages like recording of evidence. The issue is compounded by India’s complex language diversity, with over 140 dialects and the requirement for translation into formal English for court proceedings.

This burden disproportionately affects vulnerable groups, who make up 35% of the population but two-thirds of criminal cases awaiting trial. Many are imprisoned without conviction, unable to afford bail, and trapped in a system that moves too slowly. Today, over 400,000 people are held in jail without trial, facing extended pre-trial detention, loss of income, and deep social stigmatization.

The Solution

Adalat AI is solving the chronic issue of judicial delays through cutting-edge artificial intelligence solutions tailored to courtroom personnel’s specific needs. Rather than replacing human workers, Adalat enhances the efficiency of stenographers, judges, and court staff by providing AI-powered tools, such as real-time speech-to-text transcription, automated court workflows, and a mobile app for dictation. These innovative tools streamline processes, reduce bottlenecks, and expedite case resolutions. By integrating AI into courtroom operations, Adalat addresses core inefficiencies, ensuring that justice is delivered in a timely and equitable manner. The platform’s AI models handle complex legal jargon and multiple languages, including Indian vernacular languages, which enables courts to digitize and streamline previously manual tasks.

Since launching in 2024, Adalat has already reached 15% of India’s courtrooms and aims to cover 50% of the country’s courts by the end of 2025. Their technology is operational in states like Delhi, Karnataka, and Orissa, reducing case timelines by 30–50% and alleviating pressure on overburdened courts. By 2026, Adalat plans to deploy in over 10,000 courts and all courts in India by 2027. With plans to expand to over 20,000 courts in 25 states, Adalat is also positioning for global expansion, particularly to other common law systems in the Global South, with interest already from African and Southeast Asian countries. By FY2027, Adalat aims to operate in five additional countries, ensuring timely access to justice for millions more.

Impact

- Launched in India in January 2024, Adalat’s platform has been deployed in 2,000 courts across eight states
- Proven and significant time saving: early studies show that their technology is able to reduce case timelines by 30–50%



Today, Adalat AI is integrated into over 2,000 courts across eight states in India and is on track to reach half of India’s courts by the end of 2025.



Entrepreneur:
Utkarsh Saxena
Co-Founder and CEO

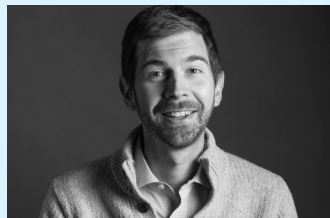
Utkarsh has worked as a lawyer in Indian courts since 2012, litigating notable cases like India’s same-sex marriage case at the Supreme Court. Previously, Utkarsh worked at the World Bank and Boston Consulting Group. He holds a BA/LLB from the University of Delhi, an LLM from Harvard Law School as an Inlaks scholar, and an MPA/ID from Harvard Kennedy School as a John M. Olin fellow. His award-winning Kennedy School thesis laid the groundwork for his PhD at Oxford, research visit at MIT, and establishment of Adalat AI.

Primary Issue: Social Justice
Year Founded: 2024
Year DRK Funded: 2024
Serving: India, Global South
HQ: New Delhi, Delhi
Org Type: Nonprofit

adalat.ai



Honeycomb Credit has facilitated \$40 million in community investment across 500 small businesses in 40 states and Washington, D.C.



Entrepreneur:
George Cook
Co-Founder and CEO

George grew up in his family's community bank in rural Appalachia, where they have served the local community for over 130 years. At the bank, he became passionate about serving Main Street entrepreneurs, and during his career at TransUnion and ZestAI, he saw that a consolidating banking industry was leaving small businesses behind. In the hopes of leveling the playing field for small businesses, he co-founded Honeycomb Credit while pursuing his MBA at Dartmouth College.

Primary Issue: Economic Empowerment
Year Founded: 2018
Year DRK Funded: 2023

Serving: United States
HQ: Pittsburgh, PA
Org Type: For-Profit

honeycombcredit.com



Honeycomb Credit is a community-based funding platform that connects small businesses with fair loans from their customers and community members, revitalizing small businesses and towns across America.

The Problem

Small business is the backbone of the American economy. Nearly half of the entire American workforce, and 43.5% of America's GDP, is attributed to small business. However, since the Great Recession, the U.S. banking industry has consolidated significantly, reducing small businesses' access to capital. In 2007, over 7,000 banks were available for capital; now, it's around 4,000, and SBA 7(a) loan originations have dropped by 47%. This has made it harder — especially for women- and minority-owned businesses — to secure traditional financing. The Federal Reserve reports that 53% of small businesses can't access the capital they need.

Tech-enabled lenders like Square Capital and Kabbage offer quick credit decisions but at high average APRs of 94%. Additionally, while CDFI lending has been valuable, it only accounts for 2% of business lending and is challenging to scale.

The Solution

Honeycomb Credit is an innovative community-driven lending platform that facilitates crowdfunded small business loans that democratize lending in a fast, responsive, fair, and de-risked way. Through Honeycomb's online application and underwriting process, applicants can get access to favorable and non-predatory loan terms in as little as 24 hours. Once businesses are approved for a loan campaign, Honeycomb works with those businesses to develop a marketing campaign and build community on social media, getting local investors committed to their success.

By transforming lending into a public community process, Honeycomb fosters meaningful connections between investors and businesses. This encourages consumers to support these businesses intentionally, influencing purchasing behavior and even prompting large foundations to source products from their portfolio investments.

At the same time, this "social proof" serves as a powerful community underwriting mechanism. Small businesses with strong community support tend to fund at a higher rate and have a lower default rate than those with less activity. The results speak for themselves: small businesses that successfully fund on the Honeycomb platform, on average, experience 60% revenue growth in the year following their offering.

Impact

- Over 20,000 investors have supported more than 2,200 jobs through their investments on the platform.
- In 2024, 37% of Honeycomb's borrowers were BIPOC-owned and 52% were women-owned businesses.
- Nine foundation endowments and three CDFIs have committed funds on the Honeycomb platform.



Pallet is the leader in non-congregate emergency shelters, committed to giving people a fair chance at employment that creates pathways for careers in the trades. Pallet's purpose-led workforce model ensures empathetic and differentiated product design and model implementation.

The Problem

In times of crisis, shelter becomes a critical need. While congregate shelters — generally established in large open settings like schools, churches, community centers, and armories, and providing little to no individual privacy — provide an immediate solution for displaced people, non-congregate shelters offer greater safety, stability, and dignity. These shelters are especially important during catastrophic events, supporting individuals as they transition to permanent housing.

In the United States, over 650,000 people are currently experiencing homelessness, with more than 40% living unsheltered. The trauma of being without stable housing makes it difficult to engage with service providers and adds layers of challenge for individuals seeking to regain stability and employment. At the same time, catastrophic climate events and global conflict are on the rise, destroying existing housing supply, displacing populations with no warning, and uprooting entire communities.

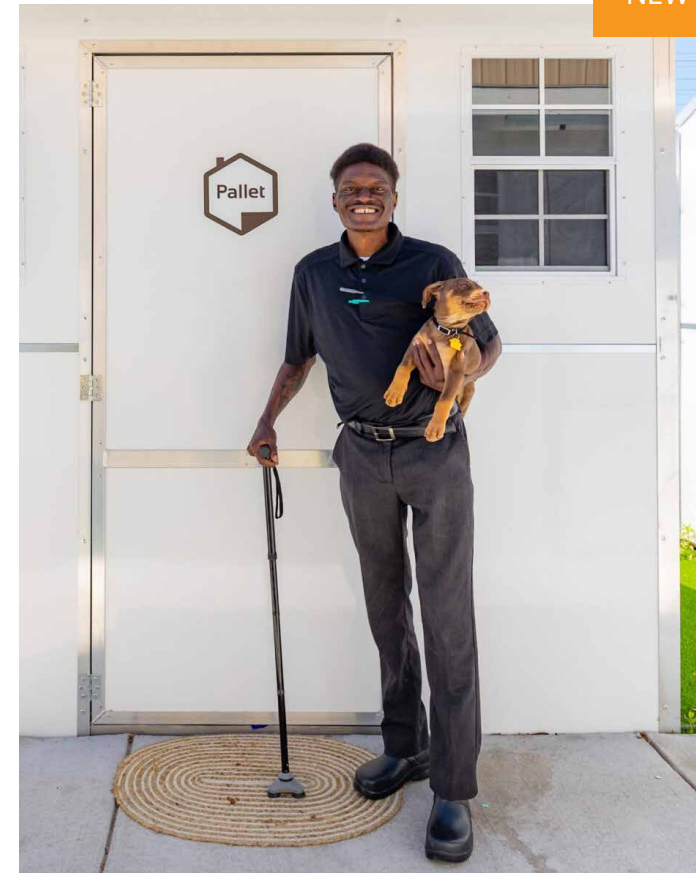
The Solution

Pallet is committed to preventing and reducing homelessness by providing high-quality, rapid, scalable shelter solutions that foster a supportive, healing environment and help communities build resiliency. Through government and private sector partnerships, Pallet offers dignified, transitional housing in shelter villages, which include wrap-around services to help residents quickly transition back into stable housing and employment.

Designed with input from their fair chance workforce, more than 80% of which have lived experience with homelessness, Pallet's patented shelters and village model prioritize comfort, security, and community connection. Each shelter includes features like locking doors, windows, storage, electrical outlets, and basic safety features. Pallet products utilize a panelized design, making them easy and cost-effective to ship, deploy, store, and move. Structures assemble in under an hour using basic tools and can be cleaned and reused for up to 20 years. This cost-effective asset can help government and human service agencies prepare for worst-case scenarios and be ready to house their community members when a crisis strikes. To promote a safe sense of community for residents, Pallet's shelters are configured in villages offering accessible, 24/7 wraparound support services, access to showers and laundry, and more. These villages maintain the dignity of personal space while providing a community healing environment to support residents on their path to permanent housing.

Impact

- Pallet works in 31 U.S. states and three Canadian provinces and has deployed over 5,000 shelter beds in 119 cities.
- Over 51% of Pallet's team (and 85% of its manufacturing team) has lived experience with homelessness and/or justice system involvement.



Today, thousands of Pallet shelters provide safety and dignity to individuals and families across North America, from unhoused populations to disaster evacuees, offering them a stable space in which to build — or rebuild — their futures.



Entrepreneur:
Amy King
Founder and CEO

Amy is an experienced and passionate social entrepreneur with a history of building successful companies that provide meaningful social impact and positive financial returns to shareholders. She co-founded Square Peg Construction in 2014 and Weld in 2016, exposing her to the stories of system-impacted individuals. It was through these stories that Amy became passionate about removing opportunity barriers for those reentering society. Amy's background is in psychology and human services.

