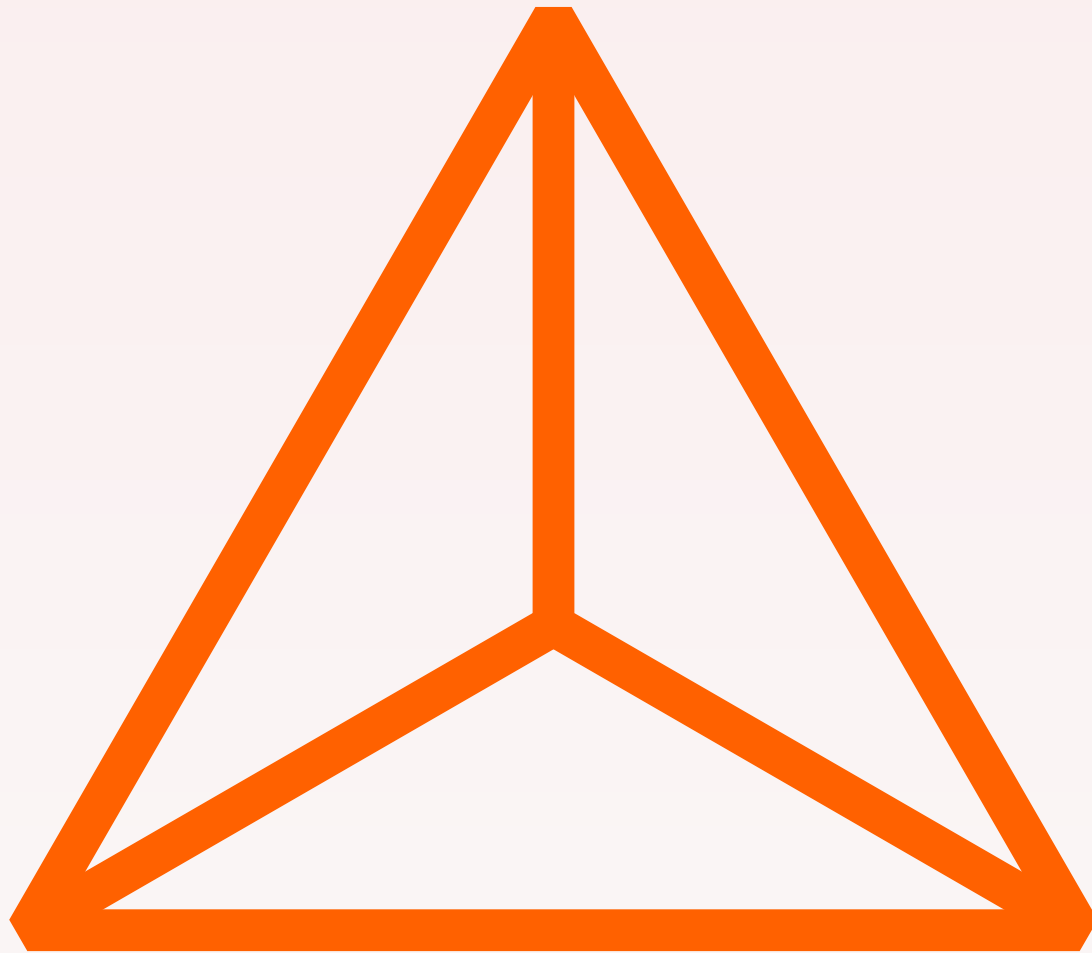


DESIGN FOR GOOD



DESIGN FOR GOOD
2023 ANNUAL REVIEW

AUGUST 2023





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MESSAGE FROM

The Chair, UN-Water

Dear Design for Good Colleagues

The UN 2023 Water Conference was an important milestone for the United Nations system, member states and many other stakeholders like Design for Good. Your imaginative mobilisation of the corporate sector plays a vital role in inspiring action and innovation towards achieving the Sustainable Development Goals.

I would like to thank Design for Good's global teams who have initiated more 26 projects since the inception of the organisation last year, using their specialised skills to serve people and communities impacted by lack of access to safe water and sanitation.

I extend my very best wishes to you, and congratulations.

Yours sincerely,

Gilbert Hougbo

*Chair, UN-Water
Director-General, International Labour Organisation
Trustee, Design for Good*



GILBERT HOUNGBO
Trustee, DfG.
Chair, UN-Water.
DG, ILO.



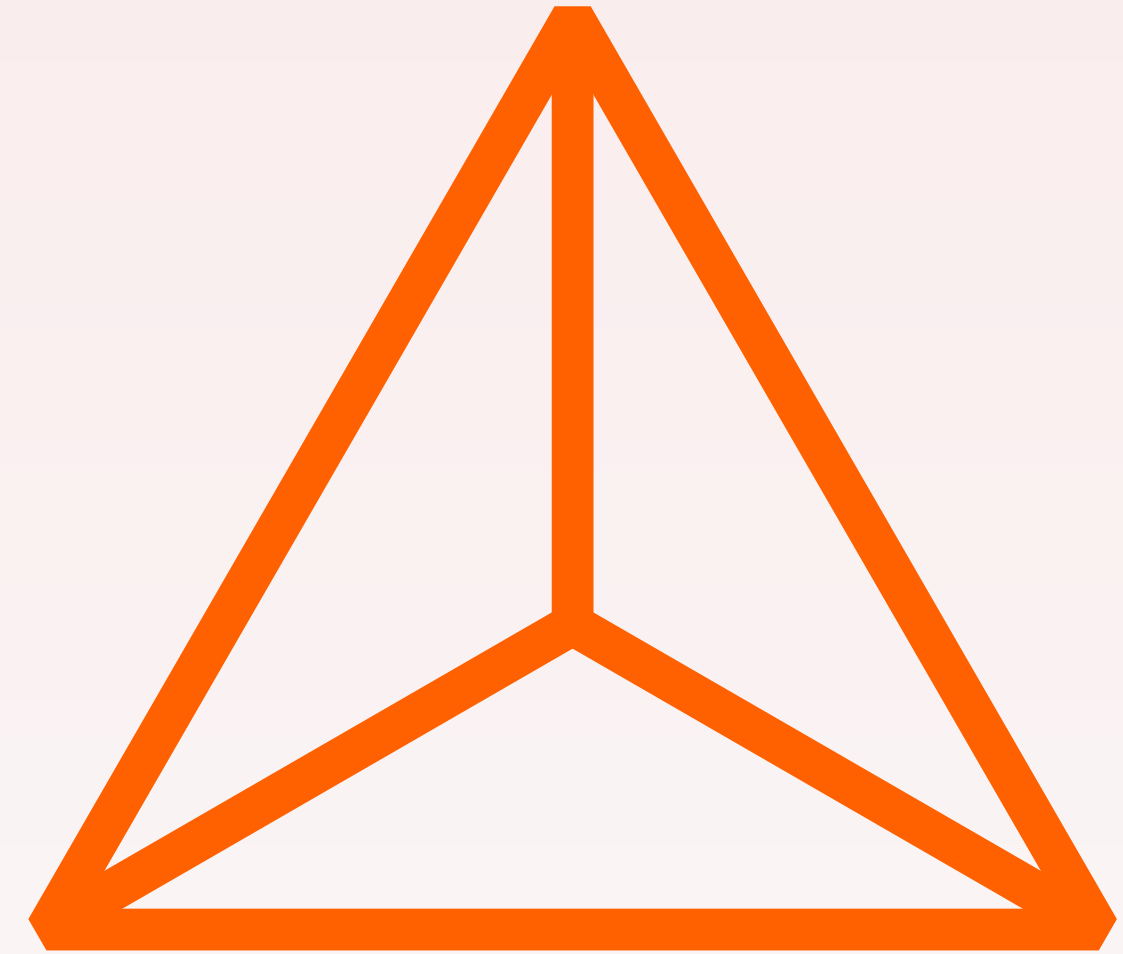
OVERVIEW



DfG MISSION

Design for Good builds, trains and focuses a passionate **global creative community** to design direct and **lasting impact** for the **United Nation's** Sustainable Development Goals.

On a breadth and scale only possible through cross-company collaboration.



DESIGN
FOR GOOD

DfG FOUNDING ALLIANCE PARTNERS







CELEBRATORY FIGURES

6 | the first UN goal in focus: water and sanitation.

15 | development organisations and NGOs working in partnership with the designers.

26 | concepts completed, covering five SDG 6 topics.

10 | founding alliance members have committed to working together.

15+ | independent social experts pro-bono coaching the designers.

600+ | designers in the initial cohort.

12 | million lives could be positively influenced by the projects over the next 24 months.

22 | countries represented.

90% | of survey participants believe in Design for Good's mission: bringing designers together to work on the SDGs to deliver a positive impact in the world.

3000+ | designer-hours of training delivered

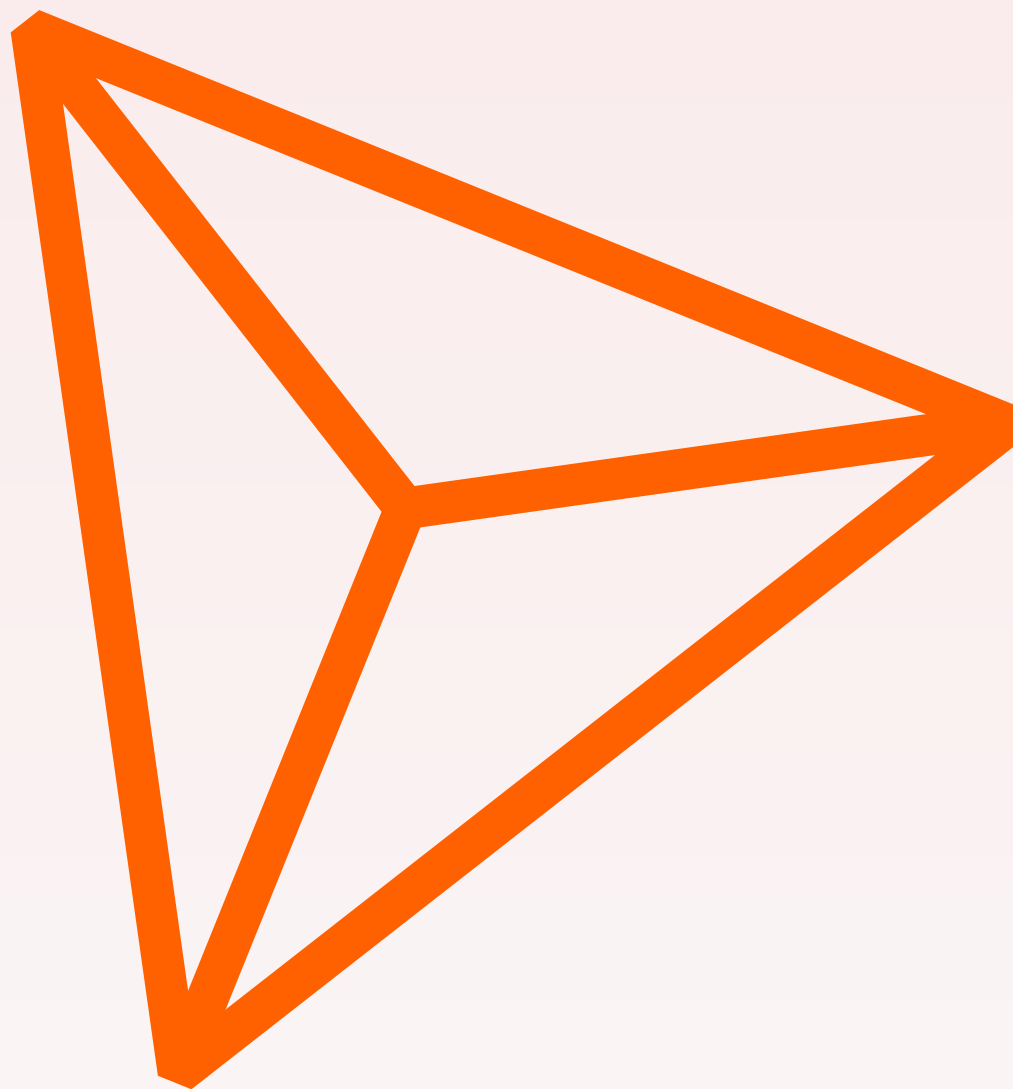
3.5 | million lives already touched by a single team



ALLIANCE

1
**ALLIANCE
MEMBERS**

- Senior Sponsors
- Supporting leaders
- Participants



3
**EXPERT
COLLABORATORS**

2
**ALLIANCE
MEMBERS**

SENIOR SPONSORS

DfG Alliance Leaders



TEMAN EVANS



PAUL FLOWERS



ALASTAIR CURTIS



PAUL JENKINS



JOHN SNAVELY



TERRY BEHAN



XIMENA O'REILLY



MAURO PORCINI



PETER SKILLMAN



PAUL ANDERSON





IN THEIR OWN WORDS

“The inspiring mission of Design for Good is inextricably aligned with our ambition at PepsiCo to put sustainability at the heart of how we create value for people and the planet. We are proud to be among the founding partners of this powerful alliance as it represents a meaningful opportunity to harness our design team’s collective talent and innovative spirit to help drive action and make lasting impact.”

Mauro Porcini
PepsiCo

“At Microsoft, we believe in design that empowers others. Design for Good is an extension of this belief, with a direct proposition: learn and make alongside a community of passionate designers to address global challenges that matter to us all. We are proud to join as a founding member to grow this initiative.”

John Snavely
Microsoft Led By Xbox

“Breaking down barriers by pooling an incredible talent base to tackle some of the most pressing challenges facing humanity is why the Design for Good alliance makes such good sense. I am thrilled that Nestlé’s design community will have the opportunity to contribute to this timely and innovative initiative.”

Ximena O’Reilly
Nestlé

“Solving real life challenges for people, communities, and society to live better lives is intrinsic to LIXIL’s purpose to make better homes a reality for everyone, everywhere. Collaboratively, the design community can devise innovative concepts and creative sustainable models; inspire and elicit action to tackle some of the most deliberated and complicated issues of the world. We’re thrilled to be a part of the Design for Good alliance and look forward to contributing to this amazing initiative.”

Paul Flowers
LIXIL

“General Mills’ long legacy as an innovator takes a new step forward through this alliance with Design for Good. Our founders recognised, after an 1878 flour mill explosion, that standing for good meant sharing our safety innovations with the entire industry. This is a continuation of those core values, and I’m excited to see General Mills’ designers, alongside those of other leading companies, leverage their expertise through volunteerism to make a positive impact on communities around the world.”

Teman Evans
General Mills

“We are on a quest to develop collaborative solutions that can support people to live healthier and more sustainably.”

Simona Rocchi
Philips

“Forming part of the Design for Good alliance is a natural step for the RCA, and builds on the work of our excellent design centres which are devising solutions to problems across a wide range of scales. Focusing on the United Nations Sustainable Development Goals presents an immense global design challenge – one that our community of talented postgraduate design students will have the opportunity to address alongside industry experts.”

Paul Anderson
Royal College of Art

“Being a designer can mean a lot of different things. There are system designers, product designers, process designers, communication designers, just to name a few. When various design expertise come together problems can be solved more holistically. The teams within Design for Good bring a variety of design disciplines, from different geographies, to build scalable, people-centred solutions.”

Paul Jenkins
McKinsey & Company

“Nedbank is committed to the UN SDGs and as such sees value in becoming a founding partner in Design for Good. We look forward to using our financial expertise to do good and to working alongside other global corporate citizens to collectively invest our time, energy and creativity in solving the most pressing challenges of our time.”

Terry Behan
Nedbank

“The scale of the environmental and societal challenges we face today – climate change, poverty, water and sanitation, global inequality and injustice – requires collaboration of equal scale if we are to find solutions for all people. The role of a designer is to improve the way we live, and this is a chance of a lifetime to do just that. Design for Good harnesses the talents of a world-class design community, unleashes the force of our collective experience and can catalyse innovation and social change. It’s time to act.”

Alastair Curtis
Logitech

SUPPORTING LEADERS



JEAN JACQUES L'HENAFF
LIXIL



NADENE BROKENSHA
NEDBANK



INGVE HOLMUNG
LOGITECH



Simona Rocchi
PHILIPS



ERIKA RIVERS
GENERAL MILLS



**ANTOINE BESSEYRE
DES HORTS**
LIXIL



TOM WELCHMAN
MCKINSEY & CO.



ROSHNI PATEL
MCKINSEY & CO.



TILO ROJAS
PEPSICO



KYLEY POTGIETER
NEDBANK



JA'NIENE MITCHEM
PEPSICO



VANESSA KAUFMANN
NESTLE



MONTANA CHERNEY
MCKINSEY & CO.



