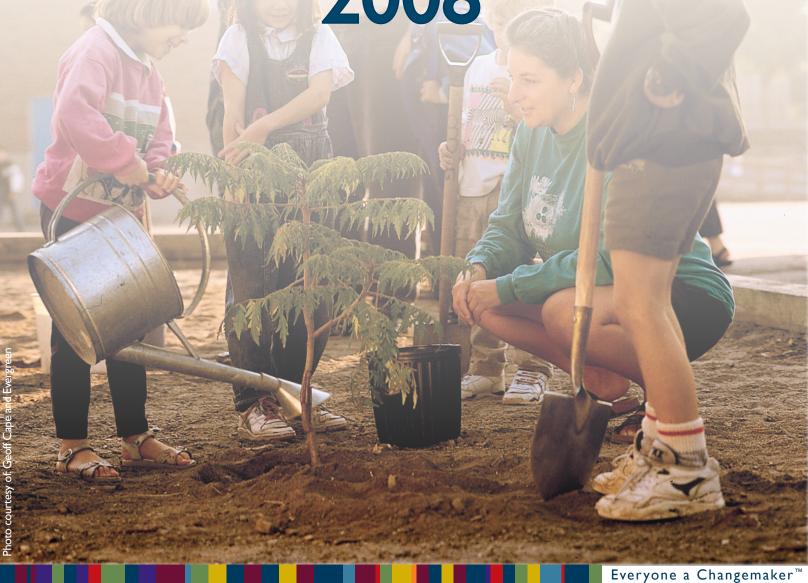
ASHOKA CANADA

ANNUAL REPORT 2008





ASHOKA INNOVATORS FOR THE PUBLIC INNOVATEURS DANS I'INTERÊT PUBLIC

Driving the next generation of social change

Letter from Ashoka's Team

Ashoka's most enduring value is the opportunity it affords to see the world through a lens of solutions rather than problems – the possibility it presents for inspiring an "everyone a changemaker" world.

Over the last three decades, Ashoka's geographic reach has grown tremendously as has our track record of searching out and selecting the world's leading social entrepreneurs and their cutting-edge solutions to critical social problems. This growth has mirrored a significant growth in the range of partners who believe we are the most highly leveraged investment in change and social innovation. Our search and selection process in 2008 yielded more elected Fellows than any other year, bringing our total community of leading social entrepreneurs to 2,000 members from 63 countries. The far-reaching impact and work of Ashoka's Fellows is recognized around the world through awards, grants and commendations by global and local organizations.



Ashoka's effectiveness is a result of the relationships we have solidified in the last year. These partners invest in multiple ways at multiple levels. Ashoka's Venture Partners invest in fields undergoing rapid change - such as journalism and technology. Globally, we launched new programs such as Ashoka's Security Program ensuring the ability of our social entrepreneurs to continue their work and Ashoka's University Network which provides key resources and ideas for professors and students to learn and engage in social entrepreneurship. Ashoka's Changemakers.net engages corporate partners to source innovations globally in fields they need to understand.

Ashoka is poised for another year of expanding and deepening our global footprint. Many thanks for your support and engagement in building an "everyone a changemaker" world.

Sincerely yours,

Jeles L

Diana Wells President

Since 2002, Ashoka Canada has been identifying leading social entrepreneurs nationally and in collaborations with other Ashoka Fellows around the world. With our Fellowship of 16 Canadian social entrepreneurs and three from other countries, Ashoka continues to build on the successes of 28 years of global experience that will propel us forward in Canada.

Over the last four years, former Director Andres Dussan led Ashoka to its current phase. Our vision for the next five years includes the growth of our Fellowship, with early launch social entrepreneurs and Senior Fellows who can support Ashoka's strategy and strengthen Fellows' work. Through strategic pro-bono support from corporations such as McKinsey& Company, Hill & Knowlton, Blakes LLP and Egon Zehnder, Ashoka aims to support the scaling up of these projects. Ashoka is also launching Youth Venture Program, which invest in young people to have the transformative experience of launching and leading their own lasting social ventures across Canada. Ashoka will create different strategies to engage changemakers in our Ashoka's Changemakers online "open source" community that competes to surface the best social solutions to the world's most pressing issues.