Primary Issue: Social Justice
Year Founded: 2016
Year DRK Funded: 2024

Serving: United States
HQ: Everett, WA
Org Type: For-Profit

palletshelter.com



BelleVue currently employs 100 care workers and has provided services to over 400 clients across three counties in the UK. Over the next five years, they aim to expand to over 7,500 care workers and clients, and broaden their reach to five additional counties in the UK.



Entrepreneur:
Dr. Trudie Fell, PhD
Founder and CEO

Trudie gained firsthand insight into the vital yet underappreciated nature of care work while employed as a caregiver to fund her education. After a successful career as a software engineer, Trudie's desire for purpose at work led her to found BelleVue, where she combines her experience creating models of empowered, self-managing teams with a sector ready for change. Under Trudie's leadership, BelleVue was recognized as the best UK Home Care provider in 2024.

Primary Issue: Health
Year Founded: 2019
Year DRK Funded: 2024

Serving: United Kingdom
HQ: United Kingdom
Org Type: For-Profit

belleviecare.co.uk



BelleVue is reinventing the future of care so all members of the care ecosystem are valued and supported. They offer at-home care services through an innovative operating model that empowers community-based teams of caregivers.

The Problem

The elderly population is increasing in the UK and many parts of the world, yet countries remain ill-equipped to meet the growing demand for care. In the UK alone, elderly individuals make up approximately 20% of the population (around 11 million people), with nine in 10 expressing a preference to "age in place." However, families frequently report difficulties in finding reliable, quality support for their loved ones at home.

Despite unprecedented demand, the care sector remains under-resourced, stigmatized, and undervalued. Care workers are generally underpaid, with effective average hourly wages below the adult minimum wage. The prevalent "time and task" care delivery model, which pays on a per-hour basis, leads to those receiving care feeling like items on a checklist and contributes to job instability and poor working conditions for care workers. As a result, nearly two-fifths of care workers leave the sector each year, leading to labor shortages and diminishing quality of care. Furthermore, only 40% of care providers use digital records, hindering the optimization of care delivery and causing broken communication across various caregivers and their families.

The Solution

BelleVue, a UK-based in-home care company, is revolutionizing traditional models of care delivery. Their innovative approach is based on empowering, fairly compensating, and valuing care workers through self-managed local teams supported by purpose-built technology. This model enables strong health and social outcomes for seniors, makes in-home care accessible, and addresses labor shortages by attracting and retaining talent in the sector. Inspired by the successful Dutch "Buurtzorg" model, which transformed nursing and personal care through patient autonomy and self-managed teams, BelleVue's local teams of around eight care workers have the autonomy to personalize and optimize support for their clients, significantly improving the lives of both caregivers and recipients. Their bespoke Wellbeing Operating System (OS) technology platform enables and scales this model.

BelleVue aims to shift the entire home care sector away from the "time and task" delivery model to high-quality, personalized care through their unique operating approach. They plan to achieve this through organic growth and by licensing their Wellbeing OS technology platform and their innovative model to other care providers.

Impact

- Enhanced the quality of care, achieving a Net Promoter Score (NPS) of over 80% or higher over the last four years
- Achieved high care worker retention rates with a 14% voluntary turnover rate which is less than half of the industry standard and 50% of new recruits are from outside of the care industry, demonstrating a model with the potential to address the recruitment and retention issues underlying the care crisis



Over \$175 million dollars of cash assistance has been disbursed on the MoCaFi platform in 20 locations, providing immediate and long-term relief to 85,000 families.



Entrepreneur:
Wole Coaxum
Founder and CEO

Wole launched MoCaFi in 2016 to address the country's wealth gap. Previously, Wole was a managing director at JPMorgan Chase, with leadership roles in business banking, card services, and treasury and securities services. Before JPMorgan, he was a senior executive at Willis Towers Watson. He began his career at Citigroup in investment banking, asset management, and insurance. Wole is nationally recognized for his innovative initiatives, insightful ideas, and measurable results.

Primary Issue: Economic Empowerment
Year Founded: 2016
Year DRK Funded: 2024

Serving: United States
HQ: New York, NY
Org Type: For-Profit

mocafi.com



Mobility Capital Finance, Inc.'s innovative fintech platform for government and philanthropic organizations provides individuals and families with cash assistance, mobile banking, and financial programming that creates economic pathways.

The Problem

An estimated 4.2% of U.S. households (5.6 million households) were "unbanked" in 2023, meaning no household member had a checking or savings account at a bank or credit union. An additional 14.2% (19 million households) are underbanked, meaning they use nonbank products to meet their core financial needs. Unbanked rates are higher among lower-income households; less-educated households; Black households (40% of Black Americans are un- or underbanked); Hispanic households (30% of Hispanic Americans are un- or underbanked); working-age households with a disability; and single-mother households. Historically, low-income communities have been marginalized from the traditional banking ecosystem, as local bank branches are often located outside their neighborhoods, making them inaccessible, and the costs associated with maintaining a bank account are prohibitively high. Many are forced to rely on predatory payday loans or check cashing services, which can lead unbanked and underbanked individuals to spend approximately \$3,000 per person annually in fees and interest.

The Solution

MoCaFi believes that high-quality, low-cost financial services can close the opportunity gaps preventing nearly 50 million Americans from fully pursuing prosperity. Their platform works with the government, the private sector, and philanthropic organizations to provide cash assistance, mobile banking, and financial programming to individuals and families systematically excluded from the traditional banking ecosystem and provide them a pathway to build long-term generational wealth. Their products — the MoCaFi App, Blueprint by MoCaFi, and On Our Block® — empower users to manage their finances, track credit scores, reduce debt, and work toward financial stability and wealth creation.

MoCaFi is currently implementing programs in 13 states, including guaranteed basic income, one-time cash assistance, emergency rental assistance, youth summer employment stipends, and food stipends for newly arrived immigrants, all of which reach predominantly unbanked and underbanked populations. They are continuing to expand their reach in communities across the United States through partnerships and programs in St. Louis, Birmingham, Los Angeles, New York City, and other geographies.

MoCaFi is expanding services to the federal level and is part of the BNY team selected for Direct Express®, the U.S. Department of the Treasury's largest prepaid debit card program for federal benefits. In addition, MoCaFi is augmenting wealth-building tools for communities via On Our Block programs targeted at entrepreneurs and small businesses, and has launched a new baby bonds pilot in St. Louis.

Impact

- Provided rent and utility assistance to more than 6,500 families
- Issued over 85,000 Immediate Response Cards, enabling municipalities and community organizations to provide timely digital payments to local residents in need
- Opened over 25,000 Demand Deposit Accounts, no-fee banking accounts that build credit for previously unbanked individuals



Since 2021, North Carolina Education Corps has engaged and equipped over 1,600 corps members to tutor nearly 30,000 low-performing K–5th graders in more than 246 Title 1 schools across North Carolina.



Entrepreneur:
John-Paul Smith
Founder and Executive
Director

Since 2010, John-Paul has dedicated his career to economic development and civic engagement nonprofits. He holds a BA in History from Elon University, an MBA from UNC-Chapel Hill, and an MPP from Duke University, where he studied under Joel Fleishman. In 2016, he served as an Aspen Institute Franklin Project Ambassador.

Primary Issue: Education
Year Founded: 2021
Year DRK Funded: 2023

Serving: United States
HQ: Raleigh, NC
Org Type: Nonprofit

nceducationcorps.org



North Carolina Education Corps (NCEC) envisions a nation where all students have the educational support they need to thrive. By equipping caring adults to support students in data-informed ways, NCEC accelerates student learning while strengthening American communities.

The Problem

The foundational skills of reading comprehension are critical for children to achieve academic, economic, and socio-emotional success. However, public schools across the U.S. are grappling with systemic challenges such as chronic underfunding, teacher shortages, reduced support staff, and program cuts. Consequently, by the fourth grade, a staggering two-thirds of students fail to achieve proficiency in reading and math, hampering their educational progress and future prospects. The COVID-19 pandemic further exacerbated these disparities, leading to a significant regression in educational attainment, particularly among low-income students, erasing two decades of academic gains in reading and math.

High-impact tutoring, facilitated by local community members who serve as in-person tutors, has proven highly effective in enhancing student achievement across various communities. Despite the availability of enthusiastic volunteers — such as retirees, caregivers, and college students — schools often struggle to effectively recruit, train, supervise, and secure funding for these tutoring programs.

The Solution

NCEC emerged in 2020 in response to the educational crisis precipitated by the pandemic, which forced schools across North Carolina to transition abruptly to online learning, widening existing learning gaps. Founded as a nonprofit out of the NC Governor's Office, NCEC's mission is to introduce high-impact tutoring programs in schools, aiming to bolster student academic performance and mitigate the pandemic's adverse effects on learning. NCEC engages and equips an untapped local workforce, including parents and caregivers, retired teachers and educators, and community college and university students to work as part-time, paid tutors that provide high-quality, high-dosage, at-school tutoring to low-performing K–5 students. These "Corps Members" are recruited, trained, coached, and monitored by NCEC to ensure their success, addressing the roadblocks most schools face when implementing high-impact tutoring.

Additionally, NCEC helps schools access public and private funding to finance high-impact tutoring at scale. NCEC is currently serving over 250 elementary schools across 41 districts in North Carolina, improving student academic performance and mitigating the pandemic's adverse effects on learning. Within the next five years, NCEC plans to scale their model to support 100,000 students in North Carolina — 71% of whom are reading below grade level — while also replicating their successful approach in additional Title 1 elementary schools throughout the southeastern United States.

Impact

- Students working with NCEC tutors have outpaced academic growth of NC students in general; corps members were shown by Duke and NC State evaluation to be as effective at providing Tier 2 intervention support as licensed teachers.
- NCEC was awarded the Tutoring Program Design Badge by the National Student Support Accelerator.



The Alliance currently serves approximately 38,000 low-income Newarkers through comprehensive, impact-first initiatives.



Entrepreneur:
Evan Weiss
President and CEO

Evan assumed his role at Newark Alliance in December 2021. He is also a member of the board of directors of New Jersey Transit, the largest statewide public transit agency in the United States. Previously, Evan served as senior advisor for finance and major projects to Governor Phil Murphy, where he managed New Jersey's fiscal response to COVID-19, established the state as the U.S. offshore wind hub, and led key city initiatives in Newark, Trenton, and Atlantic City. A University of Chicago graduate, Evan has published articles on economic development, tax policy, and corporate social responsibility.

Primary Issue: Economic Empowerment
Year Founded: 1999
Year DRK Funded: 2024

Serving: Newark, NJ
HQ: Newark, NJ
Org Type: Nonprofit

newark-alliance.org



The Newark Alliance aligns and catalyzes public, private, and government resources to improve essential economic and social systems that benefit Newark's most impoverished communities, alongside all residents, visitors, workers, and students.

