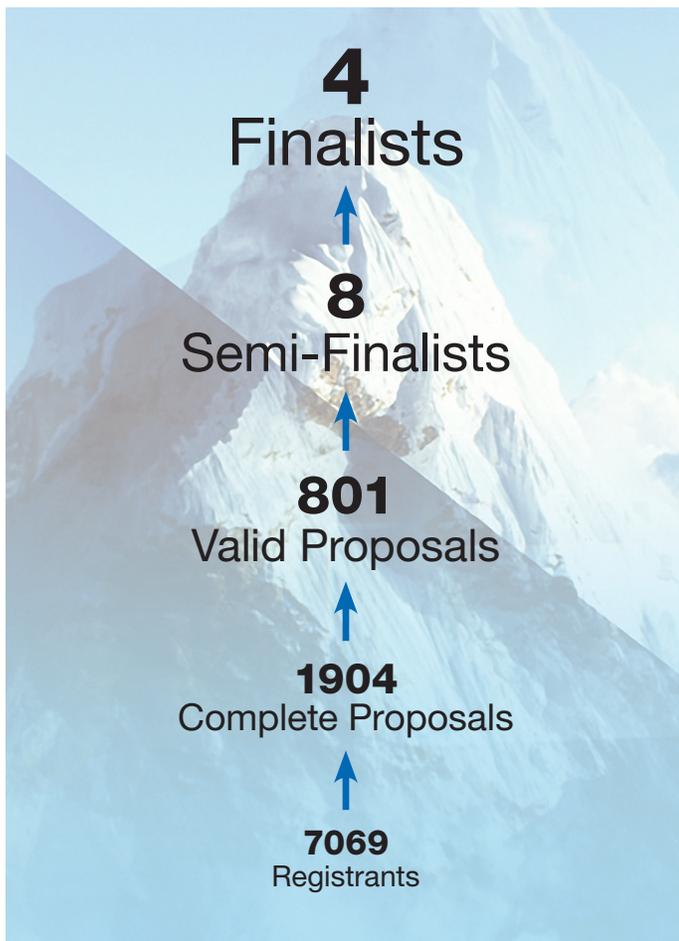




4 IMPACTFUL SOLUTIONS: 100&CHANGE FINALISTS

100&Change is a MacArthur Foundation competition for a \$100 million grant to fund a single proposal that promises real and measurable progress in solving a critical problem of our time.



Some problems cannot be solved by grants of the size that foundations typically provide. By funding at a level far above what is typical in philanthropy, we can address problems and support solutions that are radically different in scale, scope, and complexity. \$100 million is a large enough sum to focus on a serious problem and its solution in a meaningful and lasting way. We hope that *100&Change* can inspire a conversation about solutions and about how we can solve some of our most significant problems.

The openness of the *100&Change* competition is a counterbalance to the Foundation's big bets that strive for transformational impact in areas identified by the Foundation's board and staff. We recognize that we do not know it all and designed *100&Change* to be agnostic with respect to field or problem area.

We sought proposals that addressed a meaningful problem and provided a solution that is verifiable, durable, and feasible.

We designed a selection process that is fair, open, and transparent. In the first round, evaluation panels of external judges reviewed and scored proposals using a common rubric. Based on those reviews, eight semi-finalists were asked to provide further details about their proposals and to show engagement with targeted communities. From this group, four finalists were selected. These finalists will present their solutions at a live and livestreamed event in Chicago on December 11. Selection of the final award recipient rests with MacArthur's Board of Directors.

CATHOLIC RELIEF SERVICES

Changing how society cares for children in orphanages

The Problem

Globally, millions of children live in orphanages. Research shows 80-90 percent have a living parent, many of whom would prefer to care for their children if they had the resources to do so. Children are placed in orphanages primarily because of poverty and their families' inability to access basic services such as education or specialized assistance for children with disabilities. Research demonstrates that residential care has a negative impact on children's cognitive, physical, emotional, and intellectual development. In addition, well-meaning people donate millions of

dollars to orphanages, while funds spent on orphanages could support integration of ten times as many children into families and achieve better results.

The Solution

Catholic Relief Services, in partnership with Lumos and Maestral International, will change the way society cares for these children by reuniting them with supportive and nurturing families and transforming orphanages into family service providers. The partnership will prevent or slow down the number of new children entering residential care and strengthen families and caregivers so

institutionalized children can be reintegrated into family care. *Changing the Way We Care* also intends to work closely with facility staff to identify and develop social service skills and outreach required to support children and families so they can stay together.

With the aim of taking this solution globally, *Changing the Way We Care* will first work with governments, community leaders, and orphanage staff in seven developing countries to identify the best family-based option for each child, provide families with parenting skills and services, and help policymakers craft better policies that support family-based care. *Changing the Way We Care* will then use evidence from these seven demonstration countries to influence other countries, regional political bodies and funders to build global momentum and to redirect donations and resources to serve vulnerable children in a way that supports family-based care.

What's Changed

The team made the following changes to its proposal since it was first submitted in October of 2016, informed by additional research, project development, and authentic engagement with communities of interest—defined as beneficiaries, those who might suffer harm, other funders, and competitors.

- Identified seven demonstration countries: Guatemala, Haiti, India (Odisha), Indonesia (Central Java), Kenya, Lebanon, and Moldova. These countries are regionally diverse, represent different income levels and a range of factors that affect placement of children into care (disability, HIV/AIDS, refugee status) and meet the following criteria: government commitment to family/community care over orphanages, active civil society engagement, availability of services to





support prevention/reintegration, experience and/or presence of CRS, Lumos and Maestral, and likelihood of regional influence.

- Documented community engagement with policy makers, funders of orphanages, orphanage staff, parents who have institutionalized children, and “care leavers” (individuals who were once in institutional care and have left for a variety of reasons). Also engaged widely with non-governmental organizations, multi-lateral and bi-lateral organizations, faith communities, academics and the private sector.
- Proposed the creation of a seven-country network of “care leavers.” This group will contribute to deliberations and decisions of governments and stakeholders in how best to care for children in family settings.
- Incorporated approaches to meet specific challenges for children with disabilities and other children with special needs.

About Our Team

Changing the Way We Care has engaged a broad alliance around this solvable problem, including governments, orphanage directors, researchers, philanthropists, individual and institutional donors, faith leaders, private sector actors and, most importantly, parents, caregivers, and individuals who grew up in orphanages.

Project Contact

Hilary O’Connor, Senior Program Officer, Foundations and Corporate Engagement, Catholic Relief Services



www.crs.org

HARVESTPLUS

Eliminating hidden hunger in Africa by fortifying staple crops

The Problem

More than two billion people globally—nearly one person in three—have daily diets that lack sufficient vitamins and minerals, such as vitamin A, iron, and zinc, which are essential to health. Known as “hidden hunger,” these deficiencies lead to blindness, stunting, cognitive impairment, disease, and death. The problem is most acute in rural areas, where 70 percent of the world’s poor live, and where farm families primarily eat what they grow on small plots of land.

The Solution

HarvestPlus will use the simple power of “biofortification”—enriching foods through conventional plant breeding—to relieve hidden hunger and address one of the world’s biggest problems. The program will significantly expand this innovation, which was developed by its founder to offer a sustainable, farmer-controlled tool to fight malnutrition.

Naturally nutrient-rich varieties of corn, cassava, wheat, and other staples are enhanced to provide 25 to 100 percent of the daily requirements for vitamin A,

iron, and zinc. Crops are selected for development based on local diets and growing patterns, and new varieties are made available. Self-pollinated and hybrid varieties allow for seeds and planting material to be shared, and appeal to farmers for this reason. No extra water, fertilizer, or cooking time is required for biofortified crops, and seed costs and yield per acre are the same as non-biofortified varieties.

With 26 million people already growing these biofortified crops, HarvestPlus plans to scale the introduction and



dissemination of these varieties in 17 priority countries in Africa. Scaling will be done regionally through three existing administrative “hub countries”: Nigeria, Uganda, and Zambia. The expansion is expected to reach 100 million people in Africa by 2022, paving the way to reach one billion people globally by 2030.

What's Changed

The team made the following changes to its proposal since it was first submitted in October of 2016, informed by additional research, project development, and authentic engagement with communities of interest—defined as beneficiaries, those who might suffer harm, other

fundors, and competitors.

- Defined four distinct clusters of activities (strategy pillars) that focus on both supply and demand side factors.
- Increased targeted number of African farmers growing biofortified crops from 90 million to 100 million and the number of targeted African countries from 14 to 17.
- Added Benin, Ethiopia, Madagascar, Mali, and Mozambique to list of priority countries and de-prioritized Burundi and Sierra Leone based on in-depth needs assessments.
- Updated statistic on people already reached from 20 million to 26 million.



About Our Team

Our team—hailing from 15 countries on five continents—includes experts in nutrition, agriculture, finance, economics, marketing, seed systems, behavior change, evaluation and advocacy. These biofortification pioneers have worked with dozens of partners to develop more nutritious crops, introduce them to farming families, and measure their impact.

Project Contact

Peg Willingham, Head of Advocacy and Policy

www.ifpri.org



RICE 360° INSTITUTE FOR GLOBAL HEALTH (RICE UNIVERSITY)

Improving newborn survival in Africa

The Problem

Every year, 1.1 million newborns die in Africa alone, mostly from preventable causes—pre-term birth, complications of labor and delivery, and infections. Providing quality, comprehensive hospital care during birth, labor, and the first week of life can reduce newborn deaths by 75 percent; however, African hospitals lack life-saving technologies that have been available for more than 50 years in high-income countries.

These technologies are not available for three reasons: (1) equipment designed for high-resource settings cannot withstand the harsh environments of African hospitals; (2) the business functions required to develop and distribute medical devices in Africa are poorly coordinated; and (3) local entrepreneurs lack sufficient training to maintain or design technologies.

The Solution

The Newborn Essential Solutions and Technologies (NEST) project addresses these gaps through three approaches: (1) Innovation to optimize a package of rugged, affordable technologies for quality, comprehensive newborn care; (2) Access by using evidence to generate large-scale demand for technologies and developing new distribution systems for their affordable delivery; and (3) Sustainability by educating a pipeline of clinicians and biomedical innovators who can lead systems change to improve newborn health.

After scaling NEST throughout Malawi, the team will assess its cost-effectiveness in southern Tanzania, using this evidence to build demand. The team will work in Nigeria to refine its market, finance, and service strategies. And it will



establish a nonprofit distributor in Tanzania and Nigeria.

The team will partner with national healthcare systems and local educational

institutions to ensure long-term local ownership of NEST. It will work with universities to educate a pipeline of future clinicians and innovators dedicated to improving newborn health. This new

generation of professionals is key to sustaining NEST.

Africa has the highest neonatal mortality rate in the world. It is no surprise that people continue to believe that African newborns are bound to die, but NEST can put this myth to rest. NEST will catalyze continent-wide change within a decade, saving the lives of 500,000 newborns every year at a cost of only \$1.48 per birth.

What's Changed

The team made the following changes to its proposal since it was first submitted in October of 2016, informed by additional research, project development, and authentic engagement with communities of interest—defined as beneficiaries, those who might suffer harm, other funders, and competitors.

- Refined scaling plan to develop strategies for NEST to be available throughout Africa, beginning with expansion into Tanzania and Nigeria, and eventually to Ethiopia, Uganda, Ghana, and Cote d'Ivoire.

- Proposed the creation of a nonprofit distribution company, NEST.org, to be spun off from 3rd Stone Design. Recognizing profit margins may not support a for-profit enterprise in the near term, the team plans to collaborate with the Medical Credit Fund, a nonprofit health investment fund, to test cash, debt, and lease-based financing across NEST distributors and health facilities.
- Developed an education strategy to train clinicians and technicians in Africa to use, maintain, and repair the NEST package. And clarified strategies for creating a pipeline of biomedical innovators in the U.S. and Africa.

About Our Team

Newborn mortality is a complex problem and each member at the NEST 360° team brings a unique lens to the table that allows it to better see the big picture. Without this team, it would not be possible to tackle newborn mortality in a comprehensive and sustainable way. The team started at RICE University and has extended beyond to include members

from the University of Malawi's The Polytechnic engineering school and College of Medicine, London School of Hygiene & Tropical Medicine, 3rd Stone Design, and Northwestern University, including its Kellogg School of Management.

Project Contact

Rebecca Richards-Kortum, Ph.D.,
Director, Rice 360° Institute for Global Health

www.rice.edu



SESAME WORKSHOP AND THE INTERNATIONAL RESCUE COMMITTEE

Educating children displaced by conflict and persecution

The Problem

The Syrian refugee crisis is the defining humanitarian issue of our time. It challenges our morals, imagination, leadership, and global stability. Failing to act can cast a long shadow: a lost generation of children whose lives are forever defined by their experience of war. Few Syrian children have opportunities to learn and play; many are neglected; some have been exposed to extreme violence. They are at risk of “toxic stress,” a biological response to prolonged and severe adversity that disrupts a child’s brain development. As adults, they may suffer poor health and struggle to find employment and rebuild their society.

