



AMANI INSTITUTE

Develop professionals who create social impact

ANNUAL REPORT FOR

2018

A YEAR OF IMPACT

BRAZIL - KENYA - INDIA



DEAR FRIENDS,

In mid-2012, two young social entrepreneurs moved from Washington, D.C. to Nairobi, Kenya with a dream to develop campuses in the biggest innovation hubs in each emerging region that would foster a new way of educating changemakers for the 21st century. At that time, we would have been delighted if even one of these campuses came into being. With the launch of our third campus in Bengaluru, India (in 2015 we'd launched in São Paulo, Brazil), 2018 became the year in which that ambitious dream came true. And beyond the mere physical presence, in 2018 we crossed the mark of enrolling 100 Fellows in a year - with 105 Fellows from 27 different countries joining our Social Innovation Management certificate program across our three campuses (back in 2013, our first class had been just 14 Fellows). Some dreams really do come true.

And yet, these are just the headlines. In our 2018 annual report, you'll find out more about where Amani Institute is today (strategy, financials, a growing and strong team), what some Amani Fellows have gone on to do, and the status of other programs we run, including our work with larger institutions such as Oxfam and UNICEF.

2018 was a year of building new foundations, but we're also conscious of the growing global polarization, where even room for dialogue seems to be shrinking. As our core values include ideals such as Global Mindset and Empathy (among others), we will continue promoting and practicing a culture of inclusion and collaboration, across continents and sectors, not just through our own programs, but also our events and the amazing work of our Fellows around the world. This goal, to create small but meaningful openings in a closing world, will underpin our approach in 2019. We look forward to working with you to make this dream too come true.

*Ilaina Rabbat and Roshan Paul,
Co-Founders, Amani Institute*

OUR MISSION

DEVELOP PROFESSIONALS WHO CREATE SOCIAL IMPACT

- We build much-needed talent for organizations addressing social problems, enabling more effective work across the social sector.
- We do this by creating new models of education and training that help people develop practical skills and experiences, understand their own leadership journey, and gain the global networks necessary for long-term career success and personal fulfillment.
- Our ultimate goal is to see as many people as possible enjoy fulfilling careers where they are making a positive impact in the world.

WHAT WE DO



DEVELOPING CHANGEMAKERS

- Social Innovation Management Certificate (a new model of higher education)
- Executive Skills Short Courses
- Formação em Impacto Social (Brazil)



BUILDING CAPACITY OF ORGANIZATIONS

- Customized Capacity-Building programs: NGOs, universities, foundations, companies
- Amani Leadership & Management for Impact (East Africa)



SERVING THE PURPOSE ECONOMY

- Educational Open Sessions and Public Events
- Knowledge Products (articles, videos, social media)

OUR VALUES



VISION

- To see what is not, and ask why not
- To look beyond your own position and identity to see what you can do
- To set a new direction, for self, organization/community, and planet

COURAGE

- To step into the unknown, and into possibility, without having all the answers
- To hold steady in the face of both the seductions and threats of the status quo
- To stand up when others can't (or won't)

EMPATHY

- To see yourself as part of a larger whole
- To burn for justice
- To sense common ground when difference threatens

CHANGEMAKING

- To build, not (just) critique
- To scale the walls that stand in your way
- To deploy not just skills and knowledge, but all parts of you

GLOBAL MINDSET

- To navigate different contexts, locations, and timezones
- To see the hidden connections between people, ideas and systems, and build new ones
- To catalyze impact across both perceived and actual boundaries

2018 HIGHLIGHTS

In 2018, our main focus was launching in India, while also widening our global reach and serving the purpose economy.

For the first time ever, we had over 100 new Fellows in one year, with our flagship program - the Post-Graduate Certificate in Social Innovation Management – running across our three campuses in Nairobi, Kenya, São Paulo, Brazil, and in our newest location, Bengaluru, India.

In 2018, we completed over 20 customized talent development trainings globally. Highlights included pan-Asia work for Oxfam, supporting scaling up of 10 internal programs from Tajikistan to Timor Leste, and for UNICEF, where we developed an innovation curriculum and a train-the-trainers module to benefit vulnerable youth in South Sudan.

105

new Social Innovation Management Fellows from 27 countries.

23

fast-growing East Africa companies that joined the ALMI (Amani Leadership and Management for Impact) program, with 55 of their middle and senior managers.

40

participants in our FIS (Formação em Impacto Social) program. FIS is a Portuguese program, designed for inclusivity in Brazil. In 2019, it will expand to new states in Brazil and Latin America.