The Problem

Despite being home to multinational companies and several major university campuses, Newark, New Jersey, faces deep economic inequities, particularly among communities of color. In a majority Black and Latinx city with a population of 306,000, one in four Newark residents live in poverty — a rate three times higher than the statewide average and more than double the national average. Similar to other distressed U.S. cities, in Newark, New Jersey, private companies, public agencies, community organizations, and alliances that oversee billions of dollars in resources lack the agility and alignment necessary to deploy effective local strategies. As a result, the most impoverished people in a city suffer the most and lack access to family-wage-sustaining jobs, social services, and investment in their businesses — the very elements that make a city a desirable place to live and work.

The Solution

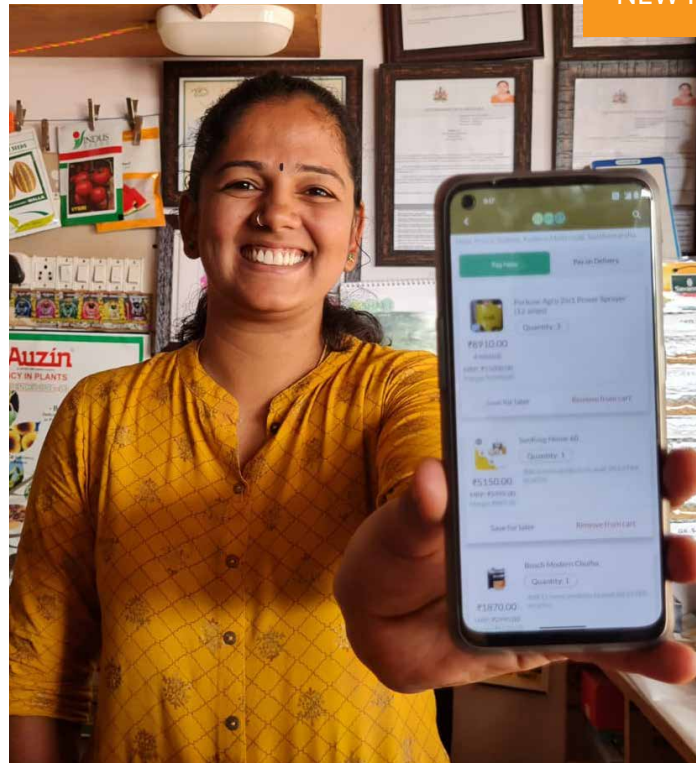
The Newark Alliance is a membership-based organization, including more than 45 of the city's most prominent private and public sector players, who commit to collaboratively working on projects that positively shape Newark's economic trajectory, driving it toward a brighter, stronger, and more equitable future. The Alliance is an organization of diverse leaders from arts, culture, education, business, real estate, technology, and healthcare sectors. Together, they collaborate to cement Newark's status as one of America's most diverse, prosperous, exciting, and equitable cities, serving as a national model for inclusive economic growth.

The Alliance drives transformative change in Newark through equity-focused initiatives aimed at addressing health, housing, climate, economic, education, and infrastructure equity. Under the "Hire Buy Live Newark" framework, the Alliance activates their members' vast human and financial capital to develop and implement innovative strategies to train and match Newarkers for high-quality jobs, develop localized procurement strategies and supply chains, and encourage existing residents and local talent to live, learn, work, and play in Newark. Additionally, the Alliance has implemented strategies that have helped reduce Newark's rate of unsheltered homelessness by 56%, while also focusing on decreasing heat-related illnesses by expanding the city's tree canopy and increasing enrollment in community solar and electrification programs. The Alliance is also working to increase internet adoption among vulnerable residents and expand broadband access to support Newark's technology hub, which currently serves 75 businesses.

By 2028, the Alliance aims to significantly expand these initiatives to reach a meaningful percentage of vulnerable Newarkers. Through this expansion, the Alliance is committed to creating lasting, transformative change that benefits the most marginalized communities in the city.

Impact

- Newark Alliance implemented an innovative, evidence-based street outreach model for unhoused Newarkers to provide on-the-street support and transition support to enhanced service hubs through four teams of trained outreach practitioners.
- Partnering with the Housing Authority and Rutgers, Newark Alliance installed internet at 12 Newark Housing Authority buildings, bringing access to 1,300 units and subscribing an additional 220 new households at below-market-rate cost.



With a network of 5,452 retail shops offering over 450 livelihood products, Essmart covers 20% of India's zip codes and has positively impacted more than 1.46 million people.



Essmart operates as a rural retailer B2B network for high-impact agricultural and clean energy products, connecting smallholder farmers and last-mile shops with products that enhance their lives and livelihoods.

The Problem

India is one of the world's most climate-vulnerable countries and climate change is hitting smallholder farmers hardest. 900 million people live in rural India where 70% of households depend on agriculture for their livelihoods, of whom 80% are smallholder farmers. While many high-impact agricultural and clean energy products have already been designed to support rural livelihoods, traditional supply chains are failing to reach the communities that need them most. Farmers and rural consumers have much to gain from high-quality goods such as agricultural equipment, clean energy products, and household appliances. However, last-mile shops are too far-flung and sub-scale for traditional distributors to serve. This prevents the most vulnerable populations in India from gaining access to life-improving, income-generating goods and technologies that could break the cycle of poverty.

The Solution

Essmart is on a mission to close the distribution gap and bring impactful products and technologies to rural areas in India. To do so, Essmart has developed a curated B2B e-commerce platform for rural retail shops, offering products that enhance rural revenue potential and livelihoods, with a particular focus on agriculture and clean-tech.

By transforming village retail shops and Farmer Producer Organizations (FPOs) into agents of distribution and change, Essmart addresses the challenge of linking impactful technologies with underserved rural communities. Their model unfolds in three stages. First, rural retailers and FPOs are onboarded to the Essmart platform, presenting them with a curated selection of impactful products. Next, Essmart streamlines access to these goods, equipping rural stakeholders to become proactive sellers. Finally, Essmart bolsters these stakeholders' sales and business growth through robust customer service and product guarantees. By harnessing existing last-mile infrastructure and trust-based buying relationships, Essmart facilitates rural households and smallholder farmers in accessing and adopting products that enhance their livelihoods and quality of life. This expanded access translates into time, cost, and energy savings, fostering greater economic inclusion and sustainable development.

Within five years, Essmart plans to expand their network to over 10,000 rural distribution points, aiming to impact more than 10 million people. Their two-year strategy focuses on achieving company-wide profitability by maintaining a profitable last-mile network and growing revenue from Essmart Insights, their market research service arm. As Essmart Insights scales, they envision creating an ecosystem where products are designed with end-user feedback and market-driven data, bridging the gap to reach the last mile.

Impact

- Essmart has sold 361,222 products through 5,452 retail shops and 222 Farmer Producer Organizations, impacting over 1.46 million lives in Tamil Nadu, Karnataka, and Andhra Pradesh, India.
- Essmart products have saved rural households 1 billion rupees, increased productivity by 125 million hours, and avoided 101 million kgs of CO₂ emissions.

Primary Issue: Economic Empowerment
Year Founded: 2013
Year DRK Funded: 2023

Serving: India
HQ: Bangalore, India
Org Type: For-Profit

essmart-global.com



Through their Liberator Model, The Oakland REACH supports the training and retention of nearly 140 tutors embedded in 65 schools across Oakland, reaching more than 4,110 students in the 2023–24 school year.



The Oakland REACH is a parent-led and parent-run organization dedicated to reversing the longstanding trend of miseducation affecting Black and Brown families. They build solutions that positively impact generational access and agency.

The Problem

For generations, the education system in Oakland has underserved Black and Brown families. Recent data from the Oakland Unified School District (OUSD) reveals fewer than three in 10 K–5 Black and Brown students are reading or doing math at or above grade level. According to the National Assessment of Adult Literacy, two-thirds of students who cannot read proficiently by the end of the fourth grade will end up in jail or on welfare. This cycle is unacceptable, trapping students in a cycle of failure. Unfortunately, systemic leaders often overlook low-income Black and Brown families as potential partners and change agents. The Oakland REACH is committed to addressing and solving this critical issue.

The Solution

The Oakland REACH empowers communities, enabling families to create lives of their own design rather than having one chosen for them. Their approach is simple and powerful: They Ask; They Listen; They Build; They Liberate. Through their initiatives, The Oakland REACH has seen parents and caregivers eagerly go the extra mile to secure a high-quality education for their children. In response, they developed the Liberator Model, training parents and caregivers as paid tutors to provide intensive tutoring in some of Oakland's lowest-performing schools.

Named for its mission, the Liberator Model empowers families to move beyond mere survival. This model aligns with the multifaceted needs and aspirations of families, addressing five critical academic and socio-economic challenges faced in Oakland and nationwide:

1. Academic Support: Liberators offer high-dosage tutoring during school hours.
2. Economic Mobility: Liberators receive compensation, with opportunities for full-time hours and benefits.
3. Workforce Development: Liberators acquire valuable skills such as G-suite certification, Salesforce proficiency, and enhanced presentation and communication abilities.
4. Talent Pipeline: Liberators represent an untapped resource to address national teacher shortages.
5. Social Emotional Learning (SEL): Liberators foster a sense of agency and belonging among students and families.

The Oakland REACH is replicating the Liberator Model nationally through the REACH Way Institute (RWI), a unique learning and collaboration experience sharing their transformative formula for parent power. They aim to empower leaders nationwide to adapt and implement this formula, building impactful work at scale and establishing high-performing teams to benefit families. REACH's first-ever national replication is in partnership with Rocky Mountain Prep in Colorado.

Impact

- Kindergarten students gained nearly one full extra year of learning compared to students who did not receive tutoring.
- The REACH Way Institute has united over 11 organizations, collectively impacting 350,000 students nationwide, to assist more communities in scaling The Oakland REACH's solutions.

Primary Issue: Education
Year Founded: 2016
Year DRK Funded: 2023

Serving: United States
HQ: Oakland, CA
Org Type: Nonprofit

oaklandreach.org



Farm to Feed (FTF) is a women-led social enterprise that is increasing smallholder farmer incomes and reducing food loss by off-taking full harvests from smallholder farmers and creating a market for “odd-looking” and surplus produce that would otherwise go to waste.

The Problem

Globally, almost one-third of all food produced is lost or wasted. In sub-Saharan Africa, nearly half of fruits and vegetables never make it to market for consumption. Kenya alone — where 75% of the population depends on agriculture as a source of income — loses more than US\$1.5 billion annually to post-harvest waste. Further, food loss and waste account for 10% of global greenhouse gas emissions. Current efforts to mitigate food waste and enhance farmers’ livelihoods have been insufficient, leaving a critical gap in sustainable food systems and economic equity for smallholder farmers.

