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From the Executive Director

2017 was a year of sea-change, literally and figuratively.

In a figurative sense, individuals are taking a stand for social change, and it is transforming our world. Women in the US are challenging and changing the culture of impunity for sexual harassment and sexual violence. Farmers in El Salvador led the charge to ban mining in the Lempa River watershed. In Guatemala and El Salvador children and their advocates helped ban child marriage. Women have been playing a lead role in peacebuilding and post-conflict transformation, notably in Liberia and Rwanda; so this year the African Women Leaders Network was established to enhance women’s leadership in Africa’s governance, peace, and stability.

In a literal sense, our seas continue to rise as climate destabilization becomes a part of our day-to-day reality and global response remains fragmented. However, individuals are leading the way to make their communities more resilient to the effects of climate change and creating alternative models of sustainable natural resource management, fishing and farming to protect our biological and cultural diversity.

In this report we celebrate the courageous CAI-trained leaders who are creating sea-change. We are proud to be part of global efforts to achieve gender equality, ensure access to education and sexual and reproductive health services, clean water, and sustainable management of land and marine ecosystems.

We also celebrate you for your investment in these leaders. Thank you!

Clare Dowd
Executive Director

"Full fathom five thy father lies,  
Of his bones are coral made,  
Those are pearls that were his eyes,  
Nothing of him that doth fade,  
But doth suffer a sea-change  
Into something rich and strange."

- William Shakespeare, The Tempest
2017 Activities
32 Trainings, Clinics, and Creative Advocacy Projects
43 Coaching Calls and Site Visits
587 Leaders Equipped with Creative Tools and Leadership Skills
At 85 Organizations
Reaching 323,400 People in 9 Countries

2017 Impact
CAI Supported 117 Creative Advocacy Efforts that Advanced:
Gender Equality
Health
Education
Climate Resilience
Reaching 18,046 Direct + 247,391 Indirect Participants
At 240 Organizations, Schools and Communities
In 9 Countries


Our Mission
Creative Action Institute works at the intersection of creativity and social change. We build the capacity of leaders and organizations for innovation, collaboration and resilience to advance conservation, health and human rights globally.

Our Model
Imagine for a minute that you have an idea that will change the world, but no one can hear you.

Maybe it’s because you’re uncomfortable speaking in public. Maybe it’s because you’re young or a woman or both and people aren’t taking you seriously. Maybe it’s because you haven’t listened to them. Maybe it’s because they think they’ve heard it all before. Maybe it’s because they can’t even imagine that your idea is possible. Maybe it’s because words aren’t always the best way to get someone to understand.

CAI equips cohorts of emerging and seasoned leaders with the personal leadership skills and creative tools to listen and be heard, analyze problems and identify inclusive solutions, and advocate for those solutions so they take root.

We do this through experiential trainings, on-going coaching calls and site visits, and replicable creative projects that bring leaders’ advocacy to life.

Program Overview
CAI currently has two established annually recurring programs: Creative Environmental Leadership Program and East African Girls’ Leadership (EAGL) Program. Both programs use original CAI-developed curriculum, regularly train new cohorts of seasoned and emerging leaders, and provide ongoing technical support through coaching calls and site visits. This year, CAI also implemented phase one of its Leadership, Empowerment, and Advocacy Program (LEAP). LEAP aims to build the creative capacity of organizations that are advancing gender equality and sexual and reproductive health and combatting gender-based violence. Phase one focused on skill-building clinics followed by community art projects and phase two will provide intensive trainings for girls and mentors using CAI’s creative leadership and advocacy curriculum. In addition to these programs, CAI completed a variety of contract and grant-funded curriculum development, training, and technical assistance projects around the world.

Your Impact
We maximize the impact of your investment through a multiplier model – that is to say, we invest in deeply building the capacity of a few hundred leaders, who reach thousands more each year by applying CAI skills and tools in a wide range of contexts, issues, groups, and communities. In 2017, CAI trained 587 leaders from 85 organizations through 32 trainings, clinics and community art projects and 43 coaching calls and site visits. These leaders, equipped with CAI skills and tools, reach over 323,400 people in their day to day work.

In addition, these incredible leaders leveraged their personal leadership skills and new creative tools to implement 117* creative advocacy projects that had direct participation of over 18,000 people and an estimated indirect reach of over 247,300 (e.g., community members watching a play about gender-based violence or seeing an art installation that conveys the impact of climate change in the town square) at 240 additional organizations, schools, and communities. This is the CAI’s multiplier effect in action!