BECKY MYERS
MICROSOFT



ANDREA WELLS
PEPSICO

GLOBAL PARTICIPANTS (2022/2023)

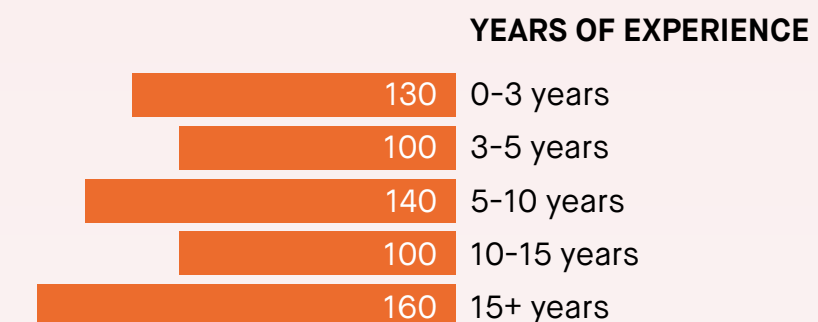
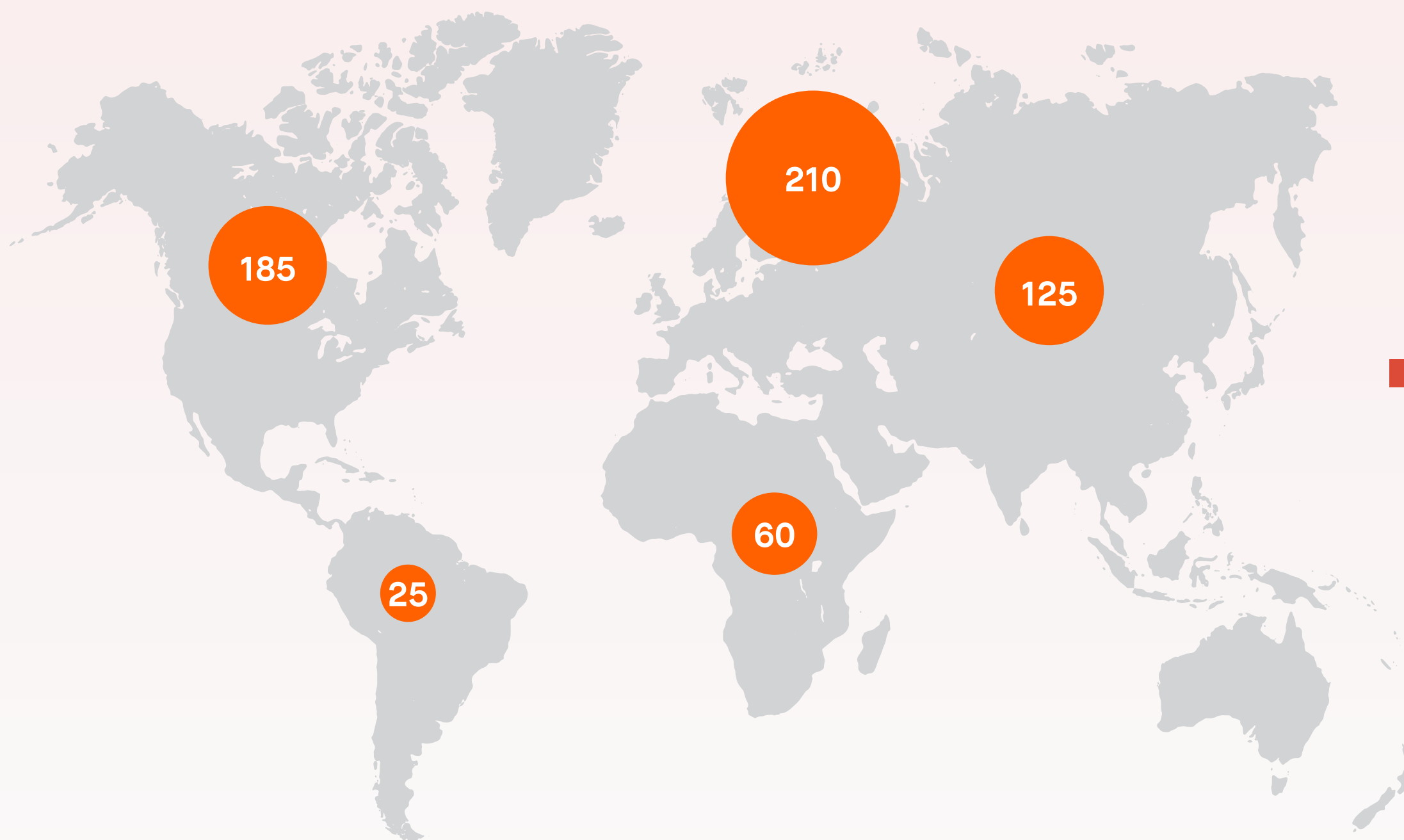
A TRULY GLOBAL COHORT

CYCLE 1 COHORT

600+ Designers from over 22 countries, working cross-company together.

EXTENSIVE EXPERIENCE

41% With more than ten years of experience.



OUR DEVELOPMENT ORGANISATION PARTNERS

“Our partnership with Design for Good is teaching us a lot - not just in terms of design approaches, but also how we lead and manage as an organization. The approach of designing with end users is a profound strategy that better engages local perspectives and increases local participation – which we believe will lead to an output with greater and more sustainable social impact.”

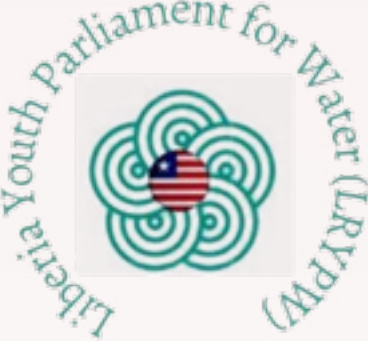
Liberian Youth Parliament for Water

“This unique collaboration. Helping us tackle a mission-critical topic with a new set of partners, perspectives, and designed approaches. Worldwide, billions of people live without safely managed drinking water, sanitation, and hygiene services, which are critical for protecting human health.”

WaterAid

“We’re thrilled with how far we’ve come. The way we work with Design for Good is outstanding – we are so impressed with how structured the design process is. It’s people all working together on doing something good...Design for Good.”

Waterstarters





OUR DEVELOPMENT ORGANISATION PARTNERS

“Designing a toilet for a school and a shopping center and a slum are totally different. This project that we’re doing together is really worthy. If we can give everyone access to these standards, then [anyone can easily find out how to upgrade their toilets and] move up the next step of the ladder.”

Founder, WTO

“Our partnership with Design for Good is revolutionizing the ways to affordably, yet dramatically, enhance our current approach to and tools for engagement with those we serve. While we’re still early in the process, I can see the potential this has for strengthening our work in Tanzania, but also informing and inspiring other like-minded organizations in other parts of Africa and beyond.”

Founder Foot Forward Fund



DfG COLLABORATORS

Thank you to our collaborators who played an instrumental role in coaching and mentoring our design teams



PROF MUGENDI M'RITHAA



DR SHILPA DAS



NATHAN BAIRD



MICHELE MORRIS



MICHAEL EALES



LORI VAN DAM



KATE INGRAM



JAQUI JORDAN



DR BRANDON GIEN



FUTHI MTOHA



GISELE RAULIK MURPHY



SAEEMA AHMED KRISTENSEN



KATALINA SILVA



DAVID MILESTONE



BEN HAMLEY



ZACH HENDERSHOT



BEN COOPER



PRISCILLA URQUHART



Our first year as a global creative community showed the potential and transformational power of design. It's been so inspiring to see 100s of designers from diverse backgrounds, industries and locations teaming up to help solve some of the world's biggest challenges. Through empathy, curiosity and inquisitiveness, Design for Good's alliance members have already created solutions that could improve the lives of more than 12 million people... and counting.

The first year challenge was focused on UN SDG 6, providing access to clean water and good sanitation, a huge challenge in itself. But as befitting of a collection of some of the best creative minds in the world, we've seen teams exploring the broader environmental drivers, the context and behaviours of the people we're trying to help, and some of the underlying causes.

The 26 projects that are currently moving forwards are all driven by beautifully insightful needs their teams discovered with their local partners. Needs that have included addressing diverse environmental issues such as degraded mangrove swamps or depleted peat bogs, both hugely important to the ecosystems that sustain the local populations. Many teams identified issues around feminine hygiene, menstruation, period poverty, or simply inadequate toilet facilities in urban slums. While it can be frustrating to find that such basic needs still exist in today's societies, it's wonderful to see our teams pull together to co-create practical, scalable and sustainable solutions that will help those people in need.

I know there's so much more we can, and will, do but I'm incredibly proud of what this team has achieved already in a small amount of time with limited resources. Of course, the hard work of implementation and scaling is really only just beginning, so I ask that you stay focused and engaged, that you lean in and support the projects to ensure we really do deliver on our promise of improving lives through design, and showcase what Design for Good can really deliver!"

Sean Carney
Trustee, Design for Good



APPROACH



A NEW APPROACH

to Designing for Social Impact

Dear Colleagues

Welcome! This publication is the celebration of the output of Design for Good's first design cohort's innovations.

More than 600 designers from the Design for Good alliance organisations (General Mills, LIXIL, Logitech, McKinsey & Company, Microsoft (Xbox), Nedbank, Nestlé, PepsiCo, Philips and our academic partner, the Royal Academy of Art School of Design) began working in multi-company teams in September 2022. In those teams, over 25 projects have reached the finish line. They have developed products and services with truly sustainable impact, having worked closely with impacted communities, subject matter experts and local stakeholders.

Design for Good aims to directly deliver measurable impact on society's biggest challenges, on a scale only possible through global collaboration. To our knowledge, there is no other private sector alliance seeking to directly impact the UN Sustainability Goals with such a concerted effort. For the participating designers the challenge was to apply their knowledge and training in human-centred design to make that 'painful pivot' to design for social impact.

We are grateful for the support and collaboration of our Development Partners who brought their deep knowledge about impacted communities in the water and sanitation field. We also deeply appreciate the advice that has been offered

privately to accelerate our learning about design for social impact. It takes a global village...

This brings our first cycle to an end. We've benefitted from the advice and feedback from our DfG alliance partners, and we continue to build the programme, refining our model to better leverage the unique talents that the design teams have to offer.

We want to thank our alliance members for fully entering into the spirit of co-creating Design for Good together. Collectively we have generated 26 improvements that will be embedded into Cycle 2. Together we will make each year stronger and more impactful than the last.

This is the first private sector partnership of its kind, and the lessons we've learnt will have a ripple effect far beyond Design for Good.

Our heartiest congratulations to all the teams that have reached this milestone! Our thanks to you for putting your hearts and minds into this work, and for being a force for good in the world.

Alayne Reesberg, Chief Executive Officer, DfG

“Design for Good aims to directly deliver measurable impact on society's biggest challenges, on a scale only possible through global collaboration.”

Alayne Reesberg



GUIDING PRINCIPLES

Start with development organisations and UN experts

Build cross-company teams of the world's best designers

Coach and train teams to deliver positive social change

Make all solutions open-source IP

Transition to development organisations for implementation

To have real-world impact, we must be humble and learn from those who have been in the field for decades. This avoids common “design theater” pitfalls and directs the designer’s expertise towards where it can have most impact.

In order to cover the breadth of physical, digital and service design skills needed to positively impact a UN development goal, international collaboration is needed. This was shown in DfG’s first year, where impact on topics from mangroves to menstruation was only possible through cross company working.

Many designers do not have a background in social innovation. Therefore, formal training and expert mentoring is needed to unleash their full potential. The great benefit of this approach is they will build skills that they can also bring back into their own organization.

For impacted communities to have long-term, sustainable benefit from the solutions, they need to be able to use the IP without legal caveats, and for profit.

To give the dozens of solutions generated the best possible chance of having impact, we identify organisations with a long-term focus on implementation, rather than rely on designers to implement with limited time around their day-job.

CYCLE 1 TIMELINE

JUNE '22 Kick-Off Event

MCH '23 UN Event

JUNE '23 Celebratory Event

DfG Academy

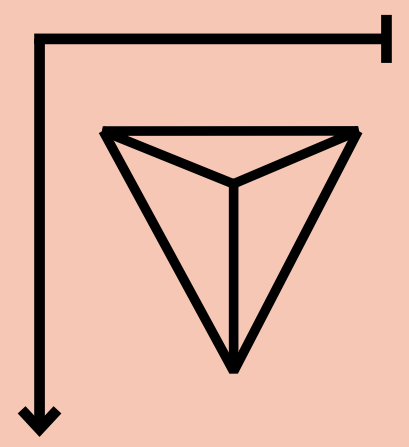
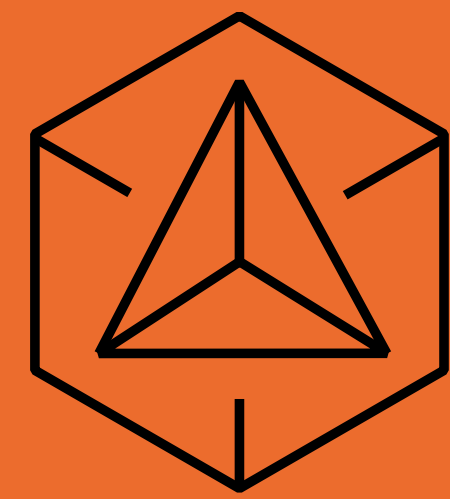
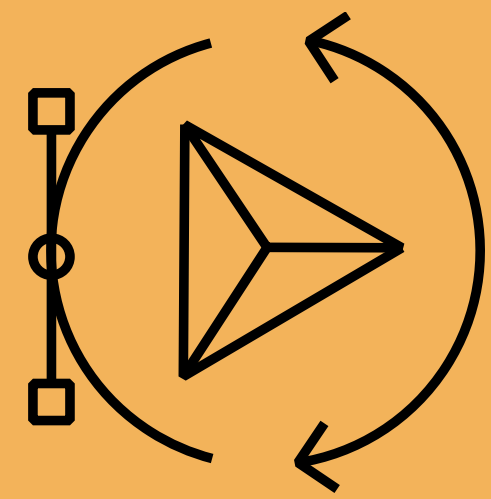
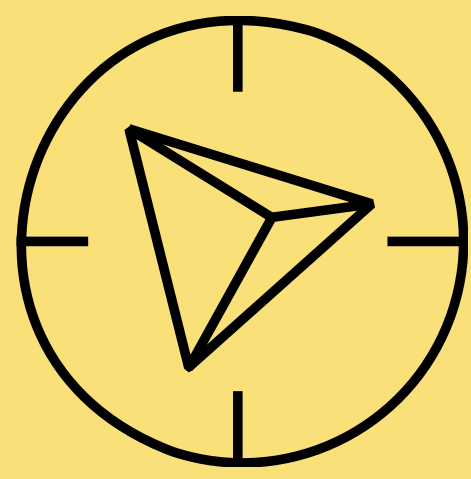
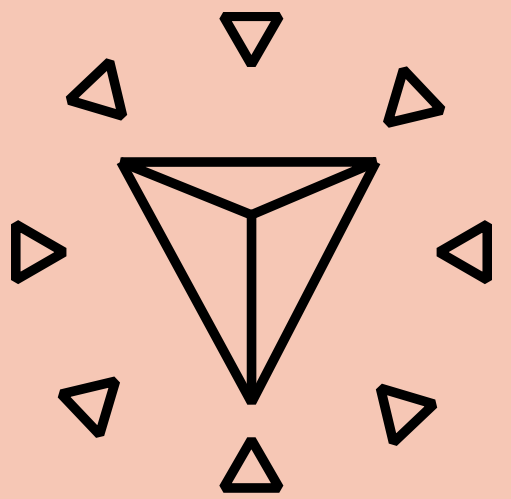
JULY-AUGUST '22

SEPT-NOV '22

DEC-APRIL '23

MAY '23

SEPT '23 TO JUN '24



Commit & Connect

Discover & Define

Design & Prototype

Package & Submit

Implementation

Designers sign up and are paired in teams from different alliance organisations. They will use the time to connect, kick-off, and set out their design approaches. We connect with relevant partners and collaborators who can share challenges, insights, experiences and knowledge relevant to the SDG in focus.

Designers receive briefing materials, data and existing research, together with opportunities to hear from, and ask questions of world-leading experts from local and global organisations. Our partners and collaborators are critical conduits to understanding the needs of impacted communities. They ensure designers work on challenges that really matter and on those that can best benefit from their support.

Teams ideate, prototype and test their solutions, products and services with impacted communities and local stakeholders. The evolution of each team's design will be shared and made accessible on our platform, allowing for additional inputs from the global community.

Teams work to iterate on their prototypes, including considerations for implementation, financing and integration into local ecosystems. Teams will need to consider how local capacity can be built to ensure sustainable impact. Teams wrap up, finalise and submit their prototypes to be assessed by a panel of experts. Those with the highest potential for impact will receive support to secure funding and acceleration.

Teams coordinate with DfG and other partners to embed innovations into long-term development organizations. This ensures the practical application of these innovations. Simultaneously, an impact tracking framework is set up to monitor the effects and success of these innovations over time.

INNOVATIONS IN PROGRESS EVENT, NEW YORK

Alongside UN Water Week, DfG participants presented their innovations in progress. In March 2023, PepsiCo kindly hosted DfG at their Design and Innovation Centre in New York.





JUNE EVENT

London, 15 & 16 June 2023

On Thursday 15 June and Friday 16 June 2023, Design for Good held its end of Cycle 1 festivities, an event to celebrate our hardworking participants, who, together, have successfully concluded a year of collaborative innovation on SDG 6: Clean Water & Sanitation.

On Thursday, Ben Sheppard (Chair, Design for Good) presented an overview of Design for Good, past, present and future. We were also joined by Frank Kalff (Amref and WaterStarters) who shared his experience working with the teams on the WaterStarters project, and illustrated the collaborative process that takes place when trying to bring a project to fruition.

On Friday, we were fortunate enough to have Teman Evans (Global Chief of Design at General Mills) and Ximena O'Reilly (Global Head of Visual Identity and Design at Nestlé) join us for an

informative and insightful Q&A session, hosted by Sean Carney (former Chief Design Officer and Business Leader Healthcare Transformation Services at Philips), around design, past and present, and career progression.

We would first like to extend our heartfelt thanks to everyone who attended the event, both virtually and in person! Your attendance was invaluable, and it was fantastic to have you join us in this celebration.

Finally, we could not be more thankful to each and every one of our participants. Your dedication, drive and desire to do good shines through in every single project idea we have received from you.

