

Stanford SOCIAL INNOVATION^{Review}

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**Molding Markets / A New Look at Leadership / Perspective From
Brazil / Lesson From Ukraine / Funder Accountability**

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MOLDING MARKETS

ARTICLE | *The Missing Tool in the Climate Fight*

The time has come to launch a more expansive second wave of green market shaping, write Dai Ellis and Oliver Sabot. Thus far, decarbonization efforts have too narrowly relied on major government policies and “push” funding—such as grants, loans, and equity investment—while under-exploiting the kinds of creative finance that have worked in other sectors, like global health. For example, private market-shaping efforts spurred huge advances in the affordability of antiretroviral drugs to treat HIV by organizing and de-risking demand. Could they do the same for clean-energy technology?

A NEW LOOK AT LEADERSHIP

IN-DEPTH SERIES | *Recognizing Leadership in All Its Forms*

A hero narrative that enshrines one kind of leadership and the individuals who embody it dominates cultures worldwide. Yet leadership takes many forms. There is no right way to lead, and no single individual can drive systemic change alone. This article series, produced in partnership with the Robert Wood Johnson Foundation and others involved in the Beyond the Hero leadership initiative, attempts to broaden notions of leadership and shares tools for advancing leadership that disrupts structural injustices.

PERSPECTIVE FROM BRAZIL

ARTICLE | *In Search of Inclusive Social Entrepreneurship*

As the field of social entrepreneurship seeks solutions for social inequalities, it often falls short of creating opportunities for those who suffer most from those inequalities to become protagonists. In this article, a group of authors from Brazil explain why social entrepreneurs from poor communities often struggle to replicate the successes of those who come from higher social classes. They also offer some suggestions for how to better support those individuals and thereby decolonize the sector.

LESSON FROM UKRAINE

ARTICLE | *Telemedicine in Ukraine Is Showing High-Tech Isn't Always Better*

We're seeing remarkable advances in telemedicine stemming from the international aid response to the war in Ukraine. What have we learned that could be applied in the United States and globally? To start, advanced technology isn't required—the vast majority of visits involve only text. That format allows clinicians to respond asynchronously and thereby handle many more patients than they otherwise would, an advantage that could play a huge part in addressing a looming shortage of primary-care physicians in the United States.

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By the Numbers

30 million

The number of people in the United States who live at least an hour away from the nearest hospital with trauma services

17,800-48,000

The estimated shortage of primary-care physicians in the United States, according to the American Medical Association

69 percent

The share of US physician visits in April 2020, during the first wave of COVID-19, that were conducted remotely.

FUNDER ACCOUNTABILITY

ARTICLE | *Don't Feed the Zombies*

Many nonprofits don't accomplish much at all, according to some experts. But that doesn't stop them from continuing to raise funds and stay afloat. “I used to blame these organizations, wondering why they didn't work harder, smarter,” writes Mulago Foundation CEO Kevin Starr. “The absence of accountability for impact is the bane of the social sector, and it seemed obvious that they were the prime offenders. But they're not. It's us, the funders.” How can funders do better? Starr suggests they start with five simple questions. ●