

Celebrating ChangemakHERS

How Women Social
Entrepreneurs Lead
and Innovate

Supported By



Citi Foundation



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ABOUT THIS REPORT

ASHOKA, WITH THE SUPPORT OF THE CITI FOUNDATION, sought to understand how female social entrepreneurs lead and innovate, and how these insights could help more women and girls drive positive social change. Through a mapping of diverse women social entrepreneurs in Ashoka's network—the largest in the world—this research offers an analysis of the barriers and opportunities related to women's leadership in social innovation, and a roadmap for how the social entrepreneur, business, and donor communities can create enabling environments for women and girls to succeed as changemakers: people who take creative action to solve social problems for the benefit of all.

About Ashoka:

Ashoka envisions a world in which everyone is a changemaker. Ashoka identifies and supports the world's leading social entrepreneurs, learns from the patterns in their innovations, and mobilizes a global community to build an "Everyone a Changemaker" world.

About the Citi Foundation:

The Citi Foundation works to promote economic progress and improve the lives of people in low-income communities around the world. It invests in efforts that increase financial inclusion, catalyze job opportunities for youth, and reimagine approaches to building economically vibrant cities.

HOW TO USE THIS REPORT

Social entrepreneurs:

Discover the insights that help women social entrepreneurs succeed and contribute best practices to the community.

Business leaders and investors:

Learn more about the unique ways female social entrepreneurs are redefining success and explore how their lessons could be applied to different sectors.

Social entrepreneur ecosystem:

See how foundations, incubators, universities, and other relevant organizations can best help female social entrepreneurs succeed.

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“This is not about helping women. This is about helping the world through women. This is about showing women that they are needed the way they are.”

RICCARDA ZEZZA, CEO,
MATERNITY AS A MASTERS



Community Health Initiative, Liberia.

SOCIAL ENTREPRENEURS THINK DIFFERENTLY.

They see innovative solutions to problems that seem unsolvable and they do not give up until they create vital social change. Leveraging insights from Ashoka Fellows, the largest network of social entrepreneurs in the world, we began to see that female social entrepreneurs have unique, intuitive ways of leading. These insights could be applicable for women and men across sectors to further equity and success.

Women constitute more than 50% of the world's population and are distinctively positioned to uplift families and communities. However, women continue to be disproportionately underrepresented in leadership positions and systematically face a lack of access to the social and capital resources that would allow them to maximize their success. The structural and social barriers begin in childhood and adolescence, when girls and young women are typically less supported and empowered to lead social initiatives at home and school. The global poverty rates are highest among girls, and as they get older, the gender gap in poverty widens further.¹

According to the World Economic Forum's *Global Gender Gap Report 2018*, the world has closed 68% of its gender gap, as measured across four key pillars: economic opportunity; political empowerment; educational attainment; and health and survival. Despite pockets of progress toward narrowing this gap, however, glaring inequalities still exist. In politics, only 24% of Parliament members worldwide are women². In the workplace, 50% of women are part of the global labor force, yet earn on average 24% less than men³. In the United States, female-founded startups received just 2.2% of venture capital investment money in 2017.⁴

An analysis of the Ashoka Fellowship network—over 3,500 people in 92 countries—paints a different picture. 38% of Ashoka Fellows are women.⁵ These women are leaders of their own organizations and initiatives, which they launched based on systems-changing solutions they created in response to a pressing societal problem. This rate surpasses the level of representation and leadership in many fields. While many female social entrepreneurs experience gender-specific challenges—such as a lack of networks, funding, and recognition compared to their male peers—they overcome these challenges to create significant social impact.

OVERVIEW OF FINDINGS

When we started investigating the way that female social entrepreneurs lead and innovate, four clear themes emerged that made us take notice. Female social entrepreneurs:

1. Practice inclusive, collective leadership

Typical leadership models use a top-down approach that often excludes women.⁶ Alternatively, many female social entrepreneurs use collective leadership—a shared process that considers the expertise of people at all levels to address a situation—to create a deeper impact. They believe that true, sustainable success is not possible

without diverse perspectives and contributions. They:

- Ensure that communities have decision-making power
- Create ways for people to take ownership and contribute toward a shared vision
- Don't just serve youth, but trust youth to lead



Impact Spotlight: Hasina Kharbhih, Impulse NGO Network

- Impulse NGO Network is combating human trafficking in India by implementing a comprehensive system that brings together the government, security, law, media, and citizen sector organizations to work together to increase impact.
- Over the past 20 years, the Impulse NGO Network has **helped reintegrate over 70,000 survivors of human trafficking and exploitation into society.**
- Impulse founder Hasina credits a shared leadership system that engages people at the community level around all eight regions of Northeastern India on new, diverse ideas as a key to success.⁷

2. Create new roles for girls and women to accelerate social impact.

A common strategy for social entrepreneurs to spread impact is to create new roles for people to further advance a solution. The women in our study did this time and time again. Whether it's giving women in Liberia the tools and confidence to solve their own community health problems

or empowering women in India to participate in local governance, these social entrepreneurs spread innovations by creating pathways for women and girls to see themselves in new leadership roles that did not exist before.



Impact Spotlight: Morgan Dixon, GirlTrek

- GirlTrek **pioneered a health movement for African-American girls and women, creating a network of over 100,000 neighborhood walkers** in over 2,900 U.S. cities.
- GirlTrek also trains women as health professionals in the areas of fitness, mental health, nutrition, and environmental stewardship.
- GirlTrek co-founder Morgan credits making roles for people to lead at all levels—from community to nationwide—as a key to their success.

3. Assert women’s life experiences, such as motherhood, as an asset for leadership and entrepreneurship.

Many women find that caregiving experiences, such as maternity leave, can have negative effects on women’s careers, lessening chances for promotions and advancement.⁸ In contrast, female social entrepreneurs show how their unique life experiences catalyze and fuel their success. For example, the skills needed to be an

effective caregiver, such as empathy and selflessness, can also be useful for insightful leadership. The skills required to parent children, such as communication, creativity and critical thinking, are the same skills needed for robust innovation.



Impact Spotlight: Riccarda Zezza, Maternity As A Masters (MAAM)

- MAAM founder Riccarda works to redefine maternity leave as a time of profound learning and professional growth, instead of time away from work, building on her experience of becoming a mother.
- MAAM’s approach is based on the concept of ‘transilience’—transferring experience and learning from life to work, and vice versa.⁹
- **Over 1,000 managers in company workshops confirmed the effectiveness of MAAM’s approach.**

4. Include men in solutions to problems typically viewed as only affecting women—such as access to reproductive health—so that everyone sees the value of solving these problems together.

Female social entrepreneurs dedicated to gender equity often flagged that they found deeper change to be hindered by not fully engaging men and women to work together to design solutions. To create effective, lasting change for women, strategies must empower everyone to

understand why changes are needed and create concrete ways through which they can be a part of the solution. Many female social entrepreneurs in our research entrust men as allies in a context-specific way, and encourage them to respect and support the change led by women.



Impact Spotlight: Inna Hudaya, Samsara

- Samsara is the first Indonesian organization providing reproductive health counseling, education and advocacy to ensure sexual health.
- Samsara’s **hotline for reproductive health has helped thousands of teenage girls and women and fields about 600 calls per month.**
- Samsara founder Inna credits one key to their success as their inclusion of men as partners in their work. Men are active members of Samsara’s Sexuality and Reproductive Health Schools, which engage more than 8,000 young people.



Reclaim Project, United Kingdom.

OPPORTUNITIES FOR ACTION

THIS REPORT HIGHLIGHTS SOME OF THE DISTINCT, solutions-oriented ways female social entrepreneurs lead political, economic and cultural change, with a strong focus on solving challenges that affect women, girls, and low-income communities. The more society celebrates powerful examples of women who are innovating and defining success their way, the more women and girls will be inspired to lead the same way. And equipping more women and girls with the awareness and ability to create positive change results in a full-tilt, problem-solving society that is ready to quickly and effectively respond to challenges.

Based on our analysis of how female social entrepreneurs lead and innovate, we believe the following opportunities for action will enable more women and girls to succeed as changemakers.

1. Recognize more female social entrepreneurs and celebrate their stories to serve as role models for young girls and women

Many female social entrepreneurs mentioned the lack of recognition for women as entrepreneurial and innovative leaders. Media, educators, parents, donors, and other influencers can help highlight more women and their innovative ideas and social impact.

2. Support networks that elevate women's leadership and gender equity in the social entrepreneurship sector

Most entrepreneurs in our research identified supportive

peer communities as key to their personal and professional success. Helping to create and cultivate networks for specific fields and regions will be a welcome boost to female social entrepreneurs.

3. Expand support for female social entrepreneurs beyond individual organizations and programmatic areas

A number of female social entrepreneurs interviewed for this research pointed out that there is a lack of skills in building movements and catalyzing collaborations in the social sector. Specific support to increase collaboration can help accelerate the impact of female—and male—social entrepreneurs. In addition, flexible investments that reduce the financial burden of caregiving can help social entrepreneurs, especially those who are primary caregivers, focus fully on their social impact.

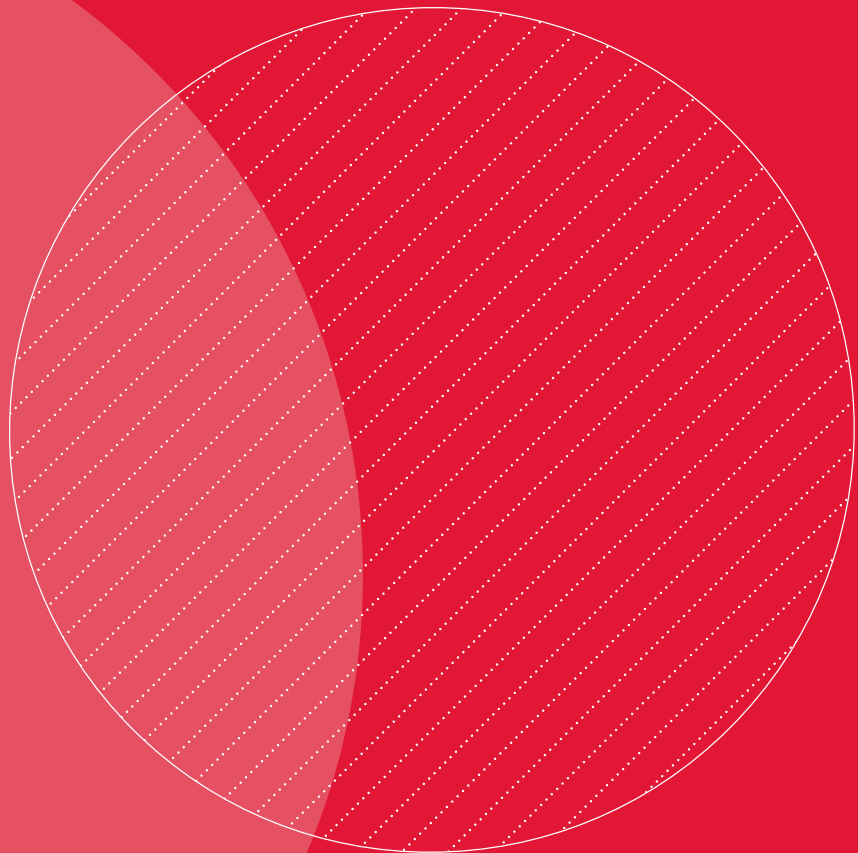
4. Conduct further research on how female social entrepreneurs are redefining social impact

Female social entrepreneurs' leadership behaviors and patterns of innovation are diverse and nuanced. Research institutions and social entrepreneurship networks can help expand the body of knowledge about women who are social entrepreneurs by further researching topics such as definitions of success, frameworks for different scaling models, and the role of gender in the lifecycle of social entrepreneurs.

