MISSION
To accelerate entrepreneurship to end global poverty and protect the planet.

VISION
Miller Center envisions a world where all people are the architects of their own futures.

VALUES

Heroic Ambition. In the spirit of the magis, we ask what more we can do to make our mission and vision realities.

Excellence. We hold ourselves accountable for high quality and continuous improvement in all we do.

Accompaniment. In the Ignatian tradition, we walk with social entrepreneurs and students as they discern their paths forward.

Authenticity. We are honest, genuine, and true to our mission, partners, customers, and each other. We are inclusive and respectful. We act with dignity.
What does *hope* look like? Here are some examples from a recent Miller Center trip, where we visited some of our Global Social Benefit Institute (GSBI®) alumni and partners in East Africa:

- All Across Africa/KAZI is helping Rwandan genocide survivors rebuild their hearts and lives through high-volume artisan markets.
- Tugende, in Uganda, finances taxi motorcycles as a way to help self-employed people own the tools they need to make a living.
- PICO Eastern Africa fosters community and growth at the grassroots level, helping African rural and agricultural institutions work better.
- Jibu enables community-based businesses to meet a basic need: affordable drinking water. During our trip, we witnessed growing and bonded communities brimming with entrepreneurial spirit, blending problem-solving with strong cultural values.

Miller Center sees entrepreneurship as a springboard to sustainable success and dignity throughout the developing world—a “passport out of poverty” in the words of GSBI social entrepreneur Joseph Nkandu—and a pathway to *hope*. 
The Miller Center team traveled with a diverse, talented group of passionate Silicon Valley professionals, who shared best practices and valuable business savvy with enthusiastic social entrepreneurs. Those same executive consultants in turn gained new insights from the social entrepreneurs about compassion, resilience, forgiveness, tenacity, and the developing world’s unique challenges.

Moving our challenged world toward kinder and nobler societies requires hope. We believe that aligning our human values with our actions can and will lead to a more stable and just world for us all.

Thank you for your continued interest in and support of Miller Center’s work. At its core, our vision is about ARCHITECTING HOPE by energizing an entrepreneurial spirit among the poor so that they can create their own opportunities.

Jeff Miller
Benefactor, Advisory Board Chair, and SCU Trustee

Karen Miller
Benefactor
1B people worldwide lack access to clean drinking water.
Clean water is key to health, agriculture, and life itself. Miller Center works with social entrepreneurs who are increasing access to safe water for millions in the developing world.

Contaminated water is the leading cause of disease and death in the world, with 3.4 million people—primarily children—dying annually. The international development community has been unable to solve the global water crisis. Despite their best efforts, 50% of donor-funded clean-water projects fail after two to three years, largely due to lack of local ownership or community buy-in.

Waterborne diseases prevent people, especially women and girls, from reaching their full potential; they miss school, cannot absorb nutrients, or are unable to work.

Climate change is drastically altering the dynamics of access to water. Climate change makes both droughts and floods more common—and the smallholder farmers who dominate rural agricultural economies are highly susceptible to crop losses when there is either too little or too much water. The geopolitical instability caused by lack of access to water generates climate refugees.

Miller Center has mentored and accelerated more than 40 social enterprises focused on providing communities with safe drinking water, water for sanitation, and agricultural irrigation.
Jibu is pioneering a powerful new model for ensuring access to basic human necessities, with water as an anchor product. Jibu completed the GSBI Online accelerator in 2014.

Jibu sources, trains, and finances African entrepreneurs to solve the drinking-water crisis—decentralizing water filtration, distribution, and bottling through franchised businesses that provide communities with access to affordable, safe water.

Under Jibu’s franchise model, each bottled-water store is locally owned and operated, and franchise owners can tap into Jibu’s larger network of resources.

“In our participation in the GSBI, we were able to refine our business plan and align our management to reach our targets. The mentoring provided is really superb, and the GSBI team is very dedicated and helpful.”

Lisa Heederik, 2012 GSBI In-Residence accelerator

Nazava Water Filters

In 2015 Jibu hosted two Global Social Benefit Fellows, who developed a training suite for all new Jibu franchisees and sales agents—providing knowledge, skills, and tools to engage new customers in their communities. The Fellows’ work on the franchise model played a crucial role in Jibu’s ability to scale.

In February 2018, Jibu closed $7 million in Series B funding, bringing its total capital raised to $10 million. Jibu will use the funds to accelerate its launch of 1,000 drinking-water franchises in at least 12 new countries by 2022.
40+

social enterprises focused on water have participated in Miller Center accelerator programs.
70% of the world’s food is produced by smallholder farmers.
Smallholder farming is the backbone of food production in developing countries. Miller Center works with social entrepreneurs who help farmers overcome challenges—from financing to climate change.

An estimated 500 million smallholder households exist globally, comprising more than 2 billion people. Smallholder communities make up a significant portion of the world’s poor, defined as those who live on less than $2 per day—yet they capture relatively little of their crops’ value.

Often subsisting from one harvest to the next, smallholders are particularly vulnerable to climate change impacts such as droughts. Poor harvests or sudden massive price drops can have catastrophic effects.

