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HIGHER EDUCATION SOLUTIONS NETWORK - QUARTERLY REPORT

Duke University
Social Entrepreneurship Accelerator at Duke (SEAD)
AGREEMENT NO. AID-OAA-A-13-0004

Duke

SOCIAL
ENTREPRENEURSHIP
ACCELERATOR AT DUKE

SUBMITTED: AUGUST 6, 2013
REPORTING PERIOD: FY 2013 QUARTER 3

This publication was produced for review by the United States Agency for International Development. It was prepared by the staff of the Social Entrepreneurship Accelerator at Duke.

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Acronyms

CASE	Center for the Advancement of Social Entrepreneurship
CASE i3	Center for the Advancement of Social Entrepreneurship Initiative on Impact Investing
DGHI	Duke Global Health Institute
DHT-Lab	Developing World Healthcare Technology Laboratory
EWH	Engineering World Health
GRE	Investors' Circle <i>Getting Ready for Equity™</i> workshops
HESN	Higher Education Solutions Network
IC	Investors' Circle
I&E	Duke Innovation & Entrepreneurship Initiative
IPIHD	International Partnership for Innovations in Healthcare Delivery
M&E	Monitoring and Evaluation
NCIIA	National Collegiate Inventors and Innovators Alliance
SCALERS	Seven capabilities for scaling impact as identified by CASE Prof. Paul Bloom and collaborators: <i>Staffing, Communicating, Alliance-Building, Lobbying (Advocacy), Earnings Generation, Replication, and Stimulating Market Forces</i>
SEs	Social entrepreneurs
SEAD	The Social Entrepreneurship Accelerator at Duke
SEAD SAC	SEAD Student Advisory Council
SL@B	Saving Lives at Birth
TDR	WHO Special Program for Research and Training in Tropical Diseases
WHO	World Health Organization

Executive Summary

In partnership with USAID, the Social Entrepreneurship Accelerator aims to identify, assess, help develop, build capacity of, and scale solutions, technologies, and business models for healthcare delivery and preventive services in developing countries around the world. We are providing social entrepreneurs in global health with the knowledge, systems, and networks needed to succeed.

During the second quarter of Year 1, the focus of SEAD has been on activities aimed primarily at:

- Creating the basis for the pipeline, including establishing further necessary relationships to attract SEs, setting the criteria and selecting an initial cohort
- Building and testing an approach for assessing challenges faced by our innovators and launching initial programs.
- Creating an overall approach for engaging students effectively across Duke.

We have achieved a handful of key milestones, including

- Hosted SEAD innovators at Duke for the first annual SEAD Summit
- Completed templates for diagnosing business model needs and scaling challenges with SE as well as framework for supporting implementation
- Conducted ongoing interactions with the SEs including 13 individual coaching calls with each SE supported by SEAD faculty and staff as well as 3 peer learning groups with 4-5 SEs in each small discussion group (based on assessment of shared challenges and needs)
- Completed first field visits to SEs with a trip to India and Dubai
- Launched and initiated use of online management systems for managing all projects
- Launched a student advisory committee, held a number of events on campus, and supported students in summer fellowships and other engagement through SEAD and our partners

Our partner, Investors' Circle, has been developing an advisory board that will provide direction to the global health investing and funding work done through SEAD, and has been actively building relationships to drive deal flow.

During this quarter, the SEAD team refined its initial set of indicators to measure performance at all major levels of the SEAD results framework, including linkages to the Higher Education Solutions Network results framework. In consultation with USAID, we refined our results framework and lab-specific indicators and we prepared a detailed monitoring and evaluation (M&E) plan.

Since launch, SEAD efforts to advance interdisciplinary collaboration have focused on mobilizing staff, faculty, and advisors from across Duke and raising general awareness on campus. Our public communications have consisted of a handful of blog posts and Tweets. SEAD has not yet produced any publications aimed at practitioners or scholars.

