



**Design**  
**For**  
**Social**  
**Impact**  
Workshop



# Design makes a difference

Design For Social Impact Workshop  
Bellagio, Italy

The private sector has long since learned this deceptively simple lesson. These days, you can't touch anything—from a vegetable peeler to a toothbrush, a cell phone to a sneaker—without seeing (and feeling) the difference design can make and the commercial success it can help foster.

Recently, this same effect has been demonstrated in the social sector. When design firms collaborate with NGOs, dramatic breakthroughs also emerge. For instance, IDEO worked with KickStart to create the MoneyMaker Pump, a small but powerful small-acreage irrigation pump with hard-to-ignore impact: Since 1991, the pump has contributed to the creation of 64,000 new businesses, generating \$79 million a year in new profits and wages which is equivalent to more than 0.6% of Kenya's GDP. Similar exemplary case studies exist: The LifeStraw, a portable water purifier that looks like a giant straw, has helped prevent common water-borne diseases and Forbes magazine has called it one of the "ten things that will change the way we live." One Laptop Per Child, the brainchild of Nicholas Negroponte of MIT Media Lab fame, was launched through collaboration with design firms Continuum, Pentagram and Fuse Project to create an elegantly designed low-cost computer that could be used as a powerful educational tool. More important, it is an example of the power of design to help elevate, onto a global stage, the importance of investing in education for children in developing countries.

From time to time, a design for social impact finds its way into the media spotlight for its fifteen minutes of fame. These powerful but isolated examples cannot be enough. The real challenge is to move from intermittent cases of success to a systemic approach that unleashes and leverages the power of the global design community on some of the world's most intractable problems.



# The Challenge At Hand

The problem is that this great form of collaboration between design firms and the social sector is still not affordable and thus, not yet routine. Noted innovation expert Clayton Christensen says that **disruptive innovation**—the kind that makes the biggest impact and goes on to reshape industries and markets—*democratizes scarce expertise*. It makes something that was once rare and costly, **routine and affordable**.

“The Rockefeller Foundation is investing in this conversation because we feel we can accelerate the **systematic contribution** of design firms to the social sector. We don’t want to wait 50 years to wake up and say, “We have to start working with design firms on these tough problems.”

*Maria Blair, The Rockefeller Foundation*

Today, the most advanced design firms and the most diverse and sophisticated types of design expertise are little known—or accessed—by the average NGO. Similarly, even when design firms, employing first class talent, declare that they want to have “impact,” ultimately they are driven by the underlying economics of their firms. The truth is: Hard reality often trumps good intentions.

How and when can this change? What must be done so that the best design resources can have more routine engagement and vastly more impact on the world’s most pervasive and complex problems: literacy, poverty, affordable health care and housing, access to capital, plus sustainable agriculture, energy and clean water?

To address these issues, the Rockefeller Foundation hosted a group of leading design professionals at the Foundation’s Bellagio Center in Italy, in June 2008. These experts—all attending at their own expense—explored fresh models for active involvement in the social sector.

## Where We Started

### PHILANTHROPY 101

#### THE SOCIAL SECTOR GALAXY

Challenging ourselves to construct a system through which the design industry could engage with the social sector in a consistent manner, we spent a few minutes understanding just what the “social sector” world looked like. What did we learn? It’s a vast galactic system, orbiting no central planet, comprised of over a million organizations—a formidable constellation of independent foundations, corporate foundations, community foundations, and NGOs ranging in size, focus, impact, operating standards, and assets. Herewith, our prospective clients, our partners.

In the United States alone there are 76,000 foundations with total assets of \$670B. This nets out to an annual average donation pool of \$43B. The top 25 to 30 foundations—the marquee brands such as Getty, Kellogg, Rockefeller, MacArthur, Ford, Gates and Mellon—comprise .04% of the total number of foundations but yet represent 18% of giving and 20% of combined assets. While this tiny slice of the foundation pool drives a huge percentage of assets and giving, this kind of “professional philanthropy”—with staff, dedicated areas of giving, and complex grant machinery—is, we learned, the exception not the rule.

“We have to stop this dichotomy that says: We do these kinds of projects because it’s our way of ‘giving back.’ Instead, think of it as being a way of learning, of having impact, that will also provide other forms of value for your firm.”