21

customized trainings in 10 different countries: Argentina, Brazil, Germany, Jordan, Kenya, India, The Netherlands, South Sudan, Thailand, USA

40+

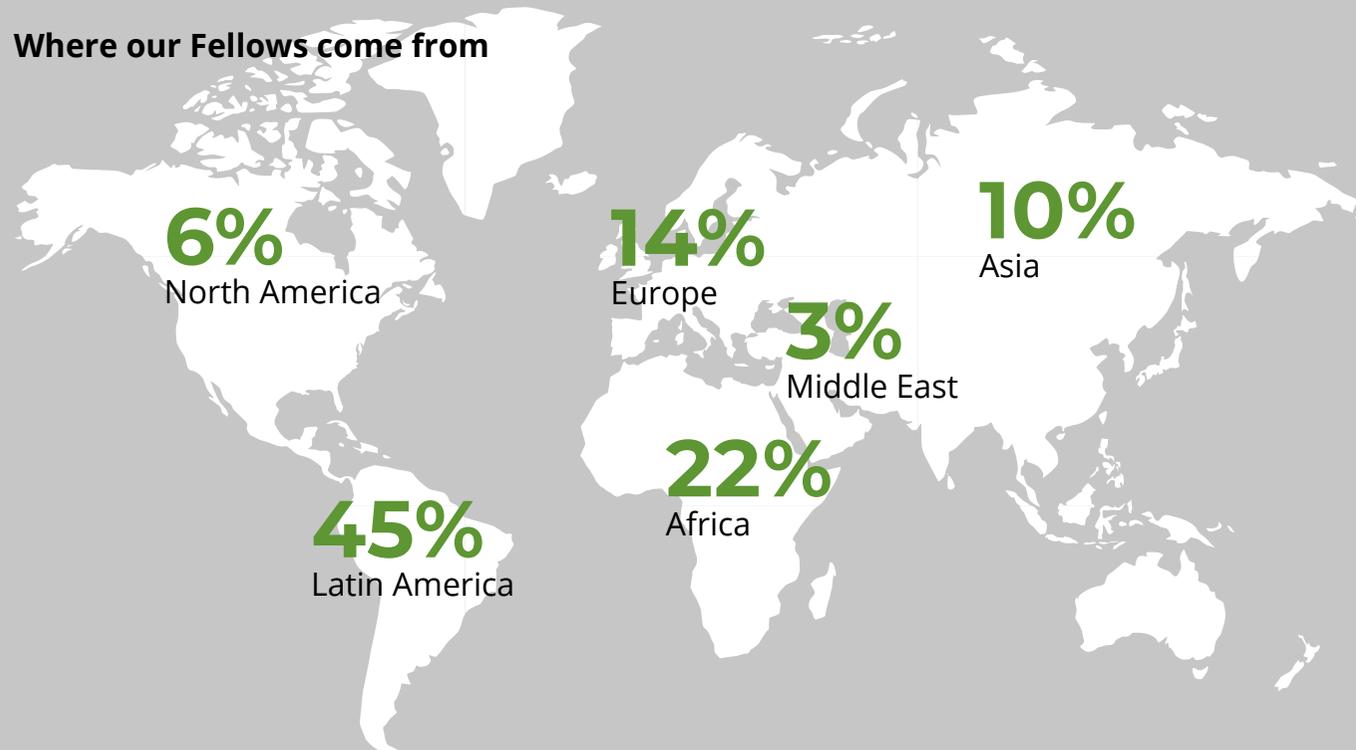
events with guest speakers from the private, public and social sectors, not only in São Paulo, Nairobi and Bengaluru, but also in Buenos Aires, Amsterdam, Milan, Madrid, Delhi, Mumbai, and Chennai with the support of our enthusiastic global community.



SOCIAL INNOVATION MANAGEMENT

OUR FLAGSHIP PROGRAM
RUNS TWICE A YEAR IN KENYA,
INDIA AND BRAZIL

Where our Fellows come from



2,800+
Applicants

441
Fellows Enrolled

59
Countries

71%
Women

200+
Apprenticeships placed

54
Global Faculty

2.5+ Million USD
Value of Scholarships provided

200,000
Fellow hours in the field

In numbers, cumulative as of Feb 2019

AMANI FELLOWS MAKING IMPACT GLOBALLY

Driving social innovation within large organizations

When he joined Amani, **Luis Miguel** was working as the Innovation Manager at Recidar, a Peruvian social enterprise. In 2018, he became Innovation Lead at the Center of Innovation at the Lima Council, driving impact through innovation in the public sector.

Other notable hires:

- Confrey Alianji from Kenya joined World Wildlife Fund (WWF) as an Innovation Strategist
- Sarah Linder from Switzerland joined SEIF as a Project Manager
- Anjum Dhamija from India joined the National Institute of Urban Affairs as a Junior Planner
- Kenneth Chomba from Kenya joined UNICEF as Volunteer Engagement and Network Specialist at the global HQ in New York
- Jessica Comin from Brazil joined ThinkPlace as Strategic Designer
- Giulia Balestra, from Switzerland, joined UNHCR Innovation as a Communications and Impact Consultant.

SOCIAL
INNOVATION
MANAGEMENT
PROGRAM

AMANI FELLOWSMAKING IMPACT GLOBALLY

SOCIAL INNOVATION MANAGEMENT PROGRAM

Social Entrepreneurs

Aditi Agrawal is from Delhi, India and was our first Indian Fellow, completing the Social Innovation Management Program in Kenya in 2014. She then worked at The JUMP! Foundation in Australia, impacting over 500 kids through experiential learning. In 2018, Aditi returned to Delhi and to her entrepreneurial roots. Now, she is building School of Future, a scalable enterprise powered by technology which helps “future proof” students, in response to the lack of opportunity and innovation in education systems. Aditi continues to lean on her Amani network and learnings for support and guidance. The School of Future logo was designed by another Fellow, **Jessica Comin**, from the first class in India.

