# What makes a city a 'hub' for innovation?
# Learning from Nairobi

May 27–29, 2015
Nairobi, Kenya
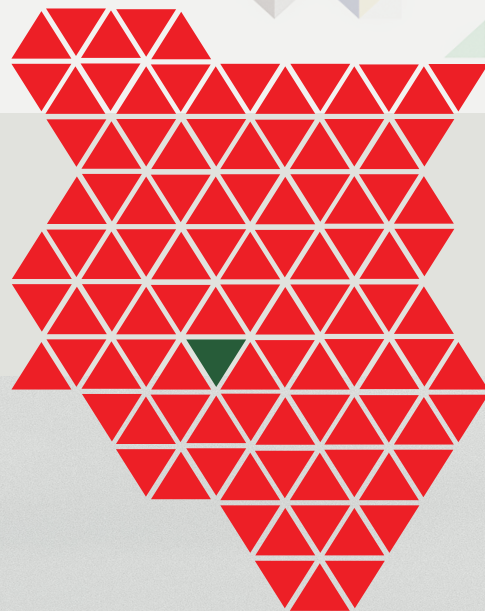
# INTRODUCTION

*"Emerging markets are where the world is changing; it's where the future is. You have this constant dynamic of both problems as well possibilities- which is an exciting place to be. If you're interested in innovation in any form - you want to be where things are changing and come to the cusp of where the world is going. You see this in Kenya. In the last half a decade we've had mobile money and crisis mapping come out of Nairobi - these are innovations that have spread across the world. Kenya - Nairobi in particular- is a wonderful place to actually see the future and that's why we're here". Roshan Paul, Amani Institute.*



For three days in May 2015, SIX and Amani Institute, with support from Hivos, brought together over 100 thinkers and doers from across Africa and the world to explore the different conditions and components that make a city a 'hub' for innovation and what we could learn from Nairobi.

## Why focus on innovation hubs?

From San Francisco to Seoul, Sao Paulo to Bangalore, several cities around the world are now seen as 'innovation hubs' where a mix of people, ideas, infrastructure, and attitudes collides to create a hotbed of both technological and social innovation.

Cities naturally develop as buzzing hubs where people come together in new ways, however, for a city to become an innovation ecosystem, is something more distinctive and unique. Innovation ecosystems have visible and invisible support structures that provide space and access for more people and ideas to have a voice and thrive with the right kind of support. If we want to create real and sustainable social change, these ecosystems are necessary for supporting innovators to grow, develop, collaborate and push the status quo.

Steve Tang, president and CEO of the University City Science Centre recently wrote 'One person alone, or even one industry alone, does not make an ecosystem! Instead, innovation thrives in a rainforest-like atmosphere when disparate, yet related groups convene, connect and have the opportunity to collaborate.'

How to build these supportive innovation ecosystems is a challenge for leaders of all levels across the world. Is there a magic formula? Or are there specific policies and practices that need to be put in place? How can we connect these disparate groups and industries to form a rainforest? And what does this look like at city level? How does an effective ecosystem help a city become a hub for innovation?

This event sought to answer these questions and learn from Nairobi, a city that has jumped on the world map in recent years for its social innovations.

## Learning from Nairobi

As Roshan Paul reflected in his opening speech of the event: reality as well as global perception of Kenya and Africa has rapidly changed in the past ten years. As the cover of the Economist changed from 'The Hopeless Continent' to 'Africa Rising' and 'Aspiring Africa' , Kenya has come to symbolise a collective rise in drive,

aspiration and innovation. Building on this collective spirit, Kenya has quickly established itself as one of Africa's leading innovation hubs.

The combination of tech innovation, creativity in the arts, entrepreneurial spirit and a strong desire to change the status quo makes Nairobi the perfect space to rise as a hub for innovation.

Nairobi is home to social innovations such as M-Pesa, Ushahidi and Shujaaz that are known around the world. We came here to explore what it is exactly that had made Nairobi this innovation hub that has incubated these exciting initiatives. What lessons could be learnt and implemented elsewhere to create effective ecosystems for social change? During the event artists, technologists, academics, community practitioners, designers, business, foundations, and entrepreneurs from within Nairobi but also from around the world, gathered to better learn and understand how each part fits and works within a wider system, and how we can use these lessons to accelerate social innovation across Africa and around the world.