In recent years, the focus on sustainable agriculture and reducing food waste has sharpened in sub-Saharan Africa, emphasizing the pivotal role of smallholder farmers. These farmers — who are crucial to food security and environmental sustainability — face a pressing issue: approximately 50% of fruits and vegetables they cultivate in the region never reach markets due to aesthetic imperfections. As a result, substantial waste is created while farmers suffer staggering income reductions of at least 15%, exacerbating their vulnerability. There is a critical need for innovative approaches that can transform agricultural practices, improve farmer livelihoods, and contribute to global sustainability goals.

The Solution

Farm to Feed offers a tech-enabled, market-driven solution that connects smallholder farmers with buyers who accept and value aesthetically imperfect produce. Their end-to-end digital platform facilitates the off-take of entire harvests — including “odd-looking” fruits and vegetables that traditional markets would typically reject — and delivers this produce to buyers.

To connect buyers to imperfect fruits and vegetables that would otherwise go to waste, FTF first onboards smallholder farmers to their digital platform and collects data about the type, quantity, and quality of their produce, including the items traditional markets may reject due to appearance. Once their produce is listed, FTF’s e-commerce platform serves as the primary marketplace for transactions, where buyers — including commercial kitchens, retailers, schools, and hotels — can browse the available produce and place orders. After a buyer places an order, FTF coordinates the timely delivery of this produce via their small in-house fleet of trucks fleet of trucks. Through this unique model, FTF effectively reduces food waste and boosts the demand for sustainably sourced produce from zero-loss supply chains.

FTF’s path to scale is driven by a strategic focus on value addition through the semi-processing of high-demand produce such as potatoes, carrots, and onions to extend the shelf life of rescued produce and tap into new markets in the East Africa subregion and globally. FTF is also leveraging strategic partnerships with well-known retail and distribution partners such as ArtCaffé, Mada Hotels, and LSG Sky Chefs to scale their operations further.

Impact

- Rescued over 930,000 kg of produce
- Avoided 1,227 tons of CO₂ emissions
- Delivered 10.7 million vegetable portions

Since 2021, Farm to Feed has worked with nearly 6,000 farmers, rescued 930,000 kg of produce, avoided 1,227 tons of CO₂ emissions, and delivered 10.7 million affordable vegetable portions.



Entrepreneur:
Claire van Enk
Founder and CEO

Claire is a second-generation Kenyan with Dutch heritage. After earning her MSc in the Netherlands and working in Southeast Asia, she returned to Kenya to work for PwC, managing large-scale strategy projects across East Africa. At the height of the pandemic, Claire founded Farm to Feed as a COVID emergency relief and pivoted in mid-2021 to a scalable business addressing food loss. Claire received the Bayer Foundation Women Empowerment Award in 2022 and is a Cartier Women’s Initiative fellow.

Primary Issue: Food and Agriculture
Year Founded: 2021
Year DRK Funded: 2024

Serving: Kenya
HQ: Nairobi, Kenya
Org Type: For-Profit

farmtofeedkenya.com



RE → MUSEUM

Remuseum drives innovation in U.S. art museums by supporting leaders through research, convenings, and catalytic initiatives. Focusing on relevance, governance, and financial sustainability, Remuseum empowers directors, educators, curators, and trustees to create new models that help museums better serve and fulfill their public missions.

The Problem

Museums serve as repositories of history and custodians of culture, providing invaluable spaces for unique learning opportunities. However, today’s American art museums perpetuate legacy systems built around object acquisition, accumulation, and preservation over public engagement. Rewarded by continued dramatic growth in collection size, museums work toward that goal, allocating budgets and resources aligned to obtaining and preserving objects. As a result, museums have shifted away from their public-serving missions.

Museums have unclear data and incentives, antiquated policies of governance, and misaligned budgets for their resources. Despite significant growth in objects owned in the last 40 years, there has been no corresponding growth in adult public attendance (rather a decline from 26% in 2002 to 18% in 2022). In addition, only 17% of museums disclose the number of annual visitors and consolidated financial statements. Museums have policies that require them to use proceeds to reinvest into buying more objects and preserve their collections at exorbitant costs (approximately 60% of annual operating expenses).

The Solution

Remuseum is a capacity-building entity focused on helping museums and their leaders — directors and trustees — move toward the democratization of information and assets. Remuseum is creating a powerful new social movement, using data, to hold arts and culture institutions accountable to their 501(c)(3) public charity status of serving the public good. By collecting and publishing data about where museums spend their money and how much the public interacts with their art, Remuseum’s transparency efforts aim to encourage these institutions to rebalance incentives, norms, and budgets, driving them to better fulfill their stated public missions.

By providing decision-makers and the public access to relevant data, Remuseum challenges the culture of privacy in museums. Their research focuses on recentring museums to public-centered missions, using data from the Association of Art Museum Directors and Form 990s to document and analyze museum performance. Using this information, Remuseum has created the first non-proprietary database on the operations of 153 major museums and developed a tool to measure and rank their effectiveness in delivering on public-facing missions. Key metrics, including visitor numbers, financial data, and program spending, are tracked and shared publicly.

Impact

- Remuseum has produced the first non-proprietary database on the operations and impact of 153 major American art museums.
- In December 2023, Remuseum gathered leaders and organizations exploring new business models and opportunities with the capacity to generate greater revenue and greater relevance for their work.

Remuseum has directly and deeply engaged directors of nearly 40 leading U.S. museums in their work.



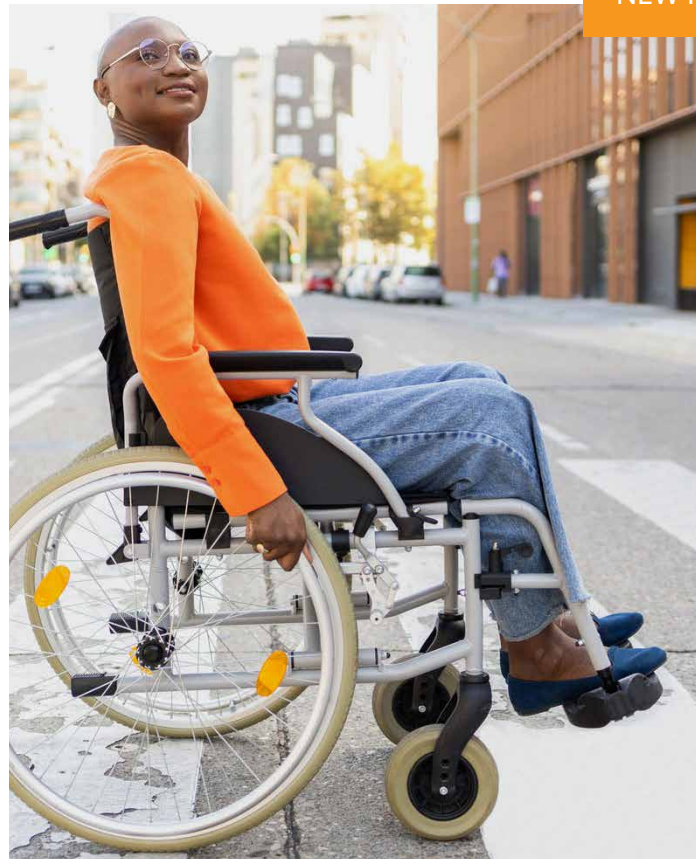
Entrepreneur:
Stephen Reily
Founder and Executive Director

Stephen is an attorney and entrepreneur who served as director of the Speed Art Museum in Louisville, Kentucky, from 2017 to 2021. He currently serves on the boards of the Creative Capital Foundation and the American Federation of Arts. A graduate of Yale College and Stanford Law School, Stephen clerked for U.S. Supreme Court Justice John Paul Stevens before beginning his career as an entrepreneur, co-founding IMC Licensing, a global leader in brand licensing that has generated over \$6 billion in consumer product sales for the Fortune 500 brands it represents.

Primary Issue: Arts and Culture
Year Founded: 2022
Year DRK Funded: 2024

Serving: United States
HQ: Bentonville, AR
Org Type: Nonprofit

remuseum.org



Activating Change operates in over 20 states across 150 communities, training more than 11,000 practitioners since 2022 to improve services for survivors with disabilities and Deaf individuals.



Activating Change improves victim services and the criminal justice system's treatment of people who have disabilities and Deaf people, particularly victims of crime who have disabilities.

The Problem

Each year, hundreds of thousands of people with disabilities in the U.S. are victims of violent crime, experiencing rates three to five times more than the general population. Despite this alarming statistic, the vast majority of victims with disabilities and Deaf victims do not receive victim services, and their cases are not prosecuted. Many victim service organizations and criminal legal systems are ill-equipped to address the unique needs of this community due to inadequate resources and training, as well as communication, physical, programmatic, and attitudinal access barriers. Also, they often lack partnerships with disability organizations, a valuable resource in meeting the needs of this community. As a result, people with disabilities and Deaf individuals are less likely to report crimes and to receive services that help interrupt violence and support healing from trauma.

The Solution

Activating Change is ending the widespread victimization and mass incarceration of people with disabilities and Deaf people by bringing together people and organizations across the country working in disability, survivor advocacy, and justice systems reform movements. Activating Change helps disability organizations become more trauma-focused, and survivor advocacy and justice systems become more accessible and integrate a disability lens. They foster alignment and support greater coordination across these movements to remove barriers to services and create new pathways to healing and justice for people with disabilities and Deaf people.

Activating Change plays a crucial role in the victim services ecosystem by promoting trauma-informed, accessible, and equitable services for disability and Deaf communities. Activating Change improves services for crime victims with disabilities and Deaf individuals through two programs:

1. **Survivor Advocacy:** Activating Change collaborates with local justice systems (including victim services organizations, disability service organizations, hospitals, law enforcement, district attorneys, and courts) to increase their capacity to deliver more effective services for victims of crime who have disabilities. Through assessment, training, consultation, and the integration of best practices, this work enables crime victim services and supports to be tailored to the unique needs of victims with disabilities.
2. **Deaf Services:** Activating Change is actively working to increase the availability of culturally and linguistically specific services for Deaf crime victims across the country. Activating Change runs a national, virtual "for Deaf, by Deaf" direct victim service program that provides crisis intervention, long-term advocacy, and other services to Deaf victims. Staffed entirely by Deaf advocates, this program is delivered in sign language and ProTactile Language — to the 70% of the country lacking such services.

Impact

- Activating Change has successfully coordinated the nation's first national "for Deaf, by Deaf" victim services program, providing case management for Deaf victims of crime by Deaf case managers who can more effectively communicate with victims.

Primary Issue: Social Justice
Year Founded: 2021
Year DRK Funded: 2024

Serving: United States
HQ: Raytown, MO
Org Type: Nonprofit

activatingchange.org



PPSL represents over 1 million clients and has canceled over \$22 billion in fraudulent student debt.