Morris Litvak, a 2015 Fellow from Brazil, is the founder of Maturijobs. In 2018, Maturijobs received the Official Endorsement for Diversity and Human Rights from the Municipality of São Paulo in the elderly category. “In 2015, when the economic crisis worsened in Brazil, elderly people were the first ones to be fired and I realized that no one was looking at this issue”, Morris recalls. Now, more than 86,000 professionals who are 50 years and older have used the Maturijobs platform to find a job. Morris prototyped this idea during the Social Innovation Management Program: “The tools I learned during SIM and the group of people I met have been crucial to Maturijobs’ success. I still count on the networks that I made at Amani to develop my business”.

From Apprenticeship to work

Irene Wu joined the Social Innovation Management Program in India after a diverse career as a professional musician, educator, policy researcher, and international development worker. She is also a graduate of Johns Hopkins University, University of Michigan, and Vanderbilt University in the US. During the immersion phase of the program, she completed her apprenticeship at Ashoka in Bengaluru. Immediately after, Irene was hired as a Global Venture and Fellowship Manager at Ashoka in Washington, D.C., where she currently is Global Programs Manager of Ashoka2030: New Fields.



INDIA

BRINGING AMANI INSTITUTE TO ASIA

In 2018, we launched our first two classes of Social Innovation Management Fellows in Bengaluru, India. 40 Fellows from 14 countries ranging from the Democratic Republic of Congo to Colombia to India joined the program.

We also established ourselves in the customized training market across India and Asia. Our customized training partners included The University of Chicago's International Innovation Corps, Deloitte, a large Indian non-profit: Child Rights and You (CRY), an accelerator: Upaya Social Ventures, and Rohini Nilekani Philanthropies.

As a part of our third goal to build the purpose economy, we held 19 events in 4 cities: Delhi, Bengaluru, Mumbai, and Chennai with nearly 800 attendees. Topics ranged from our signature Failfaire event to an exclusive session with Nobel Peace Prize Winner, Jerry White.

INDIA

KENYA

SCALING EAST AFRICAN SMALL AND GROWING BUSINESSES

ALMI - Amani Leadership and Management for Impact

Since 2017, Amani Institute has been developing talent for small and growing businesses through the Amani Leadership and Management for Impact (ALMI) Program. This program was introduced in recognition of the critical role that small and growing businesses (companies) play in the economies of developing countries.

In 2018, we facilitated 4 cohorts of the ALMI program, training 55 managers from 23 companies in East and Central Africa. The five-month program is delivered in modules, with 3 key pillars:

- **Leading Self**
- **Leading Others**
- **Leading the Business**

Thanks to the tremendous impact the program has had on participating businesses, we will be starting the program in India and Brazil, as well as growing our presence in East Africa during 2019.

YALI -Young African Leadership Initiative, The African Changemaker program

Since 2015, Amani Institute has been leading the Civic Leadership Track at the Young African Leaders Initiative (YALI), a program which US President Barack Obama initiated. The program we deliver is called The African Changemaker - reflecting our belief that to actualize Africa's potential, we need to develop responsible leaders with a vision to transform the current reality. In 2018, we facilitated 8 cohorts of The African Changemaker series, training over 350 young leaders (and 2000 from 14 countries in East and Central Africa, since the inception of the program).

BRAZIL

FORMAÇÃO EM IMPACTO SOCIAL

Launched in 2017 in São Paulo, Formação em Impacto Social (FIS) runs in Portuguese to be more inclusive. It had two cohorts in 2018. Since its inception, 85 people have joined the program resulting in 12 social impact projects developed with partner organizations in Brazil (Pro-Saber, Inova Urbis, Arena Bela Vista, Ocupação 9 de Julho, Bateria 013, Casa 1, SAICA Estrela do Bom Jesus, TODXS, deFEMde, Gerando Falcões, and Nova Empreenda).

From day one, FIS participants begin working with real projects, developing the skills needed to thrive in the social impact sector while starting to create the change they want to see in the world. This program is run in Portuguese, making it more accessible and there is also a scholarship initiative to promote diversity.

“FIS has helped Arena Bela Vista improve its administrative capacities and develop socio-emotional skills in professionals who are at the forefront of working with soccer as an inclusion tool” said Antônio Carlos Junior, Founder of Arena Bela Vista, which supports the development of values such as citizenship, discipline, and respect in children from 6-17 years old through sports.

BRAZIL

IMPACTING ORGANIZATIONS

Through our customized trainings, we work with a diverse set of partners including large and small NGOs, social enterprises, private companies, and educational institutions. Adapting to the needs and backgrounds of the participants, we teach a wide range of topics: from networking to conflict resolution. These trainings not only contribute to Amani's growth and impact, but also create better managers and leaders who enhance progress in social innovation globally.