*Larry Keeley, Doblin Group*

The majority operate under their own gravitational pull and in a tenuous and only very loosely connected “network” labeled, at times, the development community.

The complexity increases when you move into the sphere of NGOs. This system is populated by over one million organizations—groups with 501(c)3 status and with annual revenues of more than \$25,000. Again, here we see an incredible range and diversity (not to mention duplication in efforts) with few or no similar standards. The look and feel of an NGO can run the spectrum from an entirely volunteer organization raising money in \$5 contribution checks to the American Cancer Society with a staff in the thousands and \$1B in revenue.

This short orientation in the social sector helped frame the conversation we engaged in over the next two days—and created a rich context for the type of “user” world we must ultimately embrace, engage and partner with. It also helped us appreciate that in order to best leverage our work through NGOs, we must understand this user base in greater detail. We would also have to develop or adopt a robust set of metrics in any effective system to establish evidence that our actions would be useful. This partial and very incomplete understanding of a complex sector of the economy underpins our work and helped shape the system design that is treated in more depth in this report.

### THE ROCKEFELLER FOUNDATION

#### GIVING INNOVATION

In order to start to draft a model of collaboration between two sectors, it helped to get a quick glimpse of the work the Rockefeller Foundation is already pursuing to push the boundaries of what innovation models can do if thoughtfully applied to the social sector.

Through its Accelerating Innovation for Development initiative, the Rockefeller Foundation has been exploring a range of innovative models to increase impact and scale. Their first move into the “innovation space” was to consider broadcasting “A Prize”—taking a page from the famous Ansari X Prize, a space competition offering \$10 million for the first non-government organization to launch a reusable manned spacecraft into space. The Foundation’s intent: We’ll prize our way into solving intractable global problems. The realization: People who offer prizes generally have the least understanding of the problem—and that most prizes don’t lead to on-the-ground implementation.

An internal recalibration led the Foundation to a new challenge area: How to motivate and support the organizations they work with to adopt proven models of innovation. This led to their partnership with Innocentive, an open innovation community of smart people from around the world who solve tough private sector problems. The logic: Get a fair share of this community focusing on social sector problems, like designing an affordable solar powered device to prevent the spread of malaria or a 100% plant-oil cooking stove to replace Kerosene (an Innocentive challenge through one of the Rockefeller Foundation's grantees that has already been solved and had money awarded). With its fair share of hurdles, this experiment in crowdsourcing is still ongoing—but has been successful in one critical aspect. It has begun to reveal the power of open innovation, important mind shifts, to the grantee community.

Other experiments have led the Rockefeller Foundation to explore the power of user-based or user-driven innovation by partnering with the Rural Innovation Network (RIN) in India. RIN is fueled by an understanding that people in rural areas don't lack ingenuity; they lack access to the skills, networks and other resources to take their innovations to market. The mission the Foundation is backing is an "incubation" model to transform ideas with potential into reality, to spur local wealth creation through micro-enterprises—an idea with potential large scale impact.

Similarly, through the Foundation's partnership with Positive Deviance—an organization with a culturally appropriate development approach—the Foundation is testing, again, the power of scaling up "small," locally based solutions. The big takeaway for the group assembled was twofold: First, that the Rockefeller Foundation is demonstrating a real commitment to exploring ways of accelerating innovation for development. Secondly, that the Rockefeller Foundation holds a genuine understanding of the power of design—and the capacity to test different models *from the design community* if they're scalable, replicable and involve collective action from the industry.

