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Beeck Center for Social Impact + Innovation's 2017 GU Impacts Fellowship Program

The GU Impacts Fellowship program provides students with experiential learning opportunities in the public, not-for-profit, and private sectors.

Fellows participate in 6 weeks of orientation workshops in the spring, 10 weeks working on the ground with one of our impact partners in the summer, and fall programming that includes capstone presentations, reflections, and career development.

This year’s 2017 program includes placements with our impact partners in India, Nicaragua, Peru, the Philippines, Rwanda, and the U.S. (DC and Atlanta). We expect to offer between 22 and 24 fellowships in 2017, which would represent the largest program cohort to date.

*Academic integration:* Fellows work closely with faculty whose expertise and research relates to their projects and/or the geographies in which they are working during their 10-week fellowship project. Students are also encouraged to consider complementary credit-bearing options such as the CSJ’s Intersections course.

*Financial framework:* The Beeck Center covers all administrative costs associated with the program, including orientation and the yearlong maintenance of all program activities.

The Beeck Center does not cover costs directly associated with the 10-week project, including airfare, housing, local transportation, and day-to-day living expenses such as food. These costs typically range between $3,000-$5,000 per person, depending on the impact partner and project location.

In its commitment to maintaining GU Impacts as a need-blind program, the Beeck Center has set aside a scholarship fund to which students can apply after being accepted into the program to help cover these direct project costs. Moreover, the Beeck Center has worked closely with the SFS and MSB who themselves have generously developed scholarship funds for GU Impacts. Additional funding for the program is provided by our impact partners and typically, students apply to a range of scholarships in order to fully cover the project costs.

*Security protocols:* Safety and security protocols for travel and arrangements are coordinated with OGS. Travel approval is obtained through OGS by the Beeck Center.

Please review our website, including our FAQ, for more details.

*Contact:* Matt Fortier, Matthew.Fortier@georgetown.edu

*Website:* http://impact.georgetown.edu/gu-impacts/
Program Requirements

Fellowship Orientation (March 13 – April 30)
• Attendance and participation in GU Impacts Orientations, including workshops and project planning activities.
• Complete all required paperwork from Georgetown and the partner organization, including visa applications.
• Complete pre-departure impact evaluation survey.
• Maintain good academic standing and conduct with the University.

Project Implementation (May 22 – July 28)
• Maintain weekly communication with GU Impacts Program Manager and/or in-country Program Coordinator.
• Develop S.M.A.R.T. goals with your project supervisor and participate in a mid-project evaluation.
• Write 3-4 reflections and develop 1-2 media rich content pieces related directly to your impact partner and project.
• Actively participate for the full duration of the summer project for ten (10) weeks.

Capstone and Reflection
• Participate in post-program debrief and reflection sessions, including impact evaluation survey.
• Complete a capstone project that will provide strategic value to your client, such as a marketing strategy, a business plan, a fundraising strategy, a suite of info graphics or a promotional video.
• Present your capstone project on campus.
• Sign a GU Impacts commitment form agreeing to all of the above.
GU Impacts Fellowship Program – Agora Partnerships
Managua, Nicaragua

To prospective applicants: The 2017 GU Impacts Fellowship Program takes place from March to October. The following impact partnership and project description details the 10-week fellowship project around which your fellowship is centered, from May 22 to July 28. Please be sure to familiarize yourself with the experience wrapping components of the program, including orientation and fall integration workshops, described on the GU Impacts Website.

Agora Partnerships works to establish a dynamic, global ecosystem of investment and support that enables all entrepreneurs to reach their potential and contribute to solving the world’s toughest challenges. We empower small and growing businesses through access to investment capital, strategic consulting and a global community of support.

Note: the following project description, written in the fall of 2016 for the summer of 2017, is subject to change based on the evolving needs of Agora Partnerships, shifting priorities and external circumstances. The Beeck Center and Agora Partnerships will continue to work closely through the project start date to continuously refine the project description in order to reflect any necessary changes. Once GU Impacts fellows are selected in March 2017, Agora Partnerships will work directly with the fellows, in addition to the Beeck Center, in further developing the project details and corresponding deliverables.

Project Descriptions

Project Areas: Social Entrepreneurship, Strategic Planning, and Communications
Number of GU Impacts Fellows: 1-2

Project 1: A GU Impact Fellow will develop "Capital Catalyzing Impact" case studies by helping better communicate lessons learned and the impact created by social entrepreneurs who participated in Agora’s flagship Accelerator program, an intensive consulting-based program designed to provide high-potential entrepreneurs with the knowledge, networks, and capital necessary to grow their businesses, their impact, and their leadership skills. The fellow will develop 4-6 impact stories of capital raised by Agora entrepreneurs from Nicaragua and around the region who are either post-Accelerator or currently completing the program. These case studies will be used to promote the entrepreneurs’ work to potential partners and investors while also helping to build awareness – and therefore recruit – for Agora Partnerships’ flagship program.

Key Deliverables: The GU Impact Fellow will work with the Agora team to identify and create two pieces of collateral to be published via an Agora-owned outlet and an external outlet (e.g. industry-focused news medium) depending on the news cycle, while also helping to identify target media reports/outlets and pitch the content produced.
**Desired Skills and Qualifications:** The fellow would ideally have the following experience:
- Story telling and excellent written communication
- Organizing data and creating reports; knowledge of Salesforce would be a plus
- Fully bilingual; otherwise, excellent Spanish understanding in order to capture all spoken ideas and then write in English for reporting purposes
- Working with entrepreneurs (not required, but would be a plus)

**Project 2:** A GU Impact Fellow will analyze the effectiveness of an innovative pilot project, the Variable Payment Obligation (VPO), and make recommendations to partner funders for scaling throughout Central America and attract additional financial institutions to adopt this model. Through the VPO program, Agora partnered with a leading local finance provider, BAC Nicaragua, and Enclude, to broaden its reach and support of women-entrepreneurs in the region by providing affordable, cash flow based loans with soft collaterals. The GU Impact Fellow will gather feedback/stories from entrepreneurs who participated in the program and make recommendations on changes to the program based on the information received.

**Key Deliverables:** The GU Impact Fellow will produce a report outlining best practices and lessons learned of the VPO pilot program that includes recommendations on how to scale the model.