Part I: Major Milestones and Events Completed

I.1. Milestones

- Held first annual SEAD Summit and Duke Symposium on Scaling Innovations in Global Health, welcoming the first cohort SEAD innovators to campus
- Took initial steps in developing a global health track for Investor's Circle, supported SE coaching to identify potential support for equity raising plans, and identified new Advisory Board members.
- Convened group of Duke faculty to discuss SEAD program evaluation and developed initial M&E plan
- Launched SEAD Student Advisory Council and students developed recommendations for 2013-2014 engagement strategy
- Supported summer fellows engaged in global health innovation
- Hosted or supported five events for students and faculty

I.2. Events

In addition to events identified among the milestones above (SEAD Summit and Symposium, further described below), events during the past quarter included:

- Completed initial coaching call with each SE in the pilot cohort to discuss individual business plans and challenges in scaling with SEAD faculty and staff
- Held initial round of peer learning groups (small group discussions of SEs in pilot cohort facilitated by SEAD faculty and staff)
- Delivered presentation to ~30 staffers of the USAID Global Health Bureau in DC
- First trip to India and Middle East including extended working sessions with 4 of the SEs in pilot cohort, USAID mission in Delhi and various investors/funders of global health SEs.
- Hosted two brownbag lunches for students to meet with USAID/GH's Wendy Taylor and Harvard professor during Duke Global Health Week (also coinciding with SEAD Summit).
- Hosted public talk by Riders for Health, in collaboration with CASE
- Held two small group brainstorming sessions for the SEAD Student Advisory Committee
- Numerous team meetings and working sessions, as well as meetings of the SEAD executive committee and other committees and working groups.

I.3. Publications

No publications were issued by the SEAD team during this quarter, though we promoted a new publication by SEAD collaborating faculty member Bob Malkin via the SEAD blog, "Diffusion of Healthcare Technologies to Resource Poor Settings."

I.4. Communications

During the past quarter, the following communications have been issued:

- Fuqua magazine: <http://www.dukesead.org/1/post/2013/06/sead-featured-in-duke-magazines-fuqua-edition.html>

- Blog posts (<http://www.dukesead.org/blog.html>)
 - 2013 Symposium on Scaling Innovations in Global Health (event recap)
 - Interviews with 2013 SEAD Innovators
 - First Human Use of Pratt Pouch
- Other relevant media coverage:
 - Ashoka U named SEAD Summer Fellow (Duke senior and co-chair of the SEAD Student Advisory Committee) Katie Guidera their Changemaker of the Week for her work developing an anti-malaria social enterprise in South Africa

Part 2: Description of Key Activities

2.1. Quarter Objectives

As described in our work plan submitted in December 2012, our core aims for Year 1 are to:

1. Create the structure for overall success of the program.
2. Forge relationships to succeed through collaboration
3. Demonstrate some early success of the approach.

Accordingly, during the first year of project, we seek to achieve the following objectives:

- Create the basis for the pipeline including establishing further necessary relationships to attract SEs, setting the criteria and selecting an initial cohort
- Build and trial an approach (based on the SCALERS framework) for assessing challenges faced by SEs in SEAD and launch initial programs.
- Identify the challenges facing SEAD SEs in sourcing investment and begin launching new global health track to support SEs in readiness for capital and funding and hold first track at venture fair.
- Agree on the focus of research and approach for selecting research projects. Create a database for storing information and learnings for overall research. Initiate research efforts.
- Create an overall approach (including programs) for engaging students effectively across Duke and launch of projects that support the other core objectives of SEAD.

For the second quarter, as with the previous period, our primary emphasis has been on the first, second, and fifth objectives above (i.e., create approach to pipeline, assess challenges facing innovators, and create student engagement approach), though we have undertaken activities toward all five as detailed below.

2.2. Summary of Key Activities

Objective 1: Build Global Health Pipeline—SEAD will identify a qualified pool of innovative technologies, systems, business models, and approaches for healthcare and preventive services.