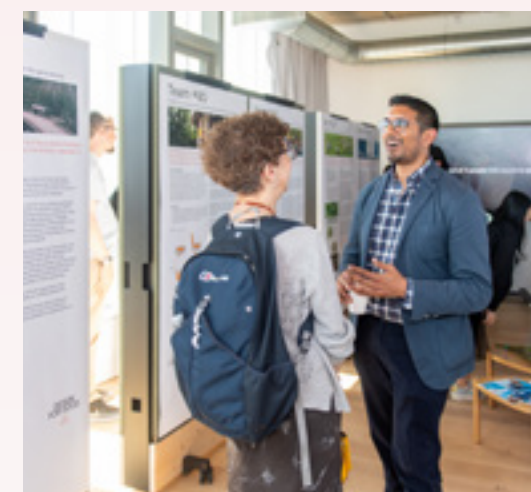
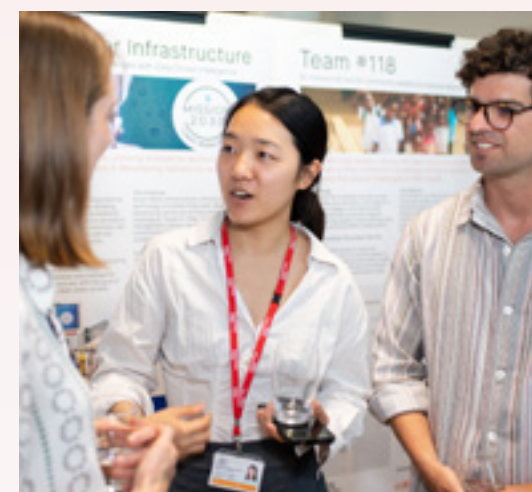
Thank you to the Royal College of Art who hosted this event, providing a beautiful location and wonderful hospitality.



“As a recent grad from the Royal College of Art, participating in the Design for Good innovation programme has been incredibly enriching. The opportunity to learn directly from chief design officers and experts during monthly fireside chats and keynotes has been invaluable. These sessions have greatly enhanced my understanding and application of design innovation, reinforcing the knowledge gained from my studies.”

Research Designer,
Royal College of Art

EVENT HIGHLIGHTS



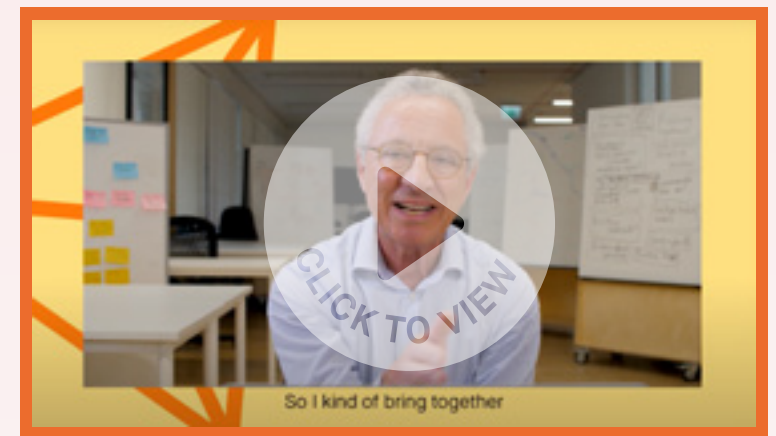
DfG ACADEMY HIGHLIGHTS

29 JUNE 2022



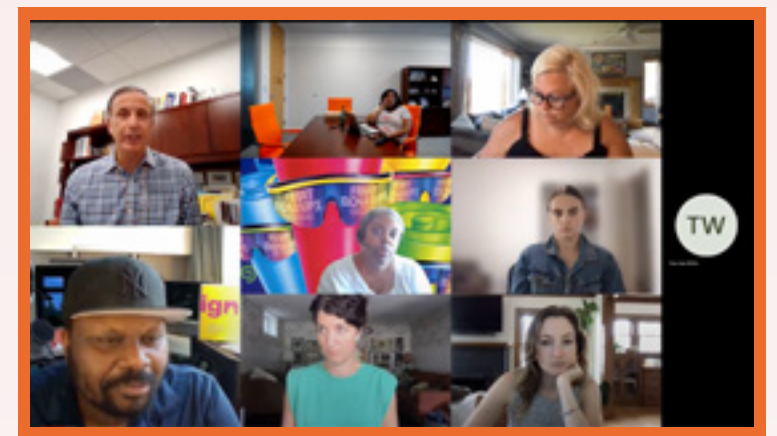
DfG Kick-off Event

28 JULY 2022



***** 44:10-46:10 Sandy and Nick "we as the designers..."
Fireside Chat with Sandy Speicher and Nick de Leon, Trustees, DfG. Join Sandy Speicher and Nick de Leon as they discuss the power of design to deliver innovation at scale, how to get started, avoid the pitfalls and make an impact.

24 AUGUST 2022



***** 17:46-19:31 Teman Evans, CDO General Mills, and Emilio Tenuta and Gail Peterson from Ecolab "thinking about the ways these issues get packaged..."
General Mills' Teman Evans hosts a Zoom meeting with his Design for Good team as they discuss initial questions and concerns around UN SDG 6 with Emilio Tenuta, Gail Peterson and Erika Rivers.

25 AUGUST 2022



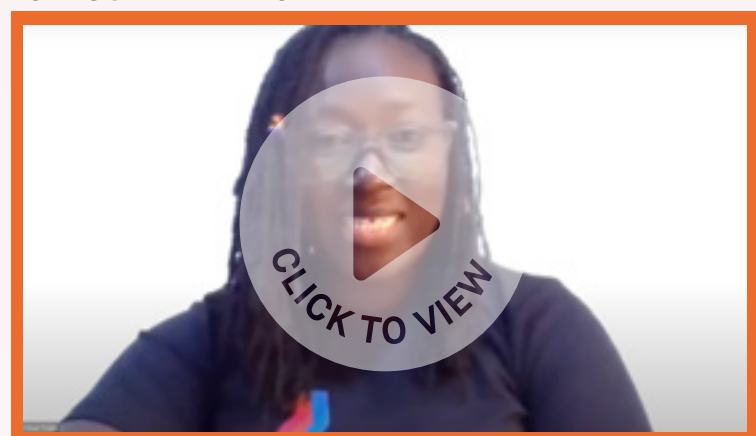
***** 7:28 - 8:20 "start to see this at systems level"

27 OCTOBER 2022



Spotlight Session with AMP Health.

10 NOVEMBER 2022



Spotlight Session with Clean Team Toilets.

14 NOVEMBER 2022



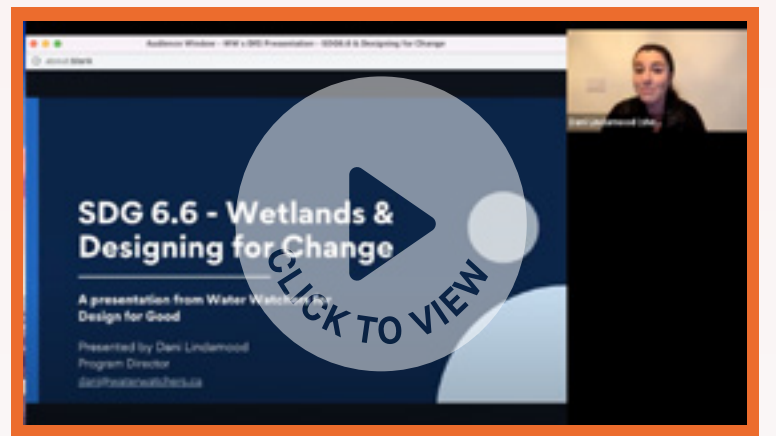
Spotlight Session with World Toilet Organisation - Improving Toilet & Sanitation Conditions
Please join Jack Sim, founder of the World Toilet Organization, as he discusses the challenges faced when improving toilet and sanitation conditions worldwide

13 DECEMBER 2022



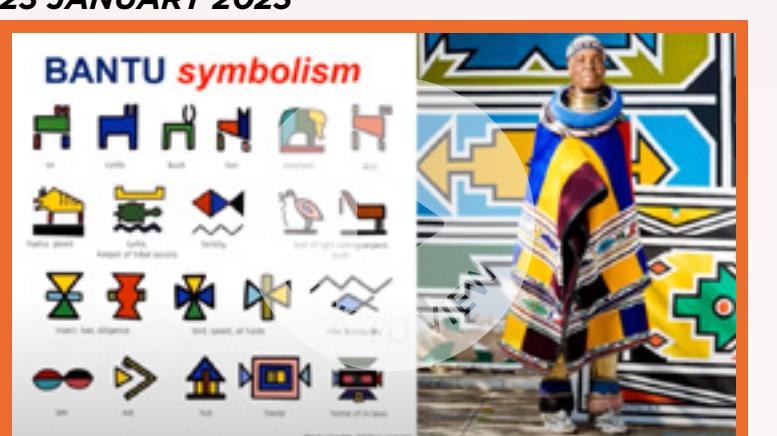
Spotlight Session with Global Water Challenge's Katy Sill and Madeline Flamik.

15 DECEMBER 2022



***** 15:10-17:23 Spotlight Session with Wellington Water Watchers' Dani Lindamood.

23 JANUARY 2023



***** 8:50-11:38 Innovation in Afrika by Professor Mugendi M'Rithaa.
We were really delighted to have Prof Mugendi M'Rithaa speak to us on innovation in Afrika. It was insightful to learn how vital it is to build trust within the community, and to understand the importance of working alongside community members to refine and iterate design solutions for sustainable impact.

DfG ACADEMY HIGHLIGHTS

9 FEBRUARY 2023



* 3:00–7:08 How to Measure WASH Impact.
Spotlight Session with Global Water Challenge on How to Measure WASH Impact with Mauricio Chavarria and Madeline Flamik.

14 & 16 FEBRUARY 2023



* 3:00–7:08 Business Model Innovation.
It was hugely insightful to have Terry Behan talk to us about business model innovation and business design.

31 JANUARY 2022



* 5:00–5:54 The Power of Design in Volatile Times, by Ben Sheppard, Chair, DfG.
We were delighted to have Ben Sheppard, Chair of Design for Good and Partner at McKinsey Design Europe, talk about the Power of Design in Volatile Times.

3 MAY 2023



* 1:28-3:50
John Maeda, DfG Trustee, on Design in AI.

24 MAY 2023



* 44:10–46:10 Sandy and Nick “we as the designers...”
Paul Flowers, CDO of LIXIL, in conversation with Sean Carney, DfG Trustee and former CDO of Philips.

3000+ | Designer-Hours of training delivered

93% | Participants surveyed learnt new skills



PROJECTS



FROM THE UNITED NATIONS

Social Development Goal 6: Clean Water & Sanitation

(From the United Nations, Department of Economic and Social Affairs, Sustainable Development)



Water and sanitation are at the core of sustainable development, and the range of services they provide underpin poverty reduction, economic growth and environmental sustainability. However, in recent decades overexploitation, pollution, and climate change have led to severe water stress in locales across the world.

Today, 2.2 billion people lack access to safely managed drinking water, and more than 4.2 billion people lack safely managed sanitation. Climate change is exacerbating the situation, with increasing disasters such as floods and droughts. 80% of waste water in the world flows back into the ecosystem without being treated or reused, and 70% of the world's natural wetland extent has been lost, including with it, a significant loss of freshwater species.

The COVID-19 pandemic posed an additional impediment, impairing access for billions of people to safely manage drinking water, sanitation and hygiene services – services desperately needed to prevent the virus from spreading.

Now more than ever, the world needs to transform the way it manages its water resources and delivers water and sanitation services for billions of people. Urgent action is needed to overcome this global crisis, as it is affecting all countries around the world, socially, economically and

environmentally.

Sustainable Development Goal 6 (SDG 6) on water and sanitation, adopted by United Nations Member States at the 2015 UN Summit as part of the 2030 Agenda for Sustainable Development, provides the blueprint for ensuring availability and sustainable management of water and sanitation for all. As a direct response to the Decade of Action and Delivery for Sustainable Development called for by Heads of State and Government at the SDG Summit in 2019, the UN system launched the SDG 6 Global Acceleration Framework in July 2020, to step up progress towards the Sustainable Development Goals and put the world on track to realise their targets by 2030. We call upon all stakeholders to galvanise actions around the framework in order to accelerate achievement of the water-related goals and targets and overcome the global crisis.

While SDG 6 is the most recent iteration of the United Nations' aim to address water-related issues, the topic has long been a concern at the United Nations.

In 1977, the Mar del Plata conference in Argentina created an Action Plan on Community Water Supply, declaring that all peoples have the right to access to drinking water in quantities and quality equal to their basic needs. The

importance of water was further raised by the International Drinking Water Supply and Sanitation Decade from 1981 to 1990 and in 1992 at the UN Conference on Environment and Development in Rio de Janeiro (Agenda 21, Chapter 18), as well as at the International Conference on Water and the Environment in Dublin.

In 1993, 'World Water Day' was designated on 22 March by the UN General Assembly and, in 2013, 'World Toilet Day' on 19 November. In 2000, the Millennium Development Declaration called for the world to halve by 2015 the proportion of people without access to safe drinking water as well as the proportion of people who do not have access to basic sanitation. In 2003, the 'International Year of Freshwater' was declared by the General Assembly, followed by the 'Water for Life Decade (2005-2015)'.

In order to coordinate the efforts of UN entities and international organisations working on water and sanitation issues, the Chief Executives Board of the United Nations established in 2003 UN-Water – a UN inter-agency coordination mechanism for all freshwater and sanitation related issues. In 2008, the 'International Year of Sanitation' was declared and on 28 July 2010 the human right to water and sanitation was explicitly recognized by the United Nations

General Assembly through Resolution 64/292.

In December 2016, the United Nations General Assembly unanimously adopted the resolution 'International Decade for Action – Water for Sustainable Development (2018–2028)' in support of the achievement of SDG 6 and other water-related targets, and on 21 December 2020, the resolution of the United Nations Conference on the Mid-term Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, 'Water for Sustainable Development (2018-2028)', the first UN conference on water since 1977. Water is also at the heart of milestone agreements such as the Sendai Framework for Disaster Risk Reduction and the 2015 Paris Agreement.

Ensuring availability and sustainable management of water and sanitation for all has therefore been for a long time a topic at the United Nations and the priority is now turning the new vision of water related SDGs of the 2030 Agenda into reality, through national leadership and global partnership.

ARRAY OF TOPICS

To date, project teams have covered a broad array of topics ranging across the following:



SUSTAINABLE WATER MANAGEMENT



PERSONAL HYGIENE



SANITATION



CONSERVATION OF WETLANDS



ACCESS TO CLEAN WATER



THE PROJECTS

Designing for Clean Water & Sanitation

With over 25 projects have reached the finish line. We selected Sustainable Development Goal 6 based on three criteria. Firstly, urgency: it was one of the most highly prioritised goals during COP26, the UN Climate Change

Conference in Glasgow, Scotland (2021). Secondly, globality: it has immediate needs in most of the 200 nations. Thirdly, diversity: the needs range from physical products to digital apps to service designs, which allow for participation

by a broad range of people. Explore the projects and initiatives of the Design for Good community and find out how the power of design can break down barriers to a more sustainable future.



[CLICK TO VIEW](#)

SUSTAINABLE WATER MANAGEMENT



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PERSONAL HYGIENE



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SANITATION



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CONSERVATION OF WETLANDS



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ACCESS TO CLEAN WATER



SUSTAINABLE WATER MANAGEMENT

Sustainable water management is about ensuring that we use our water resources in a way that meets our current needs without compromising the ability of future generations to meet theirs. This requires protecting and conserving water resources through the use of water-efficient technologies and the reduction of water waste.

TEAMS

11, 2, 14, 10 (Watory), 110 (Million Wells), MaliMai, Circular Vision Club, 131.



#11 Water Saving Week Campaign with WaterWise.

Social campaign that reached over 3.5 million recipients in the United Kingdom during 'Water Saving Week', an initiative co-created with UK NGO, Waterwise.

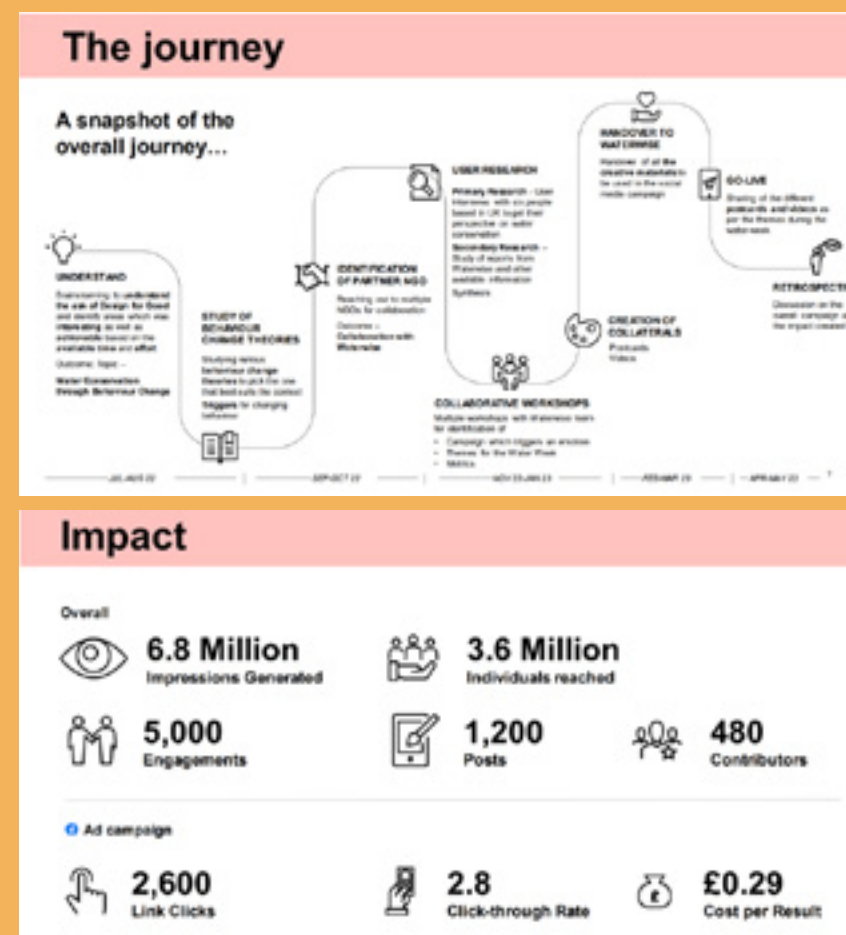
A social media campaign in collaboration with UK-based NGO, WaterWise, encouraging water conservation through behavioural change. The campaign ran during WaterWise's 'Water Saving Week' (15-19 May 2023), including the creation of re-usable digital assets for future.