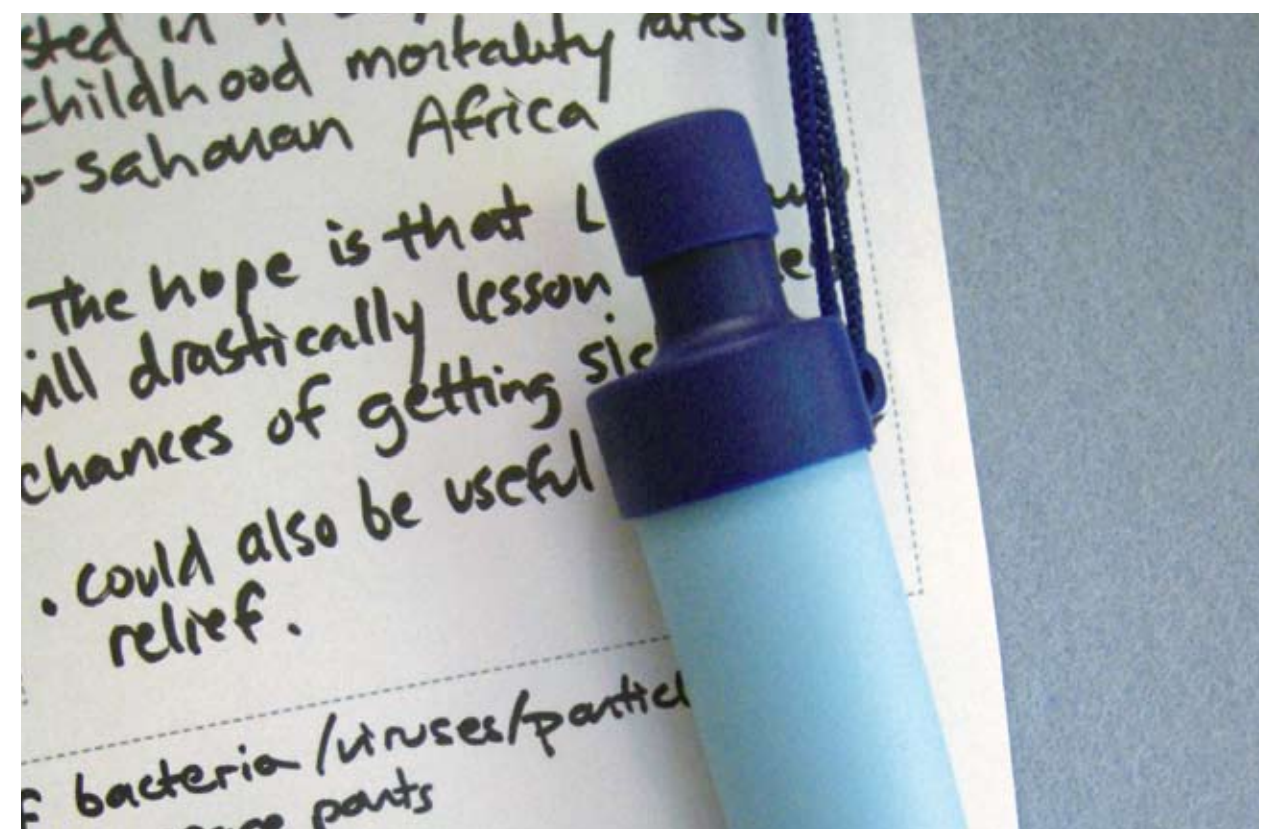
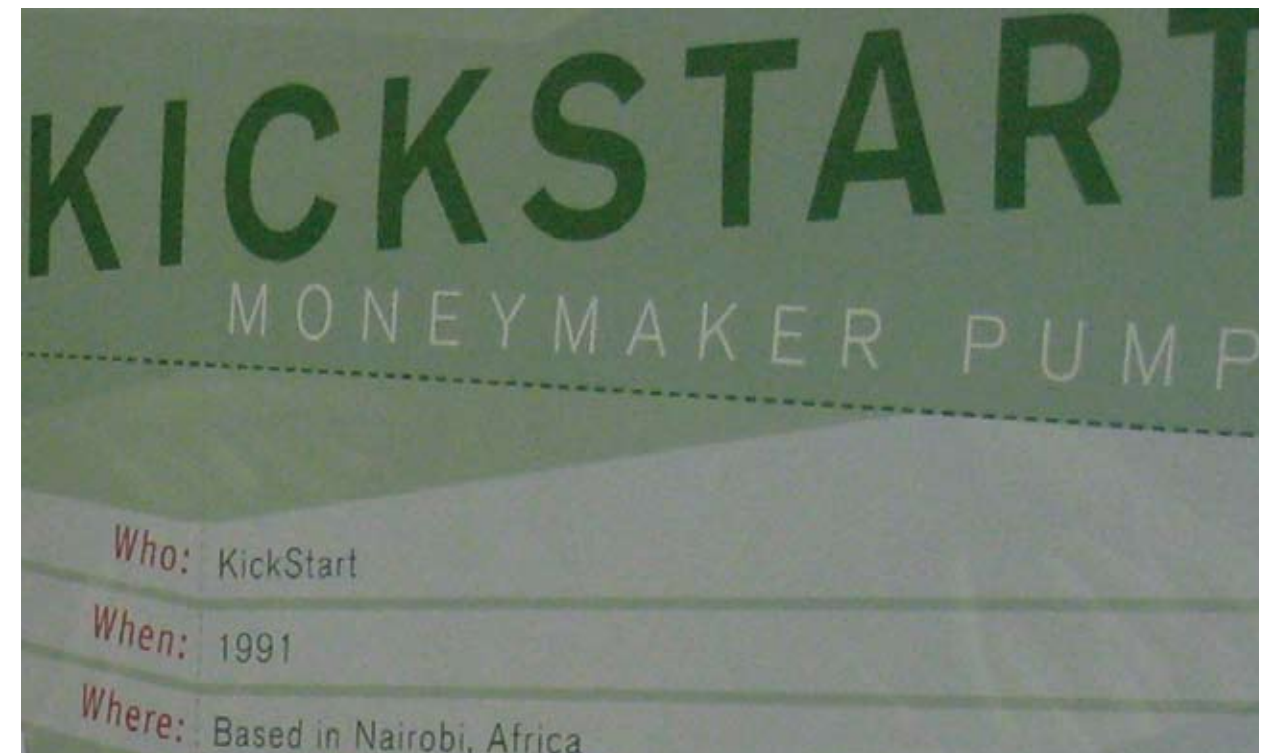