## About the event

We believe innovators can have a bigger impact when connected with their peers from around the world to share learning and insights. We hosted this event to provide such a space in Nairobi and encouraged not only cross-sector collaboration but also transnational learning. The event was a collaboration between SIX, Amani Institute and Hivos - each organisation bringing valuable insights and different networks - ensuring that we not only explored innovation ecosystems but also equipped innovators with the skills and capacity necessary to succeed.

With speakers and participants from 18 different countries, we created a unique dynamic to explore similar challenges and solutions from different contexts and further develop a global network of innovators dedicated to social change.

**We asked ourselves: What does it take for a city or a region to become a hub for innovation?**

1.What are the physical components and invisible conditions that come together to form a supportive ecosystem? How do they all fit together?

2. What does such an ecosystem for social innovation in a city look like? Who is it designed for and how can we make social innovation more inclusive across cities?

3. How can we accelerate the field of social innovation in Kenya and across Africa?

## KEY LEARNINGS

The following key guiding themes and new questions and tensions emerged:
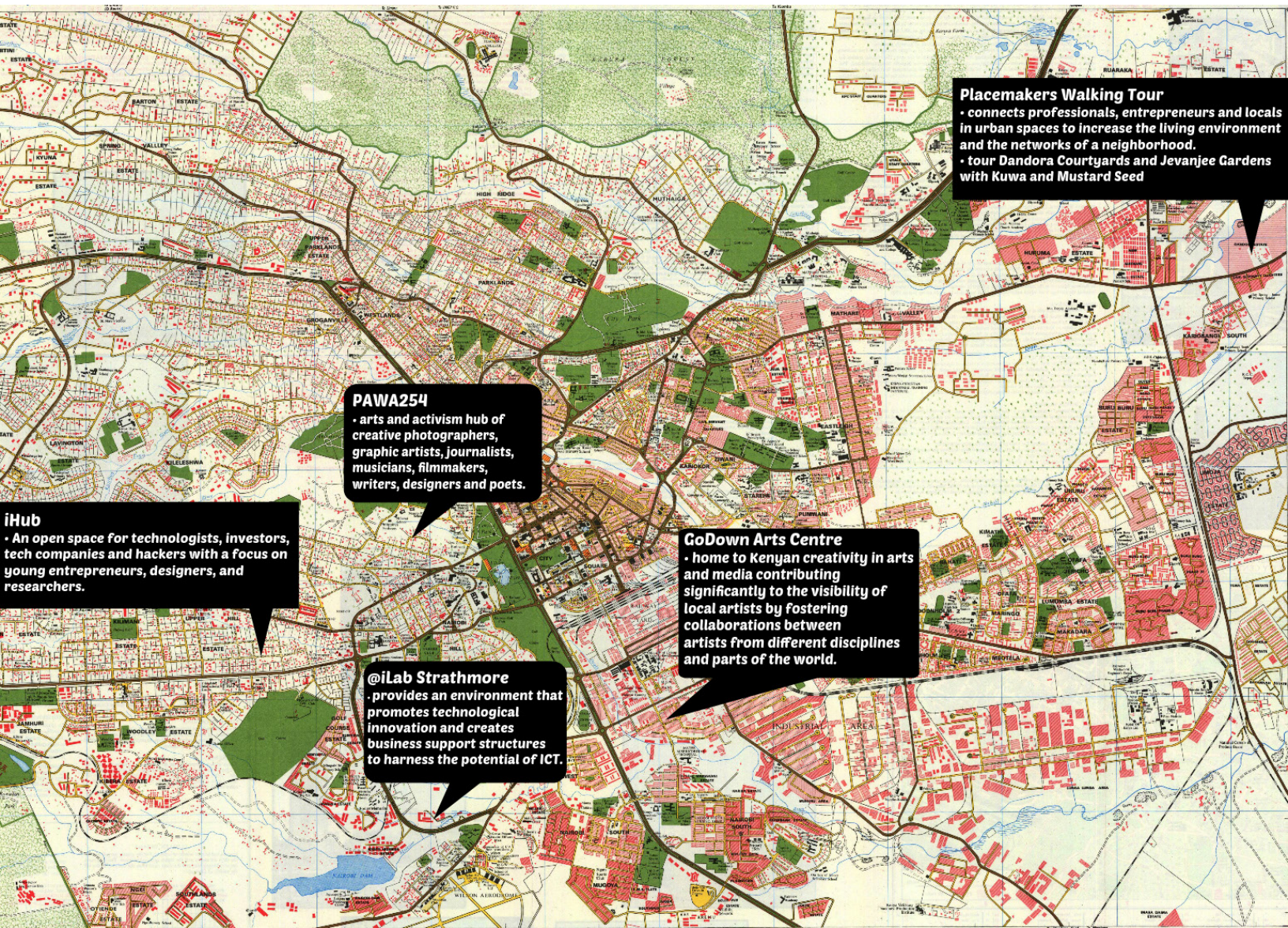
**Building the ecosystem one puzzle piece at a time: What are the physical components and invisible conditions that come together to form a supportive ecosystem? How do they all fit together?**