How does it work?

- Using behavioural change theories, we can shift behaviour through nudging and making the consequences of water wastage visible.
- User interviews with approximately 7 Gen-Z and Millennials residing in the UK helped us understand their water usage and awareness of water conservation.
- The insights allowed us as a team to better understand the customer base, and to challenge the current ways of working of WaterWise to come up with fresh ideas.
- The behaviour change focus points were based on reducing wastage, improving efficiency, and exploring alternative water sources.
- We held different sessions with WaterWise to show them our work and get their feedback in order to integrate and implement the visuals and the message we were sending.

Further Impact

- Contributors: a total of 480 contributors participated in the campaign, including 216 influential organisations that helped amplify the WSW message.
- Ads: the campaign employed the use of our videos in Facebook ads.
- Link clicks: a total of 2,600 clicks were generated, directing users to the campaign's website.
- Audience: Facebook ads targeted primarily men, who accounted for 66% of the audience (1,759 clicks), while women accounted for 33% (878 clicks).
- Cost per result: £0.29.
- CTR: 2.8%.



DfG has been a great way to put into practice what you learn and see everyday at work to support the SDGs goals. Especially, working on something so urgent made it even more interesting.

Pairing up with fellow designers from other companies has boosted my out-of-the-box thinking. Seeing different ways of working and several approaches to the same problem is very stimulating.

In such a short time you can really challenge yourself, your beliefs and the impact you want to deliver.”

Customer Experience Lead
Nestlé



McKinsey
& Company





“As a designer, you don’t always get the opportunity to work for the people who need it most. DfG has allowed me to share my passion with a team of talented people to tackle some of the world’s most fundamental challenges. It has been a humbling and inspiring experience, and I hope we can positively impact the community we aim to serve.”

Service Designer
Royal College of Art

#2 Promoting water conservation to contribute to sustainable practices.

The Less for More campaign encourages individuals to reduce water use by adjusting routines, promotes water conservation, and expands water accessibility.

The Less For More global campaign aims to encourage individuals to reduce water usage by making slight adjustments to their everyday routines, promoting water conservation, expanding water coverage to more accessible areas, and creating a more sustainable future for all.

In the moment engagement: our campaign focuses on engaging individuals in the moment when they are using water, providing real-time reminders and guidance to encourage mindful water usage. We aim to create immediate behaviour change and foster a lasting impact by targeting the moment of action.

Positive impact-oriented: we are driven to make a positive difference in water conservation. Our campaign promotes a proactive approach, highlighting the benefits and rewards of reducing water usage. By emphasising individuals’ positive impact, we inspire and empower them to become champions of change.

Community belonging: we believe in the strength of collective action. Our campaign fosters a sense of belonging and encourages individuals to join a larger community dedicated to water conservation. By establishing a task force mentality, we unite people around a common goal, allowing them to share experiences, support one another, and amplify their impact.

“Visibilising consumption is a novel way to raise consumers’ consciousness of the cost and consequences of their long-term consumption habits and patterns. The proposed solution though seemingly simple, has the potential to contribute consumers’ sustainable consumption.”

Professor Mugendi M’Rithaa,
Machakos University, Kenya.
Senator, World Design Organisation.



McKinsey
& Company

LIXIL

#14 Helping save water and change the world - one drop at a time.

DOWZR, an accessible community-owned water tool showing the real-time state of global water. Save water and change the world - one drop at a time. With the click of a button. With the drop of a pin.

To create an accessible community-owned water tool showing the real-time state of global water. This tool would have multiple interactive layers / maps.

We want to engage with our key audience (the public as 'digital activists') through gamification, for them to pinpoint a location and therefore create a bigger momentum in reaching sustainability goals. We want to make it simple to flag problems (to authorities) and create actionable next steps.

By adding pictures and a clear description of the problem, other users can realise that immediate action is needed, making it visible to the government or industry in question by tagging them.

We started user testing with ten family members and friends to check how the first mobile mock-up would be perceived. At this design stage, the overall feedback was that the application is intuitive, easy to understand, and, through its gamification factor, very engaging.

As the application shares similarities with Google Maps (pin location, description), Waze or Twitter (commenting and community), and Yelp (stars / rating) our product is basing its user interface on well-known and already learned structures.



#10 A plug-in solution that ensures a better, water-saving experience.

Designing a 3D printed faucet head / aerator that can be downloaded by anyone around the world and plugged into their existing water source to minimise water wastage.

A water aerator that can streamline water flow from taps. A trial application resulted in an approximate decrease of water wastage by 25-35%.

Flexible: the water aerator is customisable on two key measurements: diameter, to ensure a tight fit to the existing faucet / dispenser; and length.

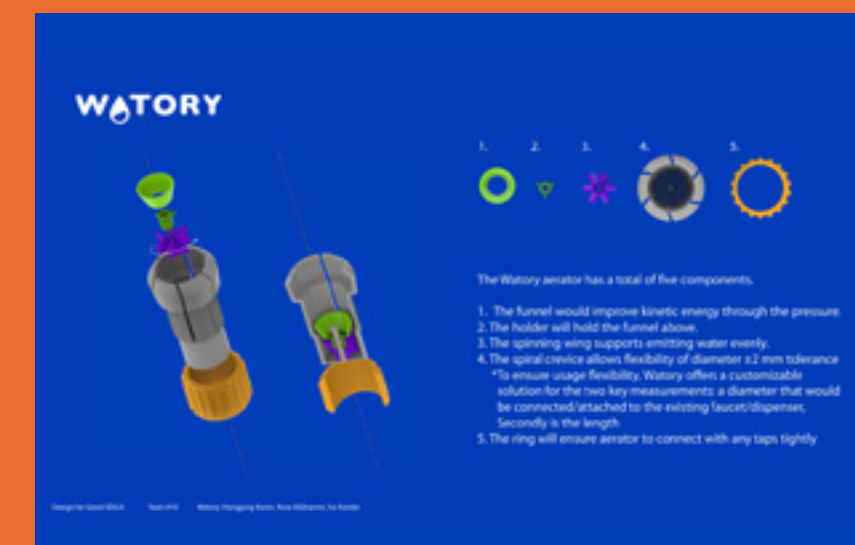
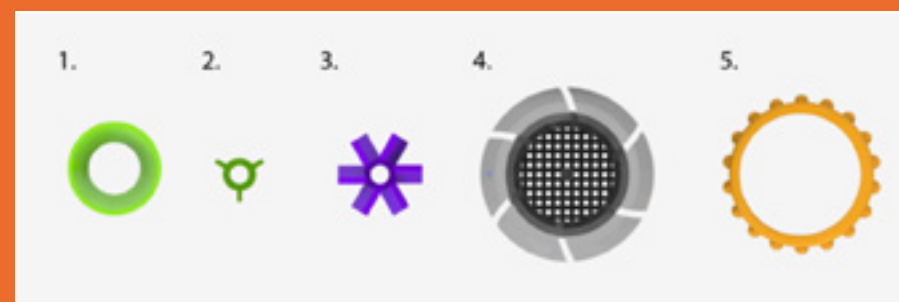
Available: the digital fabrication production of the aerator is based on open-source data, allowing anyone to download it.

Achievable: the aerator is easy to assemble, and allows for an excellent educational opportunity for children to get involved.

The Watory aerator works with five key components:

1. The funnel will improve kinetic energy through the pressure;
2. The holder will hold the funnel above;
3. The spinning wing supports even emission of water;
4. The spiral crevice allows flexibility of diameter ± 2 mm tolerance;
5. The ring will ensure the aerator can connect with any taps tightly.

We hope to build a network within the local community, and partner with the digital blacksmith community such as FABLAB.



Million Wells

An open database to increase groundwater and provide livelihoods.

Million Wells: Open Database is a community map database for well development in Bangalore, India, to empower the Mannu Vaddars in their work and improve the population's access to water.

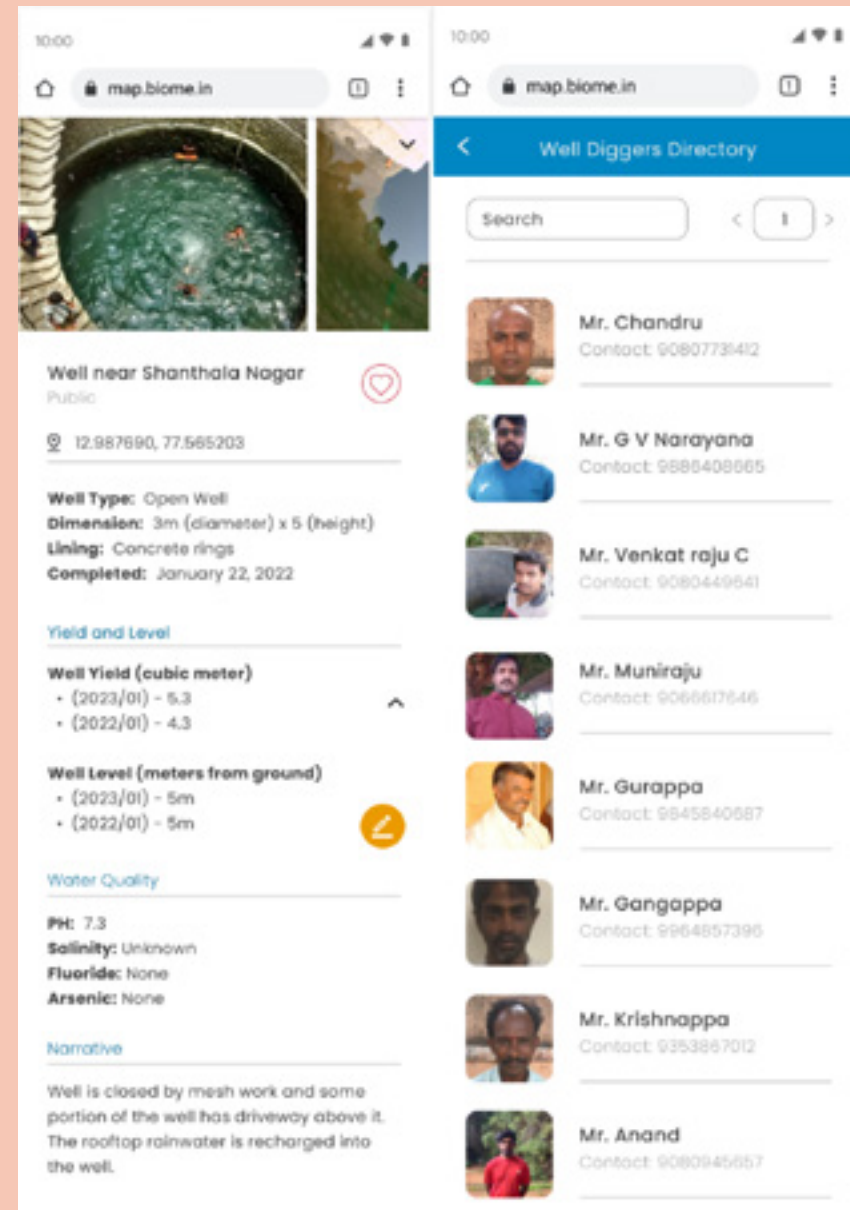
We are collaborating with Biome Environmental Trust based in Bangalore, Karnataka, India to support their Million Wells campaign. Launched in July 2015, it was created with the explicit objective of increasing the groundwater table in the city, while providing livelihoods to the local community of traditional well diggers (called Mannu Vaddars) in Karnataka.

Through our consultation with Biome, we have identified the need for a community map database for well development in Bangalore. We aim to help Biome through providing our skills in service and UI / UX design to help them develop a new digital platform that will help build up the well database and share stories from the well digger community. By creating an accessible platform with centralised information, the new database will be a key tool in the Million Wells campaign to increase awareness and empower the Mannu Vaddars in the work they have been carrying out for generations.

We have created a prototype that will serve as a tool for Biome to showcase the project's concept to relevant stakeholders and organisations, and potentially obtain funding necessary for further development.

It's important to note that the map database we are developing is not intended for monetisation purposes. Instead, it serves as a vital tool to empower the community and support the objectives of the Million Wells campaign.

Moving forward, Biome will take the lead in resource management, including the assembly of a development team and the oversight of project management activities, while working with the current website development team for potential integration.



McKinsey & Company



MaliMai

Tapping into community wisdom for sustainable water management.

The MaliMai project aims to shift the mindset and behaviours of households, particularly students, towards active participation in sustainable water management practices.

Our idea is to develop a comprehensive ecosystem, inspired by Community-led Monitoring (CLM) approach pioneered by the International Treatment Preparedness Coalition (ITPC) and endorsed by multilateral and bilateral donor agencies such as the Global Fund to Fight AIDS, Tuberculosis and Malaria, PEPFAR, Joint United Nations Programmes on HIV/AIDS (UNAIDS), IAS, and more, to address water security issues. This ecosystem includes a Progressive Web Application (PWA), a simplified survey based on the 4AQ (Availability, Accessibility, Affordability, Acceptability, Quality) framework, an educational component which provides context and understanding about water security issues, and a pre-packaged syllabus for schools.

How does it work?

The CLM ecosystem functions in the following manner:

- Users get their water bill, look for relevant information, and submit it into the PWA. This process is repeated monthly;
- Users can also fill out the 4AQ survey in the PWA to provide a broader view of their water situation, especially in contexts where formal water billing is not applicable;
- The data provided by the users is used to create visualisations of their usage over time, comparisons with other regions or households, and a general survey of questions on 4AQ;
- The educational component equips users with knowledge about water security issues, helping them to understand their water usage patterns better.

“The word ‘Mali’ in Sesotho means ‘water,’ and ‘Mai’ refers to ‘wisdom’ or ‘knowledge.’ So, the combination, ‘MaliMai’, can be understood as ‘water wisdom’ or ‘wisdom regarding water.’”

Team MaliMai.



CircularVision Club Educational rainwater harvesting systems.

A plug-and-play rainwater analysis device that lowers barriers to rainwater collection, while acting as an educational tool for communities to learn about the benefits of collecting rainwater.

Circle of Rain aims to educate teachers, students, and communities using simple, hands-on learning resources to help sustain the long-term benefits of collecting rainwater.

While our intervention is an AI-powered water rainwater filtration system, we are positioning it as an educational resource and toolkit. Our vision is to deploy this as a DIY kit via the popular STEM subscription boxes (kiwico, CuriosityBox, Lovevery etc) to both individuals and schools, not only helping us deliver our system to as many individuals as possible, but reframing rainwater filtration as a fun and educational task in the process.

This reframing also paves the way for implementation in schools, an area that is perfect for rainwater harvesting interventions.

With this tool, students can engage in STEM lessons through real-world contexts and application, with the potential for fostering conservation-based habits from a young age.

“Rainwater harvesting is indeed a major behavioral change challenge as it holds the potential to ameliorate water scarcity whilst promoting mindful conservation of a relatively free resource.”

Professor Mugendi M'Rithaa,
Machakos University, Kenya.
Senator, World Design Organisation.



“Our time working together has been informative, exciting, and challenging. We’ve enjoyed collaborating and learning from one another, as our diverse perspectives, cultural backgrounds, and experiences have demonstrated a great example of lateral leadership and deeper levels of problem solving. We’re embracing the opportunity to work on a sustainable water initiative and the time we have spent getting to know each other throughout this process.”

Team #35





“In our first year of Design for Good, we focused on SDG 6, ensuring clean water and sanitation for all. And let me tell you, you all rose to the challenge and came up with some remarkable solutions. You found ways to increase access to clean water, promote healthy hygiene practices in different parts of the world, and much, much more. I’m thrilled to know that many of you are continuing on to help implement your ideas through partnerships with organisations working on the ground. Your dedication to making the world better is truly inspiring.”

Sandy Speicher
Trustee, Design for Good

#131 A digital service that provides emergency data to flood-prone regions

A tool for flood management, which is made up of two key elements: DIY water table measure, and a digital ecosystem that crowdsources from other DIY kits placed in the community to share warnings.

The first is a DIY kit to place in the home to help occupants measure the water table level, which is an important indicator of whether there is an incoming flood.

The second is connection: the kit is connected to a digital ecosystem that crowdsources from other such kits placed in the community, allowing the user to share warnings of the risk of a flood with that community.

This creates a reliable source of information that will help communities prepare in the event that a flood does occur.

To implement the solution, we would first develop a prototype to understand technical feasibility of the device, and users’ acceptance, as well as running digital testing to assess the effectiveness of social alerts.

Once both elements are validated, we would move forward with building an MVP and pilot in an urban area (i.e., Durban), to be progressively scaled to other cities and regions.

Performance would be tracked through the collection of user data, such as number of devices provided, percentage of devices activated, and impact metrics such as reach of alert on social apps, and qualitative feedback collected from users.

Simplicity is key. These regions that are still struggling with the aftermath of the 2022 floods (in Durban), so it is important that our solution can be easily integrated to existing platforms that our target user is already familiar with.



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PHILIPS





PERSONAL HYGIENE

Personal hygiene is an important part of staying healthy and preventing the spread of disease. This includes practices like washing hands regularly, brushing teeth, and keeping living spaces clean and tidy.

TEAMS

147, 127, 120, 117, 118, 87, 97, 157.



#147 Redesigning menstruation educational delivery with Foot Forward Fund.

We are designing impactful education materials with hero characters and storylines that conveys vital information to empower girls to better manage their periods and bodies.

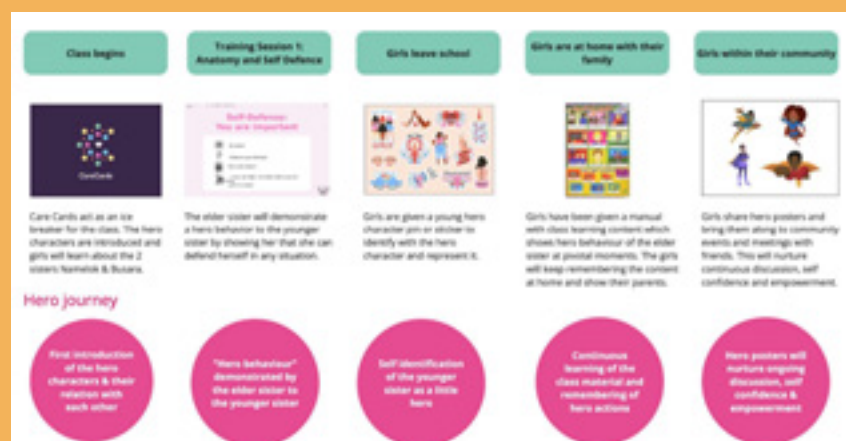
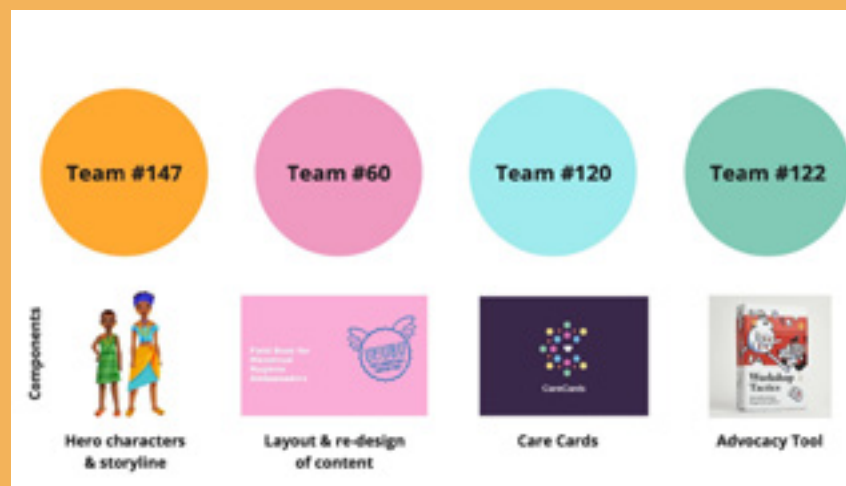
We aim to create a fun, educational experience for girls that they can relate to, easily remember, and confidently share among their peers. We want to provide a tool that breaks taboos in communities by providing accessible and powerful facts.

We partnered with the three other teams working on this project for Foot Forward Fund to create a holistic set of deliverables. We divided the components among ourselves, with our Team 147 focusing on the hero characters and storyline. Team 60 focused on the graphic layout and redesign of the current learning materials, whereas Team 120 developed care cards as part of the deliverable and structured the learning content into themes. Team 122 contributed with the development of an advocacy tool for the solution.

The hero character will be integrated into different components of the solution and will represent 'hero behaviour and statements' for girls to learn from, get inspired by and identify with. We are planning to develop a hero character ecosystem with individual solution components being deployed into various use case scenarios with different stakeholder groups (such as the girl groups, the girls' families and friends, teachers, community centres etc). We have outlined one of each use case for reference on how we are envisioning the use of the hero character for educational purposes.

"I love how you are partnering with Laura Chauvin (of Foot Forward Fund) not only to produce excellent materials, but to think through distribution, funding and implementation. Keep up the good work!"

Ben Sheppard,
Partner, McKinsey & Company.
Chair, Design for Good.



“This was an excellent learning experience and it allowed me to connect for a greater good. Working on this initiative allowed me to grow as a designer. I’m extremely thankful that our team was able to present our concept and hoping to take it to the next level. Please extend my sincere appreciation to the entire team.”

Design Operations Specialist
NedBank



“It goes without saying, as a team, we are equally thrilled to be part of the program, continue its growth, and press for excellence in terms of final ideas.”

Team #127

#127 Promoting personal hygiene in underserved communities, globally.

‘Bu’ – a circular, physical and digital product ecosystem that includes a series of animated flipbooks that break down language barriers, and a dedicated portal for our customers.

Team 127 has created a solution that teaches and promotes good personal hygiene for kids aged five to seven in underserved communities and schools.

Children need to be educated on the importance and practice of basic hygiene early, to establish good habits to stay healthy and strong. ‘Bu’ embraces circular design thinking; a fun physical animated flip book product, a one stop intuitive digital portal, as well as lean into commodity product promotions and corporate philanthropic partnerships.

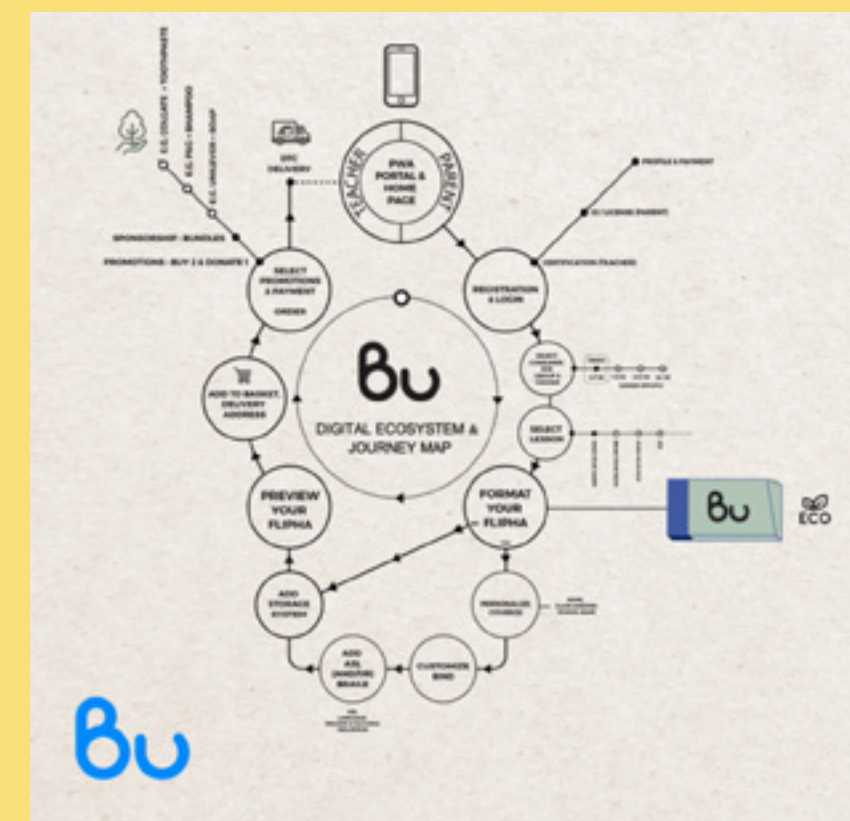
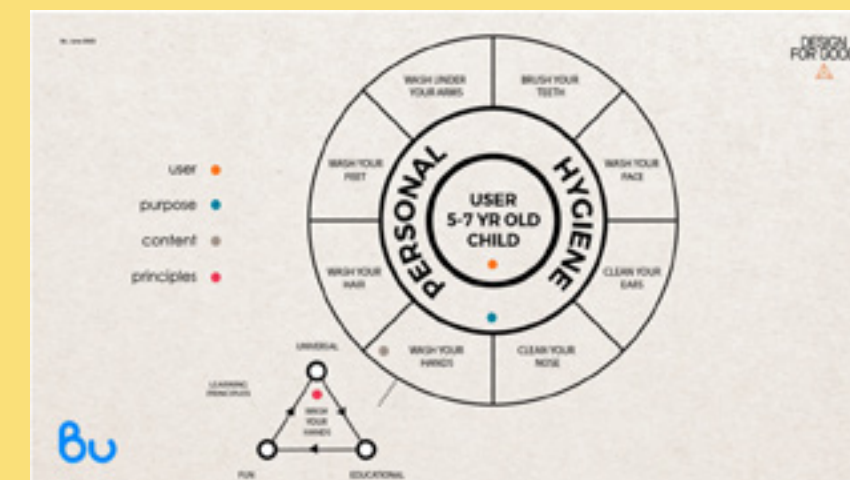
The physical product has enticing design and intuitive frame-by-frame animated sequences, breaking down all language and education barriers. Future expansion allows for personalisation, and easy storage systems.

In Figma we built and prototyped some key critical areas of the digital consumer experience, including the splash page, information pages and check-out pages, which all include animation to bring them to life through interactivity.

‘Bu’ puts resources in the hands of critical influencers of child habits and education (teachers, parents, caregivers) in developing regions. This will allow them to teach and reinforce habits at critical stages of development in a way that is solution-oriented and fun at all ages. The product aims to be scalable to educate beyond the classroom or home (eg, can be stationed in developing housing, nurseries, public toilets / wash areas, other public areas).

“This is a universally accessible approach to promoting WASH-specific behaviour and practices. I am keen to see the prototyping and further refinement of the proposal by the team.”

Professor Mugendi M’Rithaa,
Machakos University, Kenya.
Senator, World Design Organisation.



#120 Redesigning menstruation educational delivery with Foot Forward Fund.

CareCards transforms the instructional guidebook into a modular, gamified learning experience, leveraging a stack of cards as a platform for collective learning and sharing information about menstruation.

CareCards consists of one set of cards across key themes (hygiene, sexual health, anatomy, etc), where each card provides a question and a corresponding bite-sized nugget of information (which may be true or false). Additionally, each participant (user) is given one 'Myth' and 'Fact' card respectively.

Gameplay:

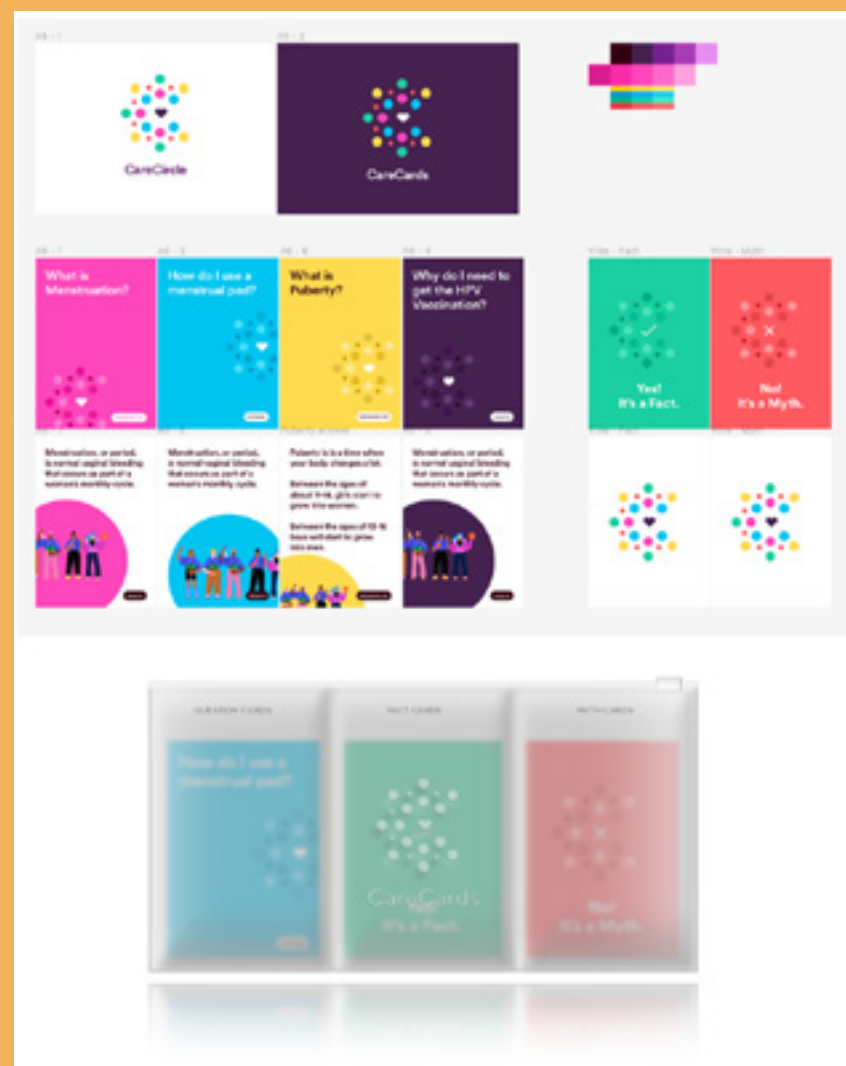
- The facilitator picks a card from the stack and shares it with the participant group, and participants can choose to vote 'Myth' or 'Fact' against the shared card. The facilitator leverages this voting to open up a discussion with the group around the why's, using the following probes:
 - "Why do you consider this a Myth / Fact?;"
 - "Share an experience / something you heard that led you to believe this;"
 - "How does this make you feel?;"
- Following this, the facilitator reveals the answer followed by a detailed explanation of the concept.

We wanted to make the learning experience more fun and approachable - this is why we decided to look at the gamified CareCards solution. This allows us to break the material into themes and present them individually. Since the book has now become segmented, the presenters can decide what topics to broach to the girls based on their age (eg, growing up, washing your hands, what is a period etc, for younger girls, and sexual health for the older girls).

We believe that this approach can meet the needs of the girls and the presenters.

"This is unquestionably an important project and I find it particularly and personally exciting."

Dr Shilpa Das,
National Institute of Design, Ahmedabad, India.
Indian Disability Studies Collective, India.



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LIXIL

NEDBANK

#117 Educational kit that encourages children to wash their hands properly.

Germ Buster Handwashing Kit is an interactive hand washing educational kit that encourages children to wash their hands properly with soap and teaches them to develop hygienic habits.

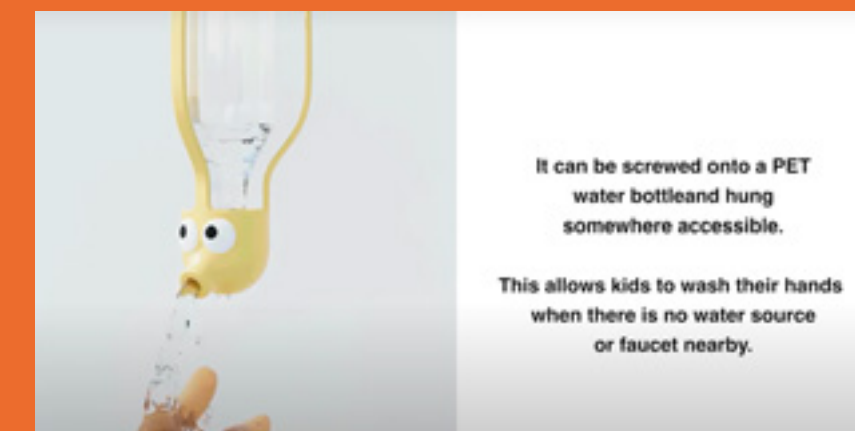
Our theory of change is to recommend hand hygiene as the most effective single measure to reduce the spread of infections. We do this through education to convey the importance of handwashing, targeting children to develop the right habits to wash their hands independently. We designed an interactive hand washing educational kit that encourages children to wash their hands properly with soap.

The Germ Buster Kit contains four products:

- **Monster Bottle Holder:** it can be screwed onto a PET water bottle and hung somewhere accessible. This allows kids to wash their hands when there is no water source or faucet nearby;
- **Germ Paper Soap:** the kids put it on their hands, wet it and perform hygiene practices to wash hands with soap;
- **Cartoon Germ Stamp:** this is for parents to imprint cartoon germs onto the kids' hands, especially in an inconspicuous area, where they can spend at least 20s to wash them off;
- **Monster Mesh Bag:** the soap holder comes with adjustable string to hang anywhere convenient that encourages children to use soap regularly.

"The novelty of using an educational kit to sensitise young people on the importance of adopting safe and hygienic practices is appreciated. Additionally, the team has presented a well-articulated and foregrounded research that demonstrates a deep understanding of the needs of young learners coupled with a context-responsive proposal."

Professor Mugendi M'Rithaa,
Machakos University, Kenya.
Senator, World Design Organisation.



LIXIL

logitech

“Thank you. It is fantastic that the project went down well (during the March Event). The evening was very well run, and very inspiring to see all the pitches and discussions with the teams, learned a lot from the very diverse work, as well as the keynotes. Impressive!”

Experience Director
Philips

#78 Designing in support of Clean Team Portable Toilets

Increasing the adoption of Clean Team’s portable toilets through new business models to reduce costs, and sustainable methods to promote and support expansion to other regions.

Once-a-week Pickups
The vast majority of Clean Team customers subscribe to twice-a-week pickups, putting a heavy strain on operations with high overhead costs, and limiting Clean Team’s ability to expand to new territories.

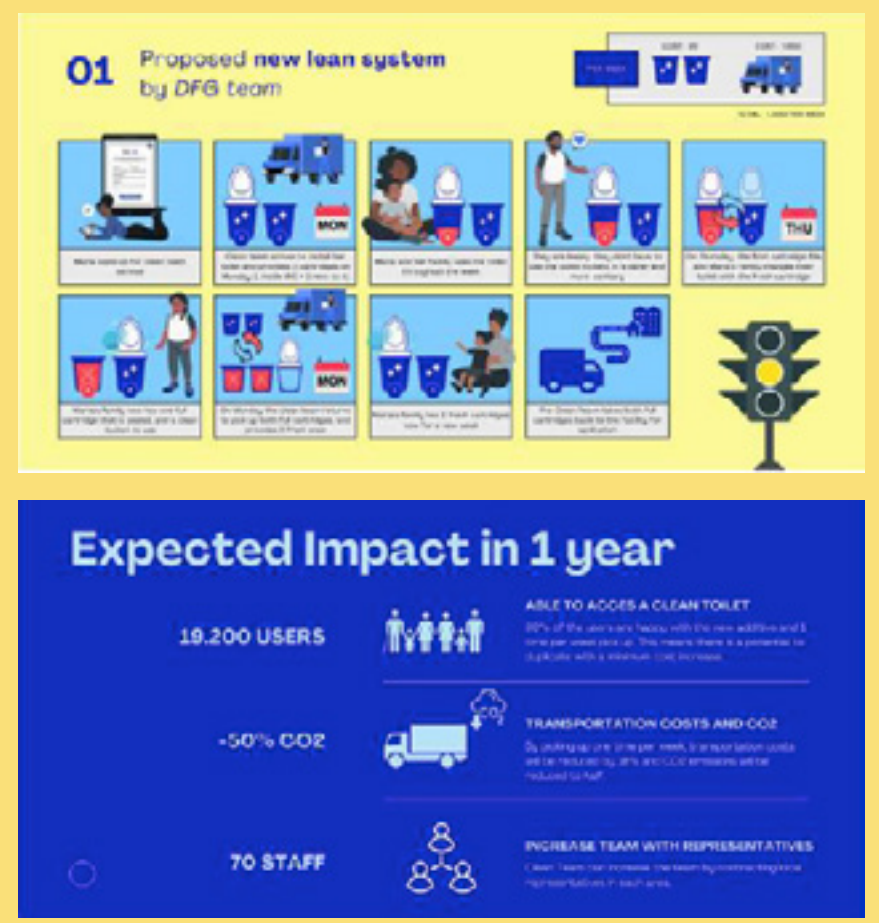
Our solution is to reduce all pickups to once a week by supporting customers to change the toilet cartridge themselves weekly, in exchange for a lower subscription fee.

- After 2 months of testing the once-a-week pickup strategy, there are some early positive findings.
- 90% of customers are happy with using the additive to extend time between cartridge changes.
 - Less than 10% of customers have complained but are still using the service.
 - Only 5% of customers have asked for an additional cartridge.
 - The drivers now have a free day, working only 5 days instead of 6.

Tracking Service Deliveries
We have also created a shared Google Sheet that has all the deliveries for each day divided by territory; the drivers can mark off when they make a delivery, and the manager can oversee the action in real time.

Teaching Tools
We taught the Clean Team staff how to use free online design tools to create professional presentations and visualise customer journey’s easily and quickly.

There is a learning curve to any design software, but already Clean Team have been using these tools to create basic graphic assets.



#157 Developing menstrual hygiene management for the LRYPW.

Supporting the Liberia Youth Parliament for Water (LRYPW) by designing materials for feminine hygiene training, which will be delivered in roughly 20 towns of the Gola Konneh district in Liberia.

We are focusing on the creation of the materials for training to be delivered by the LRYPW Women Ambassadors on menstrual cycle and female hygiene for girls and women in about 20 towns of the Gola Konneh district. Ideally, according to the LRYPW, the training will reach 100 women.

We have designed training materials (presentation and shareable content) for LRYPW trainers and ambassadors by simplifying the content, tailoring it to the local population and supporting trainers on how to animate the session.

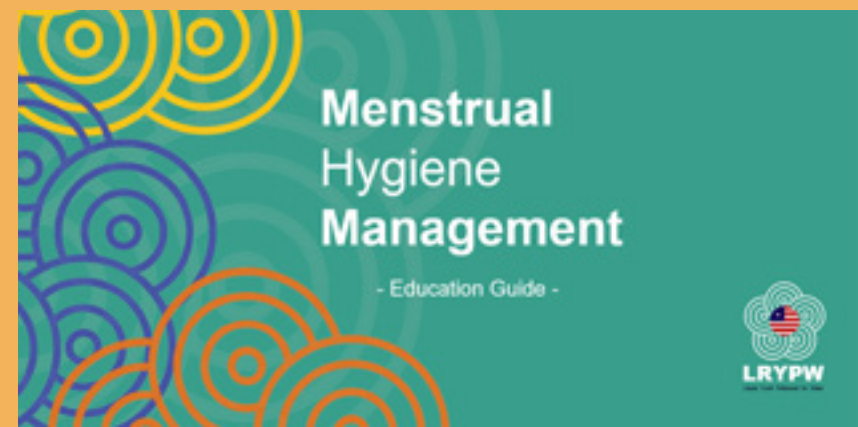
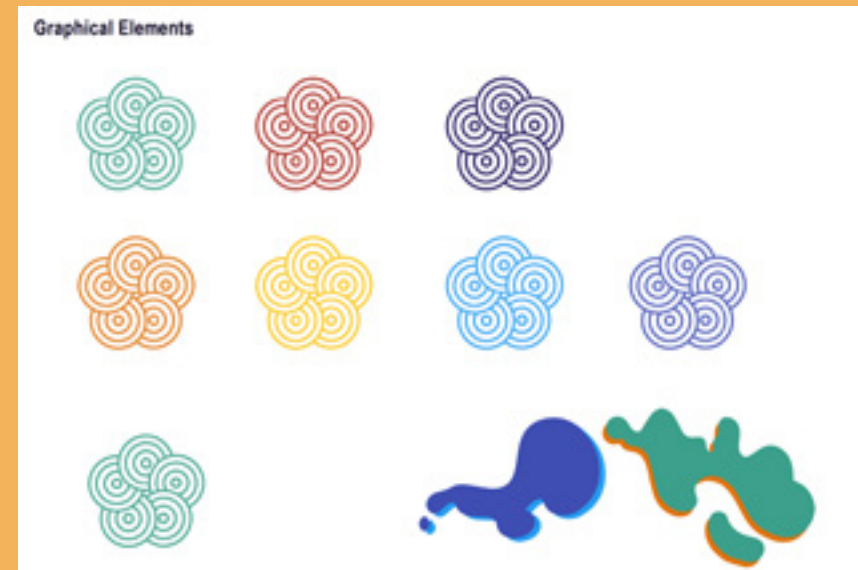
The training booklet includes:

- How to prepare to be a facilitator, with tips on how to speak clearly to your audience through body language;
- The session content on how to structure the and deliver the training;
- A 'true or false' game at the end of the training to quiz the girls on what they have learned, and to break taboos associated with menstruation;
- Online resources that can aid facilitators with their own learning and guidance.

Alongside this, we redesigned the LRYPW logo.

“Our partnership with Design for Good is teaching us a lot – not just in terms of design approaches, but also how we lead and manage as an organisation. The approach of designing with end users is a profound strategy that better engages local perspectives and increases local participation, which we believe will lead to an output with greater and more sustainable social impact.”

Liberia Youth Parliament for Water.



#97 Designing affordable, reusable menstrual products.

A low-cost zip bag kit for washing reusable period pads, including a zip bag with water level marks for guidelines, a biodegradable soap, and a silicone washboard or mesh bags with a raised texture.

Our kits consist of zip bags, mesh bags, small raised washboards, and baking soda, all of which can be sourced locally from manufacturers and suppliers. We have two main approaches to execution. The first is to provide an open-source solution, so that local organisations and women can make washing kits independently. The second is to collaborate with large charitable organisations and companies to donate fully prepared washing kits to local schools, which will help young women stay in school during menstruation.

We plan to leverage the cheapest possible, semi-produced open-source materials. To make this happen, we hope to partner with charitable organisations that already have reusable pads in the local area, such as MakaPads from Impacc. By doing so, we can provide them with a solution for cleaning reusable pads that is cost-effective and sustainable.

As we implement our solution, we will need to identify and partner with local organisations and manufacturers, prototype and test the washing kits with real users, refine the design based on feedback, and scale up production and distribution. We will also need to track impact by collecting data on metrics such as the number of kits distributed, user satisfaction, and changes in behaviour related to period hygiene.

Overall, by leveraging open-source and locally-sourced materials and partnering with existing organisations, we can develop and scale a sustainable and effective solution for period hygiene that meets the needs of local communities.

“This is indeed a recognised wicked problem in myriad rural areas in the majority of the world.”

Professor Mugendi M'Rithaa, Machakos University, Kenya. Senator, World Design Organisation.





#118 An interactive tool for community leaders to improve feminine hygiene.

Our tool will help leaders choose the right menstrual products for the women in their community by asking a series of questions to understand the unique challenges in their region.

Our solution is an interactive tool designed for community leaders who are working to improve feminine hygiene in their region. This tool will help leaders choose the right menstrual products for the women in their community by asking a series of questions to understand the unique challenges in their region.

Through this tool, leaders will discover information about how each solution works, proper maintenance and usage instructions for each solution, where products can be locally sourced, and any additional resources that may be relevant.

What will leaders learn:

- How each solution works;
- Proper use and maintenance for each solution;
- Where products can be locally sourced;
- Additional local resources and information.

The interface will help community leaders understand what the best product options are for their community. Potentially, we can track site visits and collect additional data that could help us understand what information is most important to community leaders.

In the future, we hope this solution can be implemented in additional communities in a similar situation.

“Congratulations for taking on a critical and complex topic within the even more complex ecosystem of clean water and water sanitation! It is clear you have spent time trying to understand the context, in general, and for girls and women within these communities. Your passion and creativity are clear.”

Michèle Morris,
Associate Director, The Design Lab UCSD.



“These crucial human needs require immediate attention and sometimes finding where to focus your energy can be the hardest part of getting started. This is why I’m so appreciative of the Design For Good organization, and their support in bridging the gap between important needs around the world with individuals who have the capacity and desire to try to help.”

Graphic Designer
Microsoft



McKinsey
& Company

LIXIL

Microsoft



SANITATION

Good sanitation practices are critical for maintaining healthy living conditions. This includes having access to clean toilets, waste removal systems, and other sanitation facilities that allow waste to be disposed of properly.

TEAMS

57, 80, 128.



#57 The world's first centralised toilet design guidelines.

The People's Toilet Compendium is a user-centric, community-driven platform that helps people design safe, accessible and culturally relevant toilets across the world.

This project has been conducted in collaboration with the World Toilet Organisation.

Ever wondered about the state of public restrooms? Are they safe, hygienic, and inclusive? Are they designed to meet everyone's needs, including those with disabilities?

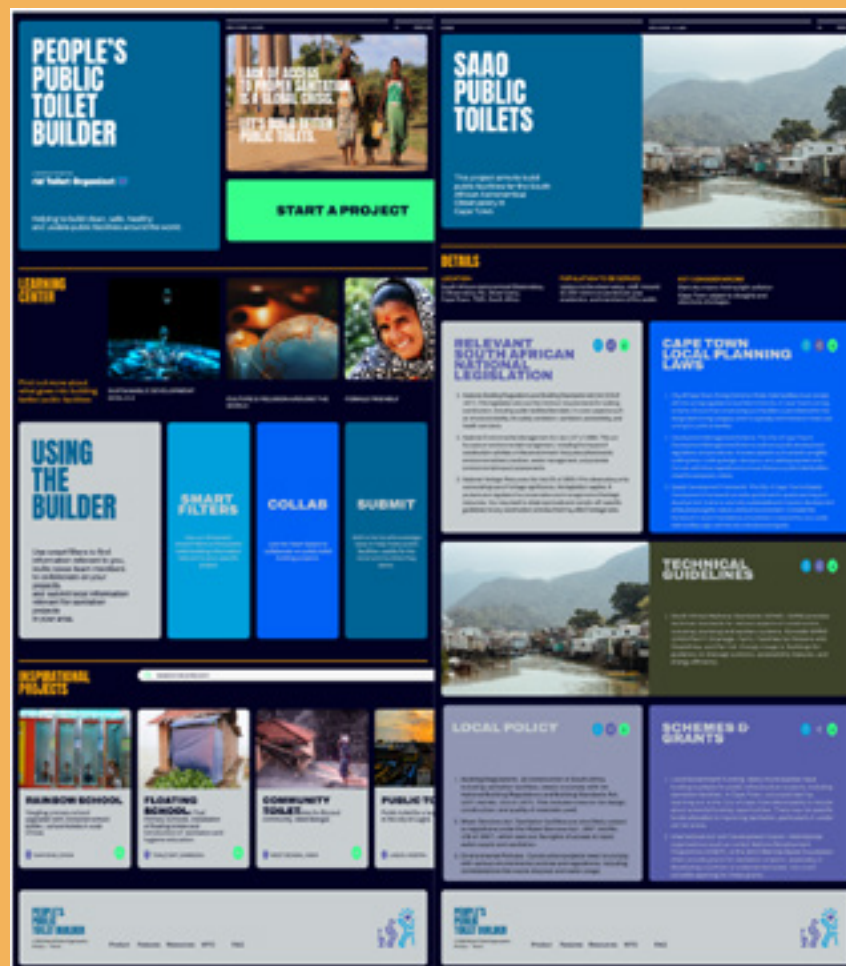
Building successful toilets that suit community needs is within reach, but it requires teamwork. Architects, engineers, policy makers, town planners, and community representatives are all integral in shaping accommodating toilets.

Yet, as of 2023, many worldwide still grapple with substandard public facilities. The creation of successful public toilets necessitates consideration of a myriad of factors – technical, cultural, monetary, legal, and more.

While guidelines exist, they can be complex, technical, and offer no clear route to success. Much needed information is also often missing. Thus, a pivotal question arises: how can these guidelines be transformed from content-centric to user-centric?

The People's Toilet Compendium is a centralised platform that navigates users through simple prompts, offering relevant, contextualised information for building or learning about toilets. It takes into account one's role, location, community context, religious influences, and economic scale.

The result? Downloadable 'modules' of information for further consideration and collaboration. A unified system where all stakeholders can contribute – from architects and engineers to community members.



#80 Designing a durable latrine slab that can be manufactured locally.

With Food for the Hungry, we created a latrine slab solution that is easy to use and assemble, with materials that are easily available in the region in order to improve sanitation numbers in Ethiopia.

We developed a prototype latrine slab with Food for the Hungry that is easy-to-use and assemble, durable, and can be developed from materials that are easily available in the region.

Our solution is to use a simple but solid concave dish-shaped structure, that is easy to manufacture, install and maintain by local communities.

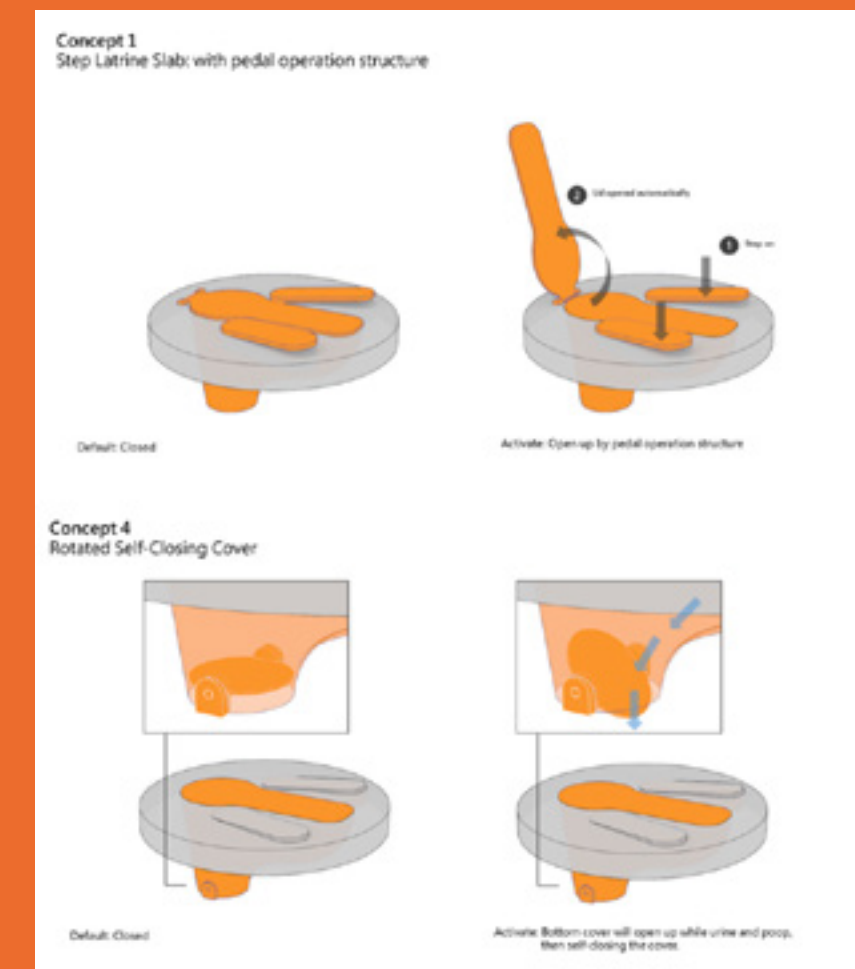
We would use a mix of cement and sand to build its base and ensure it won't collapse, and the plastic toilet insert is also the ideal material to ensure its durability.