Key Activities Undertaken:

- Begun developing the approach (including high level plan) for designing and selecting SEs for the second cohort (targeting decisions by January 2014)

Objective 2: Develop Resources and Capabilities—SEAD will help social entrepreneurs to scale their social impact by developing and strengthening skills to design effective business models, develop and implement scaling strategies, and attract sufficient resources.

Key Activities Undertaken:

- Completed templates for diagnosing business model needs and scaling challenges with SE as well as framework for supporting implementation
- Performed debriefs and follow-ups with all SEs following the SEAD Summit which led to further connections and activity across the cohort and with funders and potential partners
- Held all the initial interactions with the SEs including 13 individual coaching calls with each SE supported by SEAD faculty and staff as well as 3 peer learning groups with 4-5 SEs in each small discussion group (based on assessment of shared challenges and needs)
- Completed first field visit to SEs with a trip to India (visiting Vaatsalya and Operation ASHA) for a full-day extended set of meetings and visits at each and Dubai (meeting with Heartfile and Naya Jeevan) for a full-day extended set of meetings
- Launched and initiated use of online management systems for managing all projects – use of dropbox and basecamp for document storage and project management

Objective 3: Leverage Impact Investing—SEAD will serve as a bridge between our innovators and the impact investment community to facilitate increased access to investors, innovative deal structures, instruments, and funding partnerships.

Key Activities Undertaken by Investors' Circle:

- Continued to partnerships and relationships with the necessary organization and institutions that will enable the drive of deal flow in the global health space. This is an ongoing activity to grow the pipeline of investible companies.
- Finalized Advisory board prospects and sent invitations out to the group. Have received confirmation and acceptance from a good number of angel investors and a few corporate representatives
- Worked and continuing to work with the coaches where IC can provide support with their equity raising plans
- Currently developing a global health track based on Investor Circle's experience in the broader field of impact investing and funding and involving the global health track in Investor Circle's Beyond the Pitch: Impact DC event, leveraging the broad set of relationships that have already been established. This is taking place on Oct 22.
- We are organizing our advisory board kick off meeting on Oct 21st.

Objective 4: Enhance Knowledge and Policy—SEAD will broaden and enhance understanding of the conditions that foster or inhibit effective, sustainable, scalable innovations in health care and preventive services; and, based on this knowledge, it will recommend regulatory and policy strategies as well as private sector mechanisms to foster more promising innovation and more effective scaling of impact.

Key Activities Undertaken:

- Convening of faculty from a variety of departments to discuss options for research and for the design of the SEAD program evaluation
- Developed initial M&E plan

Objective 5: Engage Students and Faculty—SEAD will increase the engagement of students and faculty in meaningful opportunities for experimentation, innovation, learning, civic engagement, and knowledge development in the field of global health.

Key Activities Undertaken:

- Launched SEAD Student Advisory Council and gathered student input on student engagement strategy
- Created global health innovation prize in Duke ChangeWorks undergraduate social entrepreneurship competition
- Supported 35 summer fellows engaged in global health innovation, including in internships with several SEAD innovators (see summary of summer fellows submitted to HESN earlier this summer)
- Hosted five events on campus for students and faculty
- Exploring opportunities to incorporate global health innovation and social entrepreneurship into several courses

Part 3: Intra-Development Lab/University Engagement

3.1. Interdisciplinary Collaboration

As reported in the previous quarterly update, the opening months of the project have focused on mobilizing its own, interdisciplinary team of staff, faculty, and advisors—which have been drawn from several schools and departments across the university—and raising general awareness on campus. During the second quarter, which included only one month of the academic year, we engaged faculty and students from a wide variety of disciplines, primarily through: [A] the portion of the SEAD Summit open to the public (which was entitled the “Duke Symposium on Scaling Innovations in Global Health,” was promoted broadly as a highlight of Duke Global Health Week and attracted nearly 200 students, faculty, and staff from across the university), [B] ongoing working sessions of the SEAD Student Advisory Council (which engaged more than 20 undergraduates and graduate students from across Duke), and [C] a convening of faculty from a variety of departments to discuss options for the design of the SEAD program evaluation.