## Physical conditions – the Faces and Spaces

Zooming in to Nairobi's innovation ecosystem, we quickly learnt that it is the particular mix of people and organisations that build the foundation of an innovation ecosystem. From the art hubs of PAWA254 and GoDown Arts Community to the tech homes of the iHub and the @iLab, each of these innovation spaces has an important role in Nairobi's ecosystem in fostering a sense of community and in prototyping and implementation of new ideas.

Around the world, a lot of work has already been done looking at the emerging characteristics of innovation

spaces and hubs, but these scans and analyses have been focused specifically either on <u>mobile</u> or <u>tech</u> or culture and <u>the arts</u>. This event was designed to connect all of these disciplines and to explore if and how these hubs work together and how we can encourage more collaboration amongst them.



**Placemakers Walking Tour**
• connects professionals, entrepreneurs and locals in urban spaces to increase the living environment and the networks of a neighborhood.
• tour Dandora Courtyards and Jevanjee Gardens with Kuwa and Mustard Seed

**PAWA254**
• arts and activism hub of creative photographers, graphic artists, journalists, musicians, filmmakers, writers, designers and poets.

**iHub**
• An open space for technologists, investors, tech companies and hackers with a focus on young entrepreneurs, designers, and researchers.

**GoDown Arts Centre**
• home to Kenyan creativity in arts and media contributing significantly to the visibility of local artists by fostering collaborations between artists from different disciplines and parts of the world.

**@iLab Strathmore**
• provides an environment that promotes technological innovation and creates business support structures to harness the potential of ICT.

Boniface Mwangi, Founder of PAWA254, spoke of the need for hubs '*to provide positive spaces for youth and allow young people to have more opportunities and to pursue healthy and productive passions'*.

Not only do hubs and innovation spaces bring together like-minded individuals to focus and collaborate on their passions, but they are essential in a city like Nairobi where start-up costs, particularly rent, are high. Hubs provide structure and support like free Wi-Fi and backup generators – crucial in places where power outages are common- as well as skills and training.

Nairobi's tech hubs- the iHub, the @iLab, <u>NaiLab</u>, and <u>Nairobi Garage</u> - have been instrumental in incubating a variety of innovations. From <u>M-Farm</u> which links farmers to buyers and posts the most recent market prices to create a fairer agricultural system, to <u>Digital Matatus</u> which created a transport map for Nairobi's informal buses, to <u>visualisations</u> of Kenya's open data – it is clear that technology is helping to solve more social challenges than ever before.

But it's not just about the ICT community- it's about the arts as well. PAWA254 and GoDown Arts Centre, Nairobi's arts hubs, have been instrumental in creating affordable and accessible spaces for artists, something previously missing in the Nairobi ecosystem. Graffiti artists at PAWA254 are challenging local politics and the puppeteers at GoDown host Kenya's only political satire; but these are just a few examples of how artists are pushing the boundaries in civil space and are instigating important dialogue about social justice and relationships within society- something that may not have flourished or transcended boundaries as easily without these hubs.

Everywhere around the world, but especially in many African countries, people depend on their social networks to succeed and these hubs provide an important space to develop a community. Physical spaces such as these are crucial to create an enabling environment where methods, knowledge, experiences and insights can easily be shared and applied in different situations.