To ensure that odours are contained, and to create a more sanitary environment for users, we designed a mechanism where the lid will automatically open and close by the weight of the person using the toilet. This feature enhances hygiene and user comfort, making the latrines more inviting, user-friendly and hygienic.

We also thought of introducing an innovative design feature: automatic separation of urine and faeces. This allows for effective waste management and more hygienic and sanitary conditions for the local population, as there won't be cross-contamination or the risk of them touching their excrement.

"Prefabricated toilet slabs enclosed in lightweight structures using local materials are a great and sustainable solution in resource-scarce areas and am pleased to see you are working on this."

Dr Shilpa Das,
National Institute of Design, Ahmedabad, India.
Indian Disability Studies Collective, India.



#128 Improving toilet experiences for women in urban slums in India.

SABAL is a DIY ‘make-your-own-toilet’ kit that allows women and girls who live in slums in India to set up a temporary toilet at home, or use it in a shared community scenario with reduced risk.

SABAL is an end-to-end (product + service) solution that empowers women to take charge of their own sanitation and health. This make-your-own toilet DIY kit allows women to set up temporary toilets in their homes or use them in an existing shared toilet scenario without risking health and safety.

Alongside the product, SABAL offers these services:
 Awareness and education in the community;
 Women’s helpline for guidance and improving the experience;
 Training and production support through workshops;
 Building a sustainable business – supporting women’s communities to build a self-sustainable business model.

The solution is based on ABCD (asset-based community development) approach that focuses on utilising the assets that are already there. Instead of looking at what the community needs or lacks, the solution aims at helping them identify and share their strengths and then work together to create their own social innovations.

Educating women in urban slums on the importance of toileting and providing them with the tools to do this will significantly impact women’s health, education, work potential, and quality of life. As the kit is largely community-driven and flexible, the speed of adoption can be rapid across the globe and is primarily contingent on equipping partner NGOs to execute this work and share it.

“This is a wonderful project with a clear project brief that understands well the issues and sanitation needs of women in India’s urban slums and has gathered its information well to decide the issues to be addressed.”

Dr Shilpa Das,
 National Institute of Design, Ahmedabad, India,
 Indian Disability Studies Collective, India.



“I love working with such a diverse group of designers from global organisations such as Philips and Royal College of Art and local community members in Kenya in a virtual format to help bring clean water to rural communities using digital solutions. I hope our work will have a lasting impact in these communities and will set an example for how design can be leveraged for the good of the world.”

Design Director
 McKinsey





CONSERVATION OF WETLANDS

Sustainable water management is about ensuring that we use our water resources in a way that meets our current needs without compromising the ability of future generations to meet their own needs. This requires protecting and conserving our water resources through the use of water-efficient technologies and reducing water waste.

TEAMS

63 (MaCo), 140, RE:PEAT, 30 (We-Act), Wetland Resiliency.



#63 Communication, care, and information to prevent mangrove forest loss.

MaCo's framework raises consciousness and contextualises land purpose in India's Sundarban mangrove forests through awareness, action and recognition.

The communication failure surrounding mangroves leads to repeated mistakes and conflicts of information at multiple levels, thereby inhibiting constructive and regenerative conservation of these ecological spaces. These knowledge and information barriers must be removed or reduced if meaningful change is to happen.

MaCo Programme:

Awareness: through the conversations we had with our partner from Aid India, we focused on developing visual aids that will enable engagement on five key topics we identified to share with the communities in the Sundarbans:

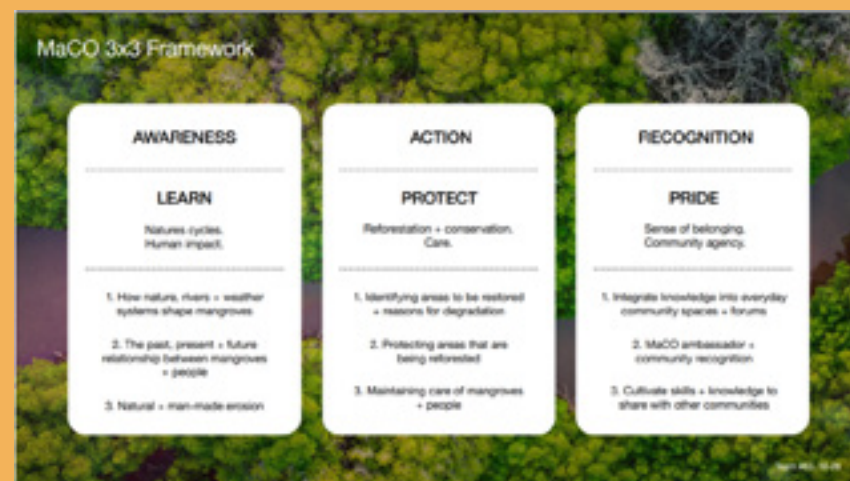
- Importance of protecting mangroves from erosion and tides;
- How erosion happens naturally on river flows;
- How to identify vulnerable areas;
- Stages of mangrove degradation caused by human activities (illustrate the four stages we identified);
- Proposed solutions to protect recently reforested areas from erosion.

Action: by understanding the materials and skills that are locally available, we have ideated three potential solutions to prevent erosion of recently reforested areas.

We plan to continue and expand MaCo's work with Aid India through the development and prototyping of the 3x3 framework against the learning KPIs.

"What a great idea and so important - a framework to provide information to educate and encourage individual and community action to prevent mangrove forest loss is vital and your target to do this in the space that connects local actions, and motivation with interested NGOs and charities is spot on

Nick de Leon,
Knowledge Exchange and Partnerships, Royal College of Art.
Trustee, Design for Good.



#140 Regenerating peatlands and sustaining livelihoods.

Collaborations led by Munje Tunusuru women to save their mangrove forest, Funzi Island, Kenya, through marketing, funding, and a unique tourist experience.

Team 140, in collaboration with CES (Conservation Education Society of Kenya) and SeaTrees with their Kenyan partner, COBEC, aims to support the Munje women by addressing their fundamental needs: fundraising for mangrove restoration and marketing beekeeping byproducts as near-term goals. Long-term goals include a design strategy for ecotourism at Funzi Island led by the women.

Brand marketing and awareness:

To amplify the project's impact, our team will create a resource package that includes branding for projects such as the women's beekeeping initiatives and dedicated marketing materials. Examples of marketing materials include a dedicated web page on the CES and other partner websites, showcasing the progress, activities, and stories of the Munje women. Social media platforms, including Facebook and Instagram, will engage a broader audience, fostering connection and continued support from guests visiting Funzi Island. This marketing packet can be utilised in campaigns of awareness that CES and Munje women engage in.

Tourist experience:

Team 140 proposes designing a unique tourist experience on Funzi Island with CES, partnering with hotels in the region, and with COBEC. Visitors will have the opportunity to participate in mangrove restoration activities and engage in the local culture shared by the community. The revenue generated from increased tourist traffic will fund additional tourist activities, such as constructing a boardwalk and eateries for guests. This sustainable tourism approach will raise awareness, provide financial support, and showcase the work of the Munje women.



RE:PEAT Regenerating peatlands and sustaining livelihoods.

RE:PEAT Livinglab is an open-source platform for co-designing and connecting local communities to foster wet crop use for peatland regeneration and sustainable livelihoods.

RE:PEAT Livinglab allows local communities to LEARN, ENGAGE & CO-CREATE new economic structures using wet crops which benefit people and the peatland ecosystem itself.

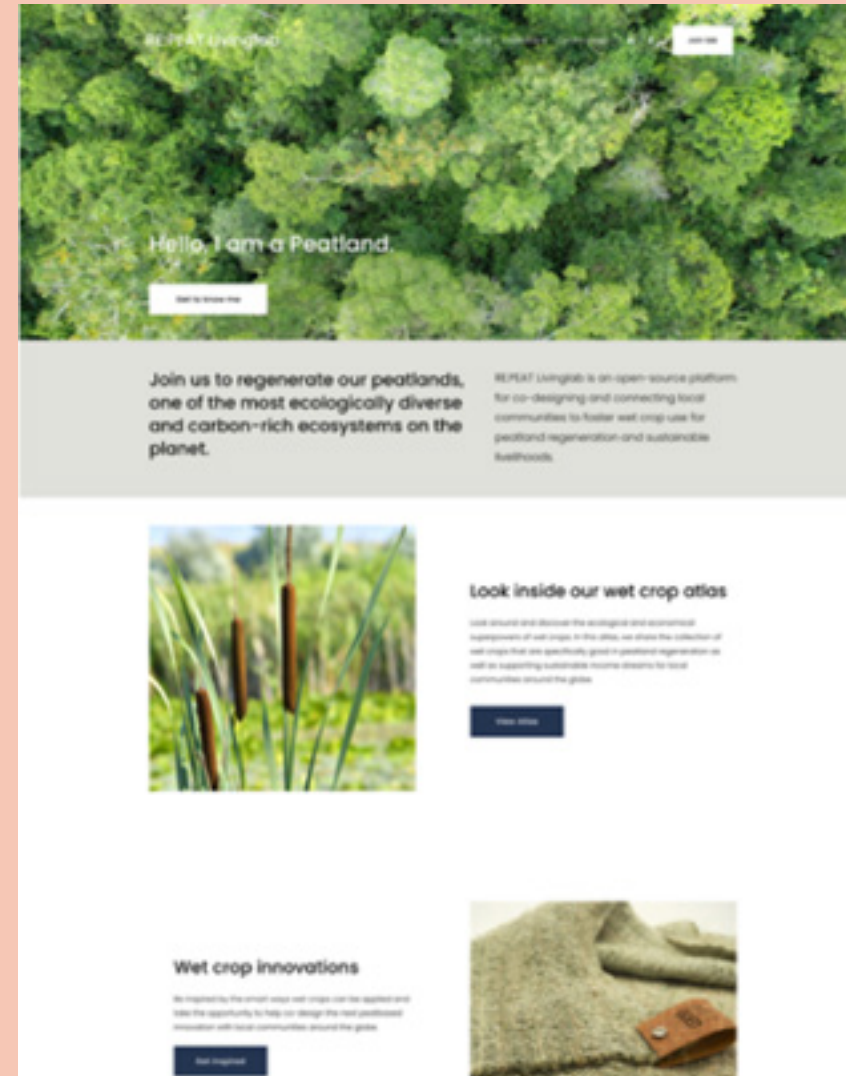
RE:PEAT Atlas: global atlas of native wet crops species to showcase their ecological and economical value, leveraging centuries of community knowledge from around the world and celebrating close relationships between people and peatland species. The native peatland species are plotted on a digital peatland map, derived from satellite images and other digital mapping technologies, to visualise where the different peat species and peatlands are in the world with high-res images and associated data of usage.

RE:PEAT Lab: co-design area to share knowledge and to innovate on commercial peat opportunities, with easy access to other countries with similar innovations. It's an online matching system where businesses, researchers and designers can support local communities by working together to unlock new commercial usage of wet crops.

RE:PEAT Toolkit: the toolkit is used to facilitate physical co-design sessions on the ground. The toolkit consists of peat-based materials used in different innovation areas to showcase the financial incentive in using native peat species. It contains trigger cards to accelerate the conversations and is fitted with a QR code that connects it to the RE:PEAT Livinglab online platform.

“This is a significant topic as it tackles ecological concerns that touch on the need to tap into the tacit and embedded knowledge of local communities.”

Professor Mugendi M'Rithaa,
Machakos University, Kenya.
Senator, World Design Organisation.



PHILIPS



McKinsey & Company

PHILIPS

We-Act Appreciating wetlands and wildlife through gamification.

We-Act is a platform that helps appreciate wildlife through simple games, engaging users with action-oriented conservation, and empowering them to safeguard wetlands through adoption.

We-Act's vision is to make citizens in urban areas aware of the immediate wetland bodies that surround their neighbourhood such that they may be able to not only harmoniously coexist playfully but also actively partake in facilitating the longevity of these fragile ecosystems for future generations.

The We-Act platform aims to:
Appreciate wildlife through gamification;
Engage in action-oriented conservation with partner NGOs;
Empower citizens to adopt distant wetlands that are endangered.

Awareness: as We-Act helps you explore, take a moment to pause... A couple of lines to crystallise your time in nature with a picture builds data about the status of wetlands and gets pooled to local wetlands conservationists.

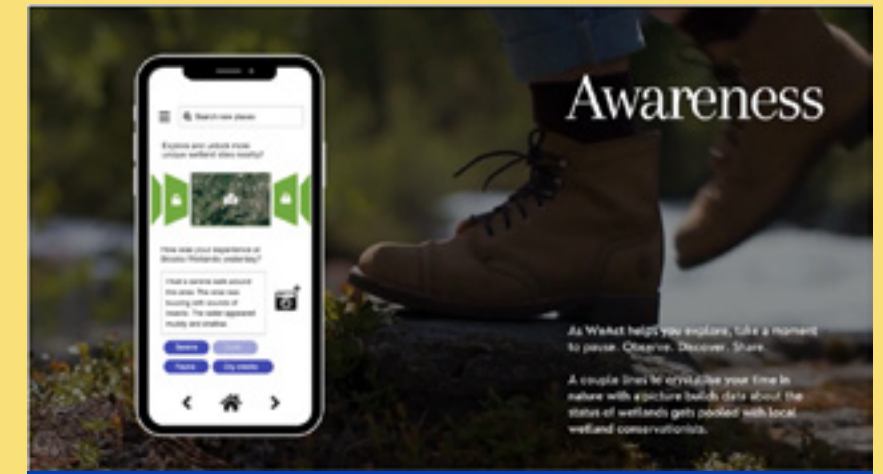
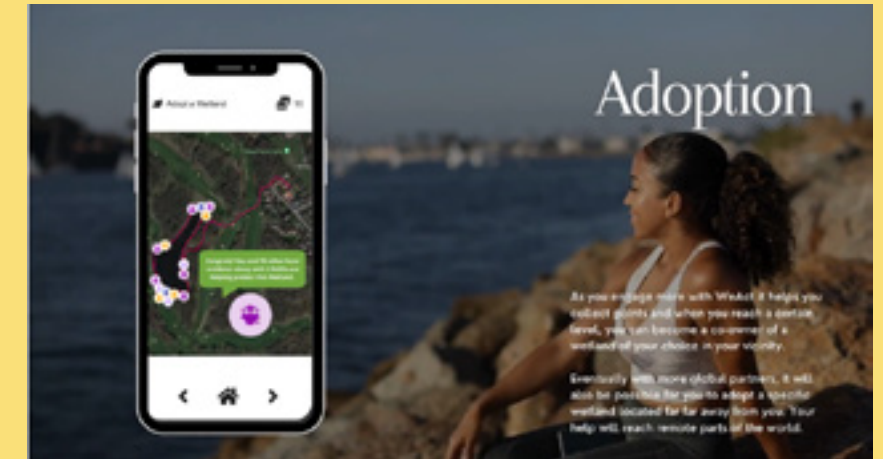
Agency: once discovered, you 'collect' different wetlands and specific species of plants, birds, animals and more.

Action: depending on your profile, We-Act makes it easy for you to physically 'engage' via personalised tips and tricks. Points are awarded and unlock special items based on the kind of help you provide.

Adoption: as you engage more, We-Act helps you collect points. When you reach a certain level, you become a co-owner of a wetland of your choice in your vicinity.

“I find a unique concept here to marry design-led behaviour change and community participation that would lead to both a sense of ownership and accountability for the local community.”

Dr Shilpa Das,
National Institute of Design, Ahmedabad, India.
Indian Disability Studies Collective, India.





Wetland Resiliency

Creating a family legacy of conservation through the generations.

By discovering wetlands in your area through a unique data interface on Google Maps, stakeholders can access the information needed in order to discover and preserve wetlands.

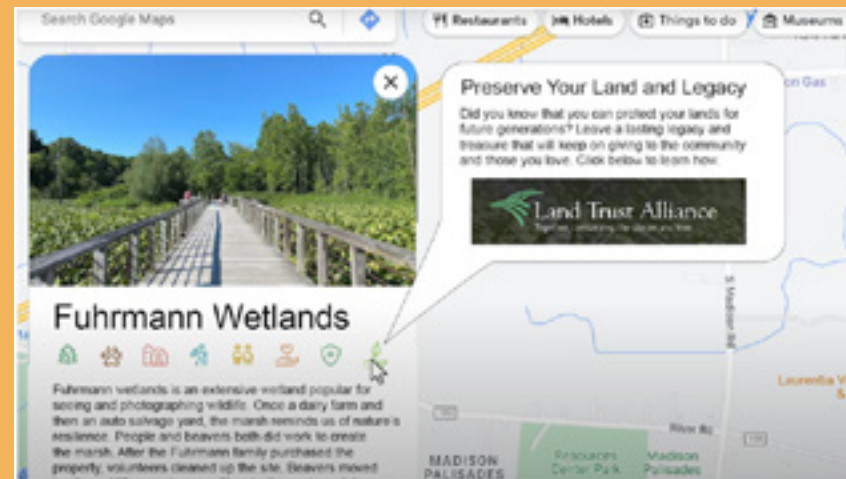
Our theory of change is that with the right data, tools and access to emerging land-development paradigms, communities can make better choices in how they protect and utilize their wetlands.

A key aspect of our solution is to create awareness through personalisation of wetland conservation. Our solution helps people discover wetlands in their area through a unique data interface in Google Maps. This interface would allow stakeholders, from visitors to future conservators, to access the information needed to discover and preserve these crucial great natural assets.

Our solution delivers economic, environmental and social benefits to communities with wetlands and those living downstream from them. Our key stakeholders are community planners, city and town councils, and zoning officials in local governments in the U.S. who have decision authority on what development takes place in their community.

We plan to partner with an organisation that engages communities on wetland resources.