As described in the Year 2 workplan (Section 2.2.2 for Objectives 2 & 3, SEAD will be reaching out on a broader basis across Duke in Year 2, seeking to engage more faculty and to raise awareness, integrate content, and inspire and engage students across a variety of disciplines at the undergraduate and graduate levels.

3.2. Partner Engagement

Our primary non-Duke partner in implementing SEAD is Investors’ Circle, whose key activities are incorporated into this report. In Year 2, our partnership with Investors’ Circle will hit full stride as they launch a global health track in their live and virtual investment events.

Although other funded partners are not currently planned, in Year 2 we may explore the possibility of creating a consortium of university development labs dedicated to developing, assessing, and scaling innovations in global health. If early discussions appear positive, we will inform USAID for consideration of whether such efforts could be beneficial to the agency.

As reported in the previous quarterly update, we are also in discussions with the Center for Health Market Innovations to raise their awareness of SEAD, share CASE research and writing on scaling impact, identify potential innovators for Cohort 2, and seek other opportunities for collaboration, such as possible efforts to identify and disseminate common performance indicators currently used by global health innovators.

Finally, we have received inquiries from several other entities seeking to explore the possibility of collaboration, including from the WHO-TDR, a special program for Research and Training in Tropical Diseases, a global program of scientific collaboration that helps coordinate, support and influence global efforts to combat a portfolio of major diseases of the poor and disadvantaged. The program sponsored by the World Health Organization, the United Nations, and the World Bank.

3.3. Student Engagement

See description of key student engagement activities undertaken under Objective 5, “Engage Students and Faculty” in Section 2.2 above.

3.4. Lessons Learned/ Good Practices

Lessons learned and good practices still emerging—nothing significant to share regarding best practices on intra-development lab/university engagement.

Part 4: USAID Engagement

4.1. Interactions

As discussed in the Year 2 workplan, the SEAD team has continued building relationships with OST and the Bureau for Global Health and will make themselves available for consultation with USAID staff as requested. Broadly speaking, the engagement has been very positive. In the past quarter, it was noted across the SEAD team that there still exists administrative challenges with working with USAID; examples include restrictions around travel for SEs and visa requirements – although a waiver was possible in year one, the lack of waiver in year two will create much additional work which USAID will need to factor in to resource deployment for SEAD.

Given that the SEAD team, in consultation with USAID, brought on board a larger than expected pilot cohort (13 SEs instead of the 8 targeted in our proposal and budget), thus putting pressure on the team in terms of capacity to engage with innovators, SEAD and USAID must manage expectations on the size of future cohorts to ensure that the program can effectively be delivered with budgeted financial and human resources.

As noted in the Year 2 workplan, *additional guidance is requested on precise definitions of HESN standard indicators*; in addition, it may be helpful to know how other HESN labs are defining and collecting data on these indicators. Specifically:

- SEAD-Gin I [HESN-Gin5]: # of transformative innovations, technologies, or approaches that achieved wide-scale adoption with human, financial, or institutional resources contributed by SEAD
- SEAD-IR I.2in2 [HESN-O2in I]: Time required for developing, piloting, adopting, and scaling transformative innovations, technologies, and approaches receiving human, financial, or institutional resources contributed by SEAD

Finally, the SEAD team encourages USAID to seek opportunities to streamline reporting. For example, a number of redundancies were noted both within and also among the documents requested by July 30 (quarterly report, annual workplan, revised M&E plan). SEAD encourages HESN to continue to find ways to streamline reporting. For example, in the future, the Q2 quarterly report could be significantly abbreviated if content requested in the workplan is reduced or eliminated.

4.2. Lessons Learned/ Good Practices

As noted in our previous quarterly report, guidance on working effectively with OAA would be helpful. It is also still somewhat unclear how responsibilities for review and approval are divided among the activity managers, the AOR, and the Award Officer. A simple chart of responsibilities may be helpful for us and other HESN labs (or perhaps this already exists and has escaped our attention?).