**Desired Skills and Qualifications:** The fellow would ideally have the following experience:
- Story telling and excellent written communication
- Organizing data and creating reports; knowledge of Salesforce would be a plus
- Fully bilingual; otherwise, excellent Spanish understanding in order to capture all spoken ideas and then write in English for reporting purposes
- Working with entrepreneurs (not required, but would be a plus)

**Finances and Housing:** Agora is in the process of determining if it will be able to provide financial support and if so, at what level. Agora will also assist in identifying housing in Managua. For details regarding program funding and other inquiries, please visit our FAQ.
GU Impacts Fellowship Program – Akazi Kanoze Access
Kigali, Rwanda

To prospective applicants: The 2017 GU Impacts Fellowship Program takes place from March to October. The following impact partnership and project description details the 10-week fellowship project around which your fellowship is centered, from May 22 to July 28. Please be sure to familiarize yourself with the experience wrapping components of the program, including orientation and fall integration workshops, described on the GU Impacts Website.

Akazi Kanoze started six (6) years ago as a project implemented by Education Development Center (EDC) under USAID funding. Since October 2009, the project has provided around 20,000 youth with market-relevant life skills, work readiness training and support, hands-on training opportunities, and linkages to the employment and self-employment job market. As a result, 65% of the Akazi Kanoze youth were employed in the 6 months following their graduation. With recognition by the Government of Rwanda, the Akazi Kanoze Work readiness curriculum has been embedded in national secondary school curriculum, technical vocational education training, and General Secondary School.

Building on achieved results and successes, the project local staff and various stakeholders have established a national NGO called Akazi Kanoze Access (AKA) in order to sustain and scale up the project models. AKA’s mandate is to stir efforts around skills development and most specifically the employability skills, market relevant skills and certification for the out of school youth; while working with private sector and other stakeholders to match skills with demand and link youth to economic opportunities.

Note: the following project description, written in the fall of 2016 for the summer of 2017, is subject to change based on the evolving needs of Akazi Kanoze, shifting priorities, and external circumstances. The Beeck Center and Akazi Kanoze will continue to work closely through the project start date to continuously refine the project description in order to reflect any necessary changes. Once GU Impacts fellows are selected in March 2017, Akazi Kanoze will work directly with the fellows, in addition to the Beeck Center, in further developing the project details and corresponding deliverables.

Akazi Kanoze Access is currently implementing projects under one of its four program areas, “Employability Skills and Entrepreneurship”, that support youth accessing economic opportunity through provision of work readiness, technical market relevant skills, linkage to private sector for employment and self-employment to youth in and out of schools. Current AKA has a grant from MasterCard Foundation through EDC, USAID through EDC, as well as other small grants for different donors. AKA is also positioning its self as a social enterprise in Rwanda.
Project Descriptions

Project Areas: Business Development, Monitoring & Evaluation, and Communications

Number of GU Impacts Fellows: 2-3

Project 1: Business Development, including grant writing, donor cultivation, donor management, strategic and business planning in order to diversify AKA’s resources, help secure their programming for the future, and enable scale;

Key Deliverables:
- AKA is currently an NGO but wants to position itself as a Social Enterprise. The fellow will help AKA develop and implement commercialization strategies with high quality business proposals for grants and on fee-based services
- The fellow will support AKA’s business development unit through assisting with the design, content, and implementation of the business development strategy
- The fellow will work with the team to document and learn from strategies that other social enterprises are using in Rwanda, given that social entrepreneurship context is new in Rwanda
- The fellow will support in designing marketing and sales plans for each ongoing project currently supported by the business development unit
- The fellow will help organize the marketing campaign, both in print and online

Desired Skills and Qualifications:
- A student in Finance, Economics, or Business
- Experience within an NGO is a plus
- Special interest in social entrepreneurship and youth
- Flexible and creative
- Team working spirit
- Display AKA values (Professionalism, Integrity, Excellence and Innovation)

Project 2: Monitoring and Evaluation, including not only impact evaluation for AKA’s programs but also the development and/or improvement of tools and system to support M&E, alumni engagement platforms which would also have an impact on AKA’s ability to scale;

Key Deliverables:
- Support the development of survey tools to measure project outcomes
- Assist AKA in improving data visualization, presentation, and reporting using new technology (Infographics, etc...)
- Assist AKA to use Smartphone technologies for data collection and management
- Assist AKA in developing performance management plans (PMPs) and project and/or activity M&E plans
- Help design monitoring tools and identify optimal data collection tools
- Help out with data collection, analysis and presentation
- Support Data Management Teams to improve the reporting system
- Support routine internal reporting processes related to data collection (systems and reporting forms)

**Desired Skills and Qualifications:**
- M.Sc. (current or graduate) or current undergraduate
- Previous research or academic focus in Education and/or Statistics
- Proficiency in web programming (essentially JavaScript) OR in statistical software packages (preferably STATA) OR other relevant M&E technology (such as Survey CTO)
- Ability to develop database (Access) applications or spreadsheet (Excel) analysis
- Training, mentoring, and presentation skills
- Familiarity with M&E frameworks and indicators
- Excellent facilitation skills preferred
- Special interest in social entrepreneurship and youth
- Flexible and creative
- Team working spirit
- Display AKA values (Professionalism, Integrity, Excellence and Innovation)

**Project 3: Communications,** which would connect directly with the business development and monitoring and evaluation projects by providing case studies, success story highlights and general public relations communications while also growing AKA’s capacity more generally in terms of its public relations and marketing, designing communication materials, and enhance AKA ‘s information technology capacity to optimize search engine

**Key Deliverables:**
- Maintain and update AKA website as needed
- Assist in creating, writing, and managing a AKA E-Newsletter
- Maintaining AKA social media websites by posting local housing news, success stories, resources, updates, etc...
- Assist with creating videos about AKA programs and success stories
- Assist with writing new releases, media alerts and other success stories
- Work with staff to come up with new ideas for marketing and disseminating information about AKA
- Draft and design flyers, e-invites, and other promotional material for AKA programs and services
- Support AKA to create and manage AKA Customer Relationship Management

**Desired Skills and Qualifications:**
- Working toward a college degree, preferably in a related field (e.g., English, Marketing/Communications or Public Relations)
- Previous internship or related experience in marketing and communications is preferred
- Must be computer literate (working knowledge of Microsoft Word, PowerPoint, Publisher, Excel). Knowledge of Adobe InDesign, Photoshop, HTML and graphic design would be helpful
- Able to use, navigate and run the major social media platforms
- Ability to effectively communicate professionally, both written and oral
- Self-motivated, good organizational skills, detail-oriented, ability to prioritize, multi-task and meet deadlines
- Special interest in social entrepreneurship and youth
- Flexible and creative
- Team working spirit
- Display AKA values (Professionalism, Integrity, Excellence and Innovation)

**Finances and Housing:** Akazi Kanoze Access will provide work-related facilitation, including transportation to and from work and for any off-site travel required for work. Akazi Kanoze will also assist in identifying housing in Kigali. For details regarding program funding and other inquiries, please visit our FAQ.
GU Impacts Fellowship Program – Center for Civic Innovation  
Atlanta, GA

To prospective applicants: The 2017 GU Impacts Fellowship Program takes place from March to October. The following impact partnership and project description details the 10-week fellowship project around which your fellowship is centered, from May 22 to July 28. Please be sure to familiarize yourself with the experience wrapping components of the program, including orientation and fall integration workshops, described on the GU Impacts Website.