5. Explore insights and toolkits to apply the findings from this report

See the full opportunities for action section at the end of the report for a sampling of resources and toolkits from initiatives across the sector of social entrepreneurship.

INTRODUCTION





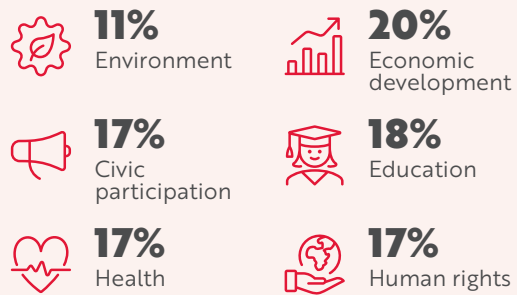
DESPITE DECADES OF PUSH FOR WOMEN’S RIGHTS

and important progress, female leaders remain underrepresented in many sectors. The structural and social challenges begin in childhood, when girls are typically less encouraged than boys to take initiative and act on opportunities. Inequality continues through adulthood, where women leaders face a lack of access to social and financial capital. Within politics, only 24% of Parliament members worldwide are women.¹⁰ In the workplace, 50% of women are part of the global labor force, yet earn on average 24% less than men.¹¹ In the United States, female-founded startups received just 2.2% of venture capital investment money in 2017.¹²

An analysis of the Ashoka Fellowship network—over 3,500 people in 92 countries who are creating systems-changing solutions to pressing social and environmental problems—paints a different picture. 38% of Ashoka Fellows are women.¹² These women are leaders of their own organizations and initiatives, which they launched based on innovative solutions they created in response to a pressing societal problem. The rate surpasses the level of representation and leadership in most fields (see figure 1). While many female social entrepreneurs in our network experience gender-specific challenges, such as a lack of networks, funding, and recognition compared to their male peers, they overcome those challenges and create significant social impact.

With more than 1,200 leading female social entrepreneurs, Ashoka is in a distinct position to analyze how these women lead and innovate. The women in our network are exceptional changemakers with system-changing

FIELD OF WORK



GENDER



POPULATION FOCUS

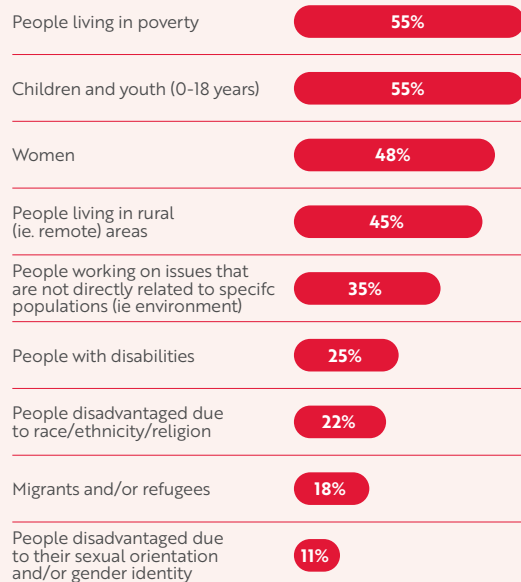


figure 1

new ideas that address critical human and environmental challenges. Their creativity and relentless pursuit of transformative solutions make their perspectives realistic, yet visionary. They recognize seemingly intractable societal challenges that were once left to specialists and large institutions to handle. They have the confidence to tackle those challenges with creativity and innovation. Their approaches go beyond service provision and aim to address the root causes of a problem. Through life-long commitment to their solutions, many Fellows affect sector- or society-wide change.



“Very rarely do people talk about women as being incredible innovators. Women are more often described as community builders. I think that when we talk about those people who are brilliant innovators—what a social entrepreneur is—it tends to be a man. And I just refuse to believe that all the brilliant, great innovators are men.”

RUTH IBEGBUNA, FOUNDER, RECLAIM

The experiences of female social entrepreneurs hold important insights to help more female social entrepreneurs to have a greater social impact, particularly in low-income communities and among young people. Over 80% of social entrepreneurs reviewed for this research work with low- to middle-income population. Global extreme poverty rates are highest among girls, and as they get older the gender gap in poverty widens further. But women also have the power and solutions to address those challenges. According to the World Bank, female entrepreneurs contribute substantially to economic growth and poverty reduction and are more likely to contribute to children’s education, health, and nutrition.¹⁵ By sharing lessons from female social entrepreneurs and how they successfully change communities, challenge norms, and create economic opportunities, we hope to empower more female social entrepreneurs to create a

deeper social impact.

In addition, we believe celebrating successful female social entrepreneurs who come from all walks of life can inspire more women and girls to drive positive change. The female social entrepreneurs reviewed in this research are at the forefront of social and environmental change. They are innovators, founders, business owners, mothers, and young women. Their work cuts across sectors—creating economic opportunities in marginalized communities, empowering young people to lead in society, and shaping the future of technology. Their experiences can guide those who are committed to enabling women and girls to be changemakers

Equipping more women and girls with the ability to develop creative solutions to pressing social problems is imperative in today’s fast changing world. The rate of change in the world and the number of people causing change have been accelerating exponentially for at least 300 years.¹⁶ With increased individual agency and technological advances lowering barriers to participation, siloes are collapsing and hierarchies are flattening.¹⁷ The capabilities to lead large-scale change—once only possible for elites, are within most people’s reach. In this environment, being able to create, embrace, and contribute to positive change, rather than becoming obsolete or being forced to adjust, is a critical skill.¹⁸

While those with more power and resources are better equipped to navigate an ever-changing world, populations that are vulnerable or marginalized today could face a ‘double disadvantage’ in the future, if they do not have the awareness or means to adapt to this changing environment.¹⁹ Therefore, equipping women and girls with the confidence, skills, and support to create positive change is a core aspect of equality. The result is a problem-solving society that is ready to quickly and effectively respond to the next challenge.

Most Frequently-Cited Barriers by Female Ashoka Fellows

Funding Opportunities for Women-Led Initiatives

Many women entrepreneurs expressed that it is more difficult for them to directly engage potential funders and acquire the same level of visibility as their male peers. *The State of Diversity and Funding in the Tech Nonprofit Sector* report from 2017 outlines that tech nonprofits founded by women are considerably underfunded. The report cites, “only 11% of tech nonprofits with a female founder and only 12% of tech nonprofits with racial or ethnic minority founders reach budgets of \$1M, while 27% of human rights tech nonprofits founded by white men reach budgets of \$1M.”²⁰

Katja Urbatsch shares her experience as an example. Her organization, Arbeiterkind.de, empowers young people with non-academic family backgrounds to start and succeed in college. Her mentoring network and information platform overcome barriers like financial concerns, social networks and low regard for the typically-free German university education. Katja states that the funding space is still very male-dominated, with a lot of funders supporting social entrepreneurs and innovators they can relate to, which ultimately deepens this gender inequality.

Lack of Discourse and Recognition of Women Innovators

Women social entrepreneurs have long been a powerful force for change. However, many feel that they are associated more frequently with social work or community organizing than innovation. There remains very little mainstream representation of women innovators. Their narratives seem to be recognized within certain fields, although women social entrepreneurs are creating solutions in almost every area of social and environmental challenges.

For example, **Ruth Ibegbuna** says that she is rarely described as an entrepreneur in public events or acknowledgements. She founded RECLAIM to tackle the UK’s low rates of social mobility and building a new strand of working-class youth leadership with the mission of “being seen, being heard and leading change.” As Ruth shares, there are numerous women doing incredible work as social entrepreneurs but there is a lack of recognition of women changemakers in fields that stretch beyond women and gender issues.

RESEARCH PROCESS

USING ASHOKA’S SOCIAL INNOVATION MAPPING methodology, and building on our 2018 Global Impact Study, Ashoka interviewed a carefully selected, diverse group of social entrepreneurs to understand the major barriers and opportunities related to women’s leadership in social innovation.

Ashoka’s social innovation mapping was honed for over a decade and uses interviews and case studies of social entrepreneurs to uncover patterns in innovative strategies for solving a social problem. Mappings explore the societal shifts that social entrepreneurs identify as necessary to unlock widespread social change, coupled with on-the-ground examples of these shifts in action. Building on research efforts contributing to the larger topic of gender equity in social entrepreneurship, especially as it relates to the current state of funding and capacity building, this mapping seeks to illuminate social entrepreneurs’ perspectives on what their most significant enablers have been towards being able to thrive and create social impact. (see figure 2)

The 2018 Ashoka Global Impact Study is Ashoka’s latest research on its Fellows, and the largest worldwide survey conducted on social entrepreneurs to date with nearly 900 participants. The survey result and follow-up qualitative study revealed gender-related barriers female social entrepreneurs face. They also showed that male and female social entrepreneurs may differ in terms of their type of

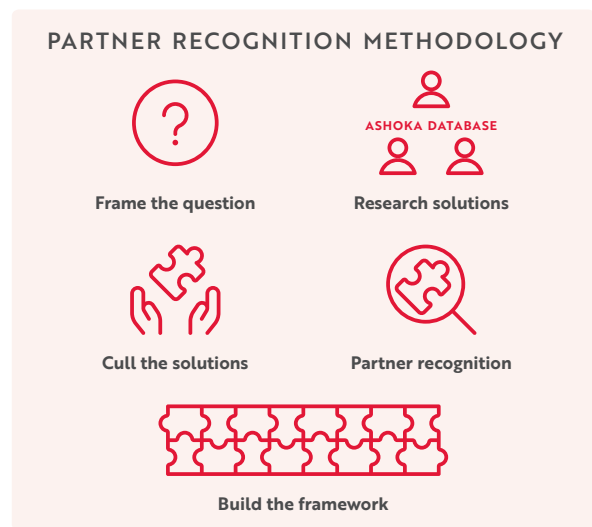


figure 2

growth, relationship with the cause, leadership style, and breadth of scale.²¹

For example, one of the key findings from the 2018 Ashoka Global Impact Study is that female social entrepreneurs are more likely to report that their innovation has been replicated by other groups or institutions within their country of residency, while male social entrepreneurs are more likely to report that their innovation has been replicated in other countries. A higher percentage of male social entrepreneurs (35%) directly reached more than 10,000 people than female social entrepreneurs did (22%).²²

In a recently published Social Innovations Journal article, Ashoka Vice President Iman Bibars asserts that this finding calls for redefining success in social entrepreneurship to value the depth as well as scale of impact: “The success of many women social entrepreneurs is made invisible when the prevailing model of success in social entrepreneurship considers impact according to a definition that favors male-dominated notions of broad impact through scaling out and franchising....a woman social entrepreneur’s choice to scale nationally rather than internationally more often reflects a choice than a challenge - a choice, for example, to prioritize deep-rooted structural solutions over physical expansion.”

