



OUR MISSION

To address communities' pressing needs by empowering current leaders and readying leaders of tomorrow.



THEORY OF CHANGE

We believe that communities around the world face diverse challenges that require unique solutions. Local leaders are not only needed, but they are critical for sustainable, long-term development to enact positive change. Our role is to provide the next generation with the skills, tools, and support they need to lead positive changes in their communities for generations to come. We invest in human capital to encourage individuals who are passionate about addressing inequalities.

MCW's Skills Development and Literacy Programs, Oral Health Care Program, and Young Leaders Program cultivate individuals who are leading community change at a local level in a global context.

The year in review



The past few years have been extraordinarily challenging for us all on a global front. The world has found itself recovering from the remnants of a global pandemic through the valiant efforts of ordinary people working as a collective. We have seen classrooms reopening for students, industries welcoming their workforce back, and the state of global health regain its vitality in the face of unprecedented challenges. All this we have witnessed with an attempt to ward off the impending harms of climate change on those most vulnerable. Our efforts have not been in vain.

Through MCW's work across the world and specifically in our affiliate countries, we have seen for ourselves that perseverance underlies our progress. Gradually, we found ourselves beginning to travel again for our programs and we reignited our passion for community. We had our first in-person program since the COVID-19 pandemic with the Community Leaders in Africa Internship Program fielding three interns at two of our affiliates in Africa. Our Young Leaders Conference-Tanzania was also a notable event, being launched as our first-ever joint conference (co-hosted by MCW Global and our affiliate, MC-Tanzania). We saw our Young Leaders Fellowship Program 2021 cohort graduating, closely followed by the commencement of the 2022 cohort. Partnerships were formed, our teams grew, and the work on the ground in economic security, education, and health continued to unfold across the world.

While this report could never encompass the full breadth of our year's work, we hope that it shares the importance of stories of triumph and perseverance that echoed in the halls of our offices, community centers, and headsets throughout the world. Our commitment to making the world better remains unchanging and we have our friends, supporters, and community to thank for the continued support.

Thank you!





Eddie Bergman

Co-founder & President, Board of Directors

Khalid Elachi
Executive Director, MCW Global





Leadership Report



Now more than ever, the world needs leaders who are committed to serving their communities with courage and empathy. As the international community congregates to tackle challenges in the global economy, human rights, peace and security, health, education and infrastructure, it is the leaders who are driving our progress forward. Young leaders are especially instrumental in securing sustainable change for their communities. Through our Young Leaders Programs, we have the privilege to engage these trailblazing leaders each year.

Young Leaders Program

The Young Leaders Program strives to challenge participants to overcome problems facing their communities of interest. Rooted in the principle of Local Change Through Global Exchange®, the Young Leaders Program ensures that individuals have the necessary skills to face local and global issues and to act as changemakers.

2022 saw the Young Leaders Program experience several firsts. For the first time, the Alumni Ventures Fund awarded more than two recipients at once, with a total of nine recipients being awarded grants. Similarly, the Community Leaders in Africa Internship had its most interns to date with three young leaders interning with our affiliates in Rwanda and Zambia. Lastly, the Young Leaders Conference – Tanzania co-hosted with MC-Tanzania was the first of our conferences held in partnership with one of our affiliates.





Young Leaders Fellowship

A year-long training program is open to young leaders from across the world who have identified and are committed to solving a community challenge in the areas of health, education, and economic security through project-building and close mentorship.

Community Leaders in Africa Internship

A three to four-month culturally immersive internship working on community development projects in health, education, and/or economic security at one of MCW Global's affiliate organizations in Africa (Rwanda, Tanzania, and Zambia).

Young Leaders Conference

A three-day conference where young leaders from the same geographical region congregate to dissect the prevailing challenges in their community and collaborate in solving them through leveraging regional networks facilitated by MCW Global.