Rym Baouendi, the founder of Cogite Co-working Space, the only hub in Tunisia, explained the motivation behind Cogite:

*'[It was] for thinking & existing- a place to discuss creativity, entrepreneurship and innovation. But it's not just about the space- it's about the community! By building the space, we've actually built a community'.*

## Branding

To informed insiders, Nairobi has become a true hotspot in the last years, with incredible tech startups popping up and social enterprises with innovative business models turning heads. But for many, the greater world does not yet know of Nairobi in this light. As Anne Miltenburg of the Brandling explained 'If Nairobi has gotten on the radar in the Middle East, Europe, Asia or the America's recently, it's most likely in a far from flattering light. Decades of western media have pigeonholed the entire continent of Africa as poor and problematic plus the recent terror attacks on innocent Kenyans (in Garissa), the most optimistic reputation Nairobi can hope for is based on marathon runners, Masai warriors, and wildlife.'

However changing this perception of Nairobi and branding the city in the right light can have a huge impact on building the innovation ecosystem. As Anne explained, the success of local changemakers in creating this hub of entrepreneurship, tech and innovation, deserves to have a bigger audience that in turn can lead to a positive cycle of incoming investments, jobs and social impact.

Anne led a collaborative workshop on the second morning to explore how local innovators could work together to build the brand of Nairobi and highlight the faces and spaces of the city on a global scale. Anne's branding strategy was designed so we don't just leave it to chance whether the world sees Nairobi in a global leadership position on social innovation. What does the Nairobi social innovation scene want to be recognised for? Where does it want to lead the world? How can we translate that ambition to tangible experiences for the outside world?

## Invisible conditions to create an enabling environment

It's not just about the physical hubs and spaces, that make a city a hub for innovation, but also the invisible conditions that work together to create an enabling environment to support communities and innovators. Amrote Abdella of the Microsoft 4 Afrika Initiative told us that in order to build a place for innovation,- you need 'hard infrastructure with connectivity and space but also the proper mind-set to build upon failure and share experiences. Resiliency and determination are paramount'.

We began to explore these invisible conditions, such as collaboration, relationships and trust, mind-set and perception, as well as the skills that innovators need to succeed in these ecosystems throughout the FailFaire, the event and the skill-building workshops we hosted on the last morning.

## Collaboration and communication

The need to collaborate was as evident in Nairobi as it is across the world, but what does collaboration really mean and how can we encourage more of it? In times of limited resources and increased competition, it is obvious that more brains are better when we are trying to do more with less, but how can we find different ways to reach new audiences and solve some of our biggest social challenges?

Working with new people and organisations is never easy. In a breakout discussion, one participant spoke of the historical context of colonialism that had discouraged collaboration and cooperation. She suggested that these soft skills needed to be taught to children at an early age and the current education curriculum was too self-focused to promote the benefits of collaboration.

There is also a need for spaces to provide 'facilitated serendipity' as Amis Boersma from Hivos suggested. Despite working towards similar goals, many sectors operate in very distinct silos. Creating spaces to hear from multinational companies as well as community practitioners allows for more voices to be heard and offers an opportunity to see possible common visions and opportunities to work together. Initiatives such as the Placemakers, who led participants on a walking site-visit to a community project in Dandora, Nairobi's biggest dumpsite and a public park in the city, are trying to bridge these gaps by bringing multiple stakeholders together in public space projects.

## Skills

Is innovation a natural ability or can it be learned and nurtured? As the world changes faster and faster, increasing numbers of CEOs and thought-leaders are calling for innovation skills development. Several institutions, including Amani Institute, firmly believe innovation comprises a set of skills that can be learnt by anyone.

On the last morning, we dove into practical workshops designed around a range of skills that innovators can usefully apply inside innovation ecosystems. These workshops ranged from personal branding to the branding of a city like Nairobi, from navigating progress inside large organisations to applying the business model canvas

to one's enterprise, and from using information technology in an African context to learning about the role and application of big data in our modern economy.

These workshops highlighted the need to constantly refine our skills, not only to succeed in these diverse ecosystems but also to help broaden our mind-sets and be more open to risks and innovation.

## Learning from failures

> 28 May 2015 **KaassaaAfricaBusiness** @KaassaaBusiness: Far beyond what you can suspect #failures can steer you towards the best avenue for success #entrepreneurs #FailFaireNBO @failfaire @iHub

The event kicked off with a FailFaire at the iHub, welcoming more than 200 people to listen and learn from creative leaders on the challenges they had faced in their own organisations and sectors. Unlike Silicon Valley where it sometimes seems like you're no one unless you have failed five times by the time you're 25, failure is less accepted in Kenya. The lack of a social safety net and limited funding opportunities means that speaking openly about failure is still a relatively new idea and open spaces like the FailFaire provided a much-needed space to speak openly and freely.