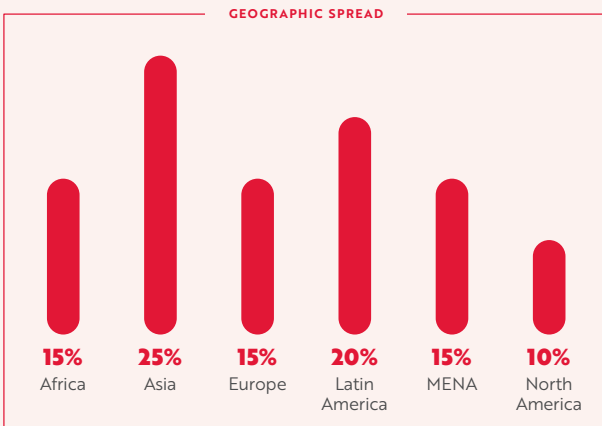
Building on these early findings, Ashoka, with the support of the Citi Foundation, has delved deeper into how female social entrepreneurs lead and innovate, and what

competitive advantage they may have as a result. We have carefully selected and interviewed Fellows from over 15 countries of impact who are leading systemic political, economic, and cultural change. The perspectives of these leading social entrepreneurs help us understand the barriers and opportunities related to women’s leadership in social innovation, and helps us recommend ways to create more opportunities for women and girls to succeed as changemakers.

The interviews aimed to understand: “what has been the most important enablers for female social entrepreneurs?” In particular:

- Analyzing common enablers for female social entrepreneurs to successfully lead and innovate
- Identifying trends and shifts within women’s leadership in social innovation
- Recognizing the gender-specific challenges female social entrepreneurs face
- Measuring impact of female social entrepreneurs’ innovations
- Expanding the network for women in social entrepreneurship
- Understanding the most transformative types of support given to female social entrepreneurs
- Highlighting lessons from others who are advancing women’s leadership

DEMOGRAPHICS OF 40 SOCIAL ENTREPRENEURS INCLUDED IN THIS REPORT



70% of women social entrepreneurs featured work with low-middle income populations

53% of women social entrepreneurs featured lead innovations that support job-creation

28% of women social entrepreneurs featured lead for-profit social enterprises

HOW WOMEN SOCIAL ENTREPRENEURS INNOVATE AND LEAD

01. PRACTICE INCLUSIVE, COLLECTIVE LEADERSHIP





Forever Sabah, Malaysia.

HASINA KHARBHIH HAS SAVED OVER 72,000 PEOPLE from human trafficking and empowered more than 30,000 women artisans.²³ She didn't do it alone.

"The campaign that I started," Hasina explains, "was about getting people to participate in the action that requires their expertise and resources. It is collective leadership because each one of them are leaders in their own organization. Each one of them are leaders in their own 'work of life.'"

What Hasina defines as the Impulse Model is a formal collaboration between different agencies of the state government, law enforcement, lawyers, and a national network of organizations working on trafficking in India. The model's different initiatives aim to track and rescue children in the sex trade, facilitate rehabilitation, provide families with livelihood alternatives, prosecute offenders, and raise awareness on the issue. Hasina works directly with the state government and government agencies to make sure that the model is fully incorporated into their operations instead of merely being linked to it. In essence, Hasina has created a platform that is focused on collective leadership and non-duplication of action, bringing together both private and public actors where each one of them contributes their specific and complementary resources, expertise, and commitment to the shared vision.

The type of leadership that Hasina describes is collective leadership - a model that moves away from traditional decision-making by a few people at the top of an organization, to instead opening up to enable many others to also shape, and deliver on a shared vision from the bottom-up. It is a shared process that considers the expertise of people at all levels to address a situation - and encourages collaboration and knowledge sharing to achieve deeper impact and stay adaptive while operating at scale.

Female social entrepreneurs in our research repeatedly cited this type of inclusive, collective leadership as a key to their success in accelerating impact. Creating open collaborations is a widely shared strategy for both male and female social entrepreneurs: 90% of Ashoka Fellows in the 2018 Ashoka Global Fellow Study are openly encouraging other institutions or groups to replicate their idea in order to achieve their impact rather than solely focusing on growing the size of their organization. Women, however, are even more likely to ensure women (55% vs. 43%) and children and youth (60% vs. 51%) are central to the focus of their work.²⁴

Three key ways leaders practice collective leadership include:

1. Ensure that communities have decision-making power
2. Create ways for people to take ownership and contribute toward a shared vision
3. Don't just serve youth, trust youth to lead



Impulse Model Press Lab Consultation, Kathmandu.

1. ENSURE THAT COMMUNITIES HAVE DECISION-MAKING POWER

In practicing collective leadership, many female social entrepreneurs go beyond a participatory approach where the community's voice is "heard." Besides ensuring community members have a voice, they take engagement a step further by transferring decision making power to the local community and enable community members to lead with their own resources and expertise.



SPOTLIGHT:

Hasina Kharbhih has expanded the Impulse Model to include a citizen-led international network

“Sustaining an initiative requires champions and changemakers. People asked me why I’m not opening offices in different states. But there are people who come from that city and know the language. They are leaders in their own right. Why not focus on getting them on the same platform? They bring their core expertise to the initiative and their participation is valued. We call that collective action; that this is our work and this is how we do it together.”

When Hasina was looking to further develop the internationally-acknowledged Impulse model—a comprehensive system that combats human trafficking in Northeastern India, she came to the realization that the organization must adapt an entirely new leadership model. Hasina noticed that it is not enough to engage government and civil society organizations, as most of them are groups who already have an existing platform to have their voices heard. She understood that in order for initiatives to be both impactful and sustainable, individuals who have not had the opportunity to lead must be at the forefront of the solutions. Hasina was insistent on creating a shared leadership system engaging people at the community level around all eight regions of Northeastern India on new, diverse ideas. She also brought together the state government, security agencies,

legal groups, media, and citizen organizations to combat the cross-border trafficking of children in the porous Northeastern states of India.

The Impulse Model continues to empower leaders in local communities to be actively involved in the organization, helping create and manage initiatives within their own regions. For the past 15 years, it has been replicated in all eight states of the Northeast and piloted for national replication in India. Through this form of collective leadership, she created a sustainable model that involves everyone working towards positive social impact.

Impact:

- Over the past 20 years, the Impulse NGO Network has **helped reintegrate into society over 72,000 survivors of human trafficking and exploitation.**
- In addition to its holistic method, Impulse NGO Network conceived and commissioned the Impulse Case Information Centre (ICIC) in 2015—an online case management system that brings all partners together on one platform, to provide intelligence and updates on solving human trafficking cases. This collaborative approach increased reliability, coordination, and efficacy in responding to human trafficking.

SPOTLIGHT:



Anindita Majumdar is making local government truly representative by mobilizing village women

“Our work is based on developing leadership—within the community we work, the elected representatives who represent them, and women voters who will be the next generation of political leaders. Creating community-level institutions that can carry the work forward is the key.”

Anindita is unlocking the potential of women in government by making local governance systems more democratic and representative. Since India's independence, the Panchayat system has served as the foundation of governance at the village level. While there's a growing consensus that more women are needed in politics, India's Panchayat system has been slow to change. Women representatives there are often reduced to proxies for their male counterparts, unaware of their own power or opportunities to effect change. According to a survey conducted by the International Centre for Research on Women and the UN Women, 70% of the Gram Panchayat (GP) members - the village level offices in India - said no gender-related discussions, such as domestic violence, were raised in GP meetings.

Anindita and her EquiDiversity Foundation create a supply of empowered women representatives in the Panchayat system as well as a demand for effective women leaders.

They focus on three key topics: building confidence and capacity of elected female representatives, training male representatives to respect and support women leaders, and creating support networks for female representatives.

EquiDiversity does not directly create changes for village women or their elected representatives. Instead, it measures its success by whether it supports the creation of self-run, community-level institutions that champion women leaders. For example, they created 'watch committees' managed entirely by local women. These committees report gender-based violence to their representatives, review entitlement budgets, and pressure or support their representatives.

Impact:

- 52% of female elected representatives working with EquiDiversity took initiative to organize Gram Sansad Sabhas (GSS's), constitutional forums for citizens to voice their issues. This is in stark contrast to the norm of GSSs rarely taking place. As a result, women voters participated and submitted plans for development, bringing gender issues in the forefront, leading to budgets, departmental structures and development projects being reframed and redrawn with a gender-focus.²⁵

2. CREATE WAYS FOR PEOPLE TO TAKE OWNERSHIP AND CONTRIBUTE TOWARD A SHARED VISION

The opinions of marginalized people are often unheard over opinions of those identified as “experts” when it comes to problem solving. Female social entrepreneurs in our research recognize that individuals directly impacted by a challenge have the most knowledge about solving problems within their own communities which in turn can lead to more powerful, systemic solutions. Therefore, the female social entrepreneurs deliberately engage communities towards creating a shared vision for what needs to change.



SPOTLIGHT:

Cynthia Ong supports sustainable development in Malaysian Borneo by bridging discussions between local communities, government agencies, and NGOs

“People come alive when they feel included in important discussions and decisions. It yields genius and passion. Agency is necessary. Anyone and any place can be the epicenter for change - the middle of a village hall, in a boardroom or on a global platform. What matters is the way we gather people and create spaces for every voice.”

Through her organization, Forever Sabah, Cynthia uses the power of collective leadership to develop solutions for more effective conservation and sustainable development in Sabah. By making sure previously unheard and marginalized voices are included in discussions, more inclusive and permanent solutions emerge. For example, Forever Sabah ensures smallholder farmers who are worried about the costs of adopting sustainable palm oil production standards are included in relevant discussions. Forever Sabah harnesses the power of facilitation and organisation, legal innovation, and innovative finance to build an ecology of partnerships - organised in a team structure - to identify solutions for living land and sea ecosystems. This process breaks down barriers between government, private business and the citizen sector, and allows people with seemingly competing priorities to recognize their connections and importance to everything within a greater web of sustainability. In a larger sense, these coalitions strengthen the community's conservation capabilities and effectively address many long-standing problems that Sabah faces due to its unique and diverse environment.

Forever Sabah is also offering leadership in helping the state to realize international sustainability and governance standards in the palm oil industry—transforming business as usual and helping an economy leap to new levels of sustainability. Sabah currently produces 10% of the global supply of palm oil, a highly productive vegetable oil now used across the world in a variety of food, cosmetic and industrial products. Palm oil is the target of substantial environmental and other scrutiny, and yet is rapidly expanding around the world with production expected to double in the next ten years. Sabah has chosen to compete in the changing global marketplace on the quality of its governance, not on its volume of production. With technical support and facilitation from Forever Sabah, the Government of Sabah has committed to a partnership with industry and civil society in an integrated effort to close the deforestation frontier and raise environmental, labor and smallholder standards through a certification program for both palm oil and forests.

Impact:

- Forever Sabah is working to roll out a sweeping sustainable palm oil initiative whereby the entire palm oil sector in Sabah would go sustainable as a jurisdiction by 2025. One hundred percent of palm oil produced, sourced or used on Sabah would be MSPO (Malaysian Sustainable Palm Oil) and RSPO (Roundtable on Sustainable Palm Oil) certified in ways that improve the quality of life for Sabahans.

THE CRITICAL ROLE OF YOUTH



"Youth live with challenges everyday and they know the solutions. They just need the enablers and support in building skills and networks."

JANET LONGMORE, DIGITAL OPPORTUNITY TRUST

Many of the female social entrepreneurs we interviewed are intentional about not just serving youth as beneficiaries, but creating deeper impact by including and supporting youth as co-leaders. They engage youth in making decisions such as on resources, strategy, and policies, ensure their voices are heard consistently, and ensure youth are engaged as active and meaningful contributors to their community.

For example, Janet Longmore founded the Digital Opportunity Trust (DOT), in part, because

of finding that typical education and skills training were under-preparing young people for today's labor market trend. DOT engages youth beyond just delivering trainings, instead placing youth at the center of its programs as partners, influencers, and co-designers of solutions they enact for needs they observe within their communities. Through this model, DOT has engaged over 6,000 youth in 24 countries, who have in turn impacted the lives of more than 1 million people in their communities.