CAI’s tools are versatile and adaptable, and leaders we train use them to advance solutions to global issues.

*This represents projects for which we have documentation.
6% of creative advocacy projects implemented by CAI-trained leaders supported Sustainable Development Goal 6: Ensure availability and sustainable management of water and sanitation for all.

**A Rocha Ghana, Ghana**

A Rocha Ghana is an environmental organization that provides practical conservation interventions aimed at contributing to the sustainable management of important ecological habitats, and initiating programs that enable communities to adapt to current trends in climate change and other environmental threats. Like other CAI partners, A Rocha Ghana has embraced CAI tools to advocate for environmental change.

Lake Bosumtwe is a 6.5 mile diameter crater lake in south-central Ghana. A Rocha Ghana has been working to support livelihoods and conservation in the Lake Bosumtwe region since 2012. This year, A Rocha Ghana implemented a project to engender youth action for the sustainable management of Lake Bosumtwe and its catchment, using drama and indigenous music to drive positive social change. While there are longstanding cultural taboos against defecating and dumping waste in the lake, these actions have become more common practice. 130 students at five schools created theater dramas highlighting the health and environmental impacts of poor sanitation practices. A Rocha’s Communications Officer Daniel Kweitsu Obloni notes, “Community members related to the key messages portrayed in the drama, which resulted in the community chiefs and people renewing their commitment to the valuable community traditions that ensured sustainable management of the lake in the past. There has been a significant improvement in the general sanitation around the lake. Community members now properly dispose of their waste materials into waste bins around the lake.” The project has also increased energy and enthusiasm among the students to protect the lake.

Daniel also applied Art Codes to communicate important information about their campaign to save the Atewa Forest and Accra’s water supply from bauxite mining. He made a short animated video to show the problem. The video increased their social media followers by 2,000 and brought increased signatures on their petition and put pressure on the Water Resource Commission and the Ministry of Land and Natural Resources to support their campaign. They also collaborated in the production of a popular music video with talented Ghanaian artists, which has had over 29,000 views. Because of the public outcry, in part because of A Rocha’s creative media advocacy, the government has put the mining project on hold, in order to listen to the perspectives of different stakeholders.

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**Impact Highlights**

- **Creative Environmental Leadership Program**
  - Trainings, Clinics, and Community Art Projects: 16
  - Coaching Calls and Visits: 32
  - Participants: 393
  - At Organizations: 52
  - In Countries: 5
  - Creative Advocacy Projects: 83
  - Reaching People: 253,306
  - Additional Schools, Organizations, and Communities: 169

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**Scan here to view A Rocha Ghana’s animated video to stop bauxite mining.**

**Scan here to view the music video advocating to protect Atewa Forest.**
17% of creative advocacy projects implemented by CAI-trained leaders supported Sustainable Development Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

Ahado Youth Environmental Club, Ghana
Ahado Youth Environmental Club provided youth leadership trainings in five schools using CAI tools which has resulted in increased critical thinking, analysis and commitment as young leaders and environmental stewards. Ahado Youth Environmental Club used the Council of All Beings, a creative process used in CAI trainings that invites participants to embody and empathize with a non-human species, and engaged over 5,000 people at a community event about the near extinction of native tree species and the negative health and environmental impacts. Ahado Youth Environmental Club’s Executive Director, Phidelia Kokoroko reports, “The communities we worked with are now planting seeds of the native tree species and adhering strictly to traditions and community by-laws that restrict and control the use of the natural resources. Because of the interactive nature of the trainings and events, community mobilization has now become easy, which will lead to increased collective participation in future programs.”

Nature Care Cameroon
Nature Care Cameroon was working with a community where the farmers were grazing their livestock in the community forest, which was destroying newly planted trees. Nature Care Cameroon tried many times to address the problem with no success. After the training, they hosted a community forum and used the Problem Tree/Solution Tree, a visual problem analysis tool taught in CAI trainings, to collectively analyze the problem. They discovered that the farmers were deliberately destroying the trees because they had felt sidelined and excluded from the forest management committee. The CAI process allowed Nature Care Cameroon to open up dialogue, hear the farmers’ concerns, rebuild trust and develop a sense of collective ownership of the problem. Now, after the training using CAI tools and facilitation skills, the farmers have become leading members of the forest management committee and actively participate in forest conservation activities such as tree planting and monitoring.