The Center for Civic Innovation is a community-driven research and development lab for local governments, nonprofits, and social entrepreneurs. Our mission is to push Atlanta to be a smart, equitable, and engaged city by investing in community-driven ideas, supporting social enterprises, and engaging people in dialogue and action.

Note: the following project description, written in the fall of 2016 for the summer of 2017, is subject to change based on the evolving needs of CCI, shifting priorities and external circumstances. The Beeck Center and CCI will continue to work closely through the project start date to continuously refine the project description in order to reflect any necessary changes. Once GU Impacts fellows are selected in March 2017, CCI will work directly with the fellows, in addition to the Beeck Center, in further developing the project details and corresponding deliverables.

Project Descriptions

Project Areas: Social Entrepreneurship, Civic Engagement, Storytelling, Communications, and Development  
Number of GU Impacts Fellows: 3-4

Project 1: Storytelling & Asset Map: Social Ventures in Atlanta

Telling their story: the Center for Civic Innovation wants to capture profiles of social ventures in Atlanta and develop an asset map of who they are, what they do, where they are located, and ways that the public can engage.

Key Deliverables: Individual and collective profiles of social ventures in Atlanta, asset map and associated reports.

Desired Skills and Qualifications: Research and interview skills. Excellent written and oral communications skills. Ability to synthesize lengthy descriptions of ventures’ work into digestible data.
Project 2: Voter Engagement Work
The Center for Civic Innovation is hosting events across the City of Atlanta in partnership with other civic organizations that have made a commitment to educate the public about major topics relevant in the City's next mayoral race in 2017.

**Key Deliverables:** We need individuals to research key topics and candidates’ stances on issue areas relevant to the mayoral race. The fellows will also facilitate accessible public knowledge about issues of concern to voters and constituents as well as help shape those events and capture relevant content and information that comes out of it. These events will also include debates with potential mayoral candidates.

**Desired Skills and Qualifications:** Community engagement and development, excellent written and oral communications skills, event planning and curation desired.

*In addition to the two project detailed above, all fellows will provide the following:*

**Communications Support:**

**Key Deliverables:** Content and information weekly for distribution to the public about the Center for Civic Innovation’s work and relevant topics and events in the City of Atlanta. Curated reading lists and completed interviews of cool people doing cool things in the city.

**Desired Skills and Qualifications:** Excellent written communications skills, ability to connect with an interviewee about their work, interest in civic work.

**Event Support:**

**Key Deliverables:** The Center for Civic Innovation hosts a number of events every month that are open to the public and cover topics like race, gender, equity, transportation and more. We want Fellows to work with our programs team to help develop content for these events. They are expected to take part in some of these and provide support during preparation, setup and breakdown.

**Desired Skills and Qualifications:** Friendly demeanor, event planning and execution experience desired.

**Finances and Housing:**

- The Center for Civic Innovation often hosts intern activities, outings, and events. We will cover the costs for each of the Fellows for food and participation in each of those events.
- The Center for Civic Innovation will reimburse any costs that are beyond regularly occurring day to day expenses for travel and food
- All Fellows will receive membership to the Center for Civic Innovation, which includes access to all events and trainings that the Center offers.
● The Center for Civic Innovation actively seeks out opportunities to participate in local and national programs relevant to our work. When we do, we cover the costs of participation for the Fellows. For example, last year, we went to the Clinton Global Initiative, and all costs were covered by us.

● The Center for Civic Innovation has identified dormitory housing as good options for GU Impacts fellows, including Georgia State and Georgia Tech Universities.

For additional details regarding program funding and other inquiries, please visit our FAQ.
GU Impacts Fellowship Program – El Nido Resorts

*Palawan, Philippines*

*To prospective applicants:* The 2017 GU Impacts Fellowship Program takes place from **March to October**. The following impact partnership and project description details the 10-week fellowship project around which your fellowship is centered, from **May 22 to July 28**. Please be sure to familiarize yourself with the experience wrapping components of the program, including orientation and fall integration workshops, described on the GU Impacts Website.

**El Nido Resorts** in the Philippines is an area of great natural beauty and high biodiversity. Its highest economic potential lies in the tourism activities in the area, as agriculture and fisheries are best described as sustenance and other industries are non-existent.

GU Impacts fellows will work with the Environment and Sustainability department of El Nido Resorts. Fellows will learn about the tropical ecosystems represented in El Nido and why the area may be considered a biodiversity hotspot. Fellows will be acquainted with management regimes in place, both official and traditional, and evaluate strengths and weaknesses. Fellows will identify threats to sustainability that are brought about by both anthropogenic and natural factors, and learn that the application of the quadruple bottomline approach to business is key to taming these challenges and attaining business scalability.

The GU Impacts Program will pilot the introduction of a graduate level student from the School of Foreign Service’s Global Human Development (GHD) Program, as part of a larger cohort that will include Georgetown undergraduates. The GHD student will participate in GU Impacts as both a fellow and mentor, participating in the direct implementation of the projects and providing mentorship to ensure the team’s success. We are piloting the introduction of graduate level students *only* for our El Nido Resorts partnership in 2017.

We will also pilot the introduction of two undergraduate students from Ateneo de Manila University, making for a cohort of 6 students total – 3 Hoya undergraduates, 1 Hoya graduate, and 2 from Ateneo.

*Note:* the following project description, written in the fall of 2016 for the summer of 2017, is subject to change based on the evolving needs of El Nido Resorts, shifting priorities and external circumstances. The Beeck Center and El Nido Resorts will continue to work closely through the project start date to continuously refine the project description in order to reflect any necessary changes. Once GU Impacts fellows are selected in March 2017, El Nido Resorts will work directly with the fellows, in addition to the Beeck Center, in further developing the project details and corresponding deliverables.