3. DON'T JUST SERVE YOUTH, BUT TRUST YOUTH TO LEAD

Many of the female social entrepreneurs we interviewed are intentional about not just serving youth as beneficiaries, but including and supporting youth as co-leaders, resulting in deeper social impact. While this strategy is not exclusive to female social entrepreneurs, the 2018 Ashoka Global Impact Study showed that not only were women more likely to work with children and youth (by 60 % versus 51 % for male Ashoka Fellows), but that they also provided opportunities for young people to start their own initiatives as a core part of their strategy.



SPOTLIGHT:

Janet Longmore Helps Underserved Youth Recognize their Changemaking Potential

“Digital Opportunity Trust, from day one, has walked the talk about putting youth at the center—as partners, as influencers, and as co-designers in the solutions that will work for them. Youth live with these challenges everyday and they know the solutions. They just need the enablers and support in building skills and networks to create these systems.”

Janet’s organization, Digital Opportunity Trust (DOT) tackles barriers to youth employment in developed and emerging economies through digital and entrepreneurial skills training. Her peer-to-peer, tech-enabled model puts youth in the role of both trainee and trainer, empowering them to lead change within their own communities.

Janet realized early on that there is a clear gap in how the issue of youth unemployment and underemployment has been understood. Typically, initiatives that tackle these issues position themselves as service providers to youth communities, limiting young people to the role of beneficiaries. From its inception, Janet established DOT to challenge this.

DOT’s model focuses on two key things: first, DOT engages youth at the center of their work as partners and co-designers of solutions that will work for the youth. DOT

supports **youth to discover their own voices and listens carefully to what youth have to say.** Second, DOT positions youth – particularly young women – as changemakers in their own communities, and supports them to become role models, solution-builders and advocates on their own innovation journey. Though the area of focus is youth unemployment, DOT’s approach goes beyond creating livelihood. DOT is committed to helping youth grow their self-confidence, decision-making abilities, and passion for solving challenges around them. Ultimately, the key impact metric most important to Janet is a young person’s ability to realize their own changemaking potential.

Impact:

- Since 2002, over 6,000 youth engaged through DOT have impacted the lives of more than 1 million people in their communities. Of the total youth engaged, 70% launch or scale a creative solution that addresses a community problem; 65% are more involved in their communities; 67% report that their day-to-day decisions have better results; 56% are making contributions to public policy debates and discussions that concern their community. This work takes places in 24 countries in 5 continents.²⁶



World Economic Forum, 2018.



SPOTLIGHT:

Melina Masnatta is Shifting Young Women's Perspectives on Becoming Leaders in STEM

“The girls we work with commit to a social problem that they experience. This way, they connect with others, including government and private companies. They develop a holistic understanding of where they can and want to make a difference.”

Melina's work with Chicas en Tecnología (CET), is about more than tackling the evident gender gap within science and technology. Through her experience in the education space, Melina realized that we must do more than include girls in technology; we must empower them to realize that this is a field that they can help shape and utilize to change the world. Melina identified a critical gap in existing tech-education programs: the representation of women innovators who are testament to the transformative power of technology. Despite the increasing proximity young girls had to the tech space, it was still difficult to see themselves as leaders and the impact they can make.

CET's approach focuses on helping young women identify real-world problems that are relevant to their own lives, and helping them design tech-enabled solutions that can be shared. The girls are actively involved in planning, executing, and evaluating all aspects of the curriculum – giving them ownership over their own learning and growth. Through this, Melina is equipping young women and girls with employable tech skills, but more importantly, encouraging them to realize their own leadership capacities and how they play a major part in creating the future of STEM.

Impact:

- Within three years, CET has established programs in more than 100 formal and non-formal educational institutions in 14 provinces of Argentina.²⁷ In 2018, they reached more than 1,700 young women with over 100 mentors and volunteers, and more than 3 million people through its social media.²⁸

ADDITIONAL EXAMPLES

Practice Inclusive, Collective Leadership



Ruth Ibegbuna, RECLAIM

United Kingdom

Ruth founded RECLAIM to tackle the UK's low rates of social mobility. RECLAIM works at the individual level to **ignite**

at-risk youth in the UK as leaders, enabling young people to believe in themselves and step on to national stages as advocates for social justice in issues affecting working class communities. Every young person who participates in RECLAIM is from a working-class community and contributes parts of their holidays and weekends to fight for social change. As a result of their experience, 100% of participants report identifying as disruptive leaders at age 13. reclaimproject.org.uk



Greta Lucero Ríos Téllez Sill Ollin, Jóvenes en Movimiento, A.C.

Mexico

Greta created Ollín: Youth in Motion as a "think and do tank" to **create strategies to**

ensure youth have meaningful leadership opportunities in Mexican society within the public and private sectors. In the social sector, Greta works with civil society organizations to include more youth on their advisory boards. In the private sector, Ollin has been credited with creating over 10,000 new job opportunities for youth with improved working conditions. ollinac.org



Eleonora Voltolina, La repubblica degli stagisti

Italy

Eleonora is **ensuring that young people in Italy who are entering the labor market**

have meaningful, paid career development experiences instead of struggling through unpaid jobs. Through La Repubblica degli Stagisti (the Interns' Republic), Eleonora works with three key players—interns, companies, and the government—to transform the internship period from an unpaid job into paid, meaningful pathways to further education and employment. Eleonora has created alliances with over 34 companies to set exemplary standards for internships, impacting the quality of over 6,000 paid internships for youth so far, and has successfully lobbied to make unpaid post-graduation internships illegal. repubblicadeglistagisti.it



Candice Lys, FOXY

Canada

Candice's Fostering Open eXpression among Youth (FOXY) **promotes the**

leadership and mental and sexual health of young girls from indigenous communities through a program rooted in indigenous culture and knowledge. One key to FOXY's model is activating an alliance of indigenous elders, teachers, youth workers, healthcare providers, and community leaders as local "gatekeepers" for the program. Working in 62% of communities in Canada's Arctic, Candice has reached more than 20% of youth between the ages of 13 and 17 to date. arcticfoxy.com



Kritaya Sreesunpagit, Youth Innovation Year Project (YIY)

Thailand

Kritaya's Youth Innovation Year (YIY) Project **nurtures young leaders in**

Thailand to articulate new ideas for social development and connects them to the resources and skills they need to bring their ideas to life. Its Youth Innovation Fair brings together a wide variety of groups working on youth development, seeding collaboration between leaders who might not have otherwise have met, including big funding agencies and international groups like UNICEF, government-related bodies like the National Centre for Child and Youth Development, and a host of citizen sector organizations. During its first year, YIY identified 16 youth-lead ideas for further support including a project to reduce pollution in the MaeKlong River and a plan for youth-led education reform in the nation's far south. [ashoka.org/en-CA/fellow/kritaya-sreesunpagit](https://www.ashoka.org/en-CA/fellow/kritaya-sreesunpagit)



Raghda Butros, Ruwwad

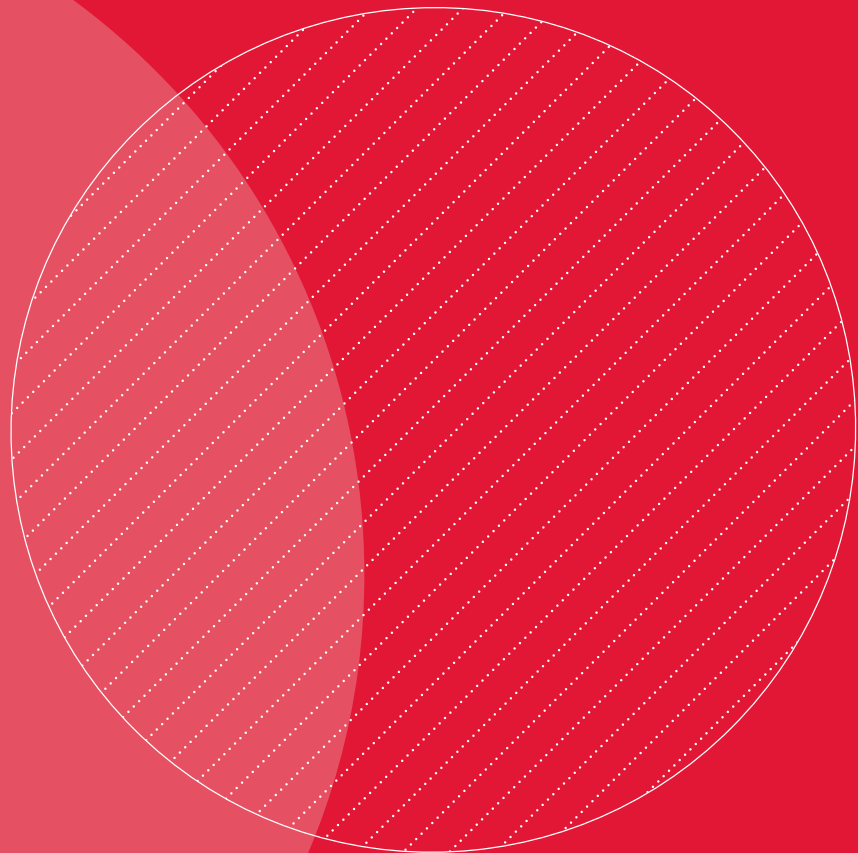
Jordan

Raghda founded Ruwwad to **enable grassroots community members to advocate for change on issues they care**

about, not as victims or beneficiaries, but as active players and decision-makers. Ruwwad aims to change how development projects in the country have traditionally been donor-driven and top-down, often with high fees paid to foreign experts. Community members launch programs that are focused on self-reliance, social entrepreneurship, and, ultimately, policy change. For example, the Mousab Khorma Youth Empowerment Fund has provided university scholarships, training and internship opportunities for over 250 young people in the communities where Ruwwad operates. [ruwwad.ngo](https://www.ruwwad.ngo)

HOW WOMEN SOCIAL ENTREPRENEURS INNOVATE AND LEAD

02. **CREATE NEW ROLES FOR GIRLS AND WOMEN TO ACCELERATE SOCIAL IMPACT**





HOW DID ONE OF THE LARGEST PUBLIC HEALTH NON-profits for African-American women and girls in the U.S. spread to over 2,900 cities in under six years? Morgan Dixon, co-founder of GirlTrek, highlights one main key to their success: building a movement that is co-owned by the people they serve.

With over 100,000 neighborhood walkers, GirlTrek encourages black women and girls to use walking as a practical first step to inspire healthy living, families, and communities.²⁹ "What's happening in, say New Orleans to make GirlTrek fly and what's happening in Chicago to make GirlTrek thrive are two different things," Morgan explains. "And we could never conceive of those from a national top-down perspective. It is both an age-old movement building practice and how we stay innovative."