95

Projects

75

Organizations

11

Repeat Clients

6000

Total Participants

In numbers, cumulative as of Feb 2019



OXFAM

Working with Oxfam in Asia

After working with Oxfam staff from 9 countries in the Horn, East and Central Africa (HECA) region in 2016-2017 to design and conduct an internal "Impact@Scale" accelerator program, Amani Institute was invited to repeat the process in Asia. An initial week-long training program in Bangkok, Thailand, was followed by 6 months of research, idea generation and assumption-testing, before a final convening to deliver their final presentations. 30 participants have rapidly developed 10 different projects within Oxfam, across Asia from Tajikistan to Timor Leste.



unicef

...And Unicef in the Middle East and Sudan

In 2017 and 2018, Amani Institute worked with UNICEF to redevelop the social innovation curriculum that had been implemented in Jordan in collaboration with UPSHIFT, to something that can be used globally inside and outside of UNICEF, to improve social cohesion and inspire vulnerable and underserved populations. We also created a participant handbook, a facilitators guide, a "train the trainers" guide, and conducted a "train the trainers" workshop in Jordan. In 2018, UNICEF Sudan invited Amani Institute to localize the global curriculum and customize it for Sudanese youth. This project entailed interviews, co-creation sessions, creation of a new Trainer's Guide, and a "Train the trainers" workshop on how to deliver the curriculum in Sudan.

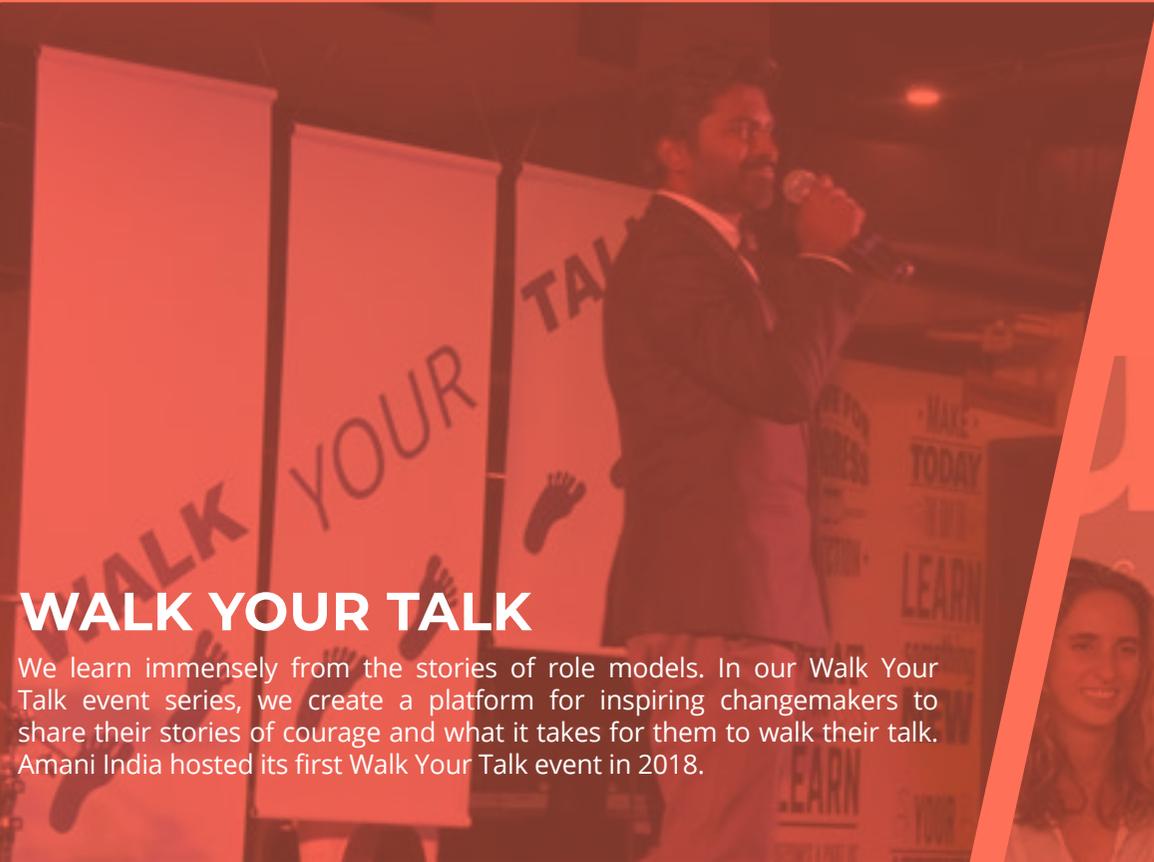
IMPACTING ORGANIZATIONS

Some of our repeat clients



BRINGING PEOPLE TOGETHER

In addition to our education and training work, we serve the purpose economy globally by organizing events and gatherings all over the world.