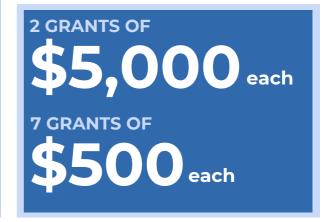
Alumni Ventures Fund

A professional mentorship and seed grant opportunity is offered to alumni of the above programs to scale their existing community development work in health, education, and/or economic security projects.

Alumni Ventures Fund



The Alumni Ventures Fund offers graduates of MCW's Young Leaders Fellowship and Conference programs a unique opportunity to turn their vision plans into community-based projects with a start-up grant and a year of mentorship.



Putri Aprilia Regita

2022 Fund Recipient

In Indonesia, 1 out of 5 mothers experience postpartum depression (as of 2022). In some cases, the mothers commit suicide and endanger the baby. Due to this alarming statistic, Putri believes it is important to raise awareness about the issue and she does so through her Empowering Mothers project.

Putri's organization, Postpartum.id, has several programs, but under the Alumni Ventures Fund, she is focusing on one program called "Ibu Berdaya" (translate loosely as "Empowered Mothers"). Through Empowering Mothers she aims to increase mothers' knowledge and skills about baby care, build positive self-concepts and healthy emotional regulation, and provide a safe space for them. They have designed the online class (through WhatsApp and Zoom meetings) considering some risk factors of postpartum depression, which are a lack of confidence in baby care especially for new mothers, a lack of emotional control, and difficulty to communicate the need with the support system. Putri and her team chose to focus on those aspects since it is manageable.



As of 2022, MCW will provide two mid-sized grants (up to \$5,000 each) and ten seed grants (up to \$500) in each of the next 3 years, thanks to The Claire Friedlander Family Foundation and the Hyman R. and Ruth Shapiro Foundation, Inc.

Community Leaders in Africa Internship

The Community Leaders in Africa Internship Program is an internship opportunity open to all alumni from MCW Global's Young Leaders Program. In 2022, the internship welcomed two interns for a hybrid four-month internship program with our affiliate, MC-Rwanda. The interns gained practical skills, knowledge, and networks in community development.



Anuli Anochirionye, United Kingdom Curriculum Development Intern, MC-Rwanda

Anuli was mentored by Young Leaders Program alumna, Gamu Mazingi. In her role, Anuli developed an Entrepreneurship curriculum which will be used to train the MC-Rwanda's Skills Development students.

"My time during the internship was both a mentally and physically challenging experience that definitely gave me a chance to develop myself in different ways."



Sylvia Chemweno, Kenya Resource Mobilization Intern, MC-Rwanda

Sylvia was mentored by Young Leaders Program alumna, Eleni Nanaj. In her role, Sylvia worked closely with the Country Manager to support MC-Rwanda's grantwriting efforts and strengthen donor and partner engagement.

"The entire experience provided me the opportunity to get out of my comfort zone, to learn new things that I would rather have been afraid to."

Young Leaders Conference

NORTH AMERICA EDITION & TANZANIA EDITION

The Young Leaders Conference, which is held bi-annually, is an intensive three-day program that brings together young leaders within the same geographical region to carve out solutions to their communities' most pressing needs in the areas of health, education, and economic security.

In 2022, the Young Leaders Conference was held **virtually** for **North American leaders** and **in person in Tanzania** for **East and Southern African leaders**.

North America

Location: Virtually

Date: January

Participants: Canada & USA

Themes: Leadership, social justice, and

social entrepreneurship

Fun fact: All participants were **students** from the City University of New York and Stony Brook University



21
Young Leaders

Tanzania (East & Southern Africa)

Location: Dar es Salaam, Tanzania

Date: September

Participants: Malawi, Rwanda, Tanzania,

& Zambia

Themes: Leadership and oral health

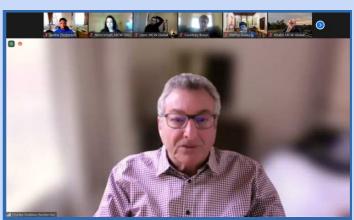
Fun fact: This was the first-ever conference co-hosted by MCW and one of our affiliates



26
Young Leaders

North America Edition





"The importance of **love-based work** and **leadership** really stood out to me. I don't think I was ever aware of the simplicity of **WHY I do the work that I do** and chose to create a career out of it. Like you [Peter Cunningham] said, it's forgotten in some cultures, and I will incorporate that mindset and work for sure." - **Courtney Braun** from Stonybrook University after the leadership session.