**EXISTING MODELS WE SCANNED****MoneyMaker Pump/Kickstart****The Daily Dump/Poonam Bir Kasturi****Hippo Water Roller & Q-Drum****Healthy Cookies/Project Delta****Design That Matters****Lifeline Radio/Freeplay****GAME-CHANGING MODELS WE SCANNED****AdCouncil****Teach for America****Grameen Danone Foods/Social Businesses****Accenture Development Partnerships****Financial Sector/Low-Income Customers**

## Innovation Scanning

The group spent the morning learning about the complex social sector world and the Foundation's current attempts to tap proven models of innovation to accelerate impact. To start constructing new ways to engage with the social sector, we reviewed a representative set of "existing models"—ways that the design community currently engages with this arena. This allowed us to focus our conversation around the components or "building blocks" that would be essential for what we would draft. We extracted instructive insights from examples such as Kickstart's MoneyMaker Pump to Poonam Bir Kasturi's Daily Dump in Bangalore, a product and service innovation to address the problem of compostable waste in dense urban areas. Analyzing what contributed to the successes and failures in various endeavors advanced our understanding in many ways.

Equally helpful was reviewing a set of "game-changing" models from other industries. For example, we analyzed the Ad Council's model of engaging the advertising industry, and its top talent, in the creation of some of the most iconic public service campaigns in advertising history—and in the process, developing a self-sustaining model that has endured for seven decades. We explored how the management consultant giant Accenture, through its relatively new Accenture Development Partnerships, is experimenting with a "low cost delivery program" that allows the deployment of their talent and services into the field (through a 3–6 month stint) to collaborate with partners in an ongoing manner. What we gained from this scanning was a clear-eyed understanding of key elements to consider—from the importance of a powerful talent attraction mechanism akin to that of Teach for America to an open innovation component in line with Innocentive. These became some of the key pieces that would ultimately inform and be included in the teams' ideas as we moved into developing our own concepts.





# Concepts Developed

The group self-formed into working teams to address challenges and create new **innovation directions**. Four distinct ideas emerged—a combination of a big systemic plan and a set of micro actions to get there. Among the **range of ideas**, there were many consistent components, confirming a shared understanding of what was important.

Still, what emerged was less of a clearly defined and delineated Action Plan than a set of rough sketches of general direction and intent. More than anything, this helped the group understand and then articulate what actions (big and small) they could undertake to help advance, slowly but surely, practical involvement in the social sector. These commitments are outlined in more detail in the subsequent section, “Where We’re Heading: Participant Commitments.”

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**TEAM 1**  
**DESIGN FOR SOCIAL IMPACT LAB**

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Concept in a nutshell:

The idea of a Knowledge Bank, archive or information clearinghouse became a clarion call in all the teams’ ideas and shorthand for a robust global archive of activities, knowledge and progress around topics.