WALK YOUR TALK

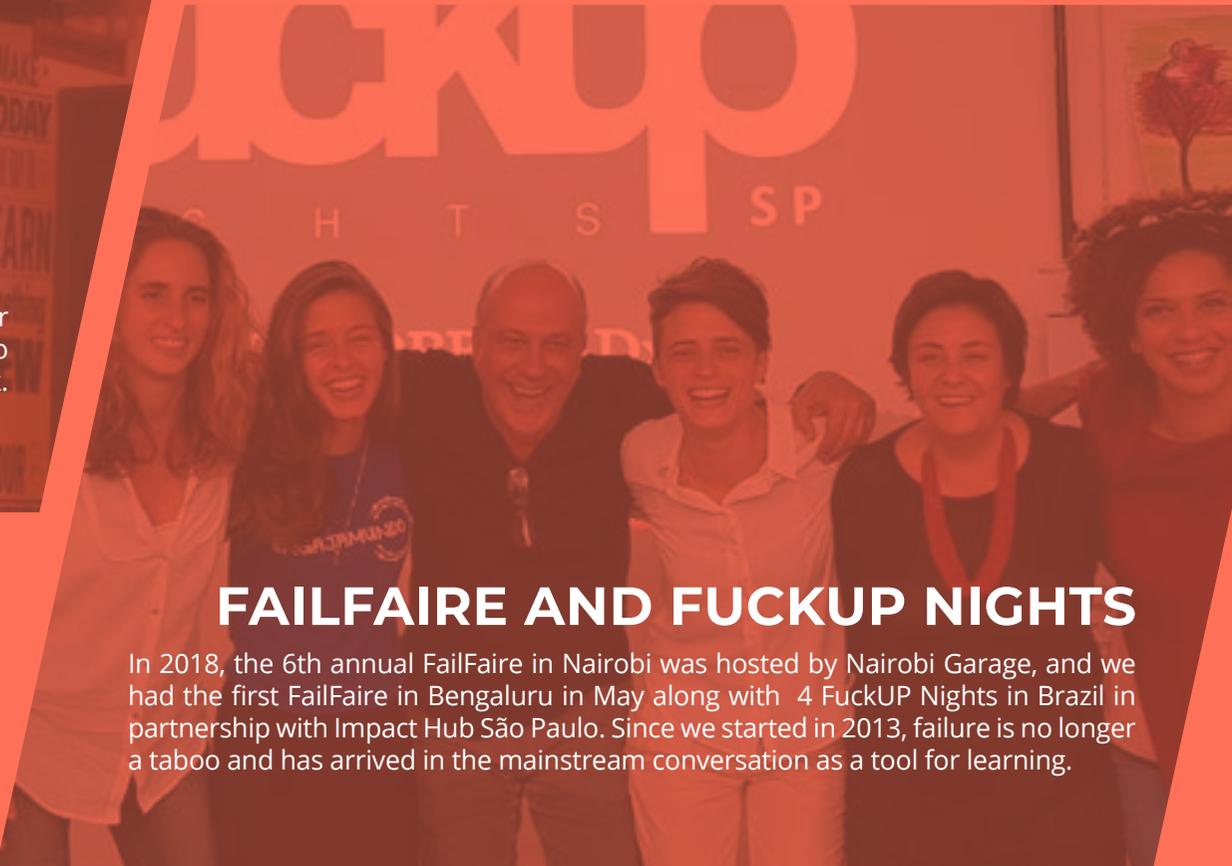
We learn immensely from the stories of role models. In our Walk Your Talk event series, we create a platform for inspiring changemakers to share their stories of courage and what it takes for them to walk their talk. Amani India hosted its first Walk Your Talk event in 2018.

SOCIAL INNOVATION SPLASH

As part of introducing our Social Innovation Management Fellows to the impact community of the cities where we are located, we host events that not only bring them together but open doors for future opportunities.

INNOSOKO

In our annual InnoSoko event, we invite entrepreneurs to pitch their ideas to an audience ready to idea network. Idea networking is an essential element of social innovation – going beyond the typical resource networking, to improve our prototypes at a very early stage.