**Project Descriptions**

**Project Areas:** Sustainable Tourism, Environmental Conservation, and Community Engagement

**Number of Fellows:** 4, including 3 undergraduate students and 1 graduate student
The LiO Center for Sustainability and Biodiversity Studies
The Lio Center for Biodiversity and Sustainability will endeavor to gather as much information on the biodiversity (flora, fauna, marine and terrestrial) of Northern Palawan and make this publicly accessible via exhibits, interactive spaces, and facilities open to the public.

Background:
- El Nido is at a tipping point, with both the local leaders and the residents unable to cope with unprecedented tourism growth.
- El Nido’s tourism industry is anchored on its exceptional natural endowments but that are increasingly threatened by unregulated tourist activities.
- El Nido has been the subject of numerous studies. These studies have either been concluded or still underway.
- This information is for public use by intent but not all of it is readily accessible.

Project 1: Sustainability Convening, - Organize events, exhibits, and local and international conferences, targeting scientists, businessmen, and tourism professionals, to further the sustainability agenda for Northern Palawan and beyond.
- This includes a three-day Sustainability Summit for local chief executives and mayors, with the goal of developing a Sustainability Matrix for Local Governance.
- Fellows may participate as guest speakers, facilitators, or enumerators during breakaway sessions.

Key Deliverables:
The Sustainability Summit (On the 7th week)
- Detailed program, including list of invitees, speakers, sponsors, logistical requirements
- Presentations
- Documentation and synthesis of break-out groups
- List of commitments from the participants (e.g. a pledge)
- Recommendations for future similar summits

Desired Skills and Qualifications:
- Events Organizing
- Facilitating focus-group discussions
- Presentation skills

Project 2: Sustainability Entrepreneurship, Incubate ideas for innovations in sustainable living and compatible livelihoods.
- For example, the Capturing Coral Reef Ecosystem Services (CCRES) Competition for the ‘Entrepreneurs of El Nido’ is encouraging home grown innovations that positively impact the marine environment. GU Impacts fellows will directly support local entrepreneurs in developing the innovative approaches and sustainable business plans of the CCRES competition winners.
Key Deliverables:
- Assist CCRES competition winners in improving their business model
- Identify possible business offshoots or target markets
- Assess potential environmental impacts of business

Desired Skills and Qualifications:
- Interest in social entrepreneurship
- Knowledge of and experience in business and entrepreneurship is a plus
- Keen interest in environmental economic valuation, which will be taught as part of the program’s orientation

Project 3: Sustainability Monitoring & Evaluation, Evaluate ENR and LiO sustainability initiatives and make recommendations for improvement.
- ENR has an existing rubric that derives from the overall conglomerate standpoint: (1) Site Resiliency, (2) Local Hiring, Local Sourcing, (3) Energy Efficiency, and (4) Healthy Walkways.
- Fellows will work with the existing rubric and may need to further refine the rubric by developing key performance indicators within each larger category, as they are specifically relevant to LiO.

Key Deliverables:
- Assessment of sustainability initiatives based on existing rubric
- Recommendations for improvement both of the initiatives and the rubric

Desired Skills and Qualifications:
- Familiarity with the Global Reporting Initiative and Sustainability Reporting metrics is a plus, additional training will be provided during program orientation.

Finances and Housing: El Nido Resorts has committed to defraying the cost of living expenses in El Nido. This will include a round-trip ticket between Manila and El Nido, accommodations at a facility with basic amenities that should be able to house all fellows; meals; transportation around El Nido; and other logistical support. For additional details regarding program funding and other inquiries, please visit our FAQ.

Additional Information about El Nido Resorts

The Ten Knots Group of Companies opened its first El Nido Resort at Miniloc Island in Bacuit Bay, El Nido, Palawan, in December 1982. A dive camp with very basic facilities, it has since evolved into a 50-room resort with amenities for a more diverse clientele. The second El Nido Resort opened at Lagen Island in 1998, also with 50 rooms. The third one, the 50-room Apulit Island Resort in Taytay, Palawan, started operating in December 2010. Finally, the fourth one at Pangulasian Island opened with 42 villas in 2012. Since inception, Ten Knots has advocated responsible tourism and has exercised stewardship over its natural environment and forged partnerships with local community members. For over three
decades, Ten Knots has strived to maintain a delicate balance between achieving tourism development goals, conserving El Nido’s fragile environment, and meeting the needs of the local community. In 2013, Ten Knots became a wholly owned subsidiary of Ayala Land, Inc.

**Vision on Sustainability**
The company's Management Committee enjoins everyone in the organization to contribute to efforts to:

- Increase local hiring and local purchases
- Enhance guest experience further by presenting El Nido as a living community with its unique blend of natural, social and cultural features
- Increase the number and scope of training for the local communities by the resorts' supervisors, several of whom are locals themselves
- Participate in community environmental projects
- Discover more natural and cultural attributes of El Nido for a stronger pride of place
- Explore ways to be involved in resolving the local Municipality's planning and carrying capacity issues, especially for common tourist sites.

**What We Do**
Few businesses have had as much impacts across several frontiers as El Nido Resorts. We ensure best practices in all aspects of our operations. The Company adheres to a **Quadruple Bottomline of Financial Profitability**, Environmental Stewardship, Community Engagement and Organizational Development. Individual and corporate key result areas are measured against these bottomlines annually. Compliances to government regulations and benchmarking against industry standards are non-negotiable. During the start of operations in Bacuit Bay in 1981, we lobbied with government to declare the area protected. Since then, incidents of illegal fishing and logging have drastically abated. To mitigate environmental impacts, we harness technology and constantly monitor the market for upgrades. Organic farming practices have produced sustainable menus and reduced food miles dramatically.

Our guest satisfaction rating is nearing 95%, due to a combination of nature, facilities, activities, and warm hospitality. Environmental briefings, specialized nature tours (turtle tracking, underwater safari, nature walks), green cocktails and staff cultural shows stand out. As a result, we received recognition from the following different agencies over the years. These include ASEAN, Pacific Asia Travel Association, Conde Nast, National Geographic, online polls, Wild Asia, Tourism for Tomorrow, and others. In various local and international fora, we advocate for Responsible Tourism best practices. We have spoken in front of local governments, tourism operators, suppliers, local communities, biodiversity fora, universities and local schools. We have given interviews in local and international media, and published guidebooks and refereed case studies. As such, ENR has developed strong ties with both local and international NGOs, including WWF, People’s Organizations, and academic institutions (e.g. Palawan State University, University of the Philippines).