Also, as previously noted, the SEAD team would appreciate more advance notice on taskers and special requests from USAID whenever possible. In addition, ongoing assistance in anticipating and interpreting how USAID policies and priorities could affect the project is greatly appreciated (e.g., global health priorities for inclusion in SEAD Cohort 2).

A variety of other lessons learned and good practices were discussed in the Year 2 workplan recently submitted.

Part 5: Collaboration with Other Development Labs

5.1. Interactions

As discussed in our previous quarterly report and detailed in our Year 2 workplan, we have identified several potential opportunities for knowledge sharing and/or collaboration with other HESN development labs, especially with the labs at MIT (both labs), UC Berkeley, and Makerere. Opportunities for collaboration ranged from sourcing global health innovations for possible inclusion in the SEAD portfolio (if the innovations are at a scale-ready stage and meet other selection criteria to be established in consultation with USAID), to sharing publications, tools, and frameworks (e.g., MIT's approach to assessing innovations for impact, scalability and sustainability).

We will inform the other HESN labs as soon as we are ready to call for applications for SEAD Cohort 2, and we look forward to continuing to explore the other opportunities with the other HESN labs. However, our top priority in the quarter ahead will be to work with SEAD innovators to develop their scaling strategies and to developing customized plans to support capacity building.

5.2. Lessons Learned/ Good Practices

A variety of lessons learned and good practices were discussed in the Year 2 workplan recently submitted. We have nothing additional to share at this time.

Part 6: Monitoring & Evaluation

6.1. Preparation Activities

As reported in the Year 2 workplan recently submitted, the SEAD team has identified a preliminary set of key performance indicators to measure activity level outputs and desired program outcomes. Along with the workplan, a revised M&E plan was submitted. Several indicators included in the earlier version have been eliminated, in most cases owing to the fact that they were activity level indicators to be tracked for internal management purposes only. In several cases, indicators were tracking outputs and outcomes not core to the SEAD strategy and would only occasionally be used; in these cases, we will report ad hoc outputs and outcomes in the narrative section of M&E reports. All indicators associated directly with the programming of SEAD innovators are subject to refinement following site visit and conference calls in July and August, 2013 and subsequent SEAD evaluation committee discussion.

NOTE: As requested in the workplan, additional guidance is requested on precise definitions of HESN standard indicators; in addition, it may be helpful to know how other HESN labs are defining and collecting data on these indicators. Specifically:

- **SEAD-Gin1 [HESN-Gin5]:** *# of transformative innovations, technologies, or approaches that achieved wide-scale adoption with human, financial, or institutional resources contributed by SEAD*
- **SEAD-IRI.2in2 [HESN-O2in1]:** *Time required for developing, piloting, adopting, and scaling transformative innovations, technologies, and approaches receiving human, financial, or institutional resources contributed by SEAD*

Finally, it should be noted that during the most recent quarter, SEAD hired Kimberly Bardy Langsam for the role of program director, with responsibility for managing the evaluation, research, and student engagement components of the program. Kim worked in the USAID Bureau for Global Health and has significant knowledge of the bureau's standard indicators and expectations for program evaluation. This experience and knowledge will be invaluable to SEAD as we continue to develop our performance management systems and develop our program evaluation approach.

Part 7: Looking Ahead

7.1. Calendar of Events

Few major events that may facilitate engagement with USAID or other HESN development labs are anticipated over the next few months. An extended calendar of events appears in the Year 2 Work Plan.

JUNE 2013				
DATES	EVENT	DESCRIPTION	USAID Leadership/ Involvement	Development Lab Collaboration
AUGUST 2013				
August 2-12	Travel to Field	SEAD staff will travel to the field to meet with innovators*	Possible opportunity for engagement with USAID missions	Possible engagement with other labs if sites coincide
August	GH Pipeline development	IC call for deals push for October event; special outreach and attention to attracting more companies in global health		
SEPTEMBER 2013				
Sept 12	Duke Visit	Administrator Shah to visit Duke to meet with university senior leaders, faculty, students, and SEAD team; will include a campus town hall on global health innovation open also to local community	Raj Shah, Administrator, USAID	Possible live streaming to other HESN campuses
OCTOBER 2013				
October 21	USAID Overview of Impact Investing	Provide USAID staff with an overview of the basic trends and approaches deployed in impact investing. Delivered by Investors' Circle	Primary audience is USAID (<i>invitations to be coordinated with OST and GH</i>)	
October 22	Beyond the Pitch: Impact DC	Investors' Circle event to include global health investments track leveraging broad set of relationships that IC has already established.		

NOVEMBER 2013				
DECEMBER 2013				

**As described in the original proposal and as documented in our workplan, SEAD team members will travel to the international sites of many of the social entrepreneurs in our portfolio for a diverse set of reasons, including:*

- 1. Create substantive working relationships with entrepreneurs in cohort*
- 2. Observe and learn more about the entrepreneur to better understand the operating model and challenges to scaling*
- 3. Provide on-site technical expertise for focus areas (e.g., business model scaling and access to investment)*
- 4. Provide capacity building and training to entrepreneurs*
- 5. Collect data and develop analysis that allows the SEAD team to study health impact of innovation*
- 6. Generate a deeper understanding of the health system and policy context in target countries*
- 7. Identify ways that collaboration can be extended through SEAD and its various partners*
- 8. Scope opportunities for student projects (e.g. Fuqua Client Consulting Practicum)*

7.2. Description of Future Activities

7.2.1. Milestones

Key milestones in the next quarter include

- Develop and finalize approach for selection of SEs for second cohort (decisions on selection targeted for January 2014)
- Finalize needs assessment (diagnosis tool) and implementation plan for all SEs in pilot cohort and agree with SEs on approach and develop integrated plan for helping address the business model needs and scaling challenges of pilot cohort
- Complete majority of site visits where necessary with SEs in the pilot cohort (additional visits to Africa, Mexico and US East Coast (DC and Boston))
- Hold second round of individual coaching calls and peer learning groups with all SEs in the pilot cohort
- Continue to support current cohort with getting ready for equity advice, business plan review and pitch feedback, as needed and requested by coaches
- Host first GH advisory board meeting
- Conduct impact investing workshop for USAID personnel
- Beyond the Pitch: Impact DC – 3-4 health companies pitch
- Pipeline development – grow number of health companies applying to IC for funding

7.2.2. Events

See summary of upcoming events above in Section 7.1

7.2.3. Publications

Publications are not anticipated during the next quarter.

7.2.4. Communications

We do not anticipate major press releases, articles, or editorials featuring SEAD during the next quarter, though we will respond to media requests if and when they arise.

Part 8: Appendix

The following document is attached as appendices:

- SEAD Student Fellows, Summer 2013

Duke SEAD Summer Fellows

Individual Student	Sponsoring/Home Institute (If different from HESN lead institution)	Graduate/Under-Post-Doctoral?	Discipline/Field of Study	Gender	Faculty Team Leader (if applicable)	Country of Placement	Local Host/Counterpart Institution	Total Duration Overseas (in days)	Estimated Dates of Travel (From - To)	Brief Project Description (~2 Sentences)	Name of Other Sources of Funding (if applicable)	If they are collaborating with particular organizations overseas, what organizations or type of organizations?
Student 1	Developing World Health Care Technology Lab Participants	Undergraduate	Biomedical Engineering	Male	Prof. Robert Malkin			Undetermined		Engineering students focus their efforts on product development and product deployment in a hospital in the developing world	NA	NA
Student 2	Developing World Health Care Technology Lab Participants	Graduate	Engineering Management and MBA	Male	Prof. Robert Malkin			Undetermined		Engineering management and MBA students work on the dissemination of healthcare technology.	NA	NA
Student 3	SEAD Student Innovators	Undergraduate		Female	Student-led Initiative	South Africa		Undetermined		Project on malaria awareness, including creation of a sustainable curriculum in which selected community leaders will be trained to teach their peers about malaria in an engaging manner.	Duke ChangeWorks; external fundraising	NA
Student 4	SEAD Student Innovators	Undergraduate		Male	Student-led Initiative	Uganda		Undetermined		Project trains local teachers and village health team workers to identify and provide basic guidance for Orphans and Vulnerable Children (OVC) who come to them with emotional problems and mental health issues.	Duke ChangeWorks; external fundraising	NA
Students 5 - 7	Duke Engage Engineering World Health (EWH) Summer Institute Participants	Undergraduate	Biomedical Engineering	Female (3)	Prof. Robert Malkin	Nicaragua	Local Hospitals	66 days	May 23 - July 28	Facilitating the transfer of healthcare technology to regional hospitals through medical equipment repair and technical training.	The Duke Endowment, Bill & Melinda Gates Foundation	Local Hospitals
Students 8 - 14	Duke Engage Engineering World Health (EWH) Summer Institute Participants	Undergraduate	Biomedical Engineering	Male (7)	Prof. Robert Malkin	Nicaragua	Local Hospitals	66 days	May 23 - July 28	Facilitating the transfer of healthcare technology to regional hospitals through medical equipment repair and technical training.	The Duke Endowment, Bill & Melinda Gates Foundation	Local Hospitals
Students 15 - 19	Duke Engage Engineering World Health (EWH) Summer Institute Participants	Undergraduate	Biomedical Engineering	Female (5)	Prof. Robert Malkin	Tanzania	Local Hospitals	63 days	June 16 - August 18	Facilitating the transfer of healthcare technology to regional hospitals through medical equipment repair and technical training.	The Duke Endowment, Bill & Melinda Gates Foundation	Local Hospitals
Students 20 - 25	Duke Engage Engineering World Health (EWH) Summer Institute Participants	Undergraduate	Biomedical Engineering	Male (6)	Prof. Robert Malkin	Tanzania	Local Hospitals	63 days	June 16 - August 18	Facilitating the transfer of healthcare technology to regional hospitals through medical equipment repair and technical training.	The Duke Endowment, Bill & Melinda Gates Foundation	Local Hospitals
Student 26	Duke Global Health Fellows Program - Duke Sanford School of Public Policy	Graduate	Global Health, MBA	Female	Prof. Anthony So	Geneva, Switzerland	UN agencies (WHO)	Minimum of 8 weeks		All Fellows work in a Geneva-based policy internship, where they gain useful experience contributing to program and policymaking in global health. Some Fellows help to prepare policy briefings and meetings; others conduct gap-filling research.	Duke, program fees	UN agencies (WHO) - WHO Department of Public Health, Innovation, and Intellectual Property; WHO World Alliance for Health Policy and Systems Research.

