



ASHOKA CANADA

ORGANIZATIONAL REPORT 2011



ASHOKA

Everyone A Changemaker™

Extraordinary Individuals

The most significant historical event of our time is the emergence of social entrepreneurs as the dominant force for social change around the world and the newly competitive citizen sector they are creating.

These extraordinary individuals solve urgent social problems on a global scale from every area of need. They inspire others to adopt and spread their innovations—demonstrating to all citizens that they, too, have the potential to be powerful changemakers.

Everyone a Changemaker

Ashoka understands that social change emerges from within communities and that each individual within those communities has the potential to become a changemaker. Ashoka Fellows are role models for society, who inspire the citizen sector. Ashoka invests in social entrepreneurs not only because they transform their fields and improve communities, but because they provide pathways to civic engagement for others. Such engagement creates the conditions where everyone can take action to address urgent social problems. Ashoka challenges everyone to go beyond their individual success, give themselves permission to think bigger, mobilize others to tackle social problems and become part of Ashoka's growing network of changemaker citizens.

**ASHOKA HAS
FELLOWS IN
72 COUNTRIES.
ASHOKA'S GLOBAL
OFFICES INCLUDE:**

Argentina, Bangladesh,
Belgium, Brazil, Burkina
Faso, Canada, China,
Colombia, Czech
Republic, Egypt, France,
Germany, Hungary, India,
Indonesia, Ireland, Israel,
Italy, Japan, Kenya,
Latvia, Lithuania, Mali,
Mexico, Nepal, Nigeria,
Norway, Pakistan, Peru,
Philippines, Poland,
Slovakia, Spain, Sweden,
Switzerland, Thailand,
Turkey, Senegal, South
Africa, Sri Lanka,
Uganda, United Kingdom
Uruguay, USA, Venezuela

Ashoka is a Citizen Sector Organization

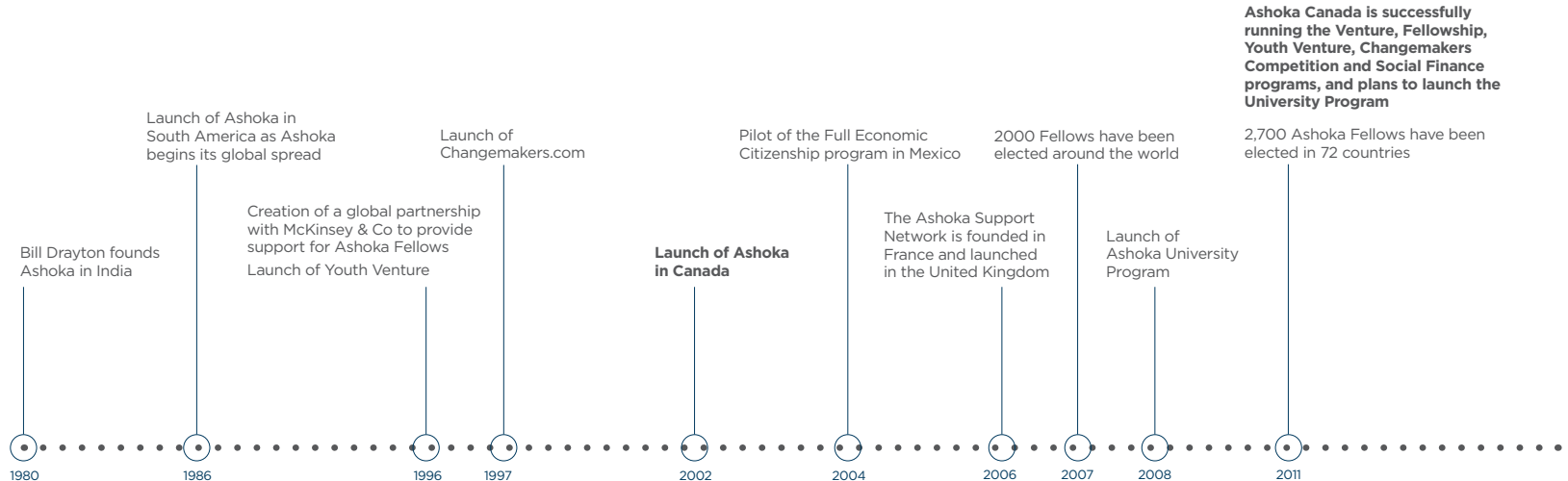
When people and organizations work to cause positive social change they instantly become citizens in the fullest sense of the word. A sector – the citizen sector – is emerging as a newly organized area of public life.

As people take action, start new organizations, provide services to the public, influence public policy and have real results, their collective efforts suggest that an important trend is underway. These changes are not taking place in one country or continent, but globally, in virtually all places, all at once. The citizen sector deserves attention as it finds innovative solutions that are changing the systems that govern how people live, environmental sustainability, and youth engagement. An active citizen sector is the framework for realizing a world where everyone is a changemaker.

Our Vision, In our 30th Year

Ashoka envisions a world where Everyone is a Changemaker™: a world that responds quickly and effectively to social challenges, and where each individual has the freedom, confidence and societal support to address any social problem and drive change.

Ashoka was founded in 1980 and launched in Canada in 2002. We now have 2,700 Fellows in 72 countries and 37 in Canada. Our 30 global programs engage changemakers in the global citizen sector.





**NOMINATE A
LEADING SOCIAL
ENTREPRENEUR
WHO FITS ASHOKA'S
CRITERIA:**

- Systems-changing new idea
- Social Impact
- Entrepreneurial quality
- Creativity
- Ethical Fibre

What is a Social Entrepreneur?

In David Bornstein's words, "Social entrepreneurs are path breakers with a powerful new idea, who combine visionary and real-world problem solving creativity, have a strong moral fibre, and who are 'totally possessed' by their vision of change." Ashoka supports leading social entrepreneurs. We call them Ashoka Fellows.

Rather than leaving societal needs to the government or business sectors, social entrepreneurs find what is not working and solve problems by changing systems, spreading the solutions, and persuading entire societies to take new leaps. Every leading social entrepreneur is a mass recruiter of local changemakers. They are role models proving that citizens who channel their passion into action can do almost anything.

“Our job is not to give people fish, it’s not to teach them how to fish, it’s to build new and better fishing industries.”

Bill Drayton, C.E.O and Founder of Ashoka

HOW DO FELLOWS CHANGE SYSTEMS?

- They develop ideas at the right moment in history
- Lead sustainable organizations to advance their ideas
- Develop strong multi-sectoral networks for scale and replication

Eighty-three per cent of Fellows have changed a system at a national level in at least one way within 10 years of election.

Impacting Society through System Change

Our impact comes in the form of systemic change driven by Ashoka Fellows, their work and Ashoka's global programs. We measure systems change that affects – or has the potential to affect – large numbers of people, in five areas:

Market Dynamics and Value Chains

Increasing access to goods and services, creating new processes and markets and providing ways for low-income people create new revenue alternatives.

Public Policy and Industry Norms

Changing the rules that govern our societies through organized citizen action, changes to existing procedures and to national policies.

Business Social Congruence

Transforming the definition of the citizen sector with new models of revenue generation, joint business-social ventures, and shared cross-sectoral visions of social impact.

Full Citizenship and Empathic Ethics

Fully integrating marginalized populations into decision making by connecting critical parts of society and increasing empathy toward all people.

Culture of Changemaking and Social Entrepreneurship

Increasing the number of people who are social problem-solvers by partnering with institutions, creating programs promoting social entrepreneurship and developing the skills of teamwork, empathy, leadership and changemaking.

Six Fields of Work

Civic Engagement:

Organizing and amplifying the voices of citizens, empowering a culture of participation.

Taylor Gunn || *Student Vote*

Augmenting and ingraining civic participation very early into the lives of youth to learn about democracy as a step to becoming participating citizens.



Health:

Improve the quality of human health worldwide by strengthening health care delivery systems, increasing access to essential medicines and nutrition and establishing public-private partnerships that foster health equity.

Claudine Labelle || *FitSpirit*

Creating a network of professional athletes, career women, health specialists and amateur sports organizations to inspire, inform and motivate girls to adopt healthy, active lifestyles.



Economic Development:

Strengthening bargaining power and developing markets that are more responsive to the poor to create economic independence for individuals around the globe.

Lucie Chagnon || *Commodus*

Harmonizing employee-employer relationships through the first online open market for the provision of life-work balance services.



Human Rights:

Securing the full range of civil, political, religious and social rights for all people.

Cindy Blackstock || *First Nations Child and Family Caring Society*

Changing the discriminatory policies and actions toward First Nations children in Canada through reconciliation, truth-telling, acknowledging inequities, restoration and longterm dialogue.



Environment:

Creating broad solutions that protect the environment and closely linked social problems.

Brent Kopperson || *Windfall Ecology Centre*

Transforming Canada's energy generation and distribution to more decentralized, green and locally owned systems.



Learning/Education:

Developing new methods for learning and education, engaging youth in the learning process, encouraging leadership, problem solving, decision making, responsibility, teamwork and creativity.

Sandrine Faust || *Allô Prof*

Changing the face of education through platforms that enable peer-to-peer tutoring among students, active teachers and parents.



Canadian Fellows

| Name | Organization | Field of Work |
|---------------------------|---|----------------------|
| Jean-François Archambault | La Tablée des Chefs | Health |
| Manon Barbeau | Wapikoni Mobile | Civic Engagement |
| Cindy Blackstock | First Nations Child and Family Caring Society | Human Rights |
| Geoff Cape | Evergreen Brick Works | Environment |
| Lucie Chagnon | Commodus | Economic Development |
| Jessica Clogg | West Coast Environmental Law | Environment |
| Usha Tamba Dhar | Excellence in Literacy Foundation | Learning / Education |
| Ilona Dougherty | Apathy is Boring | Civic Engagement |
| Nadia Duguay | Exeko | Learning / Education |
| Al Etmanski | Planned Lifetime Advocacy Network (PLAN) | Human Rights |
| Sandrine Faust | Allô Prof | Learning / Education |
| Tatiana Fraser | Girls Action Foundation | Learning / Education |

Canadian Fellows

| Name | Organization | Field of Work |
|---------------------|-------------------------------|----------------------|
| Mary Gordon | Roots of Empathy | Learning / Education |
| Taylor Gunn | Student Vote | Civic Engagement |
| Marc Kielburger | Free the Children | Civic Engagement |
| Brent Kopperson | Windfall Ecology Centre | Environment |
| Johann Olav Koss | Right to Play | Learning / Education |
| Gilles Julien | Fondation du Dr. Julien | Health |
| Claudine Labelle | FitSpirit | Health |
| Gabriel Bran Lopez | Youth Fusion | Learning / Education |
| Octavio Duque Lopez | Accueil-Parrainage Outaouais | Economic Development |
| Eva Marszewski | Peacebuilders International | Human Rights |
| John Mighton | JUMP Math | Learning / Education |
| Donna Morton | Centre for Integral Economics | Economic Development |



ASHOKA ACADEMY MEMBERS:

The Global Academy for Social Entrepreneurship consists of global leaders who provide conceptual and representational guidance for Ashoka and for the field of social entrepreneurship.

*Muhammad Yunus,
Founder of the Grameen
Bank and 2006 Nobel
Peace Prize recipient.*



SENIOR FELLOWS:

Ashoka engages leading social entrepreneurs who have developed and refined a creative new idea for solving a deep social problem which made a “scratch on history” at national or continental level.

Geoff Cape. Founder of Evergreen Brick Works

Canadian Fellows

| Name | Organization | Field of Work |
|------------------|---|----------------------|
| Peter Nares | SEDI | Economic Development |
| Daphne Nederhost | Sawa World | Human Rights |
| Arnold Noyek | CISEPO | Health |
| Anil Patel | Framework | Civic Engagement |
| Aaron Pereira | Citizen Bank Initiative | Economic Development |
| Sidney Ribaux | Équiterre | Environment |
| John Richardson | Pivot Legal Society | Human Rights |
| Nicole Rycroft | Canopy | Environment |
| Larry Silberman | Les Gros Becs | Civic Engagement |
| Jayne Stoyles | Canadian Centre for International Justice | Human Rights |
| Tonya Surman | Centre for Social Innovation (CSI) | Civic Engagement |
| Michel Venne | Institut du Nouveau Monde | Civic Engagement |
| Stanley Zlotkin | Sprinkles Global Health Initiative | Health |

“My membership in ASN is very rewarding for me. I’m enriched by my association with these remarkable Fellows and I’m enjoying offering more than simply my financial support.”

- Peter Mortiffee, ASN Member



STRATEGIC SUPPORT FOR ASHOKA FELLOWS

Ashoka's strategic partners, McKinsey & Company, Hill & Knowlton, Egon Zehnder International and Blakes LLP gave Ashoka and its Fellows more than \$200,000 in pro-bono support in 2010-2011.

Our Programs & Results

Ashoka's programs work on three levels. First, we support individual social entrepreneurs financially and professionally throughout their life cycle. Second, we bring communities of social entrepreneurs together to help leverage their impact, scale their ideal and disseminate their best practices. Finally, we help build the infrastructure to facilitate the spread of social innovations globally and support the growth of the citizen sector, engaging all people in social change.

Venture

Ashoka identifies and elects leading social entrepreneurs as Ashoka Fellows. Our rigorous selection process ensures that elected Fellows realize systemic solutions to the social problems they are addressing. We connect Ashoka Fellows to strategic support, a global community of peers and mentors, collaboration opportunities and global recognition. Ashoka may provide financial support to Fellows, however, we do not guarantee this support.

To date, we have elected 37 Fellows in Canada.

Ashoka is expanding and strengthening the diversity of the Canadian Fellowship by seeking out and selecting leading social entrepreneurs who come from and/or are working to solve social problems affecting First Nations, Inuit, Métis, immigrant, refugee and newcomer communities.

Fellowship

Ashoka's Fellowship is an international community of more than 2,700 social entrepreneurs. Ashoka elects Fellows at various stages of their lifecycle as social entrepreneurs, whether they are just beginning to see the social impact of their new idea or have already made a “scratch” on history. The global Fellowship is a lifelong network offering support, knowledge and peers to help Fellows scale their ideas.

In 2010, Ashoka connected Canadian Fellows to global events like the Clinton Global Initiative and the Skoll World Forum, positioning them in hubs of global changemaking and leadership.

Changemakers®

Changemakers is a global community of action where everyone can collaborate on solutions to social problems. The online platform allows for the exchange of information and ideas to make change happen. Changemakers competitions invite people to talk about issues, share projects, mentor, advise and encourage others. Entrants get global exposure and access to potential funding.

Ashoka Canada is launching a competition to map and scale inspired approaches to First Nations, Inuit and Métis learning. This Canada-focused competition is looking for innovative and systems-changing projects in the field of Aboriginal education. To see all of our active and past competitions, go to <http://changemakers.com>.



WELCOMING NEW FELLOWS

Ashoka Canada's 2010 Fellow Induction, Ashoka introduced new Fellows to nearly 300 social entrepreneurs, business leaders and enthusiasts at the MaRS Centre in Toronto.



ASHOKA CANADA – A GLOBAL LEADER

At the 2010 and 2011 Globalizer panels in Vienna and Stockholm, Canada had the largest contingents of Fellows. Participating Canadian Fellows were Al Etmanski, Mary Gordon, Johann Koss, John Mighton, and Arnold Noyek.

Globalizer

Ashoka's Globalizer program links Fellows whose work is ready for global scale to the financial, strategic and intellectual support they require to go global. In 2010 and 2011, five Canadian Fellows participated in the Globalizer program in Vienna and Stockholm, where they interacted with visionaries, leading business and social entrepreneurs to strengthen their plans to achieve global scale.

University Program

Ashoka Canada aims to enable changemakers across university and college campuses. Changemaker Campuses will be leaders in teaching, researching and practicing changemaking. Through select partnerships, students and faculty will discover their potential as changemakers, foster a social entrepreneurial spirit on campus with activities and action, augment curriculum with social entrepreneurship (courses, workshops and seminars) and connect into global resources and knowledge sharing. To learn more, visit <http://canada.ashoka.org/programs>

Ashoka Support Network (ASN)

The Ashoka Support Network is a global community of more than 250 successful business people who share our belief that entrepreneurs are the primary engine for innovation in economic and social development. ASN members engage with Ashoka and Ashoka Fellows, committing time and resources to support the work of social entrepreneurs. They work directly with Fellows in Canada and abroad, sharing knowledge and experience.

To read about our ASN members in Canada and around the world, visit <http://canada.ashoka.org/asn>.

Social Finance Program

Our Social Finance program improves access to financing and sustainable capital for the citizen sector to support social ventures to succeed. Ashoka sees investors looking for creative and strategic ways to invest in social change. We share Ashoka's global research, support Fellows in the design of strategies to secure non-traditional investment, and organize learning sessions for multi-sectoral leadership development to influence Canada's social finance movement.

In January 2011, Ashoka, SiG, PLAN Institute and Causeway hosted a Social Innovation and Social Finance Tour, gathering business, public sector and academic leaders, as well as Ashoka Fellows to create dialogue and action around social finance in Canada.

Youth Venture

Ashoka envisions a global culture of young people initiating positive, lasting change in the environments around them. Youth Venture inspires and invests in teams of young people who design and launch their own lasting social ventures, enabling them to have transformative experiences of leading positive social change.

Youth Venture has supported more than 4,000 young venturers in 18 countries. In Canada, Youth Venture has launched 30 ventures in Montreal and Vancouver. Meet Youth Venture participants from around the world by visiting <http://genv.net>.



CHANGEMAKERS AND THE G20

Ashoka's Changemakers has launched more than 45 competitions, including the high-profile, Ashoka Changemakers G-20 SME Finance Challenge. Pres. Barack Obama, Korean President Lee Myung-bak, and Canadian Prime Minister Stephen Harper congratulated the winners in person and announced this stupendous funding commitment at the closing of the G-20 Seoul Summit.

**ABORIGINAL
PEOPLES AND
IMMIGRANTS:
A PRIORITY
FOR ASHOKA**

In 2010-2011, Ashoka launched our Aboriginal and Immigrant campaigns to raise funds for Fellows' stipends and were proud to select our first Aboriginal Fellows, Cindy Blackstock and Nadia Duguay. We also selected our first Immigrant Fellows whose work focuses on supporting new immigrants: Usha Tamba Dhar and Gabriel Bran Lopez.

Ways to Engage

Ashoka invites you to get involved. There are many ways to participate in Ashoka programs, work with Ashoka Fellows and become part of an Everyone a Changemaker world. Learn more at <http://canada.ashoka.org>.

VOLUNTEER your strategic and entrepreneurial skills with an innovative citizen sector organization. <http://canada.ashoka.org/volunteer>

INVEST in Canada's most promising ideas for social change
<http://canada.ashoka.org/invest>

PARTICIPATE in a Changemakers competition and share your ideas to make social change happen <http://changemakers.com>

JOIN Ashoka's growing network in Canada. Stay in touch with us to learn about emerging initiatives, opportunities and Fellows' innovations
http://canada.ashoka.org/en/newsletter_signup

ENGAGE in the Ashoka Support Network to personally support the work of social entrepreneurs <http://canada.ashoka.org/asn>

NOMINATE a social entrepreneur as an Ashoka Fellow
<http://canada.ashoka.org/nominate>

“Globally, Ashoka has built a sterling reputation for the support and export of best practices in social entrepreneurship. Canada is fortunate to have a vibrant Ashoka Fellows program in operation here.”

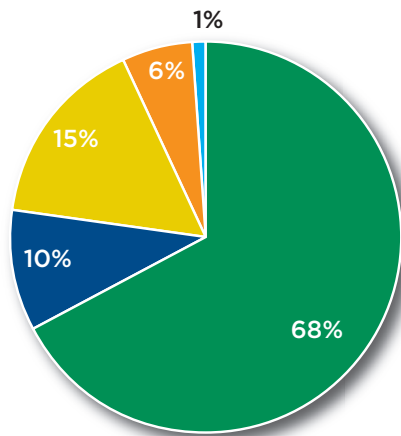
Roger Martin, Dean, Rotman School of Management, University of Toronto



Expenses and Revenues

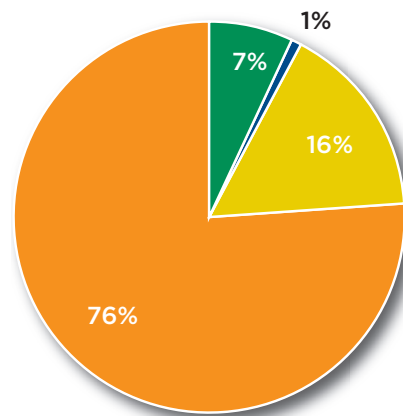
For the year ended August 31, 2010

Expenses by Program



- Venture & Fellowship
- Youth Venture
- Changemakers
- Management & General
- Fundraising

Revenue by Source



- Global funding⁺
- Foundations
- Business entrepreneurs
- Corporations

⁺In 2010, Fellows' Stipends, Youth Venture and Changemakers Funding was paid primarily by global funding sources.

SMALL TEAM, BIG IMPACT.

Our countless volunteers and advisors play an important role across all areas of Ashoka Canada. Their time and effort is essential for realizing Ashoka's vision in Canada. We extend our sincere thanks to each and every one of them!

Statement of Activities

For the year ended August 31, 2010

Please contact us for a copy of our full financial statements.

REVENUE

| | 2010 | 2009 |
|----------------------------------|-----------|-----------|
| Global Funding for Programs | \$325,561 | \$405,256 |
| Global funds for Fellow Stipends | \$280,072 | 392,229 |
| Donations | 187,580 | 134,904 |

| | | |
|---------------|----------------|----------------|
| Total Revenue | 793,213 | 932,389 |
|---------------|----------------|----------------|

EXPENSES

Programs¹

| | | |
|------------------------|---------|---------|
| Venture and Fellowship | 231,104 | 135,757 |
| Fellow Stipends | 280,072 | 392,229 |
| Changemakers | 117,142 | 163,274 |
| Youth Venture | 77,967 | 12,829 |

| | | |
|------------------------|----------------|----------------|
| Total Program Expenses | 706,285 | 704,089 |
|------------------------|----------------|----------------|

Supporting Services²

| | | |
|------------------------|--------|---------|
| Management and general | 44,846 | 164,925 |
| Fundraising | 4,192 | 42,238 |

| | | |
|---------------------------|---------------|----------------|
| Total Supporting Services | 49,038 | 207,163 |
|---------------------------|---------------|----------------|

Total Expenses

| | |
|----------------|----------------|
| 755,323 | 911,252 |
|----------------|----------------|

| | | |
|---------------------------------|--------|--------|
| EXCESS OF REVENUE OVER EXPENSES | 37,890 | 21,138 |
|---------------------------------|--------|--------|

| | | |
|--|-------|--------|
| Net assets, beginning of year ³ | 8,785 | 66,130 |
|--|-------|--------|

| | | |
|--------------------------------|---------------|---------------|
| NET ASSETS, END OF YEAR | 46,675 | 87,267 |
|--------------------------------|---------------|---------------|

* Ashoka Canada is a registered charity. Our charitable number is 87193 8736 RR0001.

* Due to recent growth, this is the first year that the Board of Ashoka Canada determined to have a separate audit and, accordingly, the 2009 and 2010 numbers are not fully comparable.

¹ Total program cost for Venture, Fellowship, Youth Venture and Changemakers in 2009 was \$311,860. We have separated program lines for comparable purposes.

² In 2010, we changed our formula for allocation of administrative costs.

³ An audit of net assets showed \$8,785 as 2010 beginning year net assets. 2009 end of year net assets are presented consistently with 2009 financial statements.

Letter from the President and Canada Director

Dear Friends,

In 2011, Ashoka is celebrating 30 years of pioneering work in the field of social entrepreneurship.

Since 1980, we have elected 2,700 leading social entrepreneurs as Ashoka Fellows, and supported them to pursue their work, addressing every imaginable social challenge in 72 countries. We have launched a multitude of programs – Changemakers, Youth Venture and Globalizer to name a few – all working together to create a world wherein everyone is a changemaker.


Ashoka Canada was launched in 2002 and since then has elected 37 Fellows. This year, we are proud to be celebrating the launch of our first Changemakers competition on Aboriginal education, our first Social Finance and Social Innovation Tour, and the upcoming launch of the Ashoka University Program.

Ashoka believes fundamentally in a system changing idea in the hands of a social entrepreneur. Ashoka Fellows have the vision, innovation and strategic thinking to solve problems and bring large scale change to existing systems. Canadian Fellows elected in 2010 and 2011 are bringing to scale new solutions to support volunteerism, sustainable energy, equal access to health and education services for First Nations communities, alternative approaches to justice, and youth civic engagement. They are all mobilizing a critical mass of changemakers around them, giving voice and opportunity to all people. By mastering the skills of empathy, teamwork and leadership, together we are creating a movement of changemakers.

This movement would not be possible without the Ashoka Fellows featured here, without the changemakers around them, or without you. Here's to the next 30 years and beyond!

A handwritten signature in black ink, appearing to read 'D. Wells'.

Diana Wells, Ashoka President

A handwritten signature in black ink, appearing to read 'Maria Cruz'.

Celia Cruz, Ashoka Canada Director

Staff:

Alexandra Audet, Célia Cruz, Claudia De Simone, Nicolina Farella, Christopher Heald, Elisha Muskat, Delyse Sylvester.

Volunteers and Advisors:

Dominic Ali, Maike Althaus, Amerilui Alvarez, Andrea Barbu, Alina Birsan, Carol Baruchel, Thiffany Belda, Julien Bottriaux, Katrin Burghardt, Jean-Christophe Cuttaz, Lucy Gao, Sergey Gladyshev, Nathalie Guimon, Stephanie Hamilton, Lindsay Hillcoat, Allen Hirsh, Fernanda Inserra, Katelyn Johns, Greg Judelman, Ann Lockhart, Samantha Lowes, Devendra Mangani, Ana Carolina Marcondes, Leandro Marcondes, Francis Matlary, Camila Moura, Riyaz Nathwani, Namrata Narayan, David D. Parker, Nikita Ramdahani, Abhinethri Rao, Patrick Robinson, Jillian Rodak, Doreen Schoeffel, Mercy Southam, Rachel Spiess, Udai Srinivan, Sara Stavchanky, Lorraine Sugar, Sarah Thompson, Shauna Trainor, Anastasia Voglis, Graham Webb, Julian Wilmouth.

Special Thanks

Ashoka Canada would like to thank all our donors and committed leaders for their generous gifts. Their contributions have ensured that Ashoka Canada will continue to have lasting social impact nationwide. We look forward to continuing these partnerships and forging new relationships with strategic organizations and individuals who believe in a world where Everyone is a Changemaker.

Strategic Partners: Blake, Cassels & Graydon LLP, Egon Zehnder International, Hill & Knowlton, McKinsey & Co.

Supporters: AirMiles for Social Change, Anonymous Donors, BMW Canada, The Counselling Foundation of Canada, The Donner Canadian Foundation, Les Grands Explorateurs, Grip Limited, Inobi, Hatch, Jackman Foundation, KPMG, MaRS, The J.W. McConnell Family Foundation, The Moment, The National Post, The Young Fund at the Hamilton Community Foundation, RBC, RBC Foundation, Staples, Starbucks, Stikeman Elliott LLP, Telus, United Way, Wellesley Institute.

ASN Members and Contributors:

Sue & Harvey Griggs, Serge Martin, Paul McKay, Peter & Nancy Mortifee, Smadar Peretz & Ed Waitzer, Cathy & John Phillips, Amy Stein & Micheal Jantzi, Joan Vanduzer, Bill & Janet Young.

Jane Cooke-Lauder, Arun Mehta, David Walsh.

Board of Directors: C. William Carter (Consultant), William Drayton (Founder and CEO, Ashoka), Mary Gordon (Founder and President, Roots of Empathy), Edward J. Waitzer (Stikeman Elliott LLP).