To achieve this, we will build our financial sustainability through our local Ashoka Support Network, companies and foundations, as well as raise Ashoka's profile in Canada; both key goals of which are critical to cultivating an Everyone a Changemaker society in Canada and around the world.

Celia Cruz

Ashoka Canada Director, since December 2008

Vision

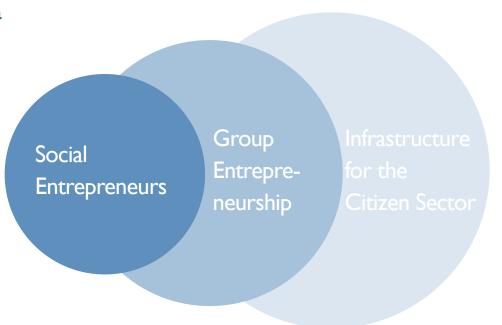
Ashoka envisions a world where Everyone is a ChangemakerTM: a world that responds quickly and effectively to social challenges, and where each individual has the freedom, confidence and societal support to address any social problem and drive change.

Mission

Ashoka strives to shape a global, entrepreneurial, collaborative citizen sector: one that allows social entrepreneurs to thrive and enables the world's citizens to think and act as changemakers.

Three Pillars of Ashoka

Social entrepreneurs are the engines of social change and role models for the citizen sector. Ashoka identifies and invests in leading social entrepreneurs and helps them achieve maximum social impact.



Groups and networks of social entrepreneurs working together accelerate and spread social impact. Ashoka engages communities of entrepreneurs and develops patterns of effective collaborations that change entire fields.

A global network of changemakers requires tools and support systems to deliver sustainable social solutions. Ashoka creates needed infrastructure, such as access to social financing, bridges to business and academic sectors, and frameworks for partnerships that deliver social and financial value.

Ashoka serves leading social entrepreneurs, builds communities and addresses the structural needs of the field

"Through its vision of Everyone a Changemaker and its renowned selection process, Ashoka is filling a crucial need in Canada for direct, lifelong support for social entrepreneurs. I see Ashoka Canada building on Global Ashoka's strengths and history by growing a strong Canadian Fellowship which will collaborate with social entrepreneurs worldwide, with support from strategic partners."

— Bill Young

ASN member

"Bill Drayton is an inspiring leader who decided in 1980 to change the world - and he is succeeding! Bill and his dedicated team carefully chose and funded more than 2,000 of the brightest, most pragmatic and idealistic individuals in 63 countries. These Fellows are transforming our world through social entrepreneurship! Ashoka is an exciting journey, and I am proud to be part of it." - Serge Martin, Les Grands Explorateurs Martin International

"Ashoka is part incubator, part angel investor and part networking forum for these fellows and their ventures. Started in the U.S. in 1980, the group tries to marry the best practices of entrepreneurship with the drive and altruism of citizen-activists to replicate their successes on a large scale."

Sarah Dougherty,
 Special to The Montreal Gazette

Ashoka

Founded in 1980, Ashoka is the global association of the world's leading social entrepreneurs – individuals with system-changing solutions for the world's most urgent social problems. We believe that the growth of a global citizen sector begins with the work of individual social entrepreneurs. These entrepreneurs drive the sector forward, responding to new challenges and changing needs. They are rooted in local communities but think and act globally. They are the ultimate role models and the pillars of Ashoka's vision of Everyone a Changemaker $^{\text{TM}}$.

To date, we have elected over 2,000 social entrepreneurs, who we call Ashoka Fellows, across 63 countries in five continents. Over 200 staff work in 30 countries to search out and select as well as provide support services to Ashoka's Fellows.

Ashoka supports ideas and develops initiatives in every field of human need, from microfinance to water management to children's health. Much of our work around the globe falls into six major fields — civic engagement, economic development, health, human rights, