

# ASHOKA SUPPORT NETWORK



Building a World Where  
Everyone Is a Changemaker





• **Imagine** what the world would look like if leaders from all sectors used their skills, resources, and networks to effect significant, positive social change.

# Ashoka Support Network

Accelerating Social Change

**In short:**  
We see a world where everyone is a changemaker.



We live in a truly historical moment. Our world—long characterized by efficiency in repetition—is now defined by accelerating change and advancing technologies that are empowering individuals everywhere. To navigate and lead in this new, dynamic environment, everyone must master the skills of leadership, teamwork, empathy, and creativity. In short, everyone must become a changemaker.

Thirty-five years ago, Ashoka introduced the notion that **there is nothing more powerful than a bold, new idea in the hands of a great entrepreneur.** We started building a fellowship of leading social entrepreneurs—Ashoka Fellows—who catalyze social change through such an idea and build a movement around it. From that, the field of social entrepreneurship grew, and the Ashoka Fellowship now comprises more than 3,000 innovators across 85 countries.



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**Meet ASN members and Ashoka Fellows, hear some of our favorite stories, and learn how to get involved with ASN and make your own meaningful mark on the world.**



## The Critical Role of the Ashoka Support Network

To scale the impact of our Fellowship, Ashoka created the Ashoka Support Network (ASN), a global network of successful leaders who understand this historical moment and who recognize the world's need for more changemakers.

ASN members devote their experience, resources, and personal networks to collaborations with Ashoka Fellows. Beyond giving annual financial contributions to Ashoka, **ASN members provide Fellows with key advice, networks, and capital—enabling them to broadly scale their system-changing ideas.**

However, the benefits do not flow only one way; ASN members consistently realize social, financial, and personal returns through their engagements with Ashoka Fellows. ASN members fully apply their creativity, energy, and connections to realize shared value between the social and business sectors.

As a network, ASN grants its members exclusive access to connect and engage with Ashoka Fellows, both locally and worldwide. ASN serves as a platform for learning and offers business professionals and entrepreneurs an array of opportunities to engage and act as changemakers.

As this handbook illustrates, Ashoka Fellows and ASN members are co-creating solutions to the world's most pressing social challenges. Together they are helping society see differently, so we organize ourselves to do differently.

We hope these stories inspire you, as they have inspired all of us to create a world where Everyone is a Changemaker.

# Taking a Unique Approach

Three Reasons Why Individuals  
Join the Ashoka Support Network

● .....  
**Scaling system-changing ideas**  
from Ashoka Fellows, the world's  
leading social entrepreneurs

●● .....  
**Creating innovative collaborations**  
that tear down the walls between  
business and citizen sectors

●●● .....  
**Building a network of networks**  
across Ashoka's expansive range of  
programs and partners

# Scaling System- Changing Ideas ●

91%



of ASN members work with Ashoka Fellows to accelerate the impact of their social ventures.

**Bill Drayton**  
Founder and CEO of Ashoka

“Social entrepreneurs are not content just to give a fish or to teach how to fish. They will not rest until they have revolutionized the fishing industry.”

## 3,000+ Groundbreaking Solutions

A snapshot of how Ashoka  
Fellows are changing the world



### Preventing Deaths Caused by Active Land Mines:

Rather than deploying inefficient metal detectors, an Ashoka Fellow is training giant pouched rats to detect mines and save lives in Africa.



### Creating New Education Financing Models:

Recognizing the need for an efficient system to finance higher education, an Ashoka Fellow is introducing human capital contracts to draw private capital toward the higher education sector.



### Reshaping Perceptions of People with Physical Disabilities:

An Ashoka Fellow is using photography and sensory experiences to transform expectations about what people with disabilities can achieve personally and professionally.



# Snapshot of an Ashoka Fellow

## **Kailash Satyarthi:** 2014 Nobel Peace Prize Winner

Kailash Satyarthi was elected to the Ashoka Fellowship in 1993 and won the Nobel Peace Prize in 2014. He is a renowned leader in the global movement against child labor.

Satyarthi is the founder of the grassroots movement Bachpan Bachao Andolan (Save the Childhood Movement), as well as Rugmark, a rug trademarking organization that guarantees fair practices and no child labor. Satyarthi uses consumer behavior to influence corporate behavior, and in his work he has initiated and perpetuated ethical business practices.

In the past decade, his innovative strategy of social labeling and activism has led to a 70% decrease in child labor in South Asia and has helped release 1 million bonded laborers. He successfully spearheaded a countrywide movement in India to make education a constitutional provision, and he paved the way for the right of children to free and compulsory education in 2009.

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**Kailash Satyarthi's movements have rescued over 80,000 children from the scourge of bondage, trafficking, and exploitative labor in the past three decades. In 2014, Kailash won the Nobel Peace Prize in recognition of his work.**

**Ashoka Fellows undergo a rigorous screening process and are elected based on five core criteria:**

1. A New Idea
2. Creativity
3. Entrepreneurial Quality
4. Social Impact of the Idea
5. Ethical Fiber



# Creating Innovative Collaborations ●●

73% 

of ASN members rate their interactions with Ashoka Fellows as very valuable.

**Olivier Kayser**  
Founder of Ashoka Support Network and Hystra

“If you only have a few hours to provide to philanthropic endeavors, this is going to be the highest return you will ever get on those few hours.”