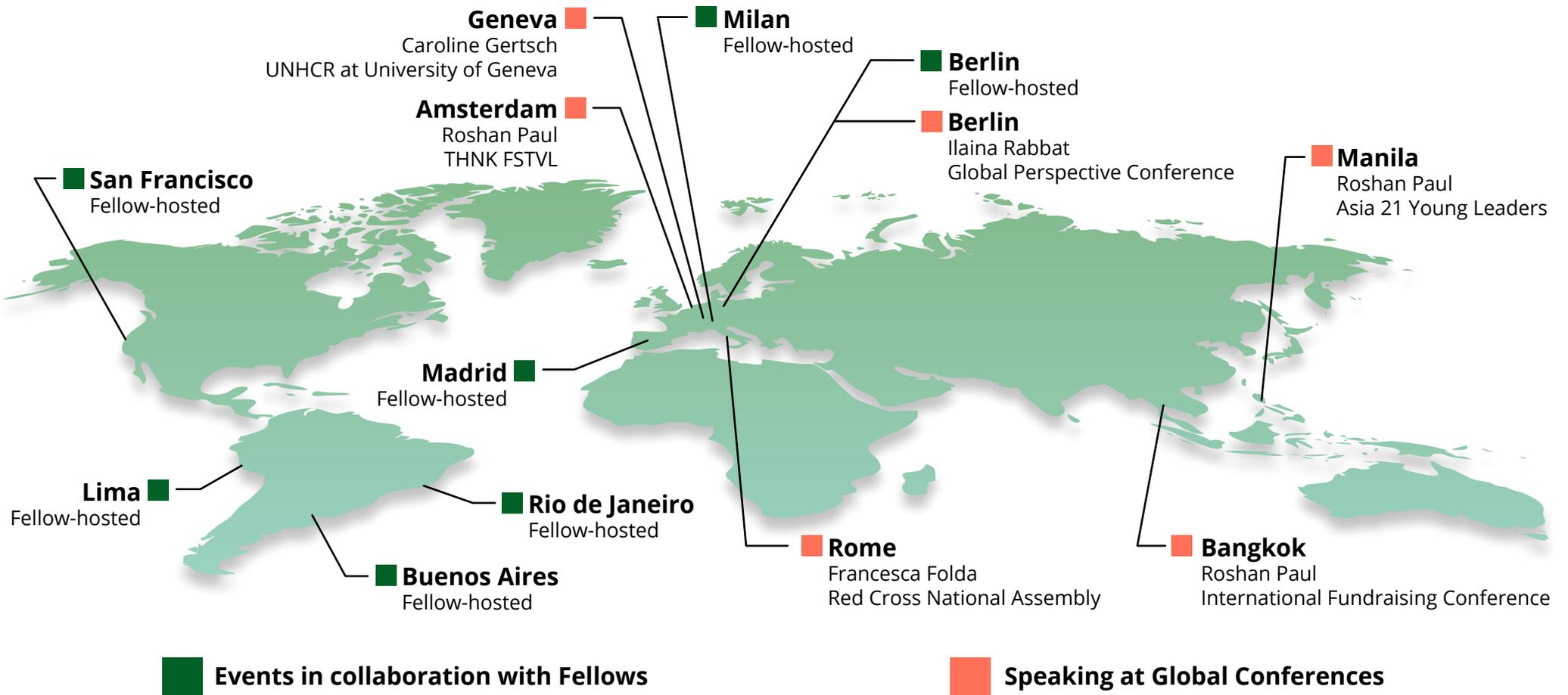


FAILFAIRE AND FUCKUP NIGHTS

In 2018, the 6th annual FailFaire in Nairobi was hosted by Nairobi Garage, and we had the first FailFaire in Bengaluru in May along with 4 FuckUP Nights in Brazil in partnership with Impact Hub São Paulo. Since we started in 2013, failure is no longer a taboo and has arrived in the mainstream conversation as a tool for learning.

IMPACT EVENTS AROUND THE GLOBE

During 2018, our team organized events and joined conferences all over the world to share our insights and expertise for changemaking. In collaboration with partners and Social Innovation Management Fellows, we also hosted events in other countries, to share perspectives and insights from our work in the Global South.