In eastern and southeastern Asia and sub-Saharan Africa, almost 50% of the agricultural laborers are women. If women farmers had the same access to productive resources as men do, they could increase yields on their farms by 20% to 30%, lifting 100 million to 150 million people out of hunger.

Access to financing to invest in productive assets and technologies can dramatically improve the lives of smallholder farmers, allowing them to rise from subsistence living to profitable farming.
Miller Center has mentored and accelerated more than 50 social enterprises focused on agriculture.

**NUCAFE**, which completed the GSBI In-Residence accelerator program in 2016, catalyzes collectives of coffee farmers and helps them reap value throughout the chain—from coffee tree to coffee cup.

For 20 years, NUCAFE Executive Director Joseph Nkandu has been implementing his “farmer ownership model” vision for growing coffee in Uganda. Member farmers pay small processing fees and retain ownership of their beans, allowing them to increase their income by 250%.

“I would recommend the program because GSBI has very high-quality mentors ready to help take organizations to scale. The mentors are good at spotting problems if the social enterprise is very open about its challenges.”

Alloysius Attah, 2016 GSBI In-Residence accelerator

In the summer of 2018, Miller Center sent two Global Social Benefit Fellows to work with NUCAFE to further enhance its franchising process and help devise systems and structures for scaling and replication.

**VITALITE Zambia**, a 2017 GSBI In-Residence accelerator program participant, is Zambia’s first pay-as-you-go agricultural distribution company. Targeting rural and peri-urban farming households lacking access to modern energy or appropriate financing, VITALITE uses an agent network to open up rural base-of-the-pyramid markets.

Two Global Social Benefit Fellows worked with VITALITE to formalize its sales and operations knowledge, to streamline the process of adding new sales agents, and to accelerate scaling to additional regions across Zambia.
50+

social enterprises focused on agriculture have participated in Miller Center accelerator programs.
38% women-led social enterprises**

76% Net Promoter Score across GSBI accelerator programs**

900+ social enterprises accompanied through GSBI accelerator programs*

22 social enterprises in replication cohorts**

8 alumni events in 5 countries**

287 mentor engagements**

*Cumulative

**Fiscal Year

Photo: Santa Clara University

View of Kigali’s hills from Miller Center’s Executive Immersion Trip to visit social entrepreneurs in Rwanda and Uganda.

Photo: Santa Clara University

6 | Architecting Hope
Miller Center’s impact is the result of ~$25M in philanthropic investment since 2003.
50% of Africans lack access to modern health facilities.
HEALTH IS LINKED TO WATER AND FOOD QUALITY

Miller Center accelerates social entrepreneurs working in developing countries to overcome lack of access to safe drinking water, nutritious foods, and high-quality medical care.

In Africa the greatest challenge to healthcare delivery is that fewer than half of Africans have access to modern health facilities. The number, quality, and capabilities of healthcare workers across the continent are inadequate for serving the large and growing population. As one example, many rural hospitals lack access to oxygen, which is necessary for anesthesia, the treatment of premature infants, and children with pneumonia.

Good health depends on safe drinking water and nutritious foods—and providing both of these basic necessities is a fundamental challenge in developing countries.

Technology is transforming how healthcare is delivered, enabling more people in remote areas to receive higher quality care and providing decision makers with better data. One challenge is many technologies require access to electricity.

The United Nations’ Sustainable Development Goals include specific targets for childhood mortality, maternal health, and diseases such as HIV/AIDS, malaria, and tuberculosis. Miller Center has mentored and accelerated 48 social enterprises focused on global health issues.
Hewa Tele Health, a participant in the first Miller Center and GE healthymagination Mother & Child program in 2016, provides medical oxygen for surgeries, emergencies, and other healthcare situations in Africa.

After completing the healthymagination program, Hewa Tele next plans to build oxygen plants in Uganda and Tanzania to expand its geographic reach and social impact.

“The Global Social Benefit Fellowship has encouraged me to engage in cross-cultural exchange and social impact research. My time as a Fulbright English teaching assistant in Vietnam will be enhanced because of the transformative experiences I had in Myanmar.”

Athena Nguyen, Koe Koe Tech Fellow 2017, SCU Valedictorian 2018

The Liberian Energy Network (LEN), also a member of the 2016 healthymagination program, provides another important healthcare necessity: light and electrical power, delivered as reliable and affordable off-grid solar power. LEN distributed 300 lights during the Ebola crisis, which claimed 5,000 lives in Liberia, and helped improve site security around the Liberian Institute for Biomedical Research.

Miller Center’s partnership with GE Ventures—a prime example of the co-creation of custom accelerators aimed at specific geographies and market sectors—enabled Hewa Tele, LEN, and other social enterprises to scale their impact.
48

social enterprises focused on health have participated in Miller Center accelerator programs.
1.2B people worldwide have little or no access to electricity.
Lack of access to electricity creates a poverty trap. Miller Center works with social entrepreneurs who are helping make clean energy affordable and available even in remote rural areas.