## The Relationship Between ASN Members and Ashoka Fellows

ASN members contribute to the network in a number of ways:



**1 in 2 ASN members** advises on a business plan to help scale a Fellow's initiative globally and build capacity.

**1 in 3 ASN members** contributes directly to a Fellow's social venture.



**1 in 4 ASN members** serves on the advisory board of a Fellow's organization.



# The ASN Effect

## Investing in the Power of Education Partnering for Change

Elected an Ashoka Fellow in 2006, Felipe Vergara is creating a more efficient market for investing in the future of talented individuals in the Americas through his startup, Lumni. The B Corp company designs and manages social investment funds that invest in the education of diversified pools of students. In exchange, each student commits to pay a fixed percentage of income for 120 months after graduation. Under this design, students face a decreased risk of burdensome debt payments.

Alberto Beeck is the chairman of the board of Lumni, Inc. When Alberto first met Felipe through ASN, he thought, “Is he for real? Because that’s not the type of individual that you find very often.”

Alberto contributed initial seed investments in Lumni. With the support of Alberto and other ASN members, Lumni grew from less than \$10 million invested in 2010 to more than \$50 million in 2013.

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The two have worked to organize Lumni’s corporate governance, develop corporate strategies, implement organizational controls, and plan finances so that Felipe can access the significant funds he’ll need to take his company to the highest level.



▶ **Felipe Vergara:**  
**Ashoka Fellow**  
Founder of Lumni, an  
Education Startup



▶ **Alberto Beeck:**  
**ASN Member**  
Experienced Businessman,  
Founder and Chairman  
of Georgetown’s Beeck  
Center for Social Impact and  
Innovation



## Building a Network of Networks ●●●

**\$4.2M+** 

generated for Ashoka Fellow projects by the Ashoka Support Network in 2014

**Maite Arango, ASN Member**  
Vice President of Management Board, VIPS Group

“When you become an ASN member, not only does the money you invest have a huge impact, but you become a part of the Ashoka network and an important piece of the puzzle. Just as much as you give, you get back.”

## — The Power of Networks — Leveraging the Multiplier Effect

**350** 

ASN members



**25**  
countries

**1** global  
network



ASN Global Reach



# Building a Network of Networks

## ASN and Social Finance Creating Effective Mechanisms to Allocate Capital for Social Impact

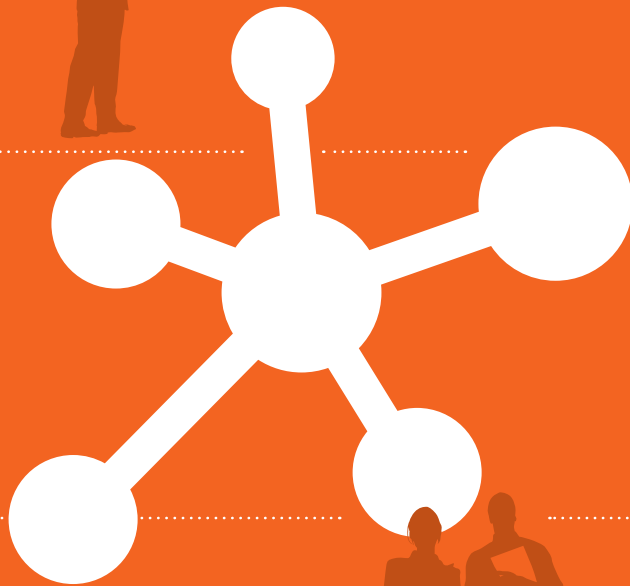
The majority of socially impactful projects do not operate pure for-profit business models. Rather, many of the world's leading social entrepreneurs are evolving hybrid business models that combine business and charitable activities. But the emerging social investment sector is not sufficiently supporting this new breed of organization. The challenge is not a lack of capital to fund social businesses, but rather a failure of the system to help them secure the right blend of capital (i.e., grants and commercial investment) to meet their needs. ASN members have been critical in helping Ashoka build a network of networks to fill this gap.

By engaging an ecosystem of ASN members, financial and pro bono partners (including Rothschild Group, Latham & Watkins LLP, and others), ASN members have helped create a platform in Europe for leveraging investment opportunities in Fellows' organizations. To launch this initiative, three Ashoka Fellows took part in a six-month acceleration process to develop their investment plans. It included personalized mentoring by ASN members, a dedicated team of financial advisors from Rothschild, legal support from Latham & Watkins, and collective workshops for sharing best practices and strategic thinking with other Fellows.

*This model is now being replicated across five countries, and it is growing every year. The network of networks has been critical in finding innovative solutions for our world-leading community of social entrepreneurs, and it is an important aspect in scaling their impact.*



# ASN—Firmly Positioned for Growth and Further Impact



The majority



of ASN members engages both with  
Fellows and with each other.

87%



of current ASN members intend to renew  
their commitment to the network.

Every ASN member



successfully recruits at least one other  
person to join the network, on average.



## Strengthening the Virtuous Network ...

### Join.

ASN is an elite membership of over **350** innovative leaders.

### Refer.

Almost **50%** of current ASN members were recruited by another ASN member.

### Give.

Each ASN member contributes a minimum of **\$10,000 annually**. Dues help Ashoka build financial sustainability.

### Develop.

ASN members have opportunities to work with and engage other ASN members, as a **peer-to-peer** network.

### Advise.

ASN members offer valuable perspective on Fellows' projects, each contributing **48 hours** per year on average.



# Join the Ashoka Support Network

[infoasn@ashoka.org](mailto:infoasn@ashoka.org)  
[ashokasupportnetwork.org](http://ashokasupportnetwork.org)