The idea that emerged from several teams to different degrees was that of a Global Design Lab. An “in field” compact, powerful system of advanced design tools (ethnographic, prototyping, team work) that would permit visiting designers to be productive in the field.

The notion of efficacy was essential:

A rating system to track progress and impact of initiatives over time—to increase objectivity and transparency.

The creation of an ecosystem that combines an information hub, skill and knowledge transfer mechanism, and metrics that help measure the validity of outputs. The main idea: Create a continuous feedback loop of knowledge, experience and best practices from the Design Core “center” and among different actors in the system—NGOs, design firms, academia, corporations and the broader development community.

At the core is a “design capability,” an organizing body with a set of appropriate values that oversees a variety of issues, research, knowledge sharing—to gain a macro view of what works and what doesn’t work. Its focus is to identify key resources to solve specific problems, akin to the function of the AdCouncil, which oversees its network of stakeholders (media outlets, advertising agencies, “seeker” organizations). This model includes a significant “social impact index”—to monitor efficacy and develop a set of metrics for better communicating value.

And finally, the notion of the importance of transparency and ease of use became paramount. The resounding sense from the group as a whole was that the primary obstacle to engaging with the social sector is often the cumbersome amount of red tape, burdensome grant making bureaucracy, and phone book sized proposals that have to be drafted to secure institutional funding. Through the Knowledge Bank, a transparent and streamlined process would have to be developed.

Ultimately, the goal of this model is to provide thought leadership on the pioneering best practices of engaging in the social sector. To advance the pool of knowledge through many systematic PR efforts: articles, conferences, case studies, reality TV shows. To develop powerful collaborations. And to demonstrate, vividly and practically, that design can have measurable impact.



“It’s a fallacy that NGOs aren’t willing to spend money for design. Some can afford to pay 80% of our rates and some of us are willing to work for 60% of our rates. The challenge is: How do you put a structure around that? A first step is to see how many engagements we can make happen, put them together, make it an initiative and start to share the information.”

William Drenttel, Winterhouse/Design Observer Blog



**TEAM 2  
THE BRIDGE**

*To bring together the world's best designers with people and organizations that work on the world's most important and complex problems.*

Concept in a nutshell:

This team began their exploration by asking a series of relevant questions: How do we start the process of creating a bridge between the worlds of design and the social sector? How do we identify, communicate and quantify the value design can bring to “wicked problems”? And equally as important, how do we assemble and leverage the diffuse and diverse knowledge we already have from our individual experiences?

The model included assembling an exploratory team to start to gather this knowledge—to define a taxonomy for the archive and a template for its case studies. To map the landscape of projects, interested stakeholders, best (and worst) practices and begin to measure impact over time. As much as NGOs need to understand the services designers can offer, the design industry needs a better understanding of the NGO user base.

The team also recognized the need to have simultaneous efforts—a more concrete and focused set of pilot projects to powerfully prototype the intersection of these sectors.

**TEAM 3  
GLOBAL DESIGN NGO**

*A nonprofit coalition of the world's best designers for social impact.*

This Design NGO (D-NGO) will be a United States registered 501(c)(3) non profit, with offices in Pune, India, and a US location. D-NGO will be a democratic coalition born from Elephant Design and Strategy in India, through the commitment made by one of its founders and workshop participants, Sudhir Sharma. The D-NGO is initially open to firms present at this workshop, who will become D-NGO founders with equal shares. Further entry will be closed for two years as D-NGO gets established. Stakeholders elect management of the global design NGO for one-year positions. As a coalition of the world's leading design firms, an NGO classification allows the organization to more easily access available foundation funding streams.

“This is the beginning. None of us expected ‘the answer’ that we’d be able to implement tomorrow. I came here understanding very little about the design industry. And you came here knowing very little about the world of NGOs. A road map that outlines how we get that experience, knowledge and understanding on our way to the long term vision is a very exciting path forward.”

*Maria Blair, The Rockefeller Foundation*



**The notion was consistently raised of how to effectively increase visibility for these efforts. One idea offered: A reality television show to both increase awareness and to help finance certain social impact endeavors. Think: “Design Star” meets “Trading Places.”**

The D-NGO networks with NGOs with a main goal of educating them about services professional design firms can offer. Conversely, it networks with the design industry to educate D-NGO participants. The D-NGO seeks and secures projects from its network of NGOs. It matches those projects to its design firms’ stakeholders (DFS), initially a small group of design firms. This pairing is done transparently and online. D-NGO networks with media, monitors the projects and is responsible for payments and deliveries. DFS may align themselves with other partners to leverage the geography and delivery costs of their projects. Every DFS is responsible for a \$5,000 membership fee and commits to doing at least one “social impact” project with D-NGO per year. D-NGO retains a percentage commission of the fee for all projects for administration and expenses.