Our leadership in the local resorts association, municipal and provincial tourism councils, and Protected Area Management Board is largely responsible for the shaping of responsible tourism practices in the area. Most significant is the private sector leadership in the drafting and implementation of the Payment for Environment Services (PES) ordinance now in place as the Ecotourism Development Fund. Our
extensive exposure in various media and travel trades blazed the trail for the many tourism businesses that have now sprouted in El Nido. We take pride in shaping the market in promoting an image of nature-based and community-sensitive tourism via images and interviews that we have been putting out over the years. We also guarantee constant commitment to the local communities. Our taxes ensure that annually, our municipality is awarded top prizes in revenue collection. Our real property taxes contribute to projects such as classroom building. High percentages of local employment are maintained and meaningful livelihoods are ensured. Wages and benefits surpass government requirements.

Patronage of local suppliers ensures that the local economy is invigorated by our presence. Medical services are augmented by our resort physicians. Training of local youth by resort supervisors is an annual activity for community. One outstanding story is that of the local bag and slipper weavers – we started with around five, now there are close to a hundred women engaged in this livelihood. Today, with four resorts with a rate range US$250 and US$600 and having a huge base of local employees (ninety percent), we are able to magnify the scale of our actions to possibly impact the entire Municipality of El Nido with a population now of over 37,000 (through higher revenues through taxes, employment, and local purchases). Even more far-reaching are our partnerships with Palawan universities, NGOs, and various media.

**Lio Tourism Estate: Scaling Up Sustainability**

The Lio Tourism Estate is Ayala land’s first venture into tourism estate development and is the first master-planned eco-tourism estate in the Philippines. Master-planned as an ecologically sustainable tourism destination, the 325-hectare development shall be home to hotels and resorts, commercial establishments and residential communities with world-class amenities that blends with the natural landscape bounded by a 4-km beach on the west. Lio will be developed with well-planned infrastructure and utilities including power, potable water, telecommunications, drainage and stormwater systems, and waste management systems. Lio’s character and design are guided by principles of sustainability – developing the land with the least impact to the environment. The development shall be regulated via guidelines on land use, design and development (e.g. limitations on building height, density per square meter of land, use of local cultural motifs and traditional styles, requirement of open space, proper setbacks and easements). In keeping with the sustainability thrust of the El Nido Resorts, Lio shall implement environmental protection standards at every stage of the development, (from planning, construction and operations). Lio shall continue to create awareness on environmental protection for guests, employees and the community.

**Youth Engagement**

Engaging the youth has been one of the key components in El Nido Resorts’ sustainability initiatives. Through our Be GREEN advocacy program, almost all the primary and secondary school students of El Nido have learned about the links between their behaviour towards the environment and the sustainability of the tourism business, on which the local economy is anchored. El Nido Resorts also runs internship programs for university students who wish to learn about the role of environmental conservation in resort operations and marketing.
GU Impacts Fellowship Program – Federal City Council
Washington, D.C.

To prospective applicants: The 2017 GU Impacts Fellowship Program takes place from March to October. The following impact partnership and project description details the 10-week fellowship project around which your fellowship is centered, from May 22 to July 28. Please be sure to familiarize yourself with the experience wrapping components of the program, including orientation and fall integration workshops, described on the GU Impacts Website.

The Federal City Council (FC2) is a 501(c)(3) membership-based organization in Washington, DC. Led by former DC Mayor Anthony Williams, the Council endeavors to enhance DC’s economic and social progress by focusing the talents of Washington’s business and professional leaders on major problems and opportunities that are facing the City. Membership on the FC2 is highly selective and is limited to top business, professional and civic leaders.

Note: the following project description, written in the fall of 2016 for the summer of 2017, is subject to change based on the evolving needs of the Federal City Council, shifting priorities and external circumstances. The Beeck Center and The Federal City Council will continue to work closely through the project start date to continuously refine the project description in order to reflect any necessary changes. Once GU Impacts fellows are selected in March 2017, the Federal City Council will work directly with the fellows, in addition to the Beeck Center, in further developing the project details and corresponding deliverables.

Project Descriptions

Project Areas: Infrastructure, impact investment, public-private partnerships, and urban planning
Number of GU Impacts Fellows: 1

Project 1: The FC2 has proposed the creation of the Infrastructure DC (IDC) as a means to leverage private money to finance impactful projects related to public sustainability and economic and social infrastructure in the District of Columbia. IDC would provide the District (and DC region) with an infrastructure investment partner to facilitate growth for decades to come. In April 2012, the FC2 released a white paper that described the rationale and proposed structure of this entity. Since then, IDC has identified pilot projects, hired staff and is raising investment and working capital. There is significant momentum building around this effort.

The GU Impacts fellows will work closely with the FC2 on a new portfolio of next generation, innovative infrastructure, equity, and sustainability projects in the District of Columbia. The Fellow will support the goals of the IDC through research and analysis. Among other duties, the Research Assistant will 1) Conduct research and analysis on best practices in financing infrastructure investments through Public-Private Partnerships (P3s), 2) Conduct research and analysis on existing and proposed public assets and opportunities to invest in social infrastructure, and 3) Assist in the preparation of project documents for public audiences and potential funders, partners, and investors.
The projects below reflect a sample of projects in IDC’s pipeline, all of which will be relevant to the Fellow’s work. In each of these projects, there will be direct opportunity to engage DC communities to develop community-based assessments of challenges and proposed solutions.

1) Bus Rapid Transit (BRT) Project
   a. Infrastructure DC (IDC), the Washington Metropolitan Area Transit Authority (WMATA), the District Department of Transportation (DDOT), and Arlington County Department of Environmental Services (AC DES), are working collaboratively to develop and implement a pilot project for off-board fare payment (OBFP) on select transit corridors in the District of Columbia and Arlington County. Pilot partners will make availability payments, based upon the value of operating cost savings and incremental increases in fare revenue, to pay for the service and project financing costs. The goals of this project are to:
      1. Improve travel times on select transit routes
      2. Reduce operating costs for transit service on selected corridors
      3. Confirm that OBFP provides a measurable improvement in transit performance
      4. Make improvements that will improve the passenger experience
      5. Develop a financial structure that will encourage private investment to assume the risk of up-front investment
      6. Inform WMATA’s P3 selection parameters

2) The Langston Initiative
   a. The National Park Service owns three golf courses in Washington, D.C. – Rock Creek Park Golf Course, East Potomac Park Golf Course and Langston Golf Course. All of which are in a state of disrepair and/or underinvestment. The National Park Service has sought out partners to rehabilitate these national and local assets. Infrastructure DC has branded this project as the Langston Initiative to highlight and leverage the historic importance of these courses as well as their potential for catalyzing community development. Investments will be made to reposition the facilities to be more accessible and attractive to the adjacent community (for uses beyond golf) while generating revenue to underwrite improvements that will attract lucrative outings and golf events. In parallel, local stakeholders will be mobilized to realize community development by leveraging improvement to the course. The community development strategy will incorporate lessons learned from efforts in the East Lake Community in Atlanta and at City Park (led by the Bayou District Foundation) in New Orleans.

3) Prince George’s County Bikeshare Deployment
   a. Capital Area Bike Share (CaBi) is an evolving and growing multi-jurisdictional transportation system for Metro DC. In August 2008, the District of Columbia became the first jurisdiction in North America to launch a bikesharing system. In 2010, Arlington and the District reviewed proposals and selected an operator for a new bikesharing system in May 2010. Over two years, the two jurisdictions established the regional Capital Bikeshare system that
now offers over 370 stations and 3100+ bikes. In August 2012, Alexandria, VA launched eight stations and in May 2013, Montgomery County became the latest DC-area jurisdiction to join CaBi. Prince Georges County has identified a need for CaBi to address the “first and last mile” gaps in its transit system. However, a lack of capital and primacy of other issues has slowed efforts to implement. Prince Georges County has requested the assistance of Infrastructure DC (IDC) in evaluating the feasibility of a CaBi expansion into the county. The intent is for IDC to facilitate a financial transaction that would allow for the deployment of CaBi into Prince George’s County.

4) UDC Public Asset Management
   a. The District might be able to realize numerous benefits – increased transparency about the extent and condition of public assets, a capital markets perspective that will assign a realistic market valuation to public assets, and enhanced, professional management – by applying professional asset management concepts to unlock unrecognized economic value, which could be leveraged to catalyze infrastructure investment (or other public policy objectives).
      ii. In order to access the viability of this approach, IDC and FC2 propose to:
         1. Conduct an asset valuation of identified, District-owned, “commercial” assets for purposes of understanding the opportunity cost/yield potential
         2. Conduct an asset valuation of the University of the District of Columbia’s Connecticut Avenue campus, and prepare a preliminary, right-sizing business plan that leverages the economic value of UDC’s real estate portfolio to lower operating costs, increase top-line revenue and reposition the university.

Key Deliverables:
   • Financial models/pro-formas that test options for project financing
   • A working Impact Infrastructure project valuation tool for specified projects

Desired Skills and Qualifications:
   • Strong quantitative skills
   • Knowledge of project finance, including the function of debt and equity instruments
   • Knowledge of infrastructure needs and opportunities in the DC Metropolitan region
   • Knowledge and interest in social impact investing
   • Familiarity with principles of urban planning, including land use controls, zoning, and GIS
   • Familiarity with public-private partnerships
   • Strong communications and writing skills
**Finances and Housing:** Direct compensation to GU Impacts fellows in the form of an hourly salary. Total compensation not to exceed $5,000. Students will be responsible for identifying their own housing. For additional details regarding program funding and other inquiries, please visit our FAQ.
GU Impacts Fellowship Program – Gashora Girls Academy for Science and Technology
Gashora, Rwanda

To prospective applicants: The 2017 GU Impacts Fellowship Program takes place from March to October. The following impact partnership and project description details the 10-week fellowship project around which your fellowship is centered, from May 22 to July 28. Please be sure to familiarize yourself with the experience wrapping components of the program, including orientation and fall integration workshops, described on the GU Impacts Website.

The Gashora Girls Academy, of the Rwanda Girls Initiative, is an upper-secondary boarding school for 270 girls, which is located in the Gashora Sector of Rwanda. The school opened in February of 2011 with the first incoming class of 90 students. Our vision for our students is that they will graduate as inspired young leaders filled with confidence, a love of learning, and a sense of economic empowerment to strengthen their communities and foster Rwanda’s growth.

In addition to offering high quality college-prep academics, the Gashora Girls Academy is focused on addressing the needs of the “whole girl” and eliminating the impediments that exist to her receiving an education. The girls are provided nutritious meals, mental and emotional support, access to healthcare, and a supportive learning environment with optimal conditions for assuring their future success.

Note: the following project description, written in the fall of 2016 for the summer of 2017, is subject to change based on the evolving needs of Gashora Girls Academy, shifting priorities and external circumstances. The Beeck Center and Gashora Girls Academy will continue to work closely through the project start date to continuously refine the project description in order to reflect any necessary changes. Once GU Impacts fellows are selected in March 2017, Gashora Girls Academy will work directly with the fellows, in addition to the Beeck Center, in further developing the project details and corresponding deliverables.

Project Descriptions

Project Areas: Business Development, Social Entrepreneurship, Communications, and Impact Measurement
Number of Fellows: 2-3
Note: Gashora has a strong preference for female candidates, in order to provide role models for its students. However, male candidates will also be given consideration.

The Gashora Girls Academy provides its students with a high quality education that requires additional funding beyond the public funds from the Rwanda Ministry of Education. GU Impacts fellows will support Gashora through internal capacity building, including communications, development, and impact measurement, as well as through support of social enterprises started by students as part of their extracurricular work.
Project 1: Business Development and Social Entrepreneurship, Gashora’s students have started a number of social enterprises as part of their extracurricular work, including the production of peanut butter, juice, and agricultural projects to raise fish and poultry. GU Impacts fellows will have the opportunity to assist these individual businesses and to help them achieve scale, generating revenues for the school to help it achieve self-sufficiency.

In further diversifying Gashora’s donor base, GU Impacts fellows will identify potential donors and grants, cultivate partnerships, and assist with grant applications and proposal development. These efforts would contribute directly towards supporting Gashora’s goal of addressing the needs of the “whole girl”, providing nutritious meals, higher teacher salaries, technology access, and targeted international placements for graduates.

**Key Deliverables:** GU Impacts fellows will help Gashora to become financially sustainable by diversifying its donor base and by assisting its social enterprises to become viable businesses.

**Desired Skills and Qualifications:**
- Knowledge of and/or interest in social entrepreneurship, business, and finance
- Ability to provide mentorship and guidance, especially to youth
- Experience in fundraising is a plus

Project 2: Communications and Impact Measurement, In diversifying Gashora’s donor base, communications and impact measurement play key roles in telling the story of Gashora and its students and in demonstrating the effectiveness of its approach, highlighting both anecdotal and quantifiable impact to current and potential donors.

**Key Deliverables:** GU Impacts fellows will assist in running public relations, website development, and developing case studies and success stories to link to its businesses development. Furthermore, GU Impacts fellows will develop and implement a framework that will help Gashora refine its programming to ensure it is meetings its goals while providing metrics that validate its efforts and innovations.

**Desired Skills and Qualifications:**
- Strong communication skills, both verbal and written
- Experience with website development is a plus
- Ability to develop case studies and individual student profiles
- Quantifiable and analytical skills a plus, along with experience in monitoring and evaluation

**Finances and Housing:** The Rwanda Initiative is able to provide fellows with in-kind support in the form of three meals daily, in our cafeteria shared with our students. Students will also be provided with housing on the Gashora campus. Students should note that Gashora is a remote, isolated area of Rwanda approximately 1 hour drive from Kigali. While running water, electricity, and Internet are all available, they can be inconsistent and students should be prepared for basic living conditions. For additional details regarding program funding and other inquiries, please visit our FAQ.
GU Impacts Fellowship Program – kLab

*Kigali, Rwanda*

*To prospective applicants:* The 2017 GU Impacts Fellowship Program takes place from **March to October**. The following impact partnership and project description details the 10-week fellowship project around which your fellowship is centered, from **May 22 to July 28**. Please be sure to familiarize yourself with the experience wrapping components of the program, including orientation and fall integration workshops, described on the GU Impacts Website.

**kLab** simply means **knowledge lab**. kLab is a technical innovation hub open co-working space based in Kigali, providing stimulus for local ICT entrepreneurship in Rwanda. kLab is also a place for learning: a place to play, to create, to learn, to mentor, to innovate. kLab main purpose is to connect a global community of learners, educators, technologists, researchers, makers, and innovators - a knowledge sharing network in Rwanda to boost entrepreneurship ecosystem thus being a hub of many successful startups with impacts to the community of Africans.

Originally, kLab was founded for IT communities in Rwanda as research and development; prototyping open space for local IT entrepreneurs. Members learn coding (programming) and receive business development trainings. Empowered by the experience of coding something themselves, they both learn and mentor each other, gaining deep knowledge about the computer science industry, the materials, the design process, and the engineering that goes into collaboration and innovation. In educational settings, rather than relying on a fixed curriculum, learning happens in an authentic, engaging, personal context, one in which entrepreneurs and students go through a cycle of imagination, design, prototyping, reflection, and iteration as they find solutions to challenges or bring their ideas to life.

As support for advanced technical and business people with deep particular expertise, kLab entrepreneurs are mentored and get a full package of skills set for running successful businesses that have a positive impact on people. In addition to that kLab has had amazing young entrepreneurs, who came to kLab with just an idea but so far are now running businesses valued in the millions. This has been done in less than 4 years since kLab establishment in 2012. *“You must innovate if you want to change the world though innovation is easier said than done.”*

*Note: the following project description, written in the fall of 2016 for the summer of 2017, is subject to change based on the evolving needs of kLab, shifting priorities and external circumstances. The Beeck Center and kLab will continue to work closely through the project start date to continuously refine the project description in order to reflect any necessary changes. Once GU Impacts fellows are selected in March 2017, kLab will work directly with the fellows, in addition to the Beeck Center, in further developing the project details and corresponding deliverables.*
**Project Description:**

**Project Areas:** Social Entrepreneurship, Business and Development  
*Number of Fellows:* 2

**Project 1: kLab fund**  
kLab is going to put in place a fund of $5,000,000 to support entrepreneurs. Every week, we will be investing in 11 startups in the amount of $5,000, i.e every week kLab will be investing $55,000. **We are looking for GU Impacts fellows to support this new investment fund, from inception to implementation and to long-term sustainability.**

**Key Deliverables**  
- The GU Impacts fellows will help identify additional investors and will develop documents for investors in order to raise monies towards this investment fund.  
- Develop conditions and process to access the fund as an entrepreneur  
- Develop exit strategy, including a contingency plan for the investment fund should funding goals not be met  
- Develop the sustainability model of the fund  
- Develop sustainability model of kLab as an entity

**Desired Skills and Qualifications:**  
- Business and financial knowledge, especially around investments  
- Fundraising and development  
- Strong communication skills  
- Entrepreneurial mindset, interest in supporting social entrepreneurs

**Finances and Housing:** kLab will assist in identifying housing that is safe and suitable in Kigali. For details regarding program funding and other inquiries, please visit our FAQ.
GU Impacts Fellowship Program – Mann Deshi Foundation
Mhaswad, India

To prospective applicants: The 2017 GU Impacts Fellowship Program takes place from March to October. The following impact partnership and project description details the 10-week fellowship project around which your fellowship is centered, from May 22 to July 28. Please be sure to familiarize yourself with the experience wrapping components of the program, including orientation and fall integration workshops, described on the GU Impacts Website.

The Mann Deshi Foundation is an NGO operating in Maharashtra, in a drought region of the state of Maharashtra in Western India. Mann Deshi is run by and for women and promotes female empowerment through financial literacy, skills trainings, and community support. Since Mann Deshi’s inception in 1997, the organization has supported over 325,000 women by guiding them towards financial independence and professional success.

The Mann Deshi Foundation and Bank work together to develop women entrepreneurs in rural India by equipping them with knowledge, courage, and capital. Mann Deshi Foundation seeks to improve the quality of life of women and their families living in the rural areas of Maharashtra and Karnataka with the primary objective to empower rural women and fight injustices based on gender, caste, and class. Mann Deshi Foundation empowers female entrepreneurs, from management to accessing markets. Mann Deshi Mahila Bank is a bank run by and for women, providing loans, savings plans, pension, and insurance to 25,000 entrepreneurs every year.

Note: the following project description, written in the fall of 2016 for the summer of 2017, is subject to change based on the evolving needs of Mann Deshi Foundation, shifting priorities and external circumstances. The Beeck Center and Mann Deshi Foundation will continue to work closely through the project start date to continuously refine the project description in order to reflect any necessary changes. Once GU Impacts fellows are selected in March 2017, Mann Deshi Foundation will work directly with the fellows, in addition to the Beeck Center, in further developing the project details and corresponding deliverables.

Project Description:

Project Areas: Financial Inclusion, Entrepreneurship, Storytelling, and Development
Number of GU Impacts Fellows: 3

Project 1 - Digital Literacy of Young Girls Program: Mann Deshi has reached 2000 young women and adolescent girls with little education, inadequate housing, and live in communities ranging from
nomadic tribes of migrant labourers to the Kolhati community of female dancers. Mann Deshi has provided trainings on child early marriage, financial literacy, skill training, women’s health, and legal advice to them including mentorship program.

**Key Deliverables:**
- The GU Impacts fellow will convert training material into audio form so that Mann Deshi can broadcast it through Mann Deshi radio station. Specifically, Mann Deshi Udyogini would like to use an SMS text messaging system (and ideally an automated voicemail system) that would aid in delivering education and information to students’ mobile phones.
- The GU Impacts fellow will assist in the design of a detailed manual for the use of mobile phones, which will be donated to young girls.

**Desired Skills and Qualifications:**
- Experience and/or interest in financial literacy and women’s empowerment
- Experience and/or interest in working with youth
- Experience and/or interest in technology

**Project 2 – Business Plan for Local Women Entrepreneurs:** Mann Deshi has nurtured 2500 women entrepreneurs through its Deshi MBA program since 2010. Businesses range from goat farming and goat insemination to catering and hoteling. While Mann Deshi has been successful at enabling women to set up enterprises, the next level of support involves supporting the new age women entrepreneurs with customized business plans.

**Key Deliverables:**
- The GU Impacts fellow will directly assist women in the creation of individual business plans, targeting between 10-15 business plans over the course of the 10-week project.

**Desired Skills and Qualifications:**
- Business and finance skills
- Experience and/or interest in entrepreneurship and business planning
- Strong cross-cultural communication skills

**Project 3 – Storytelling and Communications:** Mann Deshi intends to assemble a book of successful women entrepreneurs that have come up through its range of programs. In addition, Mann Deshi would like to continue to create video case studies of the individual entrepreneurs supported by Mann Deshi’s program.

**Key Deliverables:**
- The GU Impacts fellow will design layout, capture images and draft content for book
- Interview successful women entrepreneurs identified by Mann Deshi
- Collate stories and assemble in book format
- Develop video content featuring individual entrepreneurs
Desired Skills and Qualifications:

- Strong communication skills, both written and verbal, as well as cross-cultural communication skills
- Experience and/or interest in social impact storytelling and the development of multimedia content

Project 4 – Grants and Development: Mann Deshi has a large range of projects run across a wide geography. The sustenance of these projects is dependent on grants from donor agencies based in and outside India. An important function at Mann Deshi is the writing of grants, proposals and progress reports for donor support agencies. 

Key Deliverables:

- The GU Impacts will assist in the creation of a business plan for the Entrepreneurship program and b-school program.
- Assist in writing funding proposals for new funders and reports on existing grants.

Desired Qualifications and Skills:

- Strong communication skills, especially written
- Business and strategic planning experience a plus
- Experience and/or interest in fundraising and donor cultivation is a plus

Finances and Housing: Mann Deshi will assist through the provision of housing. For details regarding program funding and other inquiries, please visit our FAQ.
GU Impacts Fellowship Program – Yanbal International

*Lima, Peru*

*To prospective applicants:* The 2017 GU Impacts Fellowship Program takes place from **March to October**. The following impact partnership and project description details the 10-week fellowship project around which your fellowship is centered, from **May 22 to July 28**. Please be sure to familiarize yourself with the experience wrapping components of the program, including orientation and fall integration workshops, described on the GU Impacts Website.

Yanbal is a corporation with almost 50 years of successful experience in beauty and fashion jewelry, with presence in 10 countries including the United States and various countries throughout Latin America and Europe. We are committed to empowering women, giving them outstanding products and a business opportunity that allows for economic independence and personal fulfillment, enabling them to pursue their dreams and change their lives, while also having fun.

*Note: the following project description, written in the fall of 2016 for the summer of 2017, is subject to change based on the evolving needs of Yanbal International, shifting priorities and external circumstances. The Beeck Center and Yanbal will continue to work closely through the project start date to continuously refine the project description in order to reflect any necessary changes. Once GU Impacts fellows are selected in March 2017, Yanbal will work directly with the fellows, in addition to the Beeck Center, in further developing the project details and corresponding deliverables.*

**Project Description:**

**Project Areas: Operations and Communications**
**Number of GU Impacts Fellows: 2**

**Project Description 1: Commercial Operations and the Experience Map of the New Directors and Junior Directors.** This project involves commercial operations, which includes the post-sale processes of Yanbal’s products. There are three sub-areas: Customer Service, Billing and Processes, and Projects. The project will entail direct contact with Yanbal’s Directors and Consultants, who are the micro-entrepreneurs engaged in direct sales of Yanbal’s products. Commercial Operations supports the product order process and looks to solve customer inquiries and this project will aim to analyze and identify improvements the post-sale process.

**Key Deliverables:**
- Identify touchpoints where we can “generate value” through the “care experience”
- Identify “moments of pain” and make proposals to improve the experience
- Create a linkage framework of “moment of truth” experience
- Increase the Happiness Index in New Junior Directors and Managers
Desired Skills and Qualifications:

- Strong analytical skills – ability to pinpoint problem areas and propose potential solutions
- Knowledge of business and business process
- Customer service and cross-cultural communication skills
- Spanish written and verbal communications, advanced – fluent

Project Description 2: Communications. This project aims to connect Directors and to contribute towards their self-management and digitization, generating impact and loyalty through Yanbal’s media. Communications is the area in charge of graphic design, message content, media, and events, all directed towards the Consultants and Directors, who are charged with direct sales of Yanbal’s products. The ultimate goal is to increase readership of the “Weekly Contact” of Directors to 70%.

Key Deliverables:

- Identify and implement innovative broadcast strategies that will reach all Directors
- Collect and track weekly indicators
- Increase self-management and digitization of Directors
- Increase the readership of the “Weekly Contact” of Directors to 70%, where current readership is at approximately 50%

Desired Skills and Qualifications:

- Strong communication skills, professionalism, and customer service
- Demonstrated empathy and cross-cultural communication
- Digital media experience, including social media
- Knowledge of business and business communications is a plus
- Spanish written and verbal communications, advanced – fluent

Finances and Housing: Yanbal will provide fellows with housing near the Yanbal Offices and will support them with approximately $300 per month. For additional details regarding program funding and other inquiries, please visit our FAQ.