The Project on Predatory Student Lending (PPSL) is the leading legal non-profit organization seeking to end predatory practices in higher education. PPSL's unique model of impact litigation and advocacy delivers results for defrauded students and demands significant accountability for student borrowers in the higher education system.

The Problem

For decades, predatory actors in higher education have exploited students through high-pressure sales tactics, luring them into enrolling in high-cost, low-quality programs that promise a better future but ultimately trap them in cycles of poverty. This issue stems from fundamental flaws in the federal student loan program. Each year, the government dispenses an estimated \$100 billion in student aid to students and their families, but the size and scale of the program far exceed regulators' capacity to effectively monitor it. This leaves an opening for predatory companies posing as legitimate colleges to lure students into taking on federal student loans for inferior educational offerings.

These institutions disproportionately target communities that rely on the "college promise" to improve their lives — low-income students, people of color, first-generation students, single parents, and veterans. It's only after accumulating debt and either completing or failing to finish their programs that students realize they have been misled. With little accountability for the quality of education provided or the obligation to support job placement or loan repayment, these predatory practices continue unchecked. The result is a system driven by profit, rather than student success, across the entire higher education sector.

The Solution

PPSL's unique model of high-impact litigation and advocacy delivers meaningful loan cancellation for defrauded students while demanding greater accountability within the federal student loan program. Through strategic litigation design, PPSL establishes a legal precedent that defines predatory student lending as involving a combination of consumer deception, bad student outcomes, allocation of resources away from students and toward advertising and profit, and racial targeting. PPSL leverages this precedent to secure loan cancellation, financial restitution, and credit repair for students impacted by predatory lending. PPSL presents evidence from litigation, alongside personal stories from clients, to policymakers, advocating for reform and accountability. PPSL mobilizes their community to share stories with the media, testify before lawmakers, and advocate for policies that protect future borrowers.

As PPSL scales, they will cancel more predatory debt each year than is newly created, and the time between loan creation and cancellation will steadily decrease. PPSL will achieve this by building a connected network of engaged and empowered clients, guiding as many borrowers as possible into pathways to cancellation forged through their own litigation. PPSL will also identify predatory practices as they happen and respond with targeted litigation to defend clients' legal and moral right to pursue education and training free from exploitative debt.

Impact

- \$900 million in refunds has been issued to over 150,000 borrowers.
- PPSL's litigation and advocacy have led to the cancellation of more than \$22 billion in fraudulent student loans for over 1.8 million borrowers.



Entrepreneur:
Eileen Connor
Co-Founder and
Executive Director

Eileen has extensive litigation experience in the field of predatory student lending. Most recently, she was a senior staff attorney in the special litigation unit of the New York Legal Assistance Group, where she was counsel on multiple consumer class-action lawsuits concerning student loan debt, and a founder of NYLAG's For-Profit School Project. Eileen holds a BA from Brown University and a JD from NYU School of Law. She is a grateful recipient of student loan forgiveness through the Public Service Loan Forgiveness (PSLF) program.

Primary Issue: Economic Empowerment
Year Founded: 2022
Year DRK Funded: 2024

Serving: United States
HQ: Boston, MA
Org Type: Nonprofit

ppsl.org



SolarAPP+ has been integrated across 250 local jurisdictions — roughly 40% in disadvantaged communities — and, in 2023 alone, SolarAPP+ abated nearly 2 million tons CO₂ emissions and saved an estimated \$945,000 in household electricity costs.



Entrepreneur:
Matthew McAllister
Founder and CEO

Matthew has an extensive background working at the intersection of technology and public service. Prior to SolarAPP+, Matthew served as the director of the founding team at the Colorado Digital Service, where he launched high-profile digital products and services for the state (e.g., software platforms for pre-schools, COVID-19 contact tracing). He also worked in the White House as the special assistant and policy advisor to the U.S. Chief Technology Officer under the Obama Administration.

Primary Issue: Sustainability
Year Founded: 2021
Year DRK Funded: 2024

Serving: United States
HQ: San Carlos, CA
Org Type: Nonprofit

gosolarapp.org



SolarAPP+ accelerates access to clean energy nationwide by working with local governments to streamline permitting for solar installation through a digitized, automated process that supports faster solar adoption, grid decarbonization, and job creation.

The Problem

To hit net zero by 2050, the world must build clean power faster. For the U.S., which aims to decarbonize its power sector by 2035, this means boosting renewable energy deployment two to three times its current rate. This necessitates transitioning residential energy systems. Despite the strong consensus to build out clean energy infrastructure, residential and commercial projects continue to face delays. Current permitting practices have become a major barrier to achieving ambitious climate energy goals. If the U.S. is to achieve its goals at the speed and scale that the climate crisis requires, the country will have to permit faster.

The Solution

SolarAPP+ (Solar Automated Permit Processing Plus) is an innovative online platform accelerating permitting for residential solar. By automating and standardizing the process, SolarAPP+ is saving valuable time and resources for local governments, solar contractors, and households, while eliminating a critical obstacle to a clean energy transition. The SolarAPP+ platform is designed to be used by two stakeholders: 1) jurisdictions and their permitting departments (hosting the platform for intake of solar installation applications), and 2) solar installers (users of the electronic application). SolarAPP+ is free for all jurisdictions. The initial setup requires basic data collection to understand each jurisdiction's local permitting policies, then a SolarAPP+ team member reaches out to a jurisdiction to assist with implementation.

Once a jurisdiction adopts SolarAPP+, installers can sign up and simply input typical project design specifications into the platform. SolarAPP+ automatically checks the project against the most up-to-date jurisdictional code standards and then issues a permit to begin installation. Some installers can install the same day or the next day after submitting through SolarAPP+.

Non-compliant applications are instantly rejected, providing installers with immediate feedback on areas needing corrections prior to fee payment. This immediate feedback loop — which can usually be stalled for days or weeks due to inefficient permitting practices (e.g., overworked, understaffed departments working on paper applications) is a simple, yet extremely effective way to break down systemic inefficiencies while promoting safety and compliance. Projects using the SolarAPP+ system are 29% less likely to fail the inspection process than those undergoing traditional "hand review." SolarAPP+ is advancing equity and accessibility in the clean energy transition by reducing the financial burden of permitting for LMI households, supporting small local installers, and helping under-resourced government departments.

Impact

- To date, SolarAPP+ has processed more than 70,000 permits, and, on average, SolarAPP+ has reduced project timelines by three weeks compared to a traditionally permitted project with an average length of 47.5 days, and in some places SolarAPP+ has removed months of delays.
- SolarAPP+ saves an hour of staff time per solar plan set submitted through the system, resulting in tens of thousands of hours saved by local governments.



Nearly 138,000 youth have been served through the Shamiri Institute model, resulting in significant reductions in anxiety and depression, as well as improvements in academic grades, social support, and interpersonal relationships.



Entrepreneur:
Tom Osborn
Founder and CEO

Tom is a social entrepreneur and a global mental health innovator. Born and raised in rural Kenya, he graduated from Harvard University with a BA in psychology. Tom is a well-regarded community mobilizer, entrepreneur, and research scientist. At age 18, Tom founded GreenChar, a clean energy social enterprise, which earned him the youngest recipient award as an Echoing Green fellow. He is also a Mulago fellow and a former TED and Acumen fellow. He was named a *Forbes* 30 Under 30 Social Entrepreneur and is a recipient of the Anzisha Energy Prize.

Primary Issue: Health
Year Founded: 2019
Year DRK Funded: 2024

Serving: Africa
HQ: Nairobi, Kenya
Org Type: Nonprofit

shamiri.institute



Shamiri Institute provides accessible, appropriate, and effective mental health interventions that empower young people to thrive. They train youth to deliver effective group-based therapy within a tiered community-based care model.

The Problem

Globally, 250 million young people (aged 10–19) struggle with a mental health problem, and 45% of the youth global burden of disease is due to these issues. In Kenya, nearly 3 million youth (one in two) have clinically elevated symptoms of depression or anxiety. Each year, over 1 million lives are lost to mental health problems globally. However, structural and systemic issues prevent young people from getting the help they need. Traditional treatments are inaccessible due to a shortage of mental health experts, the length and high cost of treatment, social stigma that limits help-seeking, and therapies that have not been culturally validated.

The prevalence of mental health issues among young people prevents them from reaching their full potential, yet care is neither affordable nor available. Unaddressed mental health problems can lead to reduced physical health, increased functional impairment, limited job opportunities, economic instability, and risky behaviors like substance abuse, violence, and suicidal ideation.

The Solution

Through the Shamiri model, 18- to 22-year-olds, known as Shamiri fellows, are trained to deliver effective group-based therapy within a tiered community-based model. Shamiri fellows receive training before providing near-peer psychotherapy. They conduct group sessions consisting of six to 15 youth, each lasting one hour, with youth attending four weekly group sessions and completing take-home activities in between. Shamiri fellows deliver low-touch interventions focused on improving broader human functioning, including teachings on growth mindset, gratitude, problem-solving, and value affirmations. These interventions target core beliefs about self and the world to foster positive beliefs, thoughts, and behaviors. This evidence-based, low-touch therapy effectively addresses common mental health disorders and reduces the stigma associated with conventional psychotherapy.

Shamiri's tiered caregiving model ensures comprehensive support through a three-step approach. First, Shamiri fellows deliver group-based therapy and offer near-peer support. Second, clinical supervisors, equipped with BAs in psychology or clinical social work, provide clinical oversight and conduct one-on-one psychotherapy sessions as necessary. Finally, clinical experts, comprising psychologists and psychiatrists, handle cases that require advanced care.

Impact

- Shamiri has served 137,795 youth, trained 2,281 fellows, hired 252 supervisors, and reached 282 schools.
- After four weeks, youth reported an 80% reduction in depression and an 82% reduction in anxiety symptoms.
- By 2027, Shamiri will scale their impact to serve 1 million youth annually.
- Shamiri plans to reduce the cost per beneficiary to \$5 and secure government funding for implementation.



To date, WE Program has impacted approximately 180,000 factory workers in Bangladesh, Cambodia, China, India, Pakistan, Spain, Turkey, and Vietnam.



WE Program aims to end human rights violations in global supply chains by improving working conditions in factories worldwide. They do this by engaging corporate brands and buyers, factory managers, and workers in sustained dialogue to achieve compliant, safe, and equitable working conditions.

The Problem

Approximately 450 million people are employed in global supply chains. Despite widespread consumer demand for more ethical practices, significant regulations, and corporate efforts, human rights abuses, forced labor practices, and environmental degradation continue to be deeply embedded challenges in these supply chains. Investigative journalists, labor rights organizations, and NGOs that uncover abuses or violations often struggle to hold those responsible accountable. Corporations often respond by auditing their supply chains, but these audits frequently fall short as they typically assess only what is visible at the time, thereby missing underlying systemic issues.