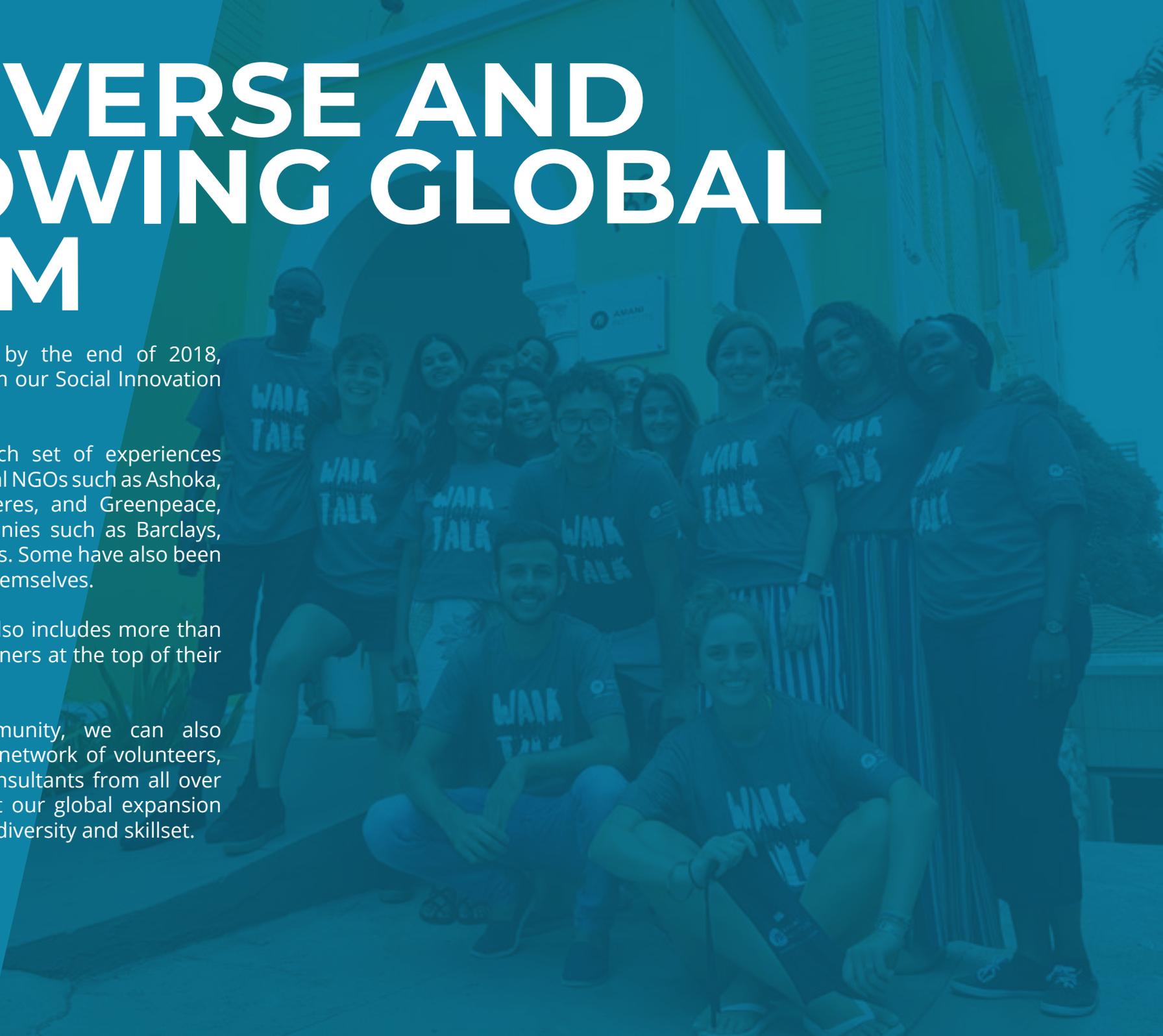
A DIVERSE AND GROWING GLOBAL TEAM

We grew to 20 staff by the end of 2018, including 7 alumni from our Social Innovation Management Program.

Our team brings a rich set of experiences having worked for global NGOs such as Ashoka, Médecins Sans Frontières, and Greenpeace, and for private companies such as Barclays, Sky, and Goldman Sachs. Some have also been social entrepreneurs themselves.

Our roster of Faculty also includes more than 50 world-class practitioners at the top of their fields.

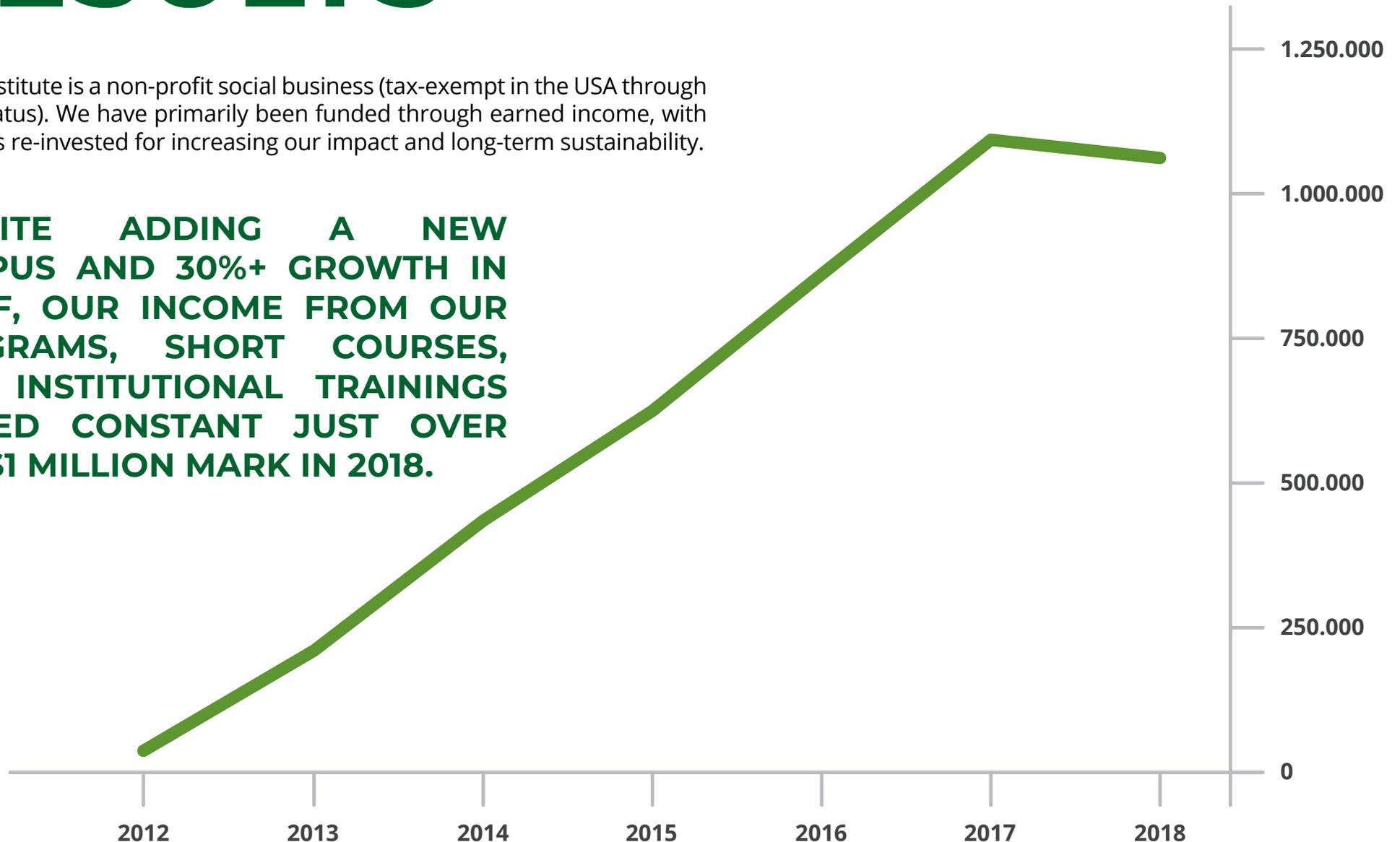
Thanks to our community, we can also count on a wonderful network of volunteers, freelancers, and 50 consultants from all over the world that support our global expansion and further enrich our diversity and skillset.