*The aim of the FailFaire was to shift the mind-set of changemakers and show that "it's not failure, but experimentation" as Erik Hershman, founder of iHub and Ushahidi, told the crowd. All of the speakers underlined that successful innovation is characterised by challenge and failure. A culture where risk is encouraged and failure is expected, acknowledged and in some cases even valued, is crucial to success.*

Furthermore, we need to create the freedom to fail, because success is not only the ability to avoid failure but also the ability to learn from failure – an important lesson not just for individuals and organisations, but for the overall mission of creating innovation ecosystems. In the words of Amrote Abdella: 'What does it take to build a place of innovation? First of all, mind-set and skills. Try, fail and try again'.

We explored how individuals and organisations could embed more risk and failure into their processes. During the workshops, Max Song encouraged start-ups to not think of themselves as once and for all phenomena, but instead as more cyclical long-term projects. Georgia Hill from the UNICEF Innovation Centre shared methods and tools they were using to move pilots to programmes and institutionalise innovation and more experimental designs.

## Who is the ecosystem designed for and how can we make social innovation more inclusive?

> 29 May 2015 **Amani Institute** @amaniinst: Who are we innovating for? Who's included and who are we excluding? #debate about inclusion in #socialinnovation #learnfromNBO

There is a real need to include more voices in our innovation ecosystem to build more diverse and authentic communities. We heard from a range of experts- from the business world, to community practitioners and human-centred designers to begin to explore some of the ways to can increase our impact by making innovation more inclusive.

Ore Disu from the Nsbidi Institute spoke of Lagos context.  Because of the challenges people in Lagos face every day, they are always trying to find better ways of doing things to improve their lives. She explained that 'social innovation is natural and part of what we do everyday'. So how do we take full advantage of this potential? How we can empower and highlight those who are innovating every day but don't necessarily associate with the term 'social innovation'?

Although the influx of hubs and innovation spaces has helped to enable innovation ecosystems - they are still sometime seen as elitist, and do not provide a space for everyone. Robinson Esialimba of the African Innovation Foundation said 'There are Kenyan heroes who are doing great things but never get recognised". The question then becomes how we can hear from these unusual suspects and widen our scope and broaden our impact?

One suggestion came from Roseline Orwa from the Rona Foundation who said: 'Hubs should go to the people and not people go to the hubs', expressing the desire to break beyond the innovation spaces in the city centre.

**We also need to revaluate our language.** The social innovation lingo often seems foreign and prevents any outside voices from contributing or joining the discussion. We heard from Zach Metere, a farmer in a rural village in Kenya, who told us he went to a mobile technology event at an innovation space two years ago in Nairobi that mixed farmers with techies to create tech-based solutions for agriculture. The developers spoke in a language that was completely foreign to the farmers. Halfway through the event, one famer asked '*What is Android*?' to which everyone laughed at his ignorance. No adjustment or learning was made and there was a fundamental disconnect in the room. This example highlights the need to re-evaluate not only the language we use but also our methods and processes if we really want to bring more people into the conversation.

We also see this language barrier between sectors such as international development and the social innovation sector, which despite similar goals operate in very different and distinct ways, which often prevents collaboration.

We need to better understand our communities and ask whom we are actually innovating for? There is a real need to further understand our target market, regardless if we are in the social or business sector, and make sure that we're getting it right.

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**Case Study: Rona Foundation**

Roseline Orwa founded the Rona Foundation after her husband died in the post-election violence in 2007 and suddenly found herself not only alone, but also without rights and facing discrimination in her community. The Rona Foundation aims to mitigate the social, political, and economic suffering endured by widows and orphans. Not only does the Foundation provide direct support to widows and their children, but it also aims to shift culture by exposing discriminatory and dehumanising practices and lobbying for better laws and treatment.

**What's the impact?**

At the heart of the Foundation is a Widows & Orphans Centre- a source of hope and refuge for these women and children. The Centre protects the women from abuse, stigma and discriminatory practices and creates a community to help them re-build their lives, and transform victimization into changemaking. The women work on a cooperative farm and sell the vegetables in local markets to earn a livelihood, and Centre helps to rehome the women, provide education for the children and medical attention. The Foundation hopes that the Centre can be replicated across Kenya.