Young Leaders Conference - Tanzania















Why Leadership in Oral Health Matters

Leadership in oral health programs, when thoughtfully crafted and executed, proves to be a pivotal force in addressing public health challenges and fostering community growth.

How leadership in oral health benefits our communities:

- Community Empowerment
- Oral Health Advocacy
- Problem Solving
- Networking
- Mentorship and Support

Young Leaders Fellowship

2021-2022 COHORT I 2022-2023 COHORT

The Young Leaders Fellowship Program equips young leaders from around the world with the **project management skills** and **leadership competencies** needed to address their communities' most pressing issues. Through this year-long program, young leaders will identify and articulate a challenge in their community in the areas of health, education, or economic security and will be **mentored** to **devise a solution** to this challenge by way of an implementable project plan.

Leadership Development Global Citizenship Self Awareness

Vision Planning

The Young Leaders Fellowship Program brought together young leaders worldwide to develop the critical skills needed to become community leaders and global citizens. Participants developed their vision plans and implemented their community projects with the support of their mentors. In July, we celebrated the graduation of the 2021–2022 cohort, which brought together 49 participants from 32 countries. In August, the Young Leaders Fellowship 2022–2023 cohort commenced, featuring 48 participants from 34 countries.

Young Leaders Fellowship 2021 - 2022 Cohort

48
PARTICIPANTS

14 MENTORS

32
MENTEES

"The Fellowship sessions have been enriching, especially when it comes to being inspired by other young leaders, getting to know people from around the world, and finding synergies between our competencies, projects, and aspirations. I look forward to working further with the excellent Fellowship Cohort."

34 COUNTRIES

ZOÉ ELKÆR NICOT, MENTEE, DENMARK

Young Leaders Fellowship 2022-2023 Cohort

49

PARTICIPANTS

14

MENTORS

33

MENTEES

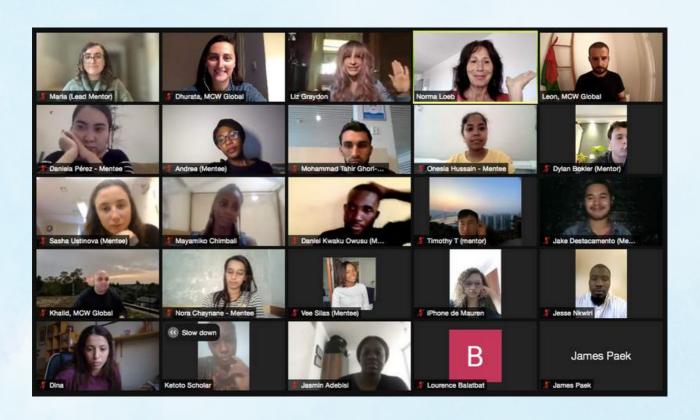
"The MCW fellowship has offered me the necessary knowledge, tools, and mentorship to implement a project in my community. Thanks to the program, I have understood how united we are in diversity."



JORGJETA MARKO, MENTEE, ALBANIA

32

COUNTRIES





Education Report



Education across the world remains a subject of both progress and persistent challenges. Nations have made significant strides in expanding access to education, but disparities in quality, access, and digital connectivity persist. While global education faces substantial challenges, the resilience and determination of individuals, communities, and nations in the face of adversity offer hope for a brighter future. This is why our education programs in Zambia seek to invest in quality teaching and learning and to bridge digital divides. The journey to equitable and inclusive education is ongoing, but the destination is one worth striving for.