Energy poverty affects an estimated 16% of the world’s population, with close to 80% living in rural areas. Unavailability of clean energy condemns communities to a vicious cycle of economic impoverishment.

Those who lack reliable energy access miss out on important socioeconomic benefits. For example:

- Village businesses cannot stay open at night, which limits their revenue potential.
- Healthcare providers are unable to operate modern medical equipment, which prevents villagers from receiving the medical services they need to stay healthy.
- Children cannot read or do schoolwork after the sun goes down—unless they use kerosene lanterns, which have serious health and safety consequences.
- Women and children must cook on open fires using wood, charcoal, or animal dung; engage in labor-intensive, unsafe, and environmentally damaging fuel collection activities; and inhale smoke that can cause serious and often fatal illnesses.
Miller Center has mentored and accelerated more than 115 social enterprises focused on providing clean energy solutions.

**Husk Power Systems**, a 2013 GSBI In-Residence accelerator and 2017 Energy Access India program (funded by USAID) participant, designs, builds, owns, and operates low-cost hybrid power plants in India and Tanzania. Its proprietary system combines and synchronizes solar photovoltaics, biomass gasification, and batteries to deliver 24/7 power.

In January 2018, Husk closed $20 million in equity investment, which it will use to add 300+ mini-grids serving 100,000+ customers—deploying enough 100% renewable power to eliminate 150,000 tons of carbon dioxide per year.

“While researching ONergy’s impact, our team witnessed families using solar lanterns to cook and read, farmers using solar irrigation to grow new crops, and entire villages using solar microgrids to keep their homes and businesses safe and productive after sunset. I will head to Lesotho in the fall as a Fulbright scholar to continue research on the potential of solar microgrids in developing countries.”

Erika Francks, **ONergy** Fellow 2016, SCU Valedictorian 2017

**ONergy**, a participant in a 2011 GSBI accelerator program, sells numerous solar solutions—including handheld lamps, irrigation pumps, microgrids, home lighting systems, and streetlights—to rural and urban customers throughout northeastern India.

In 2016, a team of Global Social Benefit Fellows conducted survey research with ONergy customers, partners, and employees, validating the impact of ONergy products on customers’ lives.

2011 GSBI accelerator alum Lesley Marincola, founder and CEO of **Angaza Design**, won a prestigious Skoll Award for Social Entrepreneurship for her PAYG (pay-as-you-go) technology, which helps poor customers access clean energy.
115+

social enterprises focused on clean energy have participated in Miller Center accelerator programs.
Indulge me for a moment. Place your hands in front of you, palm to palm. Then interlace your fingers. This interdigitation represents the convergence of Miller Center’s vision, mission, and values with stakeholders in the social entrepreneurship ecosystem.

Pope Francis notes in *Laudato Si’* the “intimate relationship between the poor and the fragility of the planet.” Everything is interconnected—poverty, climate change, refugees. So too are the solutions: social entrepreneurship, climate resilience, women’s economic empowerment.

The intersectionality of basic needs for the global poor—such as safe drinking water, sustainable agriculture, clean energy, and health—resonates with the myriad ways Miller Center helps social enterprises scale their impact.

Our Global Social Benefit Institute accelerator programs and Global Social Benefit Fellowship methodologies are rooted in a deep ethos of accompaniment. Mentors serve as trusted advisors to social enterprises; we are companions to exemplary Santa Clara University students.

Miller Center’s social entrepreneurs and Fellows are architects of hope. We are proud of their enormous impact thus far in serving the poor and protecting our planet.
We imagine a future when all people are architects of their own futures.

Miller Center continues to pioneer new programs to build that future. Our Social Entrepreneurship at the Margins accelerator accompanies enterprises serving or led by refugees, migrants, and human trafficking survivors. Our Social Justice in the U.S. initiative seeks to help heal an economically riven America through social entrepreneurship.

The power of accompaniment gives me hope that we can architect solutions to the world’s most pressing problems.

The opportunities are as varied as humanity. We hope you will join our staff, mentors, and Advisory Board members on the ambitious journey of architecting hope.

Warmly,

Thane Kreiner, Ph.D.
Executive Director, Miller Center for Social Entrepreneurship
Howard and Alida Charney University Professor
Individuals and Family Foundations ($50,000 and above)

Jon & Maria Aboitiz
Julie & Jeff Brody
Katy & Dale Carlsen
Howard & Alida Charney
Elizabeth Dennis
Jon Freeman
Tim Haley & Ethna McGourty
Karen & Jeff Miller
James & Rebecca Morgan Family Foundation
Charmaine & Dan Warmenhoven
Agnieszka Winkler & Arthur K. Lund

Program Partners

If you are interested in joining us on our journey of accompaniment by supporting our work, you can make a gift online at mysantaclara.scu.edu/givenow and select “Miller Center”. We do not charge the social entrepreneurs who participate in our accelerator programs, and we provide the Global Social Benefit Fellows fully funded research opportunities with social enterprises. Together we can build a more humane, just, and sustainable world.