D-NGO will launch an orchestrated media push after formation—and will be the first global coalition of design firms for social impact work. It will host two-day conferences each year for its members, NGOs, foundations, design firms, media, universities, thought leaders. Here, D-NGO projects will be showcased and become case studies to add to the Knowledge Bank being built through simultaneous efforts. Fundamentally, it’s an experiment in the power of collective action, to demonstrate expertise, and build credibility and experience in this sector.

**TEAM 4  
SOCIAL IMPACT OPERATING SYSTEM**

This team focused on developing a larger “operating system” for social impact. To create an open innovation network that fosters rapid and effective experiments in the social sectors in ways that embed clear metrics and feedback loops. Other aspects of the system are designed to elevate the visibility and prestige of such projects. This should allow more designers to be engaged in the sector with less friction, lower risk or cost and greater impact.

*See Diagram on following page.*

# BUILDING A SOCIAL IMPACT OPERATING SYSTEM

This system is intended to create an **open innovation network** that fosters rapid and effective experiments in the social sectors, in ways that embed clear metrics and feedback loops. Other aspects of the system are designed to elevate the visibility and prestige of such projects. **This should allow more designers to be engaged in the sector with less friction, lower risk or cost, and greater impact.**

## STAGE 1 DEVELOP & CONNECT

This stage is about pragmatism. Progress is more likely if attached to specific initiatives: The problems are less abstract, the actions more concrete and tangible proof of performance gets more apparent.

### AS THIS STAGE SUCCEEDS, WE'LL SEE...

Significant increase in the number of committed design organizations and teams partnering with NGOs • New business models to help design firms commit talent and time to social sector projects • Powerful concepts vividly prototyped • Case studies steadily accumulating in the Knowledge Bank • Emergence of simple metrics, helping to give rise to better insights—pattern recognition, emergence, and other scale effects • 1-3 purpose centered networks that focus on strategic issues in robust, integrated ways.

### Knowledge Bank

A robust global archive of activities, knowledge and progress around topics.

### Initiative Centered Networks

Networks loosely stitched around a specific topic to gain connected leverage.

### Global Design Labs

Tools and systems that allow designers to be productive in the field and support ethnographic analyses, rapid prototyping, etc. Team work tools, remote high speed Internet access, and good documentation capabilities are all essential.

### Metrics "Lite"

Initially, a simple system to track progress and score initiatives: Did the project work or not? What results were achieved? Over time the simple metrics will get steadily more sophisticated.

## STAGE 2 VISIBILITY, CREDIBILITY & MOMENTUM

This stage is about big ideas and bold actions. With a year or two to plan, foundations, corporations, NGOs, design schools, economists, theorists, technologists coalesce in a very loose network, all around a shared and timely theme. Consider: the World Water Initiative Network—an early version of a larger, more impressive, high momentum event several years later.

### AS THIS STAGE SUCCEEDS, WE'LL SEE...

How social sector thought leaders and designers can leverage one another • Visibility and tangible progress around selected strategic topics • The power of networks and loosely coordinated decentralized actions—progress across many fronts all helping to drive the Knowledge Bank • Young people engage in this movement and want to be present for the next event. Senior people willing to devote their personal or enterprise time, talent and effort.

### Mega Event

A thematic focused event that will engage a diverse and only loosely connected ecosystem of social sector participants (design firms, NGOs, foundations, corporations, universities) to share experiences from parallel work efforts around a common theme.

**Think:** TED x Teach for America x Innocentive x Kiva.

### Metrics and Impact Index

Ratings systems that help reveal the history, efficacy, and impact of various NGOs, teams, innovation initiatives, and projects in ways that are increasingly objective and transparent over time.

**Analogy:** FICO Credit Scores.

## STAGE 3 ROBUSTNESS, SCALE & EFFICACY

This stage is about pulling pieces together to act as an integrated system.