Through personal land conservation, using an organisation such as The Land Trust Alliance, people can conserve wetlands for generations to come.



“We’ve been able to come up with ideas that are not simply about the kind of design theatre that many of us often feel somewhat sceptical about. Instead, we’ve come up with solutions that are meaningful, that are credible, that are going to be made available on an open-source model so that the world will reap the benefits.”

Nick de Leon
Trustee, Design for Good





ACCESS TO CLEAN WATER

Clean water is essential to our health and well-being. Having access to clean water means that we can safely drink, cook with, and bathe in water that is free from harmful contaminants.

TEAMS

19, Smart Water Infrastructure, Water Starters, 34.



#19 Education that empowers effective access to clean water.

Cards that educate people on how to access, transport, store and utilise water properly, potentially saving around 500,000 lives a year from waterborne illnesses.

We believe that by creating water safety information cards, we can focus on fostering awareness and education in four key areas:

- Access;
- Transport;
- Storage;
- Utilisation.

We want to provide:

- Printed / laminated education materials at scale with a focus on strong visual information to be disseminated throughout the community with access for ALL users;
- A laminated card that explains different ways to use / treat water for consumption (drink, bathe, etc) – considering literacy levels, with a strong focus on imagery;
- Scaling our idea down to simple analogue printed cards alleviated the need for technological dependencies related to information about where to find water (eg, internet or cell service to access digital content).

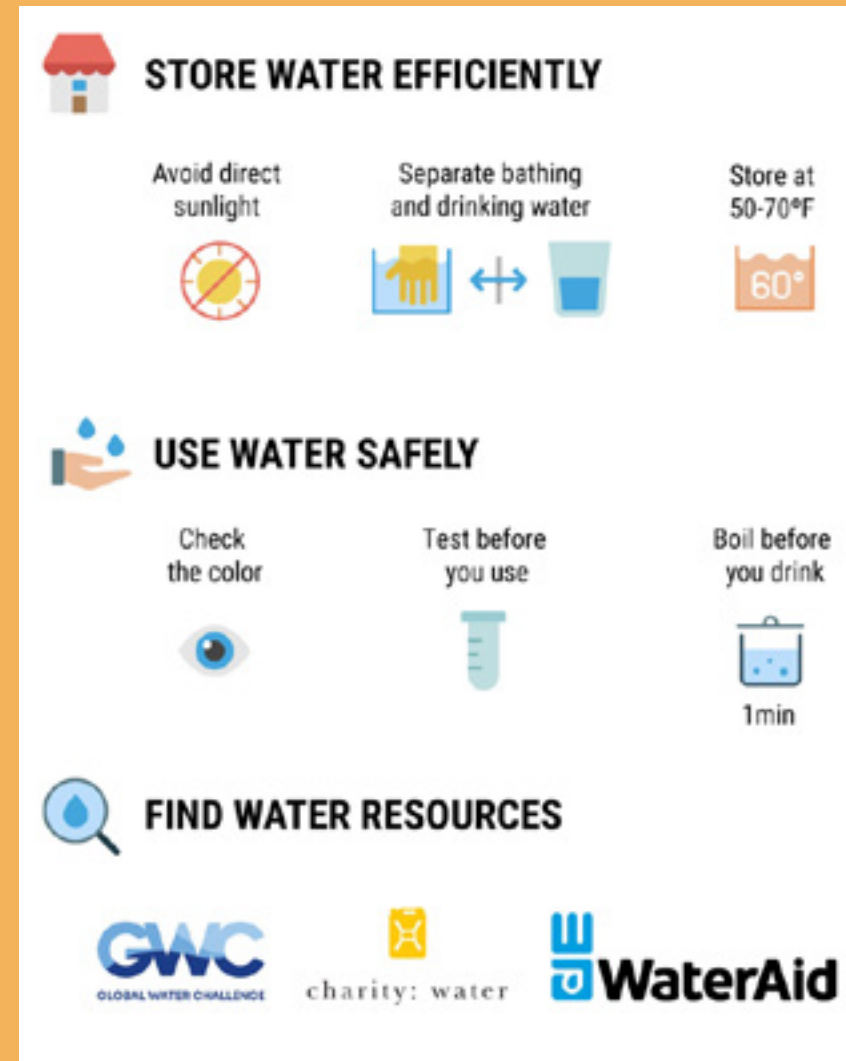
We believe that by providing education and empowerment solutions for these individuals, we can enact lasting social change:

- Awareness of where to access and collect safe drinking water;
- Knowhow on transporting, storing and using drinking water.

This, in turn, would contribute to the improvement of health and livelihoods in the communities we are supporting.

“We’re focused using education and empowerment solutions that enable users to locate clean water, transport it safely, store it and utilize it efficiently with an outcome of improving the health and livelihood in those communities that are impacted.”

Team 19 – WEFA.



Smart Water Infrastructure Addressing sustainability challenges Infrastructure with data-driven intelligence.

Smart Water Infrastructure, utilising innovative technology, is transforming water access in developing nations by solving prevalent challenges.

Smart Water Infrastructure, utilising innovative technology, is transforming water access in developing nations by solving prevalent challenges. Leveraging Target 6.1 Map, a mapping and data management system, we gather key pre-construction data that informs the strategic installation of our Smart Water Kiosks (SWK).

Each kiosk, powered by AI and IoT technologies, can deliver 20,000 litres of clean, affordable water daily, positively impacting 1,000 individuals. This innovative water infrastructure, backed by data-driven real-time monitoring, ensures optimal facility performance, financial efficiency, and proactive maintenance – all key to a sustained water supply. Importantly, the accumulated data is used to train our Target 6.1 Map system to anticipate SWK failures, allowing preventive measures and guaranteeing continuous water flow.

Poised to revolutionise water access for millions, Smart Water Infrastructure leverages advanced technology to confront and overcome challenges associated with infrastructure failure, financial constraints, and monitoring shortcomings.



WaterStarters

Increasing access to safe water in rural Kenya.

Partnering with local entrepreneurs to run a new water scheme business through a franchising model. The franchisee records information during water scheme maintenance checks and guides what to do if an issue arises.

We are working with WaterStarters on an initiative geared towards increasing access to safe water in rural Kenya by partnering with local entrepreneurs to run new water scheme businesses through a franchising model.

Our mobile app helps the franchisee record information during water scheme maintenance checks and guides what to do if an issue arises. The franchisee can upload images, voice, and text data on location onto the app, and Waterstarters can access necessary data for compliance checking.

We are prototyping with the first franchisee in Kumpa, Kajiado county, a community of 2,800 people, and over 5,000 livestock, to improve our solution. Ten further water schemes are in development, including in Makueni, Machakos, and Kitui counties. Beyond the 12- and 24-month targets, the ambition is to scale to 580 water schemes across rural and peri-urban Kenya regions, to reach 1.5 million people by 2030.

Anticipated additional impact in areas related to:

- **Income:** reduced spend on medicine, reduced time away from work to collect water so increased income from better fed and watered livestock;
- **Health and wellbeing:** reduced water-borne disease, reduced need for medicine, reduced visits to clinics / hospitals, better nutrition through food cooked with clean water, happier communities;
- **Education:** reduced time away from school to collect water.

“Well done to the entire team for a detailed and well-researched proposal for implementation in a community close to my heart!”

Professor Mugendi M'Rithaa,
Machakos University, Kenya.
Senator, World Design Organisation.



#34 Supporting WASH ambassadors in co-creation workshops

Supporting the LRYPW and their initiative to involve young citizens in WASH problems through the organisation of a co-creation workshop and delivery toolkit.

The Liberian Youth Parliament for Water are the national chapter of the World Youth Parliament for Water (WYPW) where youth are engaged in the decision-making and actions for quality and accessible drinking water and hygienic environment in Liberia.

To support the LRYPW and their initiative to involve young citizens in WASH problems, we proposed to organize a co-creation workshop.

In these sessions, ambassadors are asked to identify and prioritize the challenges facing their local communities, brainstorm solutions, and produce a final plan and next steps that can be implemented.

In the delivery kit, you will find:

- The PPT presentation
- Workshop materials that can be printed to support the education. This includes:
 - A region ecosystem map to pinpoint all the different facilities within the community.
 - Recipe cards with solution samples to attach to the area on the region map where the solution could be implemented.
 - Checklist and Next Steps templates to encourage the ambassadors to think of what is necessary to bring the solution to fruition.

The key benefit of this idea is that ambassadors will not be taught what and how to solve problems but will figure out the problem and solution themselves. This will allow them to focus on the most important challenges and own the idea.

The format is flexible and scalable: the workshop has its own solid structure, but the content can be adjusted for local needs and audiences.



McKinsey & Company

LIXIL PHILIPS



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PHILIPS





“It’s so inspiring to do something good and to not only have all the freedom, but also creative people from all over the globe working together. It doesn’t feel like work at all but more like something I do to relax.”

Design Director
McKinsey



IMPACT FORECAST



POTENTIAL IMPACT

NEXT 12 MONTHS

Low estimate 2.8 million lives
High estimate 6.6 million lives

NEXT 24 MONTHS

Low estimate 4.8 million lives
High estimate 12.4 million lives

LIVES ALREADY TOUCHED:

3.5 million contacted by WaterWise, and 200k with likely behaviour change as a result.

These numbers represent the potential lives touched in 12- and 24-month periods.



OUR IMPACT MEASUREMENT METHODOLOGY

We are pleased to present the impact measurement methodology that was developed and applied during the inaugural cycle of Design for Good. As an innovation programme, our core mission is to develop creative solutions that not only align with SDG 6, but also hold the potential to bring about substantial improvement in the lives of vulnerable communities globally. The following overview outlines the strategic approach we adopted to measure and report our impact.

1. Initial Project Impact Estimates:

As part of the innovation process, teams participating in Design for Good submitted their initial impact estimates, which included:

- The specific SDG 6 target and indicator their project is addressing;
- The target population, including location and demographic details;
- The resources available for the project, with special emphasis on

instances where a development organisation was part of the funding source;

- A delivery roadmap for the solution over 12 and 24 months;
- A range of likely impacts, offering a realistic view of the potential outcomes.

Key assumptions were made to estimate the potential impact of our projects, including:

- Social media campaign reach: predictions were made based on target audience size and engagement levels;
- App usage: for app-based projects, we anticipated download rates and user engagement, guided by industry norms and the app's unique value;
- Population coverage: we estimated the number of people our solutions could reach, considering the target population size and solution accessibility;

- Average water usage: for water-related projects, we made assumptions on average water usage per person to estimate potential impact on water conservation and access;
- Behaviour change rates: we assessed how our interventions might influence behaviour change, referencing past initiatives and expert opinions.

These assumptions formed a predictive framework for the potential impact, aiding in the evaluation of each project's effectiveness and reach.

2. Refining the Project Estimates:

After initial submission, a group of impact experts (including representatives from Design for Good, development organisations, McKinsey & Company, and other stakeholders) reviewed each project's estimate. From there, the impact estimates were compared against case studies where

outcomes have already been delivered and impact measured. This collaborative review process refined the impact estimates to provide a more accurate prediction of the potential impact.

3. Summarising the Overall Impact:

Once the refinement process was complete, the impact estimates for each project were consolidated. The impact ranges for both the 12- and 24-month periods were added together. To avoid overlap, when two projects had similar solutions and affected the same population, only one estimate was included in the total. By using this comprehensive impact measurement methodology, Design for Good provides a strong assessment of the potential impact of projects from Cycle 1. The refined estimates offer valuable insights into the potential positive changes and contributions to SDG 6.



LOOKING AHEAD



LOOKING TO THE FUTURE

Dear Trailblazers

A hearty thanks to each one of you for diving headfirst into our inaugural year of Design for Good. Looking back, it's astounding to realise the kind of impact you've made – so go ahead, give yourselves a well-deserved pat on the back!

Much like the first pancake on the griddle, our maiden voyage was... let's say, an excellent learning experience. Your feedback has been our compass, guiding us through rough seas and calm waters alike. It's through these lessons, observations, and, yes, a few stumbles along the way, that we've charted our course for Cycle 2.

With your experiences as the cornerstone of our updates, we're revving our engines for some exciting renovations in the coming year. Our mission? To build our programme around you, our dynamo participants, because you are the secret sauce that makes Design for Good extraordinary. So, without further ado, here's what you can look forward to:

Flexibility: next year, you're in the driver's seat.

Whether you want to work alone, with a partner, or as part of a team, the choice is yours. Tailor your participation to suit your time and commitments.

Structured Framework: we're dividing the programme into distinct fellowships, each equipped with specific milestones and deliverables. This way, you won't be left wondering what the next stage of your project looks like.

Broadened Networks: we're expanding our horizons to encompass a larger network of charities, NGOs, specialists, and other nonprofits. This broadened scope offers you a richer ecosystem to validate your innovation hypotheses.

Mentors: each team will have a dedicated mentor – think of them as your personal design consultant providing advice, feedback, and guidance throughout the project.

Education: the DfG Academy is stepping up its game. Get ready for an array of tools and resources to foster effective innovations for vulnerable communities, not to mention exclusive programming on design trends, CDO keynotes, and more.

We're buzzing with anticipation to unveil these fresh elements and look forward to welcoming you back for Cycle 2. Let's gear up to design a remarkable future together.

Innovation awaits!

Fazilat Damani,
Chief Experience Officer, DfG

“You are the secret sauce that makes Design for Good extraordinary.”
Fazilat Damani

THE DfG APPROACH

July 2022–June 2023

Sept 2023–June 2024

Sept 2024–June 2025

Sept 2025–June 2026



Innovation



Implementation



Innovation



Implementation



DfG ACADEMY



Training from chief design officers and world class leaders, available nowhere else. Access at your own pace. One hour a month commitment.



CLOSING



THANK YOU



I am so proud of our initial cohort. Throughout a year of tumultuous change, hundreds of the world's best designers have come together and dedicated time to learning how to deliver social impact. As a result, 26 projects, ranging from menstruation to mangrove reforestation, have been developed in close partnership with the local experts who actually understand what is needed to make sustainable change. Already 3.5 million have been educated on water saving by a single team, and up to 12 million further are forecast to benefit from the projects as they progress through implementation.

Together we have learnt many important lessons in our MVP year: huge successes that we will continue, mistakes that have made us stronger and exciting new ideas to experiment with in future years. Increasingly I look upon our role at DfG as that of parents. Together we will continue to love and nurture this exceptional global community of designers and development experts, so that with every passing year we can deliver more positive change.

Well done to everyone involved. Please accept my heartfelt thanks and congratulations. Let us stay humble, focus on implementation and not stop until we have made the world a better place!”

Ben Sheppard
Chair, Design for Good



BEN SHEPPARD
Chair, DfG



JOHN MAEDA
Trustee, DfG
VP, Microsoft



NICK DE LEON
Trustee, DfG
Royal College of Art



SANDY SPEICHER
Trustee, DfG
Former CEO, IDEO



GILBERT HOUNGBO
Trustee, DfG
Chair, UN-Water



SEAN CARNEY
Trustee, DfG
Former CDO, Philips



Pip Ross
Trustee, DfG



ALAYNE REESBERG
Chief Executive Officer, DfG



FAZILAT DAMANI
Chief Experience Officer, DfG

ABOUT DESIGN for GOOD

Design for Good is a global alliance of the Chief Design Officers and their design teams from General Mills, LIXIL, Logitech, McKinsey & Company, Microsoft (Xbox), Nedbank, Nestlé, PepsiCo, Philips and our academic partner, the Royal College of Art School of Design. In seeking to address some of the world’s most pressing issues, Design for Good brings together designers around the world with a shared goal of improving lives through human-centred design.

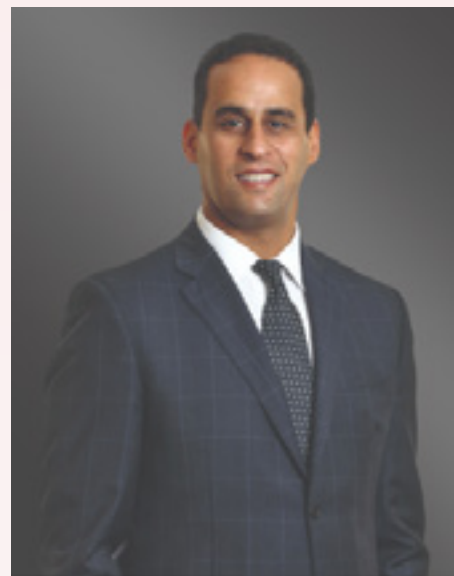
Established in 2022, Design for Good’s founding alliance comprises many of the world’s leading organisations. Each has committed to allowing their designers to work together in multi-company teams to research, design and develop products and services that will make a meaningful difference to the United Nations’ Sustainable Development Goals (UN SDGs).

For its first cycle, Design for Good is addressing Goal 6 – defined by the UN as “ensuring availability and sustainable

management of water and sanitation for all”. The UN estimates that billions of people around the world still lack access to safe drinking water, managed sanitation, and basic hygiene. These alarming figures are what prompted Design for Good to focus its efforts on solutions for issues such as access to adequate and equitable sanitation and hygiene, the promotion of desalination, wastewater treatment, recycling and reuse technologies, and the implementation of integrated water resources management.

The participation of development partners is integral to the initiative, providing insights and support to the designers from the outset as they create and refine design solutions to affect real-world change on impacted global communities. On an annual basis, the alliance will instigate the delivery of tested design projects and innovations and, following appraisal, a selection will be scaled for implementation.

WE WOULD LIKE TO THANK OUR PRO BONO PARTNERS



GREENBERG TRAUIG
Adam S. Namoury



GREENBERG TRAUIG
Jena M. Valdetero



GREENBERG TRAUIG
David A. Zetoony



GREENBERG TRAUIG
Karin E. Ross



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