Given the growing sector-wide interest in collaboration as a way to accelerate social impact,³⁰ it is not surprising that many female social entrepreneurs in our research recognized the importance of partnerships. In fact, to reach a big scale impact without having to grow their organization proportionately, a large majority of leading social entrepreneurs—90%—enable other individuals and organizations to replicate their idea in different settings. Observing this pattern, Ashoka has long used independent replication as a proxy indicator of systemic impact because it is a sign that an idea has

spread and that it has taken root.³¹

What is surprising is that many female social entrepreneurs we interviewed take collaboration a step further to empower others to create change. They build communities where they deliberately construct a new role - which may not have existed or been clearly named before - to impact more lives in their respective fields. While this strategy is not exclusive to female social entrepreneurs, the new roles they create tend to leverage gender-specific identities. GirlTrek's co-founder Morgan Dixon, for example, is creating shared identity among Black women to encourage each other to exercise and shift health norms; Solar Sister's founder Katherine Lucey is creating shared identity around women making decisions about their household to shift energy access norms; Grandmother Project founder Judi Aibel is creating shared identity for village elders to change cultural norms towards better supporting the wellbeing of women and girls in West Africa; and Tech Needs Girls founder Regina Honu is creating a shared identity around girls learning to code to shift technology gender norms. It is important to note that the work of these social entrepreneurs go beyond the typical nonprofit-beneficiary relationship. Like a web that spreads, their creativity in changing the way people see themselves as well as creating roles for many others to carry on the original vision results in a much more widespread impact.

A notable example is Morgan Dixon and GirlTrek.



SPOTLIGHT:

Morgan Dixon and GirlTrek are building a national health movement of African American women and girls in the US based on a personal commitment to systemic change.

“I think the most successful model is one that’s open-sourced and not owned so that anyone, anywhere can take it and run with it. It works as long as you have some game rules that keep the heart and soul of the movement going.”

GirlTrek is creating communities of action to address systemic racism surrounding health in the African American Community and equipping African American women with the tools, inspiration, education, and support they need to begin and sustain a commitment to health. Morgan Dixon and Vanessa Garrison, as co-founders of GirlTrek, have made it integral that everyone has access to their innovation. **GirlTrek’s materials are open-sourced. Any woman or girl can take on a role as an organizer, having access to their website, videos, and other resources.**

Morgan describes one the most successful parts of GirlTrek’s model as its openness, building a movement that is co-owned by the women and girls it seeks to serve. This approach encourages replicability while ensuring sustainability and constant innovation of GirlTrek’s solution. As Morgan describes, “if we believe that everyone is actually a changemaker then we would give them

resource to change their own lives and their communities in the ways that they see fit. And that’s what GirlTrek does. We devote resources to the women who know best how to save their own lives.”

- With over 100,000 neighborhood walkers, GirlTrek encourages black women and girls to use walking as a practical first step to inspire healthy living, families, and communities. They are the largest public health nonprofit for African-American women and girls in the United States. As of 2018, they are present in 2,949 cities, have influenced 96,648 children and occupied 108 parks.
- Beyond walking, GirlTrek’s active members support local and national policy to increase physical activity through walking, improve access to safe places to walk, protect and reclaim green spaces, and improve the walkability and built environments of 50 high-need communities across the United States.
- GirlTrek also works on the employment front, through its training for African-American women to serve as health professionals in the areas of fitness, mental health, nutrition, and environmental stewardship.

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ADDITIONAL EXAMPLES

Create New Roles for Girls and Women to Accelerate Social Impact



Regina Honu , Soronko Solutions

Ghana

Regina is **turning women and girls in Ghana from consumers to creators of technology by providing them with**

relevant role models and tools. For example, Soronko Solutions' program, Growing STEM, equips rural Ghanaian children with STEM and critical thinking skills to solve the problems they live with everyday and fight poverty. Since 2013, Soronko solutions has mobilized over 200 volunteers and mentors who are either computer scientists or engineers and served over 4,500 mentees in 8 regions in Ghana. Regina plans to expand to other areas throughout West Africa, building her curriculum and creating a new generation of girls who are not just users but developers of technology. soronkosolutions.com



Naomi Solanke, Community Health Initiative

Liberia

Naomi founded Community Health Initiative to **improve women's livelihoods**

in Liberia by creating roles for women in delivering low-cost health care solutions. Naomi is presently working with the Liberian Ministry of Education to incorporate reproductive health education in the school curriculum nationally. She already initiated an agreement with them to create a pilot in 10 schools. chiliberia.org



Amalia Fischer, ELAS – Social Investment Fund

Brazil

Amalia created ELAS – Social Investment Fund (formerly Angela Borba Fundo de

Recursos para Mulheres) **to channel funds that support women in roles as leaders of organizations and initiatives for gender equity in Brazil.** Through its mobilization of new resources and calls for proposals, more than 300 groups of women and girls have been supported and more than \$6 million have been donated directly. In addition to the provision of financial support to the groups, the organization offers training to group members and monitors their activities to maximize results. As a result, ELAS has supported more than 25,000 women and girls directly and more than 100,000 people indirectly. fundosocialelas.org



Alicia Leal, Alternativas Pacificas

Mexico

Alicia founded Mexico's first network of women's shelters for victims of violence, Alternativas Pacificas (Peaceful

Alternatives), in 1996, which has provided support to over 106,000 women and girls facing gender-based violence. Alternativas Pacificas works to document and spread its model of victim recognition, treatment, and ongoing psychological counseling. It also works to **convince local and federal authorities that women on the frontlines of treating victims of violence have a critical role in improving the government's support for the victims of violence.** Alternativas Pacificas advocates for nationwide policy change to better treat and prevent gender-based violence and works to ensure that the implementation of new strategy is monitored for effectiveness.

alternativaspacificas.org



The Clothing Bank, South Africa.



Viviana Waisman, Women's Link Worldwide

Spain

Viviana Waisman founded Women's Link Worldwide to use the power of the law to advance the human rights of women and girls, especially those facing multiple inequalities. **The women represented by Women's Link Worldwide are empowered to have a role in in telling their own stories with dignity and become movement leaders.** In 2012, for example, Women's Link Worldwide mobilized 1,208 women in Colombia to demand that public officials provide accurate, complete and reliable information about sexual and reproductive rights. In addition to creating legal precedents that benefit women and girls, Women's Link Worldwide goes beyond the courtroom to create public awareness about gender-based discrimination, violence, and human trafficking. womenslinkworldwide.org



Tracey Chambers, The Clothing Bank

South Africa

Tracey Chambers founded the Clothing Bank to **provide previously unemployed mothers and men with the resources and support needed to take on roles as self-employed business owners, and lead in spreading the entrepreneurship curricula to their own communities.** The Clothing Bank partners with South Africa's major retailers to receive free supply of all their excess (due to customer returns, store damages, end of season and bulk rejections) merchandise. This is then utilized to start small informal retail trading businesses. Tracey also founded the GROW with Educare project to provide women with the opportunity to run a fee-paying learning center. theclothingbank.org.za

03. ASSERT WOMEN'S LIFE EXPERIENCES, SUCH AS MOTHERHOOD, AS AN ASSET FOR LEADERSHIP AND ENTREPRENEURSHIP



FOR RICCARDA ZEZZA, BECOMING A MOTHER WAS HELD against her at work. After coming back from maternity leave, her company demoted her and moved her to a new department. Because of this, Riccarda explains, "I decided to propose different solutions to this everlasting challenge."

Riccarda launched Motherhood as a Master's (MAAM) digital program that allows parents to demonstrate how their professional skills grow significantly following the birth of their children. Studies of over 2,000 MAAM participants show a 16% improvement in solving complex problems, a 31% increase in time and priority management performance, and a 35% improvement in delegating and collaborating. She is on the path to proving that parents bring many other

benefits to the working world, such as improved morale, stronger brand reputation, an increased ability to attract young talent, and great team cohesion.³³ This is a perspective that all sectors could benefit from. "My goal is to change the mental association of maternity leave with a sickness or a problem, to understanding maternity leave as a time that develops valuable skills." says Riccarda.

Female social entrepreneurs frequently cited two types of life experiences that were catalysts for their launch as entrepreneurs, and critical to their success in creating impact:

1. Daily, gender-based struggles are a catalyst for innovation
2. Caregiving is a catalyst for effective leadership and entrepreneurship

1. TURN DAILY, GENDER-BASED STRUGGLES INTO A CATALYST FOR INNOVATION

The female social entrepreneurs we interviewed described how they were driven to innovate to overcome the gender-based barriers they encountered. As GirlTrek co-founder Morgan Dixon explains, "Our innovation wasn't from just one spark. It's a daily entrepreneurial spirit. It comes from a daily grind to survive and to save the lives of the people you love." GirlTrek's founders were driven to innovate in public health to prevent black women from dying faster at higher rates than any other group of people in America.

Similarly, Inna Hudaya launched Samsara to stop the unsafe reproductive health practices faced by millions annually, based on her own experience putting her life at risk from an unplanned pregnancy without access to medical care in Indonesia. And Naomi Solanke is changing school curricula in Liberia to address reproductive health after surviving gender-based violence as a child. "Women are greatly affected by most of the issues that are happening in the community," Naomi describes, "And because we know we are affected, we have to take a leadership role. To have the change that we want, there should be more women at that table making decisions."



Solar Sisters, Uganda.



SPOTLIGHT:

Katherine Lucey fights climate change by inspiring women to turn their struggles with energy access into solar energy enterprises

“I think it's really important to have women and have diversity...Because otherwise, you don't see all sides and you get very tunneled vision. Being a woman, I think this has given me a lot of insights, which is part of what unlocks the opportunities that perhaps men don't have.”

Being in the solar energy industry, Katherine Lucey has often been the only woman at the table. To Katherine, these times were opportunities to make distinct contributions from a female perspective and experience. This attitude comes from her personal experience. When Katherine was working with an organization supporting women weavers in Afghanistan, two staff members, a woman and a man, were assigned to do a site visit. The male staff member's report was mostly positive and cited that the women were happy. However, the female staff member's report cited the opposite, explaining that the women weavers were working in harsh conditions and that their places of work were below freezing. As the weavers would wash the fabric, their hands would freeze and chap, causing bleeding and pain. The woman staff member noted that they have been jeopardizing their health, safety, and overall livelihood as a weaver's hands are their fortune. This experience really stuck with Katherine and reiterated the importance of paying attention to the woman's experience.

In sub-Saharan Africa, where more than 600 million people have no access to electricity and over 700 million must rely on harmful fuels, it is women who bear the huge burden of this energy poverty and who disproportionately shoulder the harmful effects of climate change. Solar Sister focuses on African women living in off-grid, underserved, rural communities, who are not reached by traditional energy methods. **Katherine demonstrates that, because of their experience managing household energy needs, centering local women in a rapidly growing clean energy sector is essential to eradicating poverty and achieving sustainable solutions to climate change and a host of development issues.**

Women entrepreneurs also gain important skills like marketing, financial management, communications and technical product knowledge through the training and ongoing mentoring Solar Sister offers. As a result, women gain confidence and serve as role models in their communities.

Impact:

- As of 2018, Solar Sister has supported over 3,500 women entrepreneurs who have reached 1.4 million people and sold over 246,000 products via 59 regional distribution hubs.



MAAM,Italy.



MAAM,Italy.

2. CAREGIVING IS A CATALYST FOR EFFECTIVE LEADERSHIP AND ENTREPRENEURSHIP

Multiple studies on the most important skills needed for jobs of the future point to the necessity of “soft skills.”- from global studies such as the World Economic Forum’s Top 10 Skills for 2020 Report³⁴, to data mining within top companies such as 15 years of Google employees’ performance data.³⁵ Among the eight most important qualities that were cited for Google’s top employees, for example, STEM expertise was the last, while skills such as “being a good coach; communicating and listening well; possessing insights into others (including others different values and points of view); having empathy toward and being supportive of one’s colleagues; being a good critical thinker and problem solver; and being able to make connections across complex ideas” were named the top skills for success. At the same time, numerous studies also show that women take the majority of caregiving roles in society (66%)³⁶, where these “soft skills” are used on a daily basis, and yet those roles remain undervalued and largely informal.