Yet the story of these children’s lives is still being written. Research shows that nurturing care and learning can reverse

the effects of toxic stress, and skills developed in early childhood last a lifetime.

The Solution

The International Rescue Committee and Sesame Workshop will help heal the scars of war and cultivate the full potential of an entire generation. Sesame Seeds, delivered through mass media and direct services, will use proven techniques to measurably transform children’s learning and social-emotional skills and mitigate the effects of toxic stress. Through extensive research, we have developed a solution that is intense enough to be life-changing but cost-effective enough to be scalable.

The solution has three components:

1) Sesame Seeds Mass Media, a

television program that will reach 9.4 million children in Iraq, Jordan, Lebanon, and Syria, with engaging characters with whom children can learn and relate; 2) Sesame Seeds Home, a caregiving program delivered through home visits and mobile messages; and 3) Sesame Seeds Center, an early learning program delivered in community and NGO centers and government preschools, providing teachers with digital and print lesson plans and educational content. Sesame Seeds Home and Center will marshal frontline service professionals to serve 1.5 million of the most vulnerable children.

Sesame Seeds will mitigate some of war’s most harmful consequences and empower today’s victims to be tomorrow’s nation builders.





What's Changed

The team made the following changes to its proposal since it was first submitted in October of 2016, informed by additional research, project development, and authentic engagement with communities of interest—defined as beneficiaries, those who might suffer harm, other funders, and competitors.

- Delineated three components to the project: Sesame Seeds Mass Media, a locally produced children's television show; Sesame Seeds Home, a direct service program offering home visitation and caregiving support; and Sesame Seeds Center, an early learning program delivered in community centers and government preschools.
- Conducted research to assess the appeal and relevance of Sesame content and to inform development of materials, characters, and curriculum; piloted Reach Up and Learn, the basis for Sesame Seeds Home; conducted RCT (randomized controlled trial) to test platforms for alternative messaging about early childhood development for parents.
- Refined the project based on knowledge gained through user-centered design and extensive community engagement, including a decision to provide dubbed versions of media into two Kurdish dialects and English, in addition to Arabic (the colloquial dialect).

About Our Team

The Sesame-IRC team encompasses a diversity of backgrounds. Experienced in

the fields of early childhood education and development, advocacy, production, peace and human rights, public health, technology, management, and public relations and marketing, team members collaborate and use their skills to better the world for children everywhere.

Project Contacts

Lizzie Weinreb Fishman, Vice President, Strategic Communications, Sesame Workshop

Flavia Draganus, Director of Communications, International Rescue Committee

<http://refugee.sesameinternational.org>

REFINING AND SCALING PROPOSALS

After being selected as semi-finalists, each organization visited the MacArthur Foundation for a day to address initial feedback about its proposed solution, determine how to attract broader attention to its project, and think about how to further strengthen its proposal.

During the semi-finalist phase of *100&Change*, MacArthur placed special emphasis on each proposal's quality, credibility, impact, and scale. While there is no generally accepted definition of scaling, the Foundation views it as expanding, adapting, and sustaining successful projects in a geographic

space, over time, to reach a greater number of people.

MacArthur enlisted the outside firm Management Systems International (MSI) to help the semi-finalists address technical and organizational capacity challenges and demonstrate authentic engagement with affected communities, including others who work in the same space and those who stand to lose.

Over several months, the eight semi-finalists were asked to elaborate on their plans for reaching scale and for overcoming the challenges they are likely to

face along the way. Their responses were informed by support from MSI and input from key partners and affected communities.

Semi-finalists were open to the idea that their proposals may change in response to constructive feedback during this phase of the competition. Whether they receive funding from MacArthur or other new support, MacArthur's goal is to see each of the eight semi-finalists emerge with the stronger and more compelling proposals that can make an even greater impact in the world.



FREQUENTLY ASKED QUESTIONS

WHY IS MACARTHUR RUNNING A COMPETITION FOR A SINGLE \$100 MILLION GRANT?

We set out to do something bold and different. Most foundation grants are closer to \$100,000 than \$100 million. By funding *100&Change* at a level far above what is typical in philanthropy, we sought to address problems and support solutions that are radically different in scale, scope, and complexity.

We believe \$100 million can enable real progress toward a meaningful and lasting solution to a critical problem of our time. Increasingly, MacArthur is focused on “big bet” initiatives that strive for transformative change in areas of profound concern, such as climate change and criminal justice reform. But we do not know it all, and there are other significant issues. *100&Change* is a way to encourage and support ideas from any field.