Ya’axche Conservation Trust, Belize
The Toledo District in southern Belize is a place where people and jaguars live together in close proximity in a quickly evolving landscape. As an apex predator, jaguars are important to the local ecosystem as well as a draw for tourism. However, with jaguar attacks on dogs and livestock, the interests of jaguars and humans do not always align. Ya’axche Conservation Trust works to increase local knowledge about jaguars and how to mitigate the human-jaguar conflict. With CAI’s guidance, Ya’axche staff Julio Chub and Marchilio Ack worked with 184 students in three schools to educate and build empathy and appreciation for the jaguar. Students created colorful jaguar masks (above) and considered what it was like to be a jaguar and what they would want jaguars to know about humans. In combination with Ya’axche’s work with farmers, there is hope that the jaguar will thrive and not become an endangered species. Since then, Ya’axche has continued using these clinics in additional communities to raise awareness about the human-jaguar conflict, build appreciation for the jaguar’s role in the ecosystem and shift behaviors.

The Greens, Cameroon
The Greens is an environment-agricultural and health organization that connects, inspires and collaborates with young change-makers to build a better world. Franklin Ngalim is the Founder and President of The Greens and is part of CAI’s Creative Environmental Leaders cohort in Cameroon. Participating in the CAI leadership trainings have changed everything for Franklin. He recognized the power of art and creativity to develop leadership and mobilize change and has incorporated CAI arts-based methods and approaches into all of his program work. This year, The Greens worked with 15 schools to develop environmental clubs and infused the club activities with the arts. Through the clubs, over 200 poems and 8 songs about climate change, littering, water, sanitation, natural medicine and hygiene have been developed by the students and broadcast to 15,000 listeners via The Greens radio show (above). Franklin reports that there is increased awareness about these issues and a shift in behaviors among students. Franklin notes, “There is a shared commitment and identity as environmental stewards and creative leaders.”
97% of creative advocacy projects implemented by mentors and girls in the EAGL Program focused on Sustainable Development Goal 5: Advancing gender equality and empowering all women and girls.

The East African Girls’ Leadership Summit and Mentor Program is comprised of a network of empowered girl leaders, guided by skilled mentors and teachers, working together through creative leadership and advocacy efforts to achieve gender equality throughout Kenya, Tanzania, Rwanda and Uganda. This program consists of an annual leadership summit for low-income, high-potential girls and mentorship and creative facilitation trainings for motivated young women teachers and community-based organization leaders who want to be mentors and advocates for girls.

**Malkia Foundation, Kenya**

The Malkia Foundation works in Vihiga, in western Kenya, to empower women and girls through education and skills for economic development. Girls from the Malkia Foundation created a skit that illustrated the challenges girls face in accessing education, particularly the common practice of coercing girls to exchange sex for school fees. They performed the skit at a baraza or community meeting. More than 120 local school administrators, teachers, parents, community development officials, and the chief attended and expressed their commitment to respect the needs of their female students and more effectively address gender-based violence.

**Komera, Rwanda**

Komera builds self-confident young women through education, community and sport. Girls and mentors at Komera implemented large-scale creative actions over two days that focused on stopping gender-based violence. During the campaign, girls at Komera used theater skits to illustrate how violence exists in families and other domestic relationships. They engaged 230 girls and young women to participate in “Break the Chain,” a dance that is part of a global movement to stop gender-based violence. The girls also used Malala’s “Words on Fire” poem to create their own powerful poetry advocating against all forms of violence against girls and women and shared their poems publicly (below). District leaders, police members, church congregations, neighboring villages and local primary and secondary schools, were among the 5,000 people participating.

**Impact Highlights**

Specifically the actions focused on one or more of the following:

- Ending all forms of discrimination against all women and girls everywhere
- Eliminating all forms of violence against women and girls
- Eliminating all harmful practices, such as child, early and forced marriage and female genital mutilation
- Ensuring women’s full and effective participation and equal opportunities for leadership at all levels of decision-making
- Ensuring universal access to sexual and reproductive health and reproductive rights

**Program Activities**

- **4** Trainings, Clinics, and Community Art Projects
- **11** Coaching Calls and Visits
- **72** Participants
- **35** Creative Advocacy Projects
- **12,131** People
- **71** Additional Schools, Organizations, and Communities

Creating Change

**Strategic Focus**

- Gender, Health and Equity

**Impact**

Highlights
Many of the creative advocacy projects that focused on gender equality also focused on Sustainable Development Goal 4: Providing inclusive and equitable quality education for all. Specifically, actions focused on eliminating gender disparities in education and ensuring equal access to all levels of education.