### Talent Farm

A talent attraction mechanism to draw world-class individuals and teams to work on tough problems.

**Analogy:** Teach for America.

### Collective Action Network

The power of leveraged networks in which any design firm, foundation, NGO, corporation, or university can say, "I want to tap into this" and access the "system" with ease and transparency.

**Analogy:** Wikipedia, Craigslist.

### OH, AND LET'S NOT FORGET...

As statistician George Box famously observed, "All models are wrong and some are useful." So we can be highly confident that this early hypothesis is wrong in ways large and small. Still, if we work to understand which things make progress faster than others, which pieces we can achieve in which time frames, and how they interconnect, then we have a fighting chance to make real and collective progress.



# Where We're Heading

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## Participant Commitments

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**At the end** of our two-day conversation, participants made **commitments**—both individual and on behalf of their firms—for how they would stay engaged in this work.



**DAN  
BUCHNER**



**ANNA  
MUOIO**



**GIANNA  
ERICSON**

**Continuum**  
Massachusetts, US

1. We'll partner with anyone to help set up a rudimentary, initial manifestation of a Knowledge Bank.
2. Capture and catalogue the comprehensive understanding and experience Continuum has already gained through working in the social sector: To add these case studies to the Knowledge Bank.
3. Continuum will be a major shareholder in Elephant Design's NGO. \$5,000 membership fee and commit to work on a social sector project a year.
4. Continue to speak about the power of design.

5. Adjust marketing and program development tools to evolve social sector work into a viable part of our business.

6. To be strategic about the social sector work we do: To build an expertise around a particular issue or arena.

7. Experiment with organizational development projects with NGOs.

8. Consider creating a formalized sabbatical program for our talent.

9. Get Maria Blair of the Rockefeller Foundation a speaking opportunity at IDSA national conference to help bridge these two worlds.



**SUDHIR  
SHARMA**

**Elephant Strategy & Design**  
Pune, India

1. Launch a Design NGO and engage media in India on this endeavor.
2. Network with Design India, a group of designers throughout the country, to bring them into this conversation.
3. Gain a better understanding of how to manage effective engagements between the Foundation/NGO world in Asian countries and design companies. Take the conversation beyond India and network with the Design Alliance (a network of designers in 10 Asian countries) to extract and share learnings on this issue.



**KIGGE  
HVID**

**INDEX**  
Copenhagen, Denmark

1. Share INDEX's water project, which will culminate in an event in Copenhagen August 2009, with AIGA.
2. Contribute the many case studies we have to the Knowledge Bank. (1,000 existing examples. Next year, we'll have an additional 100 digital stories) We can host this archive on INDEX's site.
3. Be part of the group that creates the template on how to write truly effective case studies.
4. Join Elephant Design's NGO.



**ASHWINI  
DESHPANDE**

**Elephant Strategy & Design**  
Pune, India

1. Collaborate on projects with anyone from "western" world on social impact work.

2. Find opportunities to "piggyback" social sector work onto existing private client projects.

3. Commit to working on local issues



**WILLIAM  
DRENTEL**

**Winterhouse / Design Observer Blog**  
Connecticut, US

1. Explore an issue based network and how to start a project to engage it.
2. Connect AIGA and commit ASPEN conference to be next meeting place to share case studies and move models forward.



**ALONZO  
CANADA**

**JUMP Associates**  
California, US

1. "Piggyback" social sector work with corporate client projects.



**MANUEL  
TOSCANO**

**Zago Design**  
New York, US

1. Prototype how to run my design firm to do 50% of our work with NGOs.
2. Contribute learning to the Knowledge Bank.



**DAVID  
TAIT**



**NITI  
BHAN**

**Emerging Markets Strategy**  
Johannesburg, South Africa

1. Learn to fill the Knowledge Bank with case studies that demonstrate successful ways in which design firms work with NGOs—to truly understand their needs, how they work, and how best to articulate the services designers can offer.



**ANAEZI  
MODU**

**ReBrand**  
Rhode Island, US

1. Continue to work on social impact issues in my own "backyard."
2. Willing to begin to document/research micro business model plans.
3. Help strategize/design a website for the Knowledge Bank



**LARRY  
KEELEY**

**Doblin Group**  
Illinois, US

1. Push forward the idea of a radically integrated "operating system" to make it easier for people with good causes to find people interested in working on those causes. Support the purpose-built team within Doblin to make these ideas tangible by end of summer.
2. Engage Monitor and Doblin, where necessary, to make meaningful contributions to this space when we face big burly business model and funding mechanism problems.