Through its community outreach programme, the Foundation challenges social stigma against widows and lobbies the government to legally protect widows.

To date, the Foundation has helped hundreds of widows and their children either through the Centre directly or in the community outreach programme.

**Impact on the ecosystem**

By focusing not only on the immediate concerns facing widows and children through the Centre, as well attempting to shift culture and change policy, the Rona Foundation is an important player in Kenya's ecosystem by challenging the status quo and fighting to make Kenyan culture and society more inclusive for all.

# How can we accelerate the field of social innovation in Kenya and wider Africa?

There are now over 100 physical spaces dedicated to supporting innovation across the African continent. Whilst the developments of these spaces has been crucial to the growth of innovations like Ushahidi, the event emphasised that physical spaces are not enough to develop social innovation in Africa. In addition to supporting collaboration, developing skills and learning from failures, several new questions and tensions began to emerge as we dug deeper into what makes a city a hub for innovation. We began to explore these questions but understand that it takes more than a coffee break to delve into these debates. We hope to continue to connect the community of the event and beyond, to further to explore these questions:

## Who is responsible for making change happen?

In Kenya as in other parts of the world, many change makers have stopped waiting for top-down policy to support their work and focus instead on creating change and delivering services at a local level. However, there is a tension as to who is responsible. Who makes decisions and when? What does it take to make this change happen? Who holds the real power – government of citizens?

Boniface Mwangi claimed that '*without government, there´s no change. Government is power. We need to make the government responsible and responsive'*. However, in contrast, we saw Mustard Seeds, a community-based organisation that has stopped waiting for politics and is changing their community themselves. Educating communities about their rights and the possibilities of engaging government successfully is a role that organizations such as Placemakers, GoDown or Pawa254 are starting to play.

Questions of responsibility and power not only include the government and citizens, but also large international non-governmental organisations who are increasingly reviewing their own relevance and effectiveness, and in turn- asking how they can innovate to better deal with the new challenges of 'pear shaped' societies. What is the future of government, of public service and of NGOs?

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### Case Study: Mustard Seeds

Mustard Seeds is a community-based organisation working to improve the Dandora neighbourhood in Nairobi and provide employment opportunities for youth. Dandora is famous for one of East Africa's largest rubbish dump and the surrounding neighbourhood is strewn with rubbish and waste. A group of young men came together to form Mustard Seeds to clean up their court yard- removing waste, cleaning out drains, painting the fence and planting and maintaining the only green space in all of Dandora.

**What's the impact?**

The garden and clean courtyard has transformed the houses that live in the court - creating an oasis of peace and calm. The residents now pay a small fee to the young men to continue maintenance on the garden and to secure the area at night, providing employment in a place with few opportunities for youth.  The impact on the community is tangible, with other courts being inspired to replicate the model and are working to transform Dandora one garden at a time.

**Contributing to the local ecosystem?**

Not only are Mustard Seeds are helping to inspire others to change the systems in which they live, but they're also catalysing important conversations with policy makers about the state of their community. DASUDA, UN Habitat and the local government are now partnering with the Mustard Seeds, the Placemakers, International New Town Institute and IFHP to develop the plan 'Must Seed' which aims to use the same bottom-up approach to transform the rest of Dandora and Nairobi.

**How can we better connect the micro to the macro?**

There is a gap between what happens on the ground and at the policy level. Many times real change is seen in neighbourhoods - not in parliament. In many cases, communities are more resilient and able to enact real change where it matters most with the people it affects. However, without policies to further support and enable innovators, it becomes increasingly difficult to create sustainable change.

Charles Gachanga of Mustard Seeds told the site visitors that the first night they cleaned up the garden in Dandora, he was arrested and accused of breaking and entering, despite being a resident in the courtyard. This situation exemplifies the enormous disconnect between residents trying to improve their community and the wider policy level. The challenge for social innovation is to close this gap between the macro and micro and highlight what's really needed on the ground.



**What are the best models for organisations that need to achieve social impact, whilst still running a business?**

Talking with entrepreneurs in Nairobi quickly made it clear that the promise of future profit is a significant motivation. This is not surprising, but it is important to clarify the role of money, and the underlying motivation behind a new innovation, in order to determine how entrepreneurs and innovators should be supported.

As Mariko Takeuchi reminded us, to bring about new, sustainable and effective solutions we must constantly examine the link between our (social) impact model and our business model and evaluate whether our business model in any way goes against our impact model.