SEGA Girls School, Tanzania

SEGA Girls School is a secondary school for bright, motivated Tanzanian girls who otherwise are unable to attend school due to extreme poverty. Girls and mentors at SEGA School for Girls invited parents and community members to the school and used theater skits, songs, dances, and poetry to engage the community and advocate for the importance of girls’ education, leadership, and gender equality (above). 400 community members engaged in the process and were made more aware of these critical issues.

Girls to Lead Africa, Uganda

Girls to Lead Africa (GTLA) nurtures the next generation of leaders, equipping girls to take leadership at the school, community, and national levels. Using tools gained through the EAGL Program, girls and mentors at GTLA engaged other GTLA students and worked in five teams to develop skits that focused on the important leadership role girls and women play in society. The skits were performed in churches and community centers and audience members were asked to make a pledge to send their daughters to school. Those who made pledges received stickers with photos of various Ugandan women leaders and stating their commitment to gender equity in education.

Loima Girls’ Secondary School, Kenya

Supported by their mentor Sharon, girls from the Loima Girls’ Secondary School in northern Kenya initiated a girls’ club with 85 members. They designed a campaign they called “Take the Girls to School” and created a skit on the important impact a girl’s education has for her and her family. They went door to door performing the skit and engaging in dialogue with families (next page). This resulted in commitments to send girls to school as well as increased enrollment. Read on for more about Sharon’s leadership journey and work.

Sharon is a teacher who, with CAI’s training and coaching, has become an advocate for girls’ education. And she is changing girls’ lives.

Sharon (above center) works in Turkana County. It is one of Kenya’s most arid regions and is plagued by perennial drought, famine, chronic poverty and high levels of illiteracy. In her eight kilometer walk to and from school each day, Sharon would talk to girls she met along the road. “They would be carrying their brothers and sisters on their backs, and beautifully colored beads adorned their necks. I would come to realize that the beads meant they were reserved for marriage, some of them only nine years old, and would be married within the next few years.” With increasingly prolonged dry seasons as a result of climate change, parents are more frequently turning to early marriage to ease their economic situation.

Through CAI’s trainings and coaching in 2017, Sharon was equipped with creative leadership skills and advocacy tools which she has used to establish girls’ clubs at four different schools, replicate a girls’ leadership summit at her school, lead community forums on girls’ rights, identify allies, and guide her students’ campaigns for education. These efforts have resulted in more girls enrolling in school instead of being married off, improved academic performance, and 83% decrease in teen pregnancies at her school.

We can’t wait to see all the ways Sharon will create change in 2018!
Phase one of CAI’s Leadership, Empowerment, and Advocacy Program (LEAP) includes a series of skills-clinics based on CAI curriculum paired with partner-imagined and CAI-guided community art projects that allow leaders to envision and experience how art for social change can transform their initiatives to advance gender equality and sexual and reproductive health and combat gender-based violence. Phase one of this program included six Guatemalan women’s rights and SRH organizations. Phase two will include CAI’s creative leadership and advocacy trainings for girls and mentors.

While we will be circling back this year to find out more about the impact of how leaders have applied and incorporated CAI skills, we anticipate their creative advocacy efforts will have an impact on Sustainable Development Goals 3 and 5. Specifically LEAP participants will be incorporating CAI tools into their work in order to:

- Ensure universal access to sexual and reproductive health-care services, including for family planning, information and education
- End all forms of discrimination against all women and girls everywhere
- Eliminate all forms for violence against all women and girls
- Eliminate all harmful practices, such as child, early and forced marriage