**DAVE  
FRANCHINO**

**Design Concepts**  
Wisconsin, US

1. Proselytize what I've learned here within my circles of influence.
2. Deploy our research librarian to understand (and graphically map out) the vast NGO world—segment this diverse user population and understand the effective intersections to leverage our skills. Conversely, what do we need to do to educate NGOs about the services we can offer?
3. Contribute these findings to the Knowledge Bank.



**LARS  
THOGERSEN**

**CPH Design**  
Copenhagen, Denmark

1. Let the knowledge and insights from this conversation inform the new relationship we have with the College of Architecture and Urban planning at the Tongji University in

Shanghai, one of the best design universities in China.



**UDAYA  
PATNAIK**

**Jump Associates**  
California, US

1. Document and share the work we've done with the social sector with the Knowledge Bank.
2. Figure out opportunities to leverage the power of a network to help solve big issues.



**MARK  
MATTHEWSON**

**Independent**  
New York, US

1. Pitch the "reality show" idea to Sony/Disney.



**MARIA  
BLAIR**



**DEMMY  
ADESINA**



**MONICA  
SAN MIGUEL**

**The Rockefeller Foundation**  
New York, US

1. Continue to facilitate and support the conversation and commitments for collective action. We can't lead the conversation; we need to hear from you what we can do to make sure this conversation continues.
2. If the Knowledge Bank needs some seed funding to get off the ground, we're willing to provide that. If there is a broader collective initiative on a particular project, we'd be willing to contribute to that too.



Participants committed to actions that would, in ways big and small, contribute to moving forward the ideas born from the workshop. With the larger “social impact operating system” in mind, many of the commitments were directed at specific initiatives incorporated therein. This chart is a **representative illustration** of how some of those commitments will play out in the larger plan.

## STAGE 1 DEVELOP & CONNECT

This stage is about pragmatism. Progress is more likely if attached to specific initiatives.

### INITIATIVE CENTERED NETWORKS

- Design NGO:
  - Launch/media engagement. *Sudhir Sharma, Ashwini Deshpande*
  - Shareholder. *Sudhir Sharma, Dan Buchner, Kigge Hvid, Anaezi Modu, Lars Thøgersen, Manuel Toscano, Mark Matthewson*
- Facilitate and support the conversation and commitments for collective action. *Maria Blair*
- Explore an issue based network and how to start a project to engage it. *William Drenttel*
- Identify opportunities to leverage the power of a network to solve big issues. *Udaya Patnaik*

### KNOWLEDGE BANK

- Seed funding if needed. *Maria Blair*
- Initial manifestation and case contributions. *Dan Buchner*
- Site hosting and case contributions. *Kigge Hvid*
- Contribute cases. *Manuel Toscano, David Tait, Udaya Patnaik*
- Website strategy/design. *Anaezi Modu*
- Understand and map NGO world.

## STAGE 2 VISIBILITY, CREDIBILITY & MOMENTUM

This stage is about big ideas and bold actions with a very loose network working around a shared and timely theme.

### MEGA EVENT

- Share INDEX's water project with AIGA (Copenhagen, 08/2009). *Kigge Hvid*
- Connect AIGA and commit Aspen conference to be the next place to share case studies and move models forward. *William Drenttel*

## STAGE 3 ROBUSTNESS, SCALE & EFFICACY

This stage is about pulling pieces together to act like an integrated system.

### TALENT FARM

- Consider a formalized sabbatical program. *Dan Buchner*

### COLLECTIVE ACTION NETWORK

- Contribute to a broader *collective* initiative on a particular project. *Maria Blair*
- Push the idea of a radically integrated “operating system” to make it easier for people with good causes to find people interested in working on them, and support the purpose-built team within Doblin to make these ideas tangible. *Larry Keeley*
- Engage Monitor and Doblin, as needed, to make meaningful contributions to this space when we face big burly business model/funding mechanism problems. *Larry Keeley*

Global Design Labs

Initiative Centered Networks

Knowledge Bank

Metrics “Lite”

Mega Event

Talent Farm

Collective Action Network

Metrics and Impact Index