Literacy in Zambia

MC-Zambia's Literacy project in Chanyanya addresses significant challenges in education that have far-reaching impacts on the community's economic security and health prospects.

The Government of the Republic of Zambia through the Ministry of Education has made notable efforts in trying to provide education to all. These efforts benefit from partnerships with organizations like MC-Zambia which helps ensure education for all in Zambia, particularly for those living in poverty and for females among whom illiteracy is most common.

The challenging factors affecting the quality of education in Zambia, affect both children and adults alike. Many children drop out of school for various reasons which include a lack of financial support from parents, limited space in schools, and the economic incentives of engaging in agricultural labor. When these children become adults, their illiteracy remains with them.



Background on education in Zambia

61%

of the Zambian population lives in poverty (World Bank)

88%

of the Zambian population is literate (UNESCO)



Education in Chanyanya

MC-Zambia's Community Center is located in the fishing village of Chanyanya where **poverty and illiteracy** are rampant and pose a major threat to development in the region.

Out-of-school children and adults are often engaged in the fishing activities of the village as a viable source of income.



MC-Zambia's Literacy Project in Chanyanya

In response to this, MC-Zambia's Literacy Project runs **year-long classes** which aim to improve educational outcomes as well as improve literacy and numeracy levels for out-of-school children. At the completion of these classes, students are **formally linked** and **enrolled into government schools.**



Impact of MC-Zambia's Literacy Project

61

out-of-school children enrolled into **Numeracy** and **Literacy** classes

7

government schools supported by MC-Zambia

Education and ICT Literacy















Education through Computer Labs and Community Libraries

MC-Rwanda and MC-Zambia operate a Community Library and ICT Lab at their respective community centers in Bugesera and Chanyanya.

The library and lab function as **vibrant hubs** within these rural communities where increased learning and **computer literacy** are made possible with computer technologies and literary resources open to the public for free.

Computer Literacy

MC-Zambia's Improved Computer Literacy project makes technology accessible to those communities that otherwise would not have had this access due to poverty and digital illiteracy.

In March 2007, the Zambian government recognized the importance of effective ICT and launched a policy with its focus on creating an environment that promotes access and use of technology across all sectors of Zambia's education system. However, the number of teachers trained in ICT is still incredibly low especially in rural communities where resources and general ICT literacy – even among teachers – are scarce.

While Zambia has made significant strides in training government school teachers in ICT, there is still a long way to go. Most rural schools, such as those in Chanyanya, lack the equipment and qualified staff to provide effective ICT education. This places such communities behind the rest of the world which is developing technologically at a fast pace.

1	

Computer Literacy in Chanyanya

MC-Zambia's Improved
Computer Literacy project
aims to fill in the technological
gap by equipping rural
schools with:

- resources and ICT materials e.g. computers;
- training ICT teachers;
- establishing ICT clubs to encourage regular engagements with tech; and
- hosting a computer resource center.

	2022 MCZ Impact in Numbers: Improved Computer Literacy		
14	teachers trained		
53	ICT Clubs formed		
2	computers donated		
2	schools with newly computer labs established		
557	learners benefited		



Economic Security



Report

Economic security on a global scale remains a multifaceted and evolving challenge. The world has witnessed significant disruptions and transformations in economic systems, driven by various factors such as the COVID-19 pandemic, technological advancements, geopolitical tensions, and environmental concerns. Achieving economic security requires proactive and coordinated efforts from governments, businesses, and civil society to adapt to changing circumstances, mitigate risks, and promote sustainable and inclusive economic growth. For our team, these are the challenges we continue to actively pursue.

Skills Development

Our Skills Development programs in rural Rwanda and Zambia leverage tailoring and ICT skills as a conduit for increased economic security in the region.

Through training, practical experience, and examinations, students gain necessary skills that strengthen their market readiness and ultimately give them the economic freedom they seek.