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Student 27	Duke Global Health Fellows Program - Duke Sanford School of Public Policy	Graduate	Global Health, MBA	Male	Prof. Anthony So	Geneva, Switzerland	UN agencies (WHO)	Minimum of 8 weeks		All Fellows work in a Geneva-based policy internship, where they gain useful experience contributing to program and policymaking in global health. Some Fellows help to prepare policy briefings and meetings; others conduct gap-filling research.	Duke, program fees	UN agencies (WHO) - WHO Department of Public Health, Innovation, and Intellectual Property; WHO World Alliance for Health Policy and Systems Research.
Student 28	International Partnership for Innovative Health Care Delivery (IPIHD) /SEAD Summer Interns	Graduate	MBA	Female	Andrea Taylor (IPIHD Research Manager)	Nairobi	Jacaranda			Most internships include research and write-up of an in-depth case study on a model of healthcare innovation, detailing what makes the innovation successful and how to surrounding health ecosystem has contributed to the success. Internships may also include providing support to the innovator around scaling and capacity building.	Duke operating budget and external funders; student fees.	SEAD & innovators; UN agencies (WHO); Family Health International.
Student 29	International Partnership for Innovative Health Care Delivery (IPIHD) /SEAD Summer Interns	Graduate	MBA	Female	Andrea Taylor (IPIHD Research Manager)	Ecuador	APROFE http://www.aprofe.org/ec/			Most internships include research and write-up of an in-depth case study on a model of healthcare innovation, detailing what makes the innovation successful and how to surrounding health ecosystem has contributed to the success. Internships may also include providing support to the innovator around scaling and capacity building.	Duke operating budget and external funders; student fees.	SEAD & innovators; UN agencies (WHO); Family Health International.
Student 30	International Partnership for Innovative Health Care Delivery (IPIHD) /SEAD Summer Interns	Graduate	MBA	Female	Andrea Taylor (IPIHD Research Manager)	US	IPIHD			Most internships include research and write-up of an in-depth case study on a model of healthcare innovation, detailing what makes the innovation successful and how to surrounding health ecosystem has contributed to the success. Internships may also include providing support to the innovator around scaling and capacity building.	Duke operating budget and external funders; student fees.	SEAD & innovators; UN agencies (WHO); Family Health International.
Student 31	International Partnership for Innovative Health Care Delivery (IPIHD) /SEAD Summer Interns	Graduate	MBA	Male	Andrea Taylor (IPIHD Research Manager)	India	Vaatsalya			Most internships include research and write-up of an in-depth case study on a model of healthcare innovation, detailing what makes the innovation successful and how to surrounding health ecosystem has contributed to the success. Internships may also include providing support to the innovator around scaling and capacity building.	Duke operating budget and external funders; student fees.	SEAD & innovators; UN agencies (WHO); Family Health International.

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Student 32	International Partnership for Innovative Health Care Delivery (IPIHD) /SEAD Summer Interns	Graduate	MBA	Female	Andrea Taylor (IPIHD Research Manager)	Kenya	Changamka			Most internships include research and write-up of an in-depth case study on a model of healthcare innovation, detailing what makes the innovation successful and how to surrounding health ecosystem has contributed to the success. Internships may also include providing support to the innovator around scaling and capacity building.	Duke operating budget and external funders; student fees.	SEAD & innovators; UN agencies (WHO); Family Health International.
Student 33	International Partnership for Innovative Health Care Delivery (IPIHD) /SEAD Summer Interns	Graduate	MS Global Health	Female	Andrea Taylor (IPIHD Research Manager)	China				Most internships include research and write-up of an in-depth case study on a model of healthcare innovation, detailing what makes the innovation successful and how to surrounding health ecosystem has contributed to the success. Internships may also include providing support to the innovator around scaling and capacity building.	Duke operating budget and external funders; student fees.	SEAD & innovators; UN agencies (WHO); Family Health International.
Student 34	International Partnership for Innovative Health Care Delivery (IPIHD) /SEAD Summer Interns	Graduate	MS Global Health	Female	Andrea Taylor (IPIHD Research Manager)	US				Most internships include research and write-up of an in-depth case study on a model of healthcare innovation, detailing what makes the innovation successful and how to surrounding health ecosystem has contributed to the success. Internships may also include providing support to the innovator around scaling and capacity building.	Duke operating budget and external funders; student fees.	SEAD & innovators; UN agencies (WHO); Family Health International.
Student 35	CASE Summer Interns	Graduate	MBA	Male	Matt Nash (CASE)	Mexico				Most internships include research and write-up of an in-depth case study on a model of healthcare innovation, detailing what makes the innovation successful and how to surrounding health ecosystem has contributed to the success. Internships may also include providing support to the innovator around scaling and capacity building.	Duke operating budget and external funders; student fees.	SEAD & innovators; UN agencies (WHO); Family Health International.