WHAT MAKES 100&CHANGE DIFFERENT FROM OTHER PHILANTHROPIC COMPETITIONS?

What is unique about *100&Change* is its focus on problems and their solutions, and the requirement that proposals address both. It is also unique because no single field or problem area was designated, unlike some prizes and challenges. And proposals from all sectors were encouraged. The openness and transparency of the application process is also distinctive.

Applicants knew exactly what they were being scored on and every applicant received meaningful feedback on their proposals from the judges. This process will provide vital feedback — and useful public exposure — to applicants, even if they do not ultimately receive the grant.

HOW DID MACARTHUR CHOOSE JUDGES?

We considered three different models. The first was a crowdsourcing model. We liked the idea of people proposing which problems to solve and having a crowd vote whether a proposal is meaningful or compelling. But we did not want *100&Change* to turn into a popularity contest.

The second approach, was the specialists’ panel model, where we would define a field of work and then identify experts to evaluate applications. There was a sense, however, that experts in a certain field tend to struggle with new ideas that come from outside of their discipline.

What we realized is crowds provide a way to take more risks and innovate. And the wisdom of experts is important. So, we decided to create a crowd of wise experts. We referred to them as our “panel of wise heads.”

We ended up with an evaluation panel of judges that included 413 thinkers, visionaries, and experts in fields that included education, public health, impact investing, technology, the sciences, the arts, and human rights.

WHAT CRITERIA DID THE JUDGES CONSIDER WHEN EVALUATING PROPOSALS?

Rather than having our judges review submissions based on their field of expertise, we randomly assigned proposals and asked them to determine whether projects were meaningful, verifiable, feasible, and durable based on their broad knowledge. Each application was reviewed by a panel of five judges. Meaningful is the goal of the competition: tackle a significant problem that would really matter.

The second was verifiable. We wanted to know, will the solution work? We wanted to mitigate against the risk of picking a proposal that was completely untested or untried. We perceived a gap in the philanthropic field, a need for funding to take tested ideas to scale. Having evidence a proposal worked — at least once, somewhere and on some scale, was important to us.

The third was feasible. When it comes to feasibility, the kinds of questions we wanted judges to consider were: Does the team have the right expertise, capacity, and skills to deliver the proposed solution? Do the budget and project plan line up with realistic costs and tasks?

The last criteria, durable, is the one that sets *100&Change* apart. If we were focused on solving a problem, we did not want the solution to be temporary and transitory. We wanted whatever we chose to have a long-term impact.

WHAT HAPPENS TO ALL THE GOOD PROPOSALS THAT MACARTHUR DOES NOT FUND?

Applicants learned how their proposal was evaluated and received comments and feedback from our panel of judges. That feedback might help strengthen proposals for future funding requests or even the next cycle of *100&Change*. Also, a public, searchable database of all the proposals was posted online. That exposure could lead to other funding opportunities. MacArthur hopes this process will also engage the public and the philanthropic sector in a discussion about the best ways to bring about meaningful and measurable change to some of society’s biggest problems.

ADDITIONAL RESOURCES

www.100andchange.org
www.macfound.org/100&ChangeFinalists
www.macfound.org/perspectives-100change

For more information about the live finalists event in Chicago on December 11, visit www.macfound.org/100&ChangeFinalistsLive.

ABOUT THE MACARTHUR FOUNDATION

The John D. and Catherine T. MacArthur Foundation supports creative people, effective institutions, and influential networks building a more just, verdant, and peaceful world. MacArthur is placing a few big bets that truly significant progress is possible on some of the world's most pressing social challenges, including over-incarceration, global climate change, nuclear risk, and significantly increasing financial capital for the social sector. In addition to the MacArthur Fellows Program, the Foundation continues its historic commitments to the role of journalism in a responsible and responsive democracy; the strength and vitality of our headquarters city, Chicago.

For more information or to sign-up for news and event updates, please visit www.macfound.org.

John D. and Catherine T. MacArthur Foundation
140 S. Dearborn Street
Chicago, IL 60603-5285
Phone: (312) 726-8000
TDD: (312) 920-6285
E-mail: 4answers@macfound.org

 www.macfound.org

 twitter.com/macfound

 youtube.com/macfound

 facebook.com/macarthurfdn

 linkedin.com/company/macarthur-foundation