The Solution

WE Program addresses the complex challenges of human rights abuses and unsafe working conditions in factories across various industries. By bringing together all factory stakeholders — workers, management, factory owners, and corporate buyers/brands — WE facilitates sustained dialogue to achieve compliant, safe, and equitable working conditions. WE partners with factories that employ 50 to 25,000 people and operate within industries like garments and textiles, durable goods, woodworking, and metalwork. Corporate buyers have identified these factories as problematic — typically production sites where previous audit-based approaches have failed to effectively address human rights abuses — and collectively, the buyers and suppliers agree to engage WE.

WE facilitators, often former supply chain auditors, are skilled professionals in human rights facilitation and conflict resolution. Working in small teams and for a minimum of two years, they navigate complex dialogues to understand the challenges within the problem factories. WE facilitators diagnose labor challenges through discussions with buyers, owners, managers, and workers, and uncover the root causes of human rights issues. They then design creative and engaging solutions involving the entire factory team.

As part of their dialogue process, WE collects large volumes of anonymized stories and inputs this data into OASIS, their innovative in-house software. OASIS data enables WE to spot patterns, identify violations or challenges missed by auditors, and monitor progress. WE is able to resolve issues like late wage payments, safety violations, health concerns, gender abuse, and cultures of fear with regular follow-up. As trust is built, facilitators are increasingly able to tackle more serious challenges, ensuring a lasting impact on working conditions.

Impact

- Approximately 450–500 unique dialogue sessions are held annually.
- WE's OASIS database contains over 5,000 stories available for analysis.
- WE's solution is highly needed, as new European legislation is driving laws across the EU on greenwashing, sustainability reporting, and mandatory human rights due diligence.

Primary Issue: Social Justice
Year Founded: 2023
Year DRK Funded: 2024

Serving: The Netherlands
HQ: The Hague
Org Type: Nonprofit

we-program.community



To date, Community Builders has completed 40 community assistance projects, training more than 800 local leaders and catalyzing \$60 million in broader community-based investments.



community builders

Community Builders works on the ground with communities in the Mountain West to build civic capacity and solve growth-oriented economic development challenges to create more livable places.

The Problem

Small, rural communities are experiencing ever-growing inequality amidst shifts in economies and populations. In particular, the Mountain West is growing quickly, with multiple states in the region listed among the country's top 10 fastest-growing populations from 2010 to 2020. However, this growth has not been uniform across the region. In Colorado, Denver's population grew by 23% from 2000 to 2015, while the population of the state's rural areas grew only by 4% during a similar time frame, and many rural counties saw 10% or higher drops in population.

As small cities and municipalities face rapid socioeconomic and demographic shifts, political divisions and tensions between traditional and emerging ways of life can hinder communities from thriving. Addressing these bricks-and-mortar issues is made more difficult by increasingly fragmented social discourse. The result is a lack of civic capacity to navigate the development challenges and to marshal the resources and political will for meaningful policy, systems, and physical change at the community scale.

The Solution

Community Builders empowers and enables local leaders — from community officials to citizen advocates and business leaders — with the tools, information, and support they need to create more livable places. Through their training and assistance programs, Community Builders works shoulder-to-shoulder with community partners to craft practical solutions tailored to their specific challenges.

To build healthy, equitable, and prosperous communities to improve people's lives today and ensure a sustainable tomorrow, Community Builders focuses on:

1. **Strengthening Local Leadership:** Community Builders fosters a culture of civic leadership, empowering local leaders to drive greater impact. To do this, they provide place-based leadership and engagement to communities ready to face the challenges of today and realize their ability to change. They build up local leadership capacity to create a shared vision, define problems, and identify solutions to help them find areas of potential and ways to change systems at their root level.
2. **Inspiring Community Action:** Community Builders helps build the capacity necessary for communities to take action. Through tools, insights, and analysis, they enable communities to shape their own future. Community Builders works directly in counties and towns, hand-in-hand with local partners, cultivating agency and creating civic capacity to realize a shared vision and implement innovative strategies.
3. **Enabling On-the-Ground Progress:** Community Builders delivers tangible results by collaborating with local partners to establish better policies and programs — providing resources that support the implementation of best practices, ensuring sustainable progress.

Impact

- Over 800 leaders trained from 65 communities
- \$60 million of new funding allocated to project implementation



Entrepreneur:
Clark Anderson
Founder and Executive
Director

Clark has spent the last 15 years helping communities address complex land use, transportation, housing, and economic development challenges. An entrepreneur, seasoned facilitator, and bridge-builder, he's adept at helping people find common ground through informed dialogue and meaningful public engagement. Clark helps communities create a shared vision for the future and identify the strategies and partnerships needed to get there. He holds a bachelor's degree in biology from the University of Colorado and a master's in geography from the University of California, Davis.

Primary Issue: Civic Engagement
Year Founded: 2015
Year DRK Funded: 2024

Serving: Mountain West
HQ: Glenwood Springs, CO
Org Type: Nonprofit

communitybuilders.org



Photo by Abbie Brandao Photography: Opportunities Academy at Collegiate Academics

Through their 15-month program, 190 leaders across 14 states have built more inclusive schools impacting 244,000 students, including nearly 50,000 students with disabilities.



Entrepreneur:
Lindsay Kruse
Co-Founder and CEO

Lindsay created multiple high-performing education leadership programs at the intersection of belonging, instruction and learning disabilities. She co-founded the National Principals Academy Fellowship Program at Relay GSE, growing in size and scale by more than five times, and developed educator resources at the National Center for Learning Disabilities and Understood. Her work and path are deeply informed and shaped as a proud parent of two children with disabilities.

Primary Issue: Education
Year Founded: 2020
Year DRK Funded: 2024

amaleaders.org

Serving: United States
HQ: Princeton, NJ
Org Type: Fiscally Sponsored



All Means All (AMA) partners with school and system leaders to increase outcomes and opportunities for students with disabilities and other students furthest from opportunity.

The Problem

One in five students has a disability. While 70% of students with disabilities (SWD) spend 80% of their day in general education, only 17% of teachers report feeling prepared to teach them. SWD consistently lag behind all students on every major life outcome, data that is compounded even further for students with multiple identity markers that currently lead to predictable outcomes.

Research shows up to 90% percent of SWD are capable of graduating high school fully prepared to tackle college or a career if they receive proper support along the way. As schools and systems work to implement support for SWD, they typically struggle in two ways. First, they only invest in special education or language departments, reinforcing traditional staffing silos and often leaving talented leaders to manage across systems that may not be aligned to this vision. Second, they often approach it as only a technical problem that must have a technical solution but then face resistance, confusion, or challenges when implementing that solution.

The Solution

All Means All champions a transformative approach to education: creating school cultures where students with disabilities are seen for their assets and held to high expectations. Their 15-month partnership supports school and system leaders by uniquely building mindsets needed to create cultures of belief and optimism, adaptive leadership skills to ensure lasting change, and the technical skills required to achieve measurable, rigorous, and data-driven success for all students. AMA's high-quality training, relevant tools, and context-responsive coaching provide a rigorous and impactful approach to building better overall schools and systems while closing disproportionalities for SWD. Leaders ground in what is possible by studying the AMA Habits of Mind with real-life stories from schools, supported by practicable behaviors.

They build two foundational adaptive skills to apply to any technical change in service of all students:

1. **Leading Believers:** Systematically building mindsets, identity, and culture of adults to collaboratively own the success of all students throughout hiring, orientation, and continuous reinforcement.
2. **Radical Problem Solving:** Establishing inclusive and ambitious goals that address the needs of all students, and ensuring these goals are collectively owned by the leadership team, who work together to create solutions for even the most seemingly intractable problems.

Leaders apply these skills to implementing AMA's "Inclusive Program Components" and consistently iterate, using data to drive adult culture and technical changes to shrink and ultimately eliminate disproportionalities in outcomes for SWD.

In the next five years, AMA aims to serve 200 leaders annually, resulting in over 780 leaders collectively supporting more than 1 million students, including 178,000 students with disabilities.

Impact

- 89% of AMA partner organizations have been able to shrink disproportionate academic or social outcomes for students with disabilities and/or multilingual learners.



To date, Mafisa has reached more than 10,000 farmers, and they are on track to achieve their goal of increasing farmer incomes by five to six times the baseline after seven years of participation.



Entrepreneur:
Dr. Charlotte Scott
Founder and CEO

Charlotte has worked for the Zambian government, UNICEF, and various development organizations, notably playing a leading role in establishing Zambia's Social Cash Transfer Scheme. Internationally, she served as UNICEF's chief of social and economic policy in West and Central Africa and authored the Global Thematic Report on Inequality, which guided the adoption of Sustainable Development Goal 10. Charlotte holds a PhD focused on the drivers of chronic poverty in rural Zambia. Charlotte was named a Mulago fellow in 2021, and she is a Zambian citizen.

Primary Issue: Food and Agriculture
Year Founded: 2018
Year DRK Funded: 2024

mafisa.org

Serving: Zambia
HQ: Lusaka, Zambia
Org Type: Nonprofit



Mafisa improves the livelihoods of traditional cattle farming communities in Zambia by integrating community-based animal health services, regenerative rangeland management, and market access, leveraging carbon offsets to finance sustainable development and climate resilience.

The Problem

Historically, traditional cattle farming has been central to the livelihoods of communities in southwestern Zambia, a region marked by its marginalized and environmentally fragile conditions. For generations, cattle have been a measure of wealth and a primary source of income, yet the sector has struggled with profound challenges. High animal mortality rates have long plagued these communities, with data indicating that over 50% of animals die before they reach market. This historical issue is compounded by limited access to either public or private veterinary services, which are crucial for maintaining healthy livestock but remain scarce and under-resourced in these rural areas.

These challenges persist today, exacerbated by environmental degradation and the impacts of climate change. Erratic rainfall patterns have disrupted traditional grazing practices, leading to overgrazed or underutilized land, further straining the already fragile ecosystems. The situation is dire; by report, only 36% of cattle make it to market, while more than 50% of animals will die due to poor health conditions before being sold. This not only reduces household incomes but also threatens food security in communities where 90% of the population lives below the poverty line.

The Solution

Mafisa's holistic model addresses the multifaceted challenges faced by traditional cattle farming communities in southwestern Zambia and is deeply rooted in sustainability, community empowerment, and economic resilience. Their integrated solution bridges the gap between economic opportunity and environmental stewardship. Central to Mafisa's model is the training of Community Livestock Auxiliary Workers (CLAWs), who provide essential veterinary services directly to farmers. These local workers reduce the high mortality rates among cattle, improve herd health, and empower communities with skills and employment opportunities — fostering a sense of ownership and sustainability within the community.