Female social entrepreneurs, however, are flipping the script, and demonstrating through research, platforms, and storytelling, how caregiving experiences specifically strengthen soft skills that are instrumental for leadership and entrepreneurship. “Women have always been at the forefront of movement building in church basements and other spaces,” GirlTrek Co-Founder Morgan Dixon describes, “we really need to understand this notion of caretaking as radical.”



SPOTLIGHT:

Riccarda Zezza Ensures Motherhood Receives Professional Recognition by Introducing “Motherhood as a Masters” Program

“The point is that as long as we ask women to follow the existing leadership model, it will be very difficult for women to actually thrive or flourish. We need to provide a new leadership model. We need it in order for women to bring their full potential. And we need it because society and the economy need a different leadership model.”

Riccarda firmly stands for redefining work-life balance and putting forth a new norm around parental leave, challenging the existing notion that taking leave to spend time with one’s children is detrimental to the advancement of one’s career. Through her work with Maternity As A Master (MAAM), Riccarda came to conclude that it is extremely difficult for women to thrive within the existing leadership model, because it does not value the perspectives of women. She asserts that women have been tasked with the burden of excelling in a system that does not honor them, and instead must shift focus to transform the world’s existing notion of effective leadership altogether.

Through her initiative, Riccarda promotes a new leadership model that is centered around care and that recognizes the value of traits such as empathy and the willingness to nurture others. As Riccarda explains, this is rooted in the rich history of the woman as a leader, and how caregiving helps people to enhance skills that are vital in their personal and professional lives.

- Over 1,000 managers in company workshops confirmed the MAAM method is effective, based on the new concept of ‘transilience’ (transferring experience and learning from life to work, and vice versa).³⁷
- MAAM has thousands of users in Italy and pilots are taking place in over 10 countries. After self-rating their skills development, users show significant improvement, for example, time management and setting priorities show a 31% improvement, communication a 25% improvement, and decision making a 22% improvement.³⁸

ADDITIONAL EXAMPLES

Assert Women's Life Experiences, such as Motherhood, as an Asset for Leadership and Entrepreneurship



Amina Evangelista Swanepoel, Roots of Health

Philippines

Amina **founded Roots of Health after her experience observing the alarming rate of teenage pregnancy and dropout rates amongst young female college students** at the campus in Palawan where her mother was a professor. Amina realized that in order to truly improve the lives of women in the Philippines, one must actively address the cultural context in which Filipina women come to understand reproductive rights and sexuality as something negative. Roots of Health combines comprehensive reproductive and sexual education with access to free clinical care and services, as well as the establishment of strong community-based support systems. By 2017, Roots of Health has engaged over 50,000 high school students. rootsofhealth.org



Alice Emasu, Terrewode

Uganda

Alice **founded Terrewode after her experience watching her mother suffer from the discrimination and stigma associated with widowed women in northern Uganda**. To survive, they had to go from door to door begging for food. And Alice's mother often had to walk many kilometers to find work—mostly plowing other people's shambas in exchange for food for her children. Terrewode is transforming the social architecture of rural communities and supporting women's economic development by enabling women to be land owners. ashoka.org/en-CA/fellow/alice-emasu



Monira Rahman, Acid Survivors Foundation

Bangladesh

Monira **founded the Acid Survivors Foundation (ASF) after her experience meeting an acid attack survivor and witnessing the daily struggles of acid survivors in Bangladesh**. ASF operates a 24/7 hotline for reporting attacks and referrals and

has a total of forty partner organizations to ensure survivors receive comprehensive services, including medical treatment, referral to ASF's legal aid partners, and emergency financial assistance. ASF then began a nationwide acid attack prevention campaign and mobilized leading print and online media to spread the message to all over the country. The ASF Hospital offers free services benefitting around 700 acid victims annually (including survivors from previous years) and has mobilized campaigns to change laws that would better prevent acid attacks. acidsurvivors.org



Sooinn Lee, Enuma

United States

Sooinn has teamed up with global talents to develop highest-quality, early literacy and numeracy digital content for struggling learners and children who cannot access quality education in developing countries. **As a mother of two young children, Sooinn cites her deliberate approach to create work-life balance for employees who are parents (many with children with special needs) as a key to her success in attracting the right talent and partners**. Enuma's flagship product, Todo Math, employs a beautiful user experience and strong accessibility functions to help struggling learners thrive, and the app continues to be one of the most successful math apps in the Apple App Store, with over 6 million downloads worldwide.³⁹ enuma.com



Aparecida Suely Carneiro, Geledés-Inst. da Mulher Negra

Brazil

Aparecida founded Geledés-Inst. da Mulher Negra advocate of the rights of black women in Brazil through three programmatic areas: health, human rights, and communication. **Geledés' work includes asking black women in Brazil to share their experiences and knowledge to produce data that will support evidence of discrimination against black women**. Geledés' also learns from the experience of black women to conduct public education campaigns, formulate policy,

and lobby public policy makers on issues of importance to Brazil's black female population. Geledés is credited as a mainstay of the human rights movement⁴⁰ in Brazil as a result of its work spanning three decades. geledes.org.br



Dr. Laila Risgallah, Not Guilty for Family Development

Egypt

Laila founded Not Guilty for Family Development to enable everyone—

starting with children, parents, teachers and social workers—in Egypt to see and reject, and act to prevent now widespread and deeply harmful childhood sexual abuse. Not Guilty leads nationwide campaigns to abolish sexual harassment and sexual abuse through many venues: media, education, Training of Trainers (TOT), and counseling. **Laila founded Not Guilty based on her experience working with children as a doctor, becoming concerned about the unmet need to the root causes of many children's health issues she was treating.** Not Guilty is creating educational school books for kids, media productions for parents and training material for teachers, parents and grandparents with the goal of reaching 50 million people with quality materials against sexual abuse. gheirmozneb.tv



Jacira Melo, Instituto Patrícia Galvão

Brazil

Jacira founded the Instituto Patrícia Galvão to join together media and

women's rights organizations so that they could collaborate on issues of gender discrimination, violence towards women and strategies to counteract male-dominant culture within Brazil. **Jacira describes her path towards social entrepreneurship as being rooted in her experience observing her mother overcome her father's authoritarianism while caring for several orphan children, and in her experience observing her grandmother's work as a midwife for impoverished women.** The Instituto Patrícia Galvão conducts public opinion surveys at the

national level, creates publicity campaigns against domestic violence, hosts media workshops for social leaders and specialists, and hosts the first International Seminar on the Culture of Violence against Women.

agenciapatriciagalvao.org.br



Nada Dhaif, Bahrain Rehabilitation & Anti-Violence Organization (BRAVO)

Egypt

Nada founded her organization, the

Bahrain Rehabilitation & Anti-Violence Organization (BRAVO) as a response to her experience of imprisonment and torture during the Arab Spring. After her release from prison, Nada was unable to find any centers or facility that provide psychological support to victims of torture. Between 2012 and 2015, Nada's organization and her team of psychologists, psychiatrists, healers, and lawyers, as well as her network of community anti-violence ambassadors and human rights monitors, have rehabilitated 450 victims of torture and violence and their families in a culture that is averse to seeking post-traumatic support. Nada's work has made it acceptable for these members of society to re-integrate into their communities peacefully. bravo-bahrain.org



Balijepalli Sailakshmi, Ekam

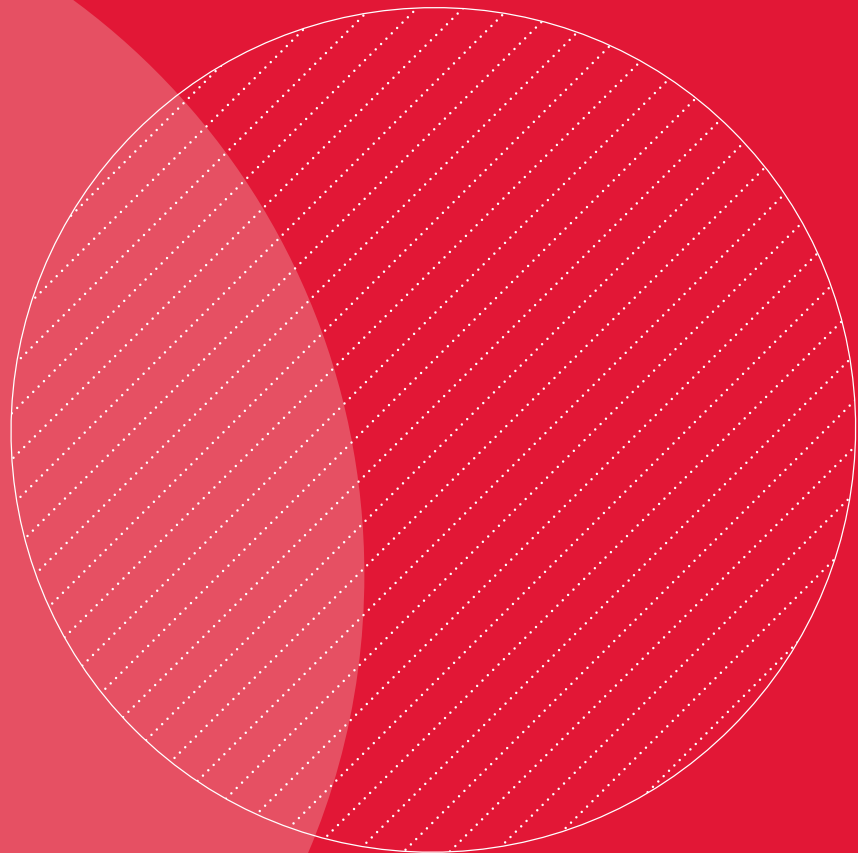
India

Balijepalli's experience as a pediatrician

led her to found Ekam. During her several years working in government hospitals, Dr.

Sai observed how healthcare providers increasingly took for granted the high child mortality rate among the poor. Dr. Sai founded Ekam to make healthcare more inclusive, accountable, and effective by linking communities, schools, universities, and public providers to public healthcare and increasing health awareness and healthy behaviors. ekamoneness.org

04 **INCLUDE MEN IN SOLUTIONS TO PROBLEMS TYPICALLY VIEWED AS ONLY AFFECTING WOMEN - SUCH AS REPRODUCTIVE HEALTH - SO THAT EVERYONE SEES THE VALUE OF SOLVING THESE PROBLEMS TOGETHER**





Bootcamp for Emerging Leaders, United Kingdom.

NO INFORMATION, NO SUPPORT, AND NO SAFETY. THESE were the barriers Inna Hudaya faced when she found herself at 22 with an unplanned pregnancy, and without access to medical treatment or reliable information. She wasn't alone.

Over 3 million women in East and Southeast Asia face the same experience of being pregnant without access to medical advice or reliable information as Inna did.⁴¹ Inna launched Samsara, Sanskrit for "reborn," in 2008, as the first in Indonesia to ensure women can access free support and information on reproductive health, without risking their health, facing violence or being targeted by discrimination.

Inna had a turning point in her strategy when the Samsara team realized that men were accessing its online resources in rates almost as high as women (55% women, 45% men site visitors). As a result, Samsara now strategically engages men as allies in the conversation around reproductive rights, as a way to ultimately reach

and empower more women. "We learned we need to involve men in the conversation because they also need to be accountable." Inna describes. "We have to work within the current structure to change the norm; if men are part of the problem they should be part of the solution as well."

In our research, female social entrepreneurs working on gender equity entrusted men as allies to create deeper social impact, and encourage everyone to respect and support the change led by women. However, they caution that the intention is not to say that everyone needs to involve men, but rather that it is important to do so in a context-specific and strategic way.