In times where decisions have to be made, prioritizing and acting in accordance with your impact model might generally be what separates social innovation from other forms of innovation. But these distinctions are not necessarily as clear-cut as in a European or North American setting. Innovations that are primarily business-driven might still be seen as social innovations in a developing context even though they would be considered, by definition, as business innovations in other contexts. social innovation from other forms of innovation. But these distinctions are not necessarily as clear-cut as in a European or North American setting. Innovations that are primarily business-driven might still be seen as social innovations in a developing context even though they would be considered, by definition, as business innovations in other contexts.

How to achieve financial sustainability and achieve a social impact is a question not just for new enterprises or entrepreneurs, but also for innovation spaces, as well as the large multinational companies like Philips and Safaricom. This question needs further thought and reflection.

**How can we create a better platform and culture for learning across countries?**

At the event we noted a real desire to share and learn from other global experiences, particularly from other emerging markets to share thinking and possible solutions. Rym from Cogite Co-Working Lab in Tunisia was one of many who expressed the desire to connect more hubs in Africa. It is our goal to continue to connect people across borders so we can better learn from one another.

## CONCLUSION AND NEXT STEPS

What makes a city a hub for innovation? There is no magic recipe but we learnt some key things. Whether in Dhaka, Rio or Nairobi, all the cities described had some common elements:

- An innovation space is more about the people and community than about the physical space
- Necessity is the real driver of innovation, especially in emerging markets
- Arts and culture have a strong role and there is need to find a space to facilitate creativity (hubs are a good place to do that
- There is a need to link across sectors and industries in cities
- The biggest challenge is shifting mind-sets and attitudes, to embrace more risk-taking and experimentation

We learnt that it is the mix of people and spaces that foster energetic communities, as well as invisible conditions such as trust, collaboration, people with unique skills and mind-sets, as well as hearing from the unusual suspects that come together to create an innovation ecosystem. It's about empowering communities to change the systems in which they live and about creating opportunities to share and influence change at all levels. Such an environment is currently being built in Nairobi. As Roshan Paul said: "*We are here because we sense a rise in aspirations*".

Innovation ecosystems do not solve every challenge, as there are still many challenges in Nairobi. However, by sharing learning across the hubs within the city and across Africa and the world, we hope to contribute insights to continue to solve these challenges in new and innovative ways.
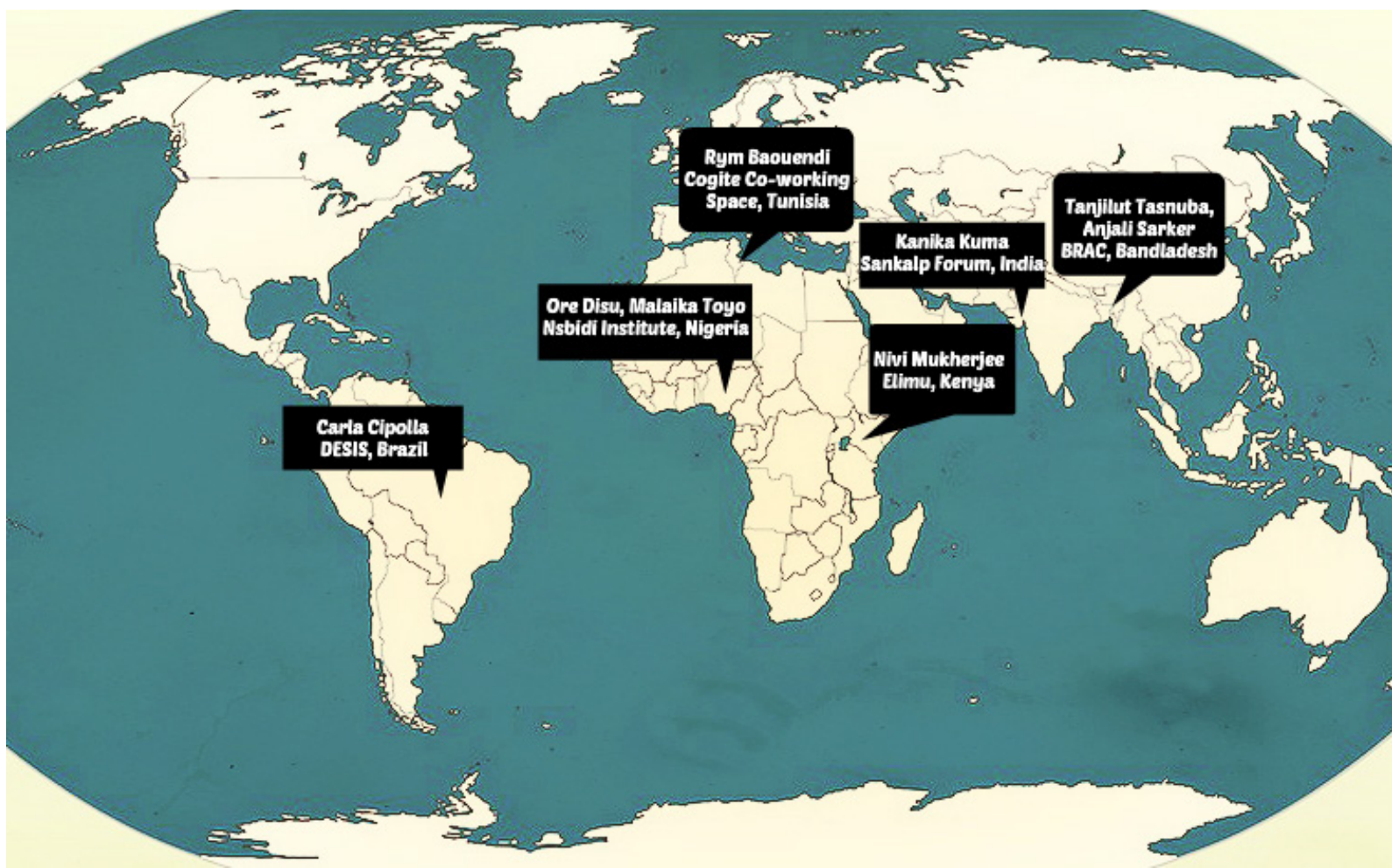
## About the series