OUR FINANCIAL RESULTS

Amani Institute is a non-profit social business (tax-exempt in the USA through 501c3 status). We have primarily been funded through earned income, with surpluses re-invested for increasing our impact and long-term sustainability.

DESPITE ADDING A NEW CAMPUS AND 30%+ GROWTH IN STAFF, OUR INCOME FROM OUR PROGRAMS, SHORT COURSES, AND INSTITUTIONAL TRAININGS STAYED CONSTANT JUST OVER THE \$1 MILLION MARK IN 2018.



"Ashoka has partnered with Amani to source high potential talent since the program kicked off in 2017 in India. The Fellows we have been lucky enough to host have brought with them an eagerness to learn, a readiness to contribute and a wealth of life experiences that continue to leave our staff and network inspired. We have been so impressed with our experience with Amani Fellows that we count them as our current and future assets when we do our team planning."

Shantanu Paul, Apprenticeship Host
Venture and Fellowship Manager at Ashoka India

"We do not always find partners so aligned with the purpose of our organization. When we connected with Amani Institute, we knew that the relationship would work for a number of reasons: alignment of vision, social performance, creativity and execution capacity, focus on education and training and more! The intention is to accelerate the change process by connecting with partners like Amani Institute, who push social innovation forward."

Gabriel Gomes, Partner
Social Innovation Manager at Red Bull

"As a board member, I value Amani's global scale and innovation. The changemakers of tomorrow will play a role in every industry, in every corner of the world. Amani's Institute international presence and unique combination of skills training, practical application, and personal growth provides an unrivaled platform for impact. As Amani continues to grow its consulting work and training with traditional businesses, in addition to NGOs, I believe Amani will set a new standard for internal training and development with leaders across multiple sectors."

Erin Boyd, Faculty and Amani Institute Board Member
Learning and Impact Consultant, Ashoka U Co-Founder

"From my perspective, the confidence of employees we sent to the ALMI program has greatly improved. This has also helped them become much better communicators in the workplace. All of the employees who joined the program have now taken on greater responsibilities which is great both for their personal development and our organizational growth."

Kyle Denning, ALMI Nominating Manager
CEO at Kentaste

WHAT
THEY SAY
ABOUT US

SAY

"After completing the Social Innovation Management Program, how I saw myself professionally changed. I started questioning how I approached things, and placed more importance on values in professional settings."

Lisa Schulze, 2015 Fellow from Germany

After building a successful hospitality venture, she recently started creating a coworking space for people seeking to make an impact in Cologne, Germany.

"Amani's SIM program has been the biggest catalyst for change in my life so far. I learned how to find my own, unique path by understanding the world and myself, creating a vision, and to follow it. Now, I get up every morning and embrace all of the beautiful opportunities that life has to offer. I learned how to ask questions (the most important thing!), how to think outside the box, and structure my thinking."

Denny Ehrlich, from Germany, SIM Fellow in Kenya, 2018

He has recently founded Alchemist Hub, a social innovation organization in Egypt.

SAY

"Amani Institute taught me that intrapreneurship can exist inside for-profit entities, not only non-profit organizations. Previously, I thought I had to work at an NGO or foundation to make social impact happen. Since I graduated in 2018, I realized that I can make a real difference from inside the company I'm working for. I learned that I could take the positive aspects from the social and private sectors to create change."

Juliana de Souza Gonçalves, 2017 Fellow in Brazil
Systems Architect at Itaú Bank

"Amani Institute is the best international platform for cost-effective training in social entrepreneurship. With Amani you have learning in action to change the world!"

Jerry White, Faculty
Nobel Peace Prize Co-Winner for the landmines ban Campaign in 1997

WHAT
THEY SAY
ABOUT US

GET INVOLVED

NOMINATE AMANI FELLOWS – We are always accepting nominations of promising changemakers to join our Social Innovation Management program. Your recommendations truly count! Write to: recruitment@amaniinstitute.org

MAKE ORGANIZATIONS STRONGER – If you know an NGO, social enterprise, foundation, university, or company looking to improve their skills and staff capacity, anywhere in the world, write to: roshanpaul@amaniinstitute.org

IMPROVE MANAGEMENT TALENT IN EAST AFRICA – nominate business managers in East Africa for the Amani Leadership and Management for Impact program. Write to: carolinegertsch@amaniinstitute.org

ADD A GLOBAL PERSPECTIVE TO YOUR CONFERENCE OR PRESS COVERAGE – Reach out to Amani Institute if you are looking for speakers at your event around Social Innovation and Careers of Impact. Get insights from our team, our faculty, and our alumni. Write to geraldinehepp@amaniinstitute.org and francescafolda@amaniinstitute.org

JOIN US ON SOCIAL MEDIA – Contribute to spreading the concept of the purpose economy and the 5 core values of Amani following us on social media and sharing our content!



AMANI INSTITUTE

Develop professionals who create social impact

THANK YOU

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info@amaniinstitute.org

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