For example, Solar Sister founder Katherine Lucy emphasizes how they "have to be deliberate and intentional about creating a women-only space to discuss technology or they won't be included," while Hasina Kharbhih points out that engaging men should add to, and not undermine, women's leadership. Ultimately, the objective is a shared commitment to co-create solutions together.



SPOTLIGHT:

Inna Hudaya engage men in reproductive health strategies to reach more women and reduce unplanned pregnancies

“*[In the local context] It is difficult for a woman to ask another woman - there is a lot of stigma among women when it comes to unwanted pregnancy. But men are able to talk about it more openly. I think it's really time for us to involve men in the conversation [about reproductive health]. They should be part of the solution.*”

Inna founded Samsara to provide resources to Indonesian women who are pregnant but do not have access to reliable information or safe medical services due to social stigma and legal barriers. Samsara's primary target population is unmarried women. They provide safe spaces, support, and avenues for communication.

When the Samsara team analyzed their online platform users, they discovered that the number of male visitors is only 5-10% less than the number of female visitors.

This is in part because Indonesian women facing unwanted pregnancy are ostracized when seeking information on options. However, men do not face

the same repercussions when attempting to access these resources. Thus, Samsara began targeting men as partners in their work and including them as active members of the conversation.

- Inna's work focuses on prevention, support and advocacy for sexual health, including Hotline Counselling Service, social media campaigns, several workshops targeting different groups and with diverse topics such as sexual and reproductive health, breast self-exams, and more.⁴²
- Samsara's safe hotline has saved lives of thousands of women who would otherwise have fallen victim to unsafe reproductive healthcare when faced with an unplanned pregnancy. The hotline fields about 600 calls per month and is available in local languages to reach women in rural areas as well as big cities. In addition, Samsara has reached over 8,000 teenagers through its reproductive health education program and has 10,000 website visitors annually.⁴³



Grandmother Project - Change Through Culture, Senegal



SPOTLIGHT:

Judi Aibel creates forums to ensure village elders become champions for the wellbeing of women and girls

“The alienation of those who are viewed as being cultural authorities can lead to the further entrenchment of those same harmful traditional practices...We believe that girls cannot change norms on their own and that one of their greatest needs is to have a supportive social environment around them.”⁴⁴

Based on many years of experience working in community programs in Africa, Latin America, and Asia, Judi realized that across cultures grandmothers have tremendous authority within families on matters concerning women and children, including acting as advisors to men on these matters. She co-founded Grandmother Project – Change through Culture (GMP) in West Africa, to engage and leverage grandmothers’ influence as an asset to development programs to promote positive change in socio-cultural norms and practices that negatively impact women and children.

One key part of GMP’s approach is to organize intergenerational (IG) forums to improve communication between different generations and genders, and to facilitate the collective decision-making process. These forums bring together all types of traditional community leaders for open dialogue on issues of importance. For

many, this is the first time that different generations, and the two sexes, have come together to discuss community problems related to girls’ development, as well as other issues concerning the well-being of children.

As a result of engaging both men and women, elders and youth, GMP engages every part of the community to address issues such as girls’ education, early and forced marriage, teen pregnancy, female genital mutilation, maternal and child health and nutrition and intergenerational communication.

Impact:

- GMP trained and empowered 80 Grandmother Leaders in southern Senegal who are now providing ongoing support and advice to 230 adolescent girls.
- GMP strengthened the capacity of 15 NGO program managers from Senegal, Chad, Niger, and Mali to improve intergenerational communication and dialogue on key issues facing women and girls in their community programs.
- 75% of students in 2017 GMP intervention sites successfully passed the national primary school completion exam, compared to 53% students completing it regionally and 57% nationally.⁴⁵

ADDITIONAL EXAMPLES

Include Men in Solutions to Problems Typically Viewed as Only Affecting Women - such as reproductive health - so that Everyone Sees the Value of Solving These Problems Together



**Daniela Maudeth Valdivia
Gutiérrez, Huellas & Futuro**

Bolivia

In a country with the highest rate of femicides and sexual abuse in Latin

America, Daniela founded Huellas & Futuro to change how women and men view their roles in society. **Heullas & Futuro works with schools, the military, police and local government, to ensure boys and men play a prominent role in reducing gender-based violence by redefining masculinity and in Bolivia.** For example, Heullas & Futuro has trained over 3,000 military academy students on how to prevent and respond to violence against women in domestic environments they may encounter during their work. huellasyfuturo.com



Kendis Paris, Truckers Against Trafficking (TAT)

United States

Kendis founded Truckers Against Trafficking (TAT) to build an anti-human

trafficking movement model that could be applied across every mode of transportation in the US and beyond.

Truckers Against Trafficking creates an entirely new role for truckers (94% male⁴⁶) as advocates against human trafficking by targeting them in awareness-building campaigns about the issue; building a clear, safe pathway for them to act when they detect abuse; and using the trucking industry infrastructure as a strategic platform for the movement. Since its founding, over 680,000 persons have been trained to help prevent human trafficking and over 2,200 calls were made by truckers to the national hotline against by human trafficking. truckersagainstrafficking.org



Isabella Lenarduzzi, JUMP

Belgium

Isabella established JUMP to close the gap between women and men at work, collaborating with companies to

demonstrate how a corporate culture that values work-life balance and inclusive management practices can benefit everyone in society through improved human and economic development. **JUMP's model includes men as allies in shifting the conversation around gender equality, by implementing robust media strategies, campaigns, and corporate resources that identify men as equal stakeholders in breaking gender roles within the workplace.** JUMP also organizes an annual forum for corporations to come together and work on transforming their own corporate culture in order to advance greater equality. Since the forum's establishment, Isabella has successfully mobilized the largest corporations in Belgium and France, including Deloitte, Sodexo, IBM, and Danone as sponsors and ambassadors of JUMP. jump.eu.com



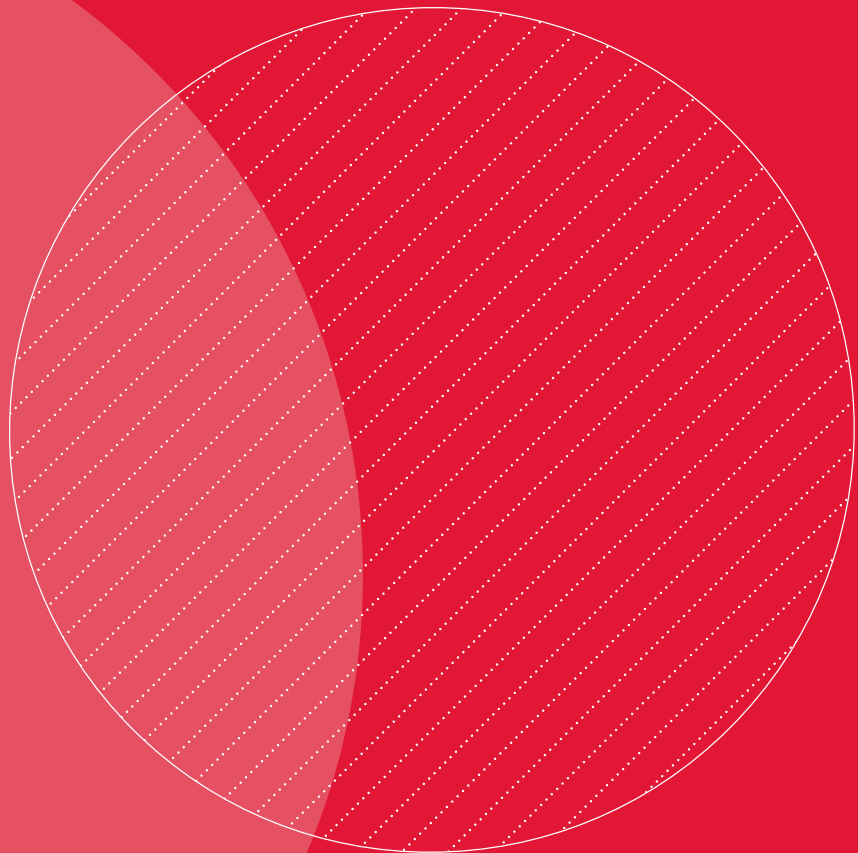
Juan Diego Calisto Aguirre, Ruwasunchis

Peru

Juan Diego is creating a citizen movement in the poorest and most marginalized

urban communities in Peru. Through Ruwasunchis, Juan Diego and his team offer age-specific workshops that focus on livelihood projects, skills learning, and community building. **Juan Diego's model includes advancing the role of men in tackling gender issues within their communities by facilitating women-led mentorship programs that help young men recognize and address their own gender biases, and in turn, normalizing women as decision makers and leaders.** Since 2014, Ruwasunchis has engaged 400 agents of change in their communities. ruwasunchis.org

OPPORTUNITIES FOR ACTION



BASED ON OUR ANALYSIS OF FEMALE SOCIAL

entrepreneurs' strategies, strides, and persistent challenges, we propose several opportunities for action for those who want to learn more about their work and leadership; better support their entrepreneurial journey; and enable more women and girls to succeed as changemakers.

1. Recognize more female social entrepreneurs and celebrate their stories to serve as role models for young girls and women



"For all the girls who are aspiring to something, it's important that they see women doing incredible things. The girls in our communities that are very poor, their highest dream is to be sales ladies in a department store. If they were seeing more women and girls doing more than being sales ladies, maybe they would have a different dream."

AMINA EVANGELISTA SWANEPOEL, FOUNDING EXECUTIVE DIRECTOR OF ROOTS OF HEALTH

Many female social entrepreneurs in this research pointed out the lack of recognition for women as entrepreneurial and innovative leaders. This is an important gap to address, as many people start and continue their changemaking journey inspired by other successful changemakers. For example, when asked which people or groups were most influential in supporting their development as a person who creates social change, 51% of Ashoka Fellows who participated in the 2018 Global Impact Study named other social entrepreneurs (second only to parents; 56%). **Media, educators, parents, donors, and other influencers can help change the conversation by celebrating more female social entrepreneurs' strength, creativity, empathy, and social impact.**

2. Support networks that elevate women's leadership and gender equity in the social entrepreneurship sector



"I literally thought I was a freak who had lots of ideas and couldn't sleep. The turning point for me was meeting other people like me [through Ashoka]. I felt like I found a tribe. And every social entrepreneur that I've met, whether man or woman, follow a similar life cycle. That has been so reassuring to me."

RUTH IBEBUNA, FOUNDER OF RECLAIM

Like Ruth, most female social entrepreneurs in our research identified supportive peer communities as a key to their personal and professional success. Many recognized the need for a community of female social entrepreneurs in particular, where they can discuss gender-specific challenges in the sector, learn from each other and share resources. The existing networks they recognized include Vital Voices, UN Women, Women Power Connect, and the Liberian Feminist Forum.

Supporting the launch and growth of supportive networks for female social entrepreneurs in a variety of fields, regions, and approaches would be welcomed, as cited by female social entrepreneurs around the world.

3. Expand support for female social entrepreneurs beyond individual organizations and programmatic support



"There is a massive gap for skills as a convener, catalyst and a partnership broker. When we all are speaking different languages and have different agendas, you have to bring those all together under a shared vision. We have to co-create something that really wasn't there before."