This event was the second in a series of gatherings across Africa designed to help accelerate the field of social innovation through the building of innovating communities. We do this by connecting existing networks, actors and organisations that approach social innovation from different angles, aiming to support learning across Africa and the world.

This event follows the success of the event 'Reimagining Relationships' that SIX and Hivos hosted in Johannesburg in November 2014. Here, we explored how international development and social innovation communities can collaborate to form new relationships and how citizens empower themselves to change, adapt and improve the systems in which they live. We recognize that building a community is not done through a one-off event and we're excited to build on the knowledge we gained learned in Johannesburg. The Nairobi event was a first step in this commitment, and more gatherings are planned for in the future.

## About the organisers

**SIX** - Over the last 8 years, SIX has inspired, connected and supported thousands of individuals and organisations, across sectors and industries, to build the field of social innovation globally. We bring together people from diverse perspectives to exchange and share how to accelerate social innovation. By connecting innovators, and developing, curating and disseminating ideas and practical examples of social innovation, SIX enables its global community to learn from each other, building the capacities of our members to become better innovators.

**Amani Institute** - Responding to the widely perceived gap between university education and the marketplace for jobs, Amani Institute's mission is to develop next-generation talent for addressing social challenges. They do this by pioneering a new model for higher education that offers participants opportunities to get an intensive experience of cross-boundary work, develop practical skills to build their professional toolkit, and understand the personal journey this work requires in order to be effective and sustainable as an individual over time - all things that employers desire and that are critical for long term career success. This methodology comes to life in their Certificate in Social Innovation Management, open to anyone in the world, as well as a range of customized training programs for foundations, universities, NGOs, and companies. Throughout all their work, they build much-needed capacity in civil society organizations, enabling more effective operations across the entire field.

**Hivos** - Hivos is an international development organisation guided by humanist values. Together with local civil society organisations in developing countries, Hivos wants to contribute to a free, fair and sustainable world. A world in which all citizens – both women and men – have equal access to opportunities and resources for development and can participate actively and equally in decision-making processes that determine their lives, their society and their future.

Hivos trusts in the creativity and capacity of people. Quality, cooperation and innovation are core values in Hivos' programme development and business philosophies. Hivos is committed to people in Africa, Asia and Latin America who are systematically blocked from rights, opportunities and resources. A lasting improvement in their situation is the ultimate measure for our work. One of the guiding principles of our philosophy is strengthening the social position of women.