Mafisa's comprehensive solution also focuses on sustainable rangeland management to combat environmental degradation caused by overgrazing. By promoting rotational grazing, controlling wildfires, and rehabilitating degraded land, Mafisa improves grazing quality, supports carbon sequestration, and generates carbon offsets for financial sustainability. Additionally, their solution connects farmers to formal markets, improving access to market infrastructure, better prices, and transportation networks. Their model also incorporates gender-sensitive programs that empower women and youth, offering alternative sustainable livelihoods for people who do not own cattle. Together, these efforts create a resilient agricultural ecosystem that boosts economic stability, tackles climate change, and ensures long-term community development.

Impact

- Active regenerative rangeland management of the current project area of 1 million hectares of land will help restore biodiversity and grassland cover, with 150,000 hectares already under management.
- By 2027, Mafisa plans to reach over 100,000 people benefiting indirectly from improved community services and economic opportunities.



At the end of 2024, Lone Star Justice Alliance directly supported over 1,150 individuals through innovative litigation, training, and workforce programs while impacting almost 60,000 more through advocacy and policy change.



Entrepreneur:
Elizabeth Henneke
Founder and CEO

As the child of a corrections officer and the granddaughter of law enforcement officers, Elizabeth grew up aware of the tension between her family's commitment to fairness and justice and a system riddled with racial inequality, incompetent lawyers, and arbitrary sentences. A graduate of Yale University and the University of Texas School of Law, Elizabeth clerked for the Fifth Circuit Court of Appeals and the South African Constitutional Court before joining Williams & Connolly, where she engaged in high-stakes litigation. She left private practice to join the faculty at the University of Southern California School of Law and, in 2017, founded LSJA to fulfill her commitment to true justice. Elizabeth is an award-winning attorney and a national leader in youth justice reform.

Primary Issue: Social Justice
Year Founded: 2017
Year DRK Funded: 2024

Serving: Texas
HQ: Austin, TX
Org Type: Nonprofit

lonestarjusticealliance.org



Lone Star Justice Alliance (LSJA) boldly addresses systemic failures in the criminal legal system through advocacy and innovative, evidence-based programs that improve life outcomes for youth and emerging adults.

The Problem

The criminal legal system in Texas overlooks the unique developmental stage and distinct needs of justice-involved young people, failing to provide protection and exacerbating trauma instead of offering a path for people to heal. In Texas, children as young as 14 can be prosecuted as adults even though they lack a full understanding of consequences due to their developing brains. Once incarcerated, youth face frightening environments in state facilities, resulting in unaddressed trauma and high rates of recidivism (return to prison). To promote recovery and prevent recidivism, system-involved young adults need appropriate therapy, education, and career training paired with trusting relationships and wraparound support before leading productive, joyful lives.

The Solution

Lone Star Justice Alliance drives systemic change in the criminal legal system through advocacy and innovative programs aimed at improving life outcomes for youth and young adults. Their three strategic initiatives leverage evidence-based best practices to engage, redirect, and rehabilitate individuals who have been chronically disengaged and mistreated.

1. Education and workforce programs: LSJA offers developmentally appropriate interventions and support to youth involved in the legal system, connecting them with the education and employment opportunities essential for building better futures.
2. Strategic litigation: LSJA ensures young people are treated fairly during the legal and sentencing process, and that their basic human rights are upheld through their strategic litigation efforts.
3. Policy and advocacy: LSJA also champions policy change and advocacy at the state and local levels to create a more equitable and just system.

Over the next five years, LSJA's work to promote the improvement of the social determinants of health as an essential component of rehabilitative outcomes for youth involved in the legal system will serve as a national policy and practice model. LSJA's ultimate goal is to make justice accessible to all youth and young adults in Texas through evidence-based programs, innovative policies, and community engagement.

Impact

- In 2024, LSJA's legal team handled 59 legal matters and addressed 140 requests for assistance, totaling 6,085 pro-bono legal service hours. LSJA also trained more than 100 imprisoned women to file their own clemency applications.
- LSJA's 2024 advocacy efforts resulted in 44 community trainings reaching 155 organizations, one strategic plan impacting thousands of North Texas justice-involved youth, and the launch of a state-wide data dashboard providing the most comprehensive information on opportunity youth in the state of Texas.
- In 2024, LSJA's community-based programs impacted 114 individuals through case management, referrals, workforce readiness, training, and employment services. 100% of those who entered into workforce development received an industry-recognized credential.



Karya is providing low-skilled and unemployed individuals in India, as well as vulnerable populations worldwide, a pathway out of poverty by engaging them in dignified digital work via their technology platform.

The Problem

In India, 800 million people are underemployed, with 230 million living in poverty and earning just \$2.15 per day. This population faces limited opportunities for upward economic mobility, a challenge compounded by a lack of digital access. Developing machine learning and AI models to address this digital divide requires millions of hours of high-quality local language data, yet most Indic languages have very little available data. As a result, only 11% of Indians can access digital products in their native languages. Currently, there is no mechanism for the 230 million Indians living in poverty to participate in the AI labor market, despite the growing demand for local language data from big tech companies, academia, and government.

The Solution

Karya — meaning *work that gives one dignity* in Sanskrit — is a technology platform addressing two critical issues: the lack of upward economic mobility opportunities for people living in poverty and the digital access divide that prevents non-English speakers from accessing digital products in their native languages.

Karya breaks down substantial chunks of digital work (such as language models and image annotation) into small, manageable tasks requiring little skill or literacy. These tasks are easily distributed using Karya's offline technology server. Through over 200 partnerships with local NGOs, the Indian government, and other organizations, Karya identifies and engages the most vulnerable workers to complete the tasks. Workers download Karya's app and see a series of digital tasks available to them based on their skillset in a chat-like setting similar to WhatsApp. Once they submit a task, each micro-task is validated for quality, and the worker is promptly paid via mobile banking, providing a life-changing cash injection. Karya then packages and licenses the datasets to clients like Google and Microsoft at competitive costs, while ensuring Karya workers make \$5 per hour — nearly 20 times the Indian minimum wage.

Karya's goal for the next three years is to impact about 2 million workers and distribute over \$20 million in payments across India and Africa by white-labeling and licensing their platform to trusted NGOs and government agencies. This approach is transforming the data ecosystem by proving data collection can be ethical, competitive in the global market, and empowering for local citizens, providing them with a pathway to contribute to the development of life-changing technologies.

Impact

- Karya's platform has been deployed across 28 states in India via partnerships with for-profit clients, governments, and academic institutes (e.g., Google, Microsoft, the Indian government, the Gates Foundation, and J-PAL).
- In 2024, Karya expanded to Kenya and Ethiopia. By the end of 2025, Karya will bring AI-enabled economic opportunities to over 100,000 low-income workers across the Global South.
- In 2024, Karya received \$1 million from Google.org for inclusive AI skilling in low-income communities.



To date, Karya's platform has been deployed across all 28 states in India, bringing AI jobs to 50,000 low-income workers who have completed over 42 million paid digital tasks.



Entrepreneurs:
Manu Chopra
Co-Founder and CEO

Vivek Seshadri
Co-Founder and CTO

Manu studied computer science (with a focus on AI) at Stanford University. Post graduation, he worked at Microsoft Research India where he focused on leveraging tech for impact. Manu was recognized in the 2023 issue of *TIME100 AI*, an esteemed list highlighting the foremost influencers in the AI space globally.

Vivek received his PhD in computer science from Carnegie Mellon and worked at Microsoft Research before meeting Manu and founding Karya.

Primary Issue: Economic Empowerment
Year Founded: 2021
Year DRK Funded: 2024

Serving: India, Africa
HQ: Bengaluru, India
Org Type: Fiscally Sponsored

karya.in



Housing Connector creates new affordable housing options using data and small incentives for property managers to connect low-income families to existing vacant units in days, not years. Their technology couples accessibility and searchability with predictive modeling and early interventions to help families achieve and maintain stability.

The Problem

In the U.S., over 770,000 people are experiencing homelessness, with an additional 20 million facing housing insecurity. Simultaneously, 3.2 million housing units sit vacant daily. This mismatch, fueled by rental barriers like low credit scores (33% of Americans have credit below 620), eviction records (over 3 million people are evicted annually), and criminal history (one in three have a record), exacerbates homelessness and perpetuates poverty. Beyond it being a humanitarian crisis, simply to manage this problem costs the U.S. over \$30 billion a year or \$35,000 per homeless individual, annually.

While increasing the supply of affordable housing is key, new units in urban areas take an average of two and a half years to build and cost \$245,000 each. We cannot afford the capital or time required to build our way out of this crisis. Millions of vacant units exist that could fill a significant piece of the gap, but they remain invisible to people at risk of homelessness and inaccessible due to screening criteria established to minimize risk for property managers.

The Solution

Housing Connector interrupts the cycles of homelessness and poverty fueling the housing crisis by delivering access and stability to thousands across America at a cost of roughly 1/500th of new construction. Housing Connector offers their technology-powered housing marketplace, built on Zillow, to connect nonprofits, case managers, and residents experiencing housing insecurity to properties with real-time available inventory that have agreed to reduce their screening criteria for residents with barriers. Case managers and future residents receive an enhanced search experience, allowing them to filter according to their barriers, needs, and preferences — expediting the time to move in while creating a more dignified and empowering user experience.

To ensure families maintain stability and avoid evictions, Housing Connector provides a “risk mitigation package” attached to each lease, which promises a financial guarantee of up to three months of emergency rent payments, plus \$5,000 in damages and two years of resident-centered stability support services. This upstream support has resulted in 85% of residents maintaining housing stability for one year at a cost of \$500 per person per year, and a 2% eviction rate. Currently operating in California, Colorado, Oregon, Texas, and Washington, Housing Connector is on track to house 13,000 individuals by year end 2025 and more than 50,000 people in 10–15 markets nationwide over the next five years.

Impact

- Since 2019, Housing Connector has partnered with over 2,580 properties and 300 nonprofits across five states, housing over 8,900 people at a fraction of the cost of traditional homelessness responses.
- 85% of Housing Connector residents maintain their housing stability for one year, with 2% experiencing an eviction.
- 65% of households are BIPOC; 50% have children; and 60% have a female head of household.

Housing Connector has housed over 8,900 people and is on track to house more than 50,000 people over the next five years.



Entrepreneur:
Shkëlqim Kelmendi
Founder and CEO

Shkëlqim leads strategic efforts bridging private, public, and nonprofit sectors to address the housing crisis. A Kosovo war refugee, his personal history fuels his commitment to developing scalable solutions that create pathways out of poverty. He previously worked with the Seattle Housing Authority and the Federal Reserve Bank of Dallas and currently serves on the board of United Way of King County. Honors include the *Puget Sound Business Journal's* 40 Under 40 and Innovator of the Year. His proudest achievement is building a team of passionate bar raisers and having Housing Connector selected as a top 5 Best Company to Work For in Washington state.