JANET LONGMORE, FOUNDER OF DIGITAL OPPORTUNITY TRUST

A number of female social entrepreneurs interviewed for this research pointed out that there is a gap in skills and support for organizations that build movements and catalyze collaborations. This is consistent with a Bridgespan study which found low philanthropic support for formal collaboration, including coalitions, joint programs, shared support functions, and mergers.⁴⁷

By enabling and supporting collaborations that address interconnected systemic challenges, as demonstrated in the cases of Hasina Kharbhih tackling human trafficking and Morgan Dixon tackling deep-seated racism, **donors and investors can help accelerate the impact of female—and male—social entrepreneurs.**

In addition, when making early-stage investments in particular, flexible support that consider the full spectrum of responsibilities female social entrepreneurs have can make a big difference, especially for those who are primary caregivers. It is not uncommon for female social entrepreneurs to use the personal stipend Ashoka provides to afford necessary caregiving support so that they can focus on their social mission with less guilt and financial burden. Not surprisingly, 92% of Ashoka Fellows reported that the unrestricted personal stipend Ashoka provides was key to allowing them to focus full-time on their idea.

4. Conduct further research on how female social entrepreneurs are redefining social impact



"When we talk about impact and vision, success should be thought of as going beyond the organization alone. When things really change, we shouldn't need one main organization anymore."

INNA HUDAYA, FOUNDER OF SAMBARA

In the course of our investigation, we began to see commonalities in how female social entrepreneurs lead and innovate, as presented in this report. However, our intention is not to over-simplify social entrepreneurship along gender lines. We recognize that further research is needed to fully represent the diversity and richness of female social entrepreneurs' leadership behaviors and innovation patterns.

In particular, research institutions and social entrepreneurship networks can help expand views of success, and in turn, help strengthen the support system for female social entrepreneurs, by delving into data to explore topics such as metrics and frameworks for different impact models, leadership and innovation approaches, and the role of gender in the lifecycle of social entrepreneurs.

5. Explore insights and toolkits that can help apply the findings from this mapping in your own changemaking journey



"To be effective leaders, we're always going to be under construction. Remember we've got to get around that corner again to the top of the mountain, and tomorrow we'll get to the top of the mountain and there will be another mountain to climb."

TRACEY CHAMBERS, FOUNDER OF THE CLOTHING BANK

Practicing Inclusive, Collective Leadership:

- Self-Assessment: How Well Do You Develop Youth Leaders? by Ashoka Future Forward - Initiative for Youth Leadership and Livelihoods
- Are you ready for collective impact? - Collective Impact Feasibility Framework by FSG
- Self-Assessment: Where are you on the Collective Leadership Spectrum? by Ashoka Globalizer - Accelerator for Systems Change

Making the Case for Investing in Women

- Women in the Economy II: How Implementing a Women's Economic Empowerment Agenda Can Shape the Global Economy by Citi Foundation
- Women and Social Enterprises: How Gender Integration Can Boost Entrepreneurial Solutions to Poverty by International Center for Research on Women, Acumen, Cartier Charitable Foundation
- Reproductive Health Investment Case by Reproductive Health Investors Alliance

Understanding the State of Female Social Entrepreneurship

- WEstart: Mapping Women's Social Entrepreneurship in Europe by European Women's Lobby and Chanel Foundation
- Activist to entrepreneur: the role of social enterprise in supporting women's empowerment by British Council
- How Does a Social Startup Decide to Commercialize? It May Depend on the Founder's Gender by Carmen Noel, Harvard Business School
- Women Entrepreneurs Are More Likely to Get Funding If They Emphasize Their Social Mission by Matthew Lee and Laura Huang, Harvard Business Review
- The State of Diversity and Funding in the Tech Nonprofit Sector by Fast Forward Accelerator, AT&T, Nielsen

Incorporating a Gender Lens in Investing

- Investing for Positive Impact on Women by Trillium Asset Management, Global Fund for Women, Root Capital, Croatan Institute, Thirty Percent Coalition
- Gender Lens Investing: Impact Opportunities Through Gender Equity by Cambridge Associates

Measuring Impact through a Gender Lens

- How-To-Guide on Understanding Gender Impact: Bringing a Gender Lens to Impact Measurement by Acumen
- Does Social Innovation Actually Drive Gender Equity? by David McGinty and Emma Davies, Palladium International
- Closing the Gender Gap within Companies and the Workplace
- Accelerating Gender Parity: A Toolkit by World Economic Forum
- JUMP Toolboxes for Promoting Gender Equality at Work by JUMP

We believe that a better understanding of female social entrepreneurs—and how they lead—can show us ways to create more opportunities for women and girls to succeed as changemakers - those tackling society's toughest problems for the benefit of all. And the more society celebrates powerful examples of women who are innovating and defining success their way, the more women and girls will be inspired to lead that way.

When we speak with female social entrepreneurs, they point out over and over again how crucial supportive peer networks were to their success. The same is true for Ashoka's effort to gather learnings and identify opportunities for action to further support women and girls in social entrepreneurship and beyond: it will take continuous learning, investigating with intention, and open collaboration. Let's keep learning and building further opportunities for action together.

APPENDIX

Methodology

Based on interviews and analysis of case studies on social entrepreneurs, Ashoka's Social Innovation Mappings illustrate common patterns in how social entrepreneurs are creating and scaling positive social change. Mappings uncover patterns in the strategies that social entrepreneurs use to approach a particular social problem, explore the societal shifts that social entrepreneurs identify as necessary to unlock widespread social change, and outline the practical models that other practitioners can adopt well as approaches in order to create these shifts.

Pattern-Recognition Process

Ashoka's Social Innovation Mapping begins by determining a framing question to guide its research. The question addresses a social problem social entrepreneurs are working to shift.

Next, we sift through Ashoka's database of more than 3,500 solutions from around the world to select those social entrepreneurs whose approaches are most applicable to the issue. These innovators go through a rigorous process before their election to the Fellowship, which includes a thorough examination of their ideas and performance.

Next, we pare down the pool of solutions to those that are the most relevant and innovative to the framing question and select a subset for case-studies and interviews that is diverse according to factors such as geography, sector, target-population, and gender. Finally, we cluster them and look for patterns in how the innovators define the problem they face, and what they do to solve it. These patterns can point to powerful ways to reframe a problem, as well as new ways of addressing it.

Analysis of the social innovators' models and interviews reveals emerging patterns, and the distribution of solutions becomes apparent, showing which strategies are most commonly and most powerfully used. Additionally, this analysis can reveal areas of unmet potential that are ready for a solution.

How Social Entrepreneurs Are Selected as Ashoka Fellows

In order to be elected a Fellow, each candidate undergoes an extensive interview process with Ashoka leadership and global sector experts.

Each Ashoka Fellow must meet the following five criteria:

- 1 A NEW IDEA:** Candidates must have a new idea—a new solution or approach to a social problem—that will change the pattern in a field. We evaluate the idea historically and against its contemporaries in the field, looking for innovation and real change potential. Candidates must have a truly transformational innovation, not just a tweak to how things are done currently.
- 2 CREATIVITY:** Successful social entrepreneurs are creative both as goal-setting visionaries and as problem solvers that are capable of engineering their visions into reality. Among the questions we might explore are: Does the candidate have a history of creating other new visions?
- 3 ENTREPRENEURIAL QUALITY:** Successful social entrepreneurs are driven by the vision of solving the problem they are working on. They typically will not rest until their idea is the new pattern for society. At the same time, they are willing to grapple relentlessly with many practical "how to" challenges. A successful candidate, if given the means, would dedicate themselves full time to launching and growing their idea.
- 4 SOCIAL IMPACT OF THE IDEA:** The candidate's new idea has the potential to change the field significantly and will trigger nationwide impact. The idea itself needs to be sufficiently new, practical, and useful for people working in the field to adopt it and turn it into the new norm sector wide.
- 5 ETHICAL FIBER:** Social entrepreneurs introducing major structural changes to society will have to inspire that change at a wide scale and across different stakeholder groups. If the entrepreneur is not trusted, the likelihood of success is significantly reduced. Ashoka insists that every participant in the selection process be assessed for ethical fiber

Throughout Ashoka's rigorous, five-step global process, we gather data and information about the Fellow through application forms, field visits, and semi-structured interviews. We see the process as generative - as much as we are seeking to understand the ideas and motivations of our Fellow candidates to make systemic and lasting change, we are also hoping that our questions, frameworks, and perspectives will enable the Fellow candidates to feel they are gaining new approaches and networks. 93% of the Fellows who participated in the 2018 Global Impact Study agreed that the Ashoka Fellow selection process helped strengthen their idea.

ASHOKA FELLOWS REVIEWED

Ashoka Fellow	Organization	Country	Page Number
Regina Agyare Honu	Soronko Solutions	Ghana	27
Judi Aubel	Grandmother Project-Change Through Culture	Senegal	39
Raphaelle Ayach	Safarni	Egypt	n/a
Raghda Butros	Ruwaad	Jordan	23
Aparecida Suely Carneiro	Geledés-Inst. da Mulher Negra	Brazil	34
Juan Diego Calisto	Ruwasunchis	Peru	40
Tracey Chambers	The Clothing Bank	South Africa	28, 44
Nada Dhaif	Bahrain Rehabilitation & Anti-Violence Organization (BRAVO)	Egypt	35
Morgan Dixon	GirlTrek	United States	6, 25
Alice Emasu	Terrowode	Uganda	34
Amalia Fischer	Fundo ELAS	Brazil	27
Daniela Maudeth Valdivia Gutiérrez	Huellas & Futuro	Latin America	40
Inna Hudaya	Samsara	Indonesia	7, 38, 43
Ruth Ibegbuna	Reclaim	United Kingdom	11, 12, 22, 42
Hasina Kharbhih	Impulse Social Enterprises	India	6, 15, 16
Alicia Leal	Alternativas Pacíficas, A.C.	Mexico	27
Sooinn Lee	Enuma	United States, South Korea, Tanzania	34
Isabella Lenarduzzi	JUMP "Empowering Women, Advancing the Economy"	Belgium	40
Janet Longmore	Digital Opportunity Trust	Canada	19, 20, 43
Katherine Lucey	Solar Sisters	Uganda	31
Candice Lys	FOXY	Canada	22
Anindita Majumdar	Equidiversity	India	17
Melina Masnatta	Chicas en Tecnologías	Argentina	21
Jacira Melo	Instituto Patrícia Galvão	Brazil	35
Kendis Paris	Truckers Against Trafficking	United States	40
Monira Rahman	Acid Survivors Foundation	Bangladesh	34
Laila Wahba Risgallah	Not Guilty for Family Development	Egypt	35
Balijepalli Sailakshmi	Ekam	India	35
Shreen Saroor	Women's Action Network (WAN), Mannar Women's Development Federation (MWDF)	Sri Lanka	n/a
Greta Lucero Rios Tellez Sill	Ollin, Jóvenes en Movimiento, A.C.	Mexico	22
Kritaya Sreesunpagit	Youth Innovation Year Project (YIY)	Thailand	23
Naomi Solanke	Community Health Initiative	Liberia	27
Reda Shoukry	n/a	Egypt	n/a
Cynthia Ong Gaik Sun	Forever Sabah	Malaysia	18
Amina Evangelista Swanepoel	Roots of Health	Philippines	34,42
Sarah Toumi	Acacias for All	Tunisia	n/a
Katja Urbatsch	Arbeiterkind.de	Germany	12
Eleonora Voltolina	La repubblica degli stagisti	Italy	22
Vivian Waisman	Women's Link Worldwide	Spain	28
Riccarda Zezza	MAAM - Maternity As A Master	Italy	5, 7, 33

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If you have feedback or questions about this report, or
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