Colectivo Joven and Tula Salud
Jalapa, Guatemala

Colectivo Joven is a youth development organization that provides sexual and reproductive health education, advances gender equality and children’s rights. Tula Salud works to increase access to reproductive health services in rural and neglected areas. Both organizations work in Jalapa, Guatemala and came together for an introductory skill-building clinic. They also participated in the co-creation of two projects that celebrated a new law in Guatemala that prevents child marriage. Participating girls created a mural at Colectivo Joven that draws attention to the role youth play in making a vibrant community (left). They also did a public art installation, tying ribbons to a tree in the town square (below) that expressed their hope for themselves or their community. Tracie Saravia, Executive Director of Colectivo Joven noted, “CAI’s activities strengthened the group’s knowledge of human rights and we now have other tools and alternatives to convey the message of prevention of violence and the promotion of human rights through the use of the arts.”
During five days, FUNDAECO participated in skill-building clinics and the development of two creative advocacy projects. The first was a Giant Story Book (above) that focused on stopping gender-based violence and encouraging women to break the silence about their experiences. The second project was a mural for gender equality and sexual and reproductive health.

GoJoven Chimaltenango, Guatemala

GoJoven is a youth-led, youth development organizations that creates positive change in adolescent sexual and reproductive health. Introduced to a range of CAI tools in a short amount of time, GoJoven staff and volunteers were very motivated and could see the broad applications for their work. The group had a lot of energy around Art Codes, a process by which a group presents an issue through any form of art and then facilitates conversation about what the audience sees and possible solutions to it. The group developed a theater skit about maternal mortality, a radio drama about gender discrimination (left), and adapted a popular song to highlight the impact of sexual violence. Ana Lourdes Tojin, Executive Director of GoJoven envisions using CAI tools in their work: “I think that these techniques that we learned will allow us to work using more creativity and art. CAI has a methodology that will allow us to work with more groups of young people because it is very adaptable. For us as a group and organization it was very important to participate in this process.”
This inspiring work wouldn't happen without the support of individual, foundation, and corporate partners. Thank you for investing in this work!

Individuals

John Abramson
Cathy Adkison
Davis and Miriam Bradford
Carrie Brown
Jessica Brown and Brent Mitchell
Carol Butz
Jennifer Butz
Jane Cannon
Aida and Luka Celebic
Toby Claus
Martha Collette and Ted Heron
David Comb
Don and Linda Comb
Wendy Cook
Virginie and Gregory Cooper
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Elizabeth Dowd and Doug Mc Garcrah
Cathy Estey
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Alan Feldman and Carol Seitchik
Deborah Faize
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Courtney Scott
Tony and Celia Soltis
Sue and Bill Stasiuk
Vicky Stein
Lillian Tatum
Philip Trackman and Winifred
Hentschel
Jemma Turner
Serena Whitridge
Gordon and Nicole Whitten
Andrew Willemsen and Karen
Kuhlthau
Lee and Mary Williams
Alyssa Wright
Paul Yourik

Corporations

José Luis Rojas and Maija Pratt

Foundations

Individuals

Corporate In-Kind

Fee for Service

Earned Revenue

Fundraising

Program

Administration

Corporations

Investment by Strategic Focus

Gender Health & Equity

Community Resilience and Conservation

Investment by Geography

Central America (Nicaragua, Guatemala, Belize)

Africa (Kenya, Rwanda, Tanzania, Uganda, Ghana, and Cameroon)

Earnings Revenue

2017 Income (Forecasted)

Total Income: $494,374

2017 Expenses (Forecasted)

Total Expenses: $492,609

2017 Financials

2017 Supporters
2017 Board, Staff and Volunteers

Board of Directors
- Davis Bradford, Chair
- Elizabeth Gibbons, Vice Chair
- Daniel Preston, Treasurer
- Courtney Scott, Secretary
- Jennifer Butz
- Cathy Estey
- Sherry Handel
- G. Brett Robb
- Alyssa Wright

Staff
United States
- Clare Dowd, Executive Director
- Louisa Trackman, Director of Programs and Partnerships
- Aryeh Shell, Director of Education and Training
- Julia D’Orazio, Development and Communications Manager
- Eloise Willemsen, Finance and Operations Assistant

Central America
- Luis Quino, Program Officer
- Isabel Carrió, Field Project Manager

East Africa
- Veronica Thamaini, Africa Regional Coordinator

Volunteers
- Ellen Graham
- Emmanuel Niamoko
- Vanecia Niamoko
- Karen Otto
- Deb Rogers
- Bernadette Serrano
- Michael Tucker
- Harriet Willemsen