Primary Issue: Economic Empowerment
Year Founded: 2019
Year DRK Funded: 2023

Serving: United States
HQ: Seattle, WA
Org Type: Nonprofit

housingconnector.com



Rwanda Men's Resource Center (RWAMREC) improves gender equality and family health outcomes by engaging men in their communities to reduce gender-based violence, improve child and maternal health, and promote economic mobility.

The Problem

Gender disparities and gender-based violence (GBV) continue to be critical issues affecting millions of women and girls. The prevalence of GBV, including intimate partner violence and sexual violence, is alarmingly high, with approximately one in three women worldwide experiencing such violence in their lifetime.

In Rwanda, GBV is a pressing issue affecting women and girls. Despite government efforts, 37% of women aged 15–49 report experiencing at least one form of violence — physical, economic, sexual, or psychological. GBV is driven by harmful social and gender norms that perpetuate gender inequalities. These deeply ingrained norms, cultural beliefs, and behaviors create a vicious cycle where children who grow up in homes where violence is normalized are more likely to experience or perpetrate GBV as adults. Negative beliefs about masculinity in Rwandan society further fuel these issues. Unfortunately, men are often not seen as part of the solution to preventing and addressing GBV. GBV and its root causes significantly impact women, hindering their access to education, employment, and financial opportunities.

The Solution

RWAMREC improves gender equality and family health outcomes by leveraging male and partner engagement to reduce GBV, improve maternal and child health, enhance caregiving, and promote economic mobility. RWAMREC's flagship program, Bandedereho — meaning role model in Kinyarwanda — works with parents of young children under five to promote men's engagement in reproductive, maternal, and newborn health; caregiving; and healthier couple relations. By leveraging fatherhood as an entry point, the program encourages men's involvement as nurturing, non-violent partners and fathers. Led initially by community peer volunteers and later by government community health workers (CHWs) since 2019, the program focuses on men's engagement in pregnancy, antenatal care, family planning, parenting, caregiving, conflict resolution, and decision-making. The sessions provide a safe space for participants to question and reflect on gender norms, practice equitable behaviors, and internalize these new attitudes. Bandedereho has undergone multi-year RCTs with a six-year follow-up with positive results.

In addition to Bandedereho, RWAMREC runs several other programs and interventions that similarly engage men to address gender inequalities and GBV. These programs run in parallel to and complement the Bandedereho flagship program; they allow the organization to test different modes of interventions, such as using digital communication for behavioral change, and support their efforts to build relationships with the local government across the different districts.

Impact

- Over the next decade, RWAMREC aims to expand Bandedereho nationwide within the Rwandan health system, leveraging government CHWs to engage approximately 3.5 million parents responsible for 2.4 million children across the country.
- Bandedereho is globally recognized as a best practice in preventing violence against women and children (WHO).

Since 2008, Rwanda Men's Resource Center's evidence-driven programs and advocacy have reached nearly 700,000 people.



Entrepreneur:
Fidele Rutayisire
Founder and
Executive Director

Fidele is a dedicated advocate for women's rights and holds a master's degree in gender and development, complemented by a postgraduate degree in peacebuilding. As RWAMREC's founder and executive director, he brings a wealth of experience to his role, serving on multiple boards such as Hope Assistance Foundation Rwanda, Benimpuwe, CLADHO, and Servas Rwanda. Fidele led the petition against sexual and gender-based violence in Kenya in 2008 and won the 2011 GBV Prevention Network 16 Days of Activism competition.

Primary Issue: Social Justice
Year Founded: 2006
Year DRK Funded: 2024

Serving: Africa
HQ: Kigali, Rwanda
Org Type: Nonprofit

rwamrec.org

DRK Team

BOARD OF DIRECTORS

William H. Draper
Founder of VC firms Sutter Hill Ventures, Draper International, and Draper Richards Funds, former head of the United Nations Development Program, former President and Chair of the US Export-Import Bank

Robin Richards Donohoe
Founder and Managing Director of Draper International and Draper Richards Funds, UCSF Board of Overseers, Founder and Chairman of the Board of the Bluefield Project to Cure Frontotemporal Dementia

Rob Kaplan
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Mobola Da-Silva
Africa-Based Portfolio Advisor

Shan Soe-Lin
Portfolio Advisor

Livable communities for all.

Community Builders works on the ground with communities to build civic capacity and solve growth-oriented economic development challenges to create more livable places. To date, Community Builders has catalyzed \$60 million in broader community-based investments.



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DRK DONOR PARTNERS AS OF DECEMBER 2024

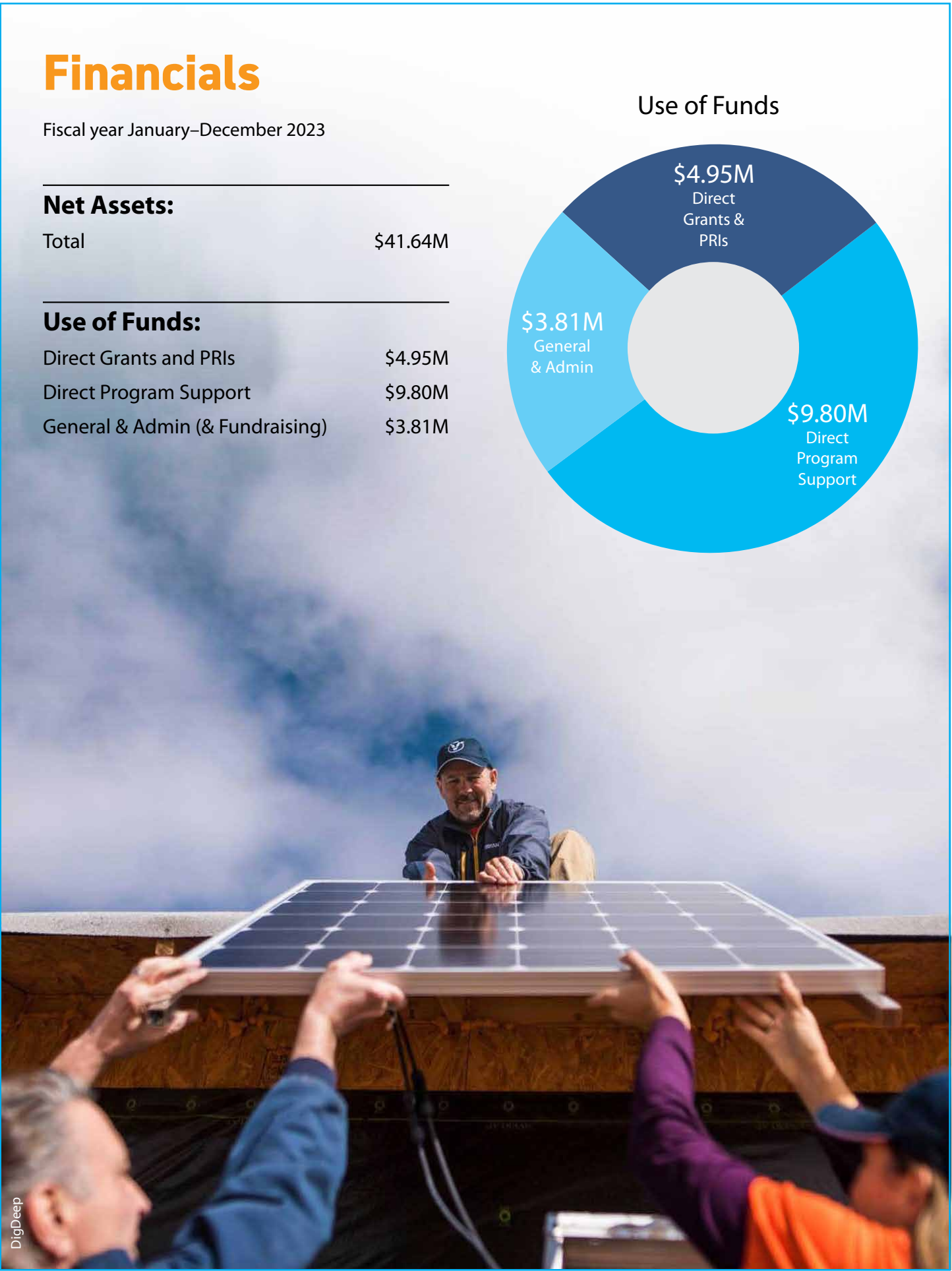
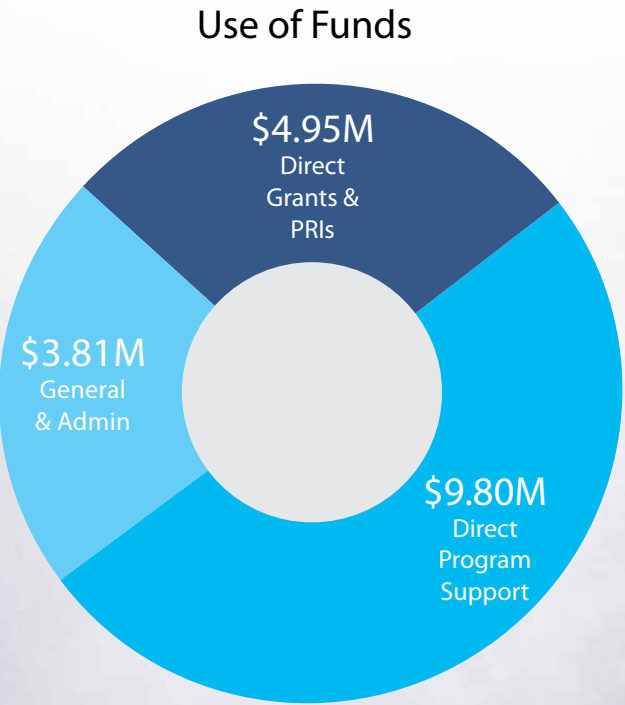
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Financials

Fiscal year January–December 2023

Net Assets:	
Total	\$41.64M

Use of Funds:	
Direct Grants and PRIs	\$4.95M
Direct Program Support	\$9.80M
General & Admin (& Fundraising)	\$3.81M





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Netherlands

Lange Voorhout 16
2514 EE
The Hague

Kenya

The Ikigai Community WorkSpace
Westlands, Peponi Road
Nairobi

drkfoundation.org

Front cover:

The cover is a representation of DRK's portfolio and the impactful work of these organizations as they rise to the challenge of serving others. The collage reflects the millions of people positively impacted by our portfolio — those who have gained access to physical and mental health services, found pathways to housing, employment, and economic mobility, strengthened local communities, and mobilized educators and parents to expand access to quality education for students. These are the faces of half a billion lives impacted.

Back cover:

Grassroot Soccer is an adolescent health organization that leverages the power of soccer to equip young people with the life-saving information, services, and mentorship they need to live healthier lives. Grassroot Soccer has reached over 25 million youth and empowered them to achieve their greatest health outcomes.