Background on economic security in Rwanda

11%

of unemployment in Bugesera District (NISR 2020)

57%

labor force participation rate (NISR 2020) 1

Background on economic security in Zambia

12%

of unemployment in Kafue District (BDEX 2022)

60%

labor force participation rate (World Bank 2022)

MC-Rwanda's Skills
Development Project

Through an accredited course, MC-Rwanda addresses the challenges of unemployment and poverty by training students in the **ICT and Tailoring programs** as an antidote to economic insecurity.

During 2022, MC-Rwanda explored a new program delivery model offering trainings as **short courses running for 6 months** with 2 classes (morning and afternoon) unlike the full one-year training with one class.

2

MC-Zambia's Literacy Project in Chanyanya

MC-Zambia's Women Empowerment Program targets alumni of MC-Zambia's **Design, Cutting, and Tailoring** and **ICT training programs**.

Alumni are equipped with the requisite knowledge and experience to generate income from their skills in tailoring and ICT, all the while learning to be better leaders in their communities. The alumni leave the program better prepared to participate in the economic arena as capable agents of change.

Skills Development in Rwanda and Zambia















Why Technical and Vocational Education and Training?

Vocational training programs, when effectively designed and implemented, have been shown to play a crucial role in poverty reduction and community development.

How vocational training benefits the community:

- Employability
- Entrepreneurship
- Local development
- Skills transfer
- Self-sustenance

MC-Rwanda

82

Tailoring students graduated

51

ICT students graduated

21

tailoring students have tailoring jobs 5

ICT students that joined the labor market

137

Total students enrolled in ICT and Tailoring

The previous year, MC-Rwanda only had 47-50 students in the whole year.

5%

of the current intake are persons with disabilities

while the rest are out-ofschool and teen moms 2

New outreach sites opened for trainings

5

students from ICT employed as part time employees after the practical training

MC-Zambia

110

women selected for the project

2

Days spent on leadership training

80%

of the women know how to develop a business plan 3

of the women know how to start a venture using a business plan



Health Report



Global health is a dynamic and ever-evolving field characterized by a complex interplay of challenges and opportunities. Progress has been seen in COVID-19 vaccine development and distribution, yet health inequalities within and between countries continue to undermine progress, leaving vulnerable populations at risk. Non-communicable diseases continue to rise, posing a growing burden on healthcare systems. It is our hope that in the future, global health systems are more resilient, equitable, and responsive to the needs of all people. Investments in public health, healthcare infrastructure, and research hold the promise of healthier populations and a more secure world.

Health



MC-Rwanda and MC-Tanzania have been advancing the oral health care agenda in both Rwanda and Tanzania through training and awareness activities.

Through training, practical experience, and examinations, students gain necessary skills that strengthen their market readiness and ultimately give them the economic freedom they seek.

1

Background on oral disease burden in Tanzania (WHO, '22)

33%

of people 5+ years with untreated cavities of permanent teeth

22% of people 15+ years with severe periodontal disease

MC-Tanzania's Programs in Oral Health

MC-Tanzania equips oral health professionals with greater competencies and simultaneously serves communities in need of proper oral health care through these programs:

- Dental Therapists' Outreach Training
- Community Health Fellowship
- World Oral Health Day Commemorations

2

Dental Therapists' Outreach Training

Through this year-long program, MC-Tanzania visits the regions of Mbeya and Tanga with dental therapy students from the Colleges of Health and Allied Sciences. The students, under the guidance and supervision of MC-Tanzania's team, conduct activities in education, information, screening, and treatment in six primary schools.

The year 2022 saw **118** third-year dental therapy students - **70** from Tanga and **48** from Mbeya - gaining both theoretical and practical training in community dentistry and leadership while serving primary school students concomitantly.

Dental Therapists provide oral health:

Education & Screening

Treatment & Dental Care

Awareness Campaign

Dental Therapist Training in Tanzania

118

dental therapy students trained

1.9k

primary school students received free dental screening

34

3.5k

primary school students reached with oral health education and instructions received scaling procedure

264

primary school students received extractions 925

primary school students were referred for emergency dental treatment

575

primary school students received free dental treatment 318

received restorations



1

Background on oral disease burden in Rwanda (WHO, '22)

63%

of people in Rwanda did not use a toothbrush

70%

of people did not use toothpaste

MC-Rwanda's Programs in Oral Health

MC-Rwanda's **Oral Health Program** was **successfully launched** in 2022 in the Bugesera community. This program **aims to raise oral health awareness** and equally **increase sanitation and hygiene behavior** to end the high spread of diseases in Bugesera.



Dental Therapists' Outreach Training

It was reported in 2019 that tooth and gum disease ranked as the most commonly recorded complaint at district hospitals in Rwanda. In response to these health challenges, **MC-Rwanda's Oral Health Program** aims to change **hygienic practices in communities** in order to improve their livelihood. Through training, awareness, and treatments, the project targets **behavior change** as its object with a particular focus on **sanitation**, **oral hygiene**, and **oral health care awareness**.

Theoretical and practical education is offered to citizens about oral health and hygiene through awareness campaigns in schools and oral health outreach carried out by MC-Rwanda and dental therapists from Kigali Dental School.

Dental Therapists provide oral health:

Education & Screening

Treatment & Dental Care

Awareness Campaign

Dental Therapists' Training in Rwanda

10k

school children received toothbrushes & toothpaste donated

school children screened by dental students and surgeons

11k

school children received oral health education on preventative oral health and hygiene

school children identified to have periodontal disease

7 schools received oral health education

Oral Health in Tanzania









Community Health Fellowship

In 2022, MC-Tanzania successfully launched the Community Health Fellowship Program in partnership with SKYGEN Foundation and Foundation for Preventive Health (FPH) with 10 Community Health Fellows of the first cohort being deployed in the community to carry out community health outreaches.

This Fellowship project was set up to help prepare the next generation of community health leaders to understand the links and shared risk factors between **oral and eye health**, as well as other Non-Communicable Diseases, and to maximize available resources through creative collaborations **to tackle multiple preventative health issues** in the community setting.

The project identifies recent **Dental Therapy graduates** with a passion for community oral health to participate in a 6-month fellowship. Throughout the six months, the fellows undergo leadership and project management ("vision planning") training and roll out community oral health outreach.

10 Fellows: Dental Therapy Students

6 Months

Leadership Training

Vision Planning: Project Management Training

The project aims to bring together three non-governmental organizations to link vision screening and dental outreach services in the greater Arusha region and throughout Tanzania. By building on The SKYGEN International Foundation's (SKYGEN) work in vision in the Arusha region in partnership with the Foundation for Preventative Health (FPH), and leveraging MC-Tanzania's oral health and leadership expertise, this project will invest in the next generation of community health workforce and prepare them to become mobilized leaders with the skills and tools to build healthier communities.







MCW Insights

Community Development

MCW hosted its first MCW Insights webinar of the year aimed at highlighting the importance of community development while appreciating best practices that can be implemented by community leaders the world over.

Guests included: Dr. James Kengia (Coordinator for Regional Health Management Teams (RHMTs), Oral Health and Research at President's Office-Regional Administration and Local Government (Po-RALG), Tanzania) and Kabinga Pande (Founder, MC-Zambia and Board Member, MCW Global).

Youth Leadership in Action

In May, MCW Global hosted its second MCW Insights webinar of the year aimed at highlighting the importance of integrating youth leadership and participation in community development processes. Guests included: Samson Itodo (Nigerian lawyer and Executive Director of Yiaga Africa), Shrouk Hussien (Young Leaders Fellowship alumna and founder of Yellow vs. Blue), and Adrien Bizimana (MC-Rwanda Program Officer).

New Website Launched

MCW's launched its new website at the 18th Annual Gala in November. The website redesign project was carried out in collaboration with Young Leaders Fellowship alumnus from Algeria, Achraf Tasfaout, who helped creatively reflect the organization's vision online.

The website was redesigned to look more modern, reflect the essence of our work and make for better story-telling.

Website Link



We are all equipped to lead

For communities around the world- to achieve greater levels of education, improved health, and increased economic security.

Our Mission

To address communities' pressing needs by empowering current leaders and readying leaders of tamorrow.

Annual Gala Held In-Person & Online

We held our **18th Annual Gala in-person** at New York University and **for the first time**, the gala was live-streamed to those who were not able to join us at New York University.

During the gala, leaders from across MCW's global programs shared stories of how MCW impacts their lives and communities. We honored the **Cleary Gottlieb** firm with the 2022 MCW Community Partnership Award for their dedication to supporting **social justice** and **equality** and compassion for the needs of others. Altogether, we raised \$950k to support MCW's programs thanks to your generous support.

Click for more **Gala Pictures**

















FINANCIALS

MIRACLE CORNERS OF THE WORLD, INC. STATEMENT OF REVENUE, EXPENSES, AND CHANGE IN NET POSITION

	Year ended December, 31st 2022
Support and Revenue:	
Contributions:	
Restricted	\$ 36,509
Unrestricted	964,984
Total Operating Revenue	1,001,493
Expenses:	
Program services:	
Africa Programs	629,962
Young Leaders Program	175,239
Support Services:	
Management and general	45,824
Fundraising	89,384
Total expenses	940,409
Operating Income	61,084
Nonoperating revenue:	
Investment income	36,934
Realized loss on investments	(36,493)
Unrealized loss on investments	(178,109)
Total nonoperating revenue	(177,668)
Change in net position	(116,584)
Net position at beginning of year	2,407,180
Net position at end of year	\$2,290,596

Notes

- 1. Cash and Cash Equivalents: MCW considers all highly liquid instruments purchased with a maturity of three months or less to be cash equivalents.
- 2. MCW receives in-kind support from various sources in support of its projects. In-kind contributions are reported as contributions and expenses in the accompanying statement of revenue, expenses, and changes in fund net assets at their estimated fair value at the date of donation. MCW received \$3,500 of office equipment in the year ending December 31, 2022. In-kind contributions of volunteer time or technical assistance are not included in these numbers.
- 3. The Statement of Financial Position was prepared by an independent auditor, Peter J. Bertuglia (Certified Public Accountant, P.C.). Copies are available on file at MCW's office in New York City.

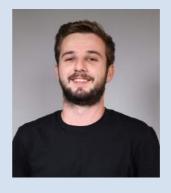
MEET THE TEAM



Khalid ElachiExecutive Director



Regina LeichnerDirector,
Strategy and Impact



Leon GojaniDirector,
Young Leaders Program



Dhurata BerishaCoordinator,
Young Leaders Fellowship



Noor Imran Coordinator, Young Leaders Conference



Anusha Somani Program Associate, Africa Programs



Sharon MatongoCoordinator,
Media and Communications



Dr. Marion BergmanDirector, Health Care
Projects
(Volunteer)

*As of December 2022

MEET THE BOARD



Eddie Bergman
President, MCW Board of
Directors; CEO, Proxima
Hospitality Group



Paul BergmanExecutive Chair,
Advancing Eco Agriculture



Anna Condoulis
Former Associate Dean,
Student Affairs, Alumni
Relations, NYU SPS



Mark Kemper Former President, North Atlantic Region, UPS



Rich Miranda
Treasurer, MCW Board of
Directors; Executive
Consultant, Henry Schein
Inc.



Kabinga Pande Founder, MC-Zambia



Humera Qazi Managing Director, Morgan Stanley



Dr. Charles RobbinsProfessor, School of
Social Welfare,
Stony Brook University

Local Change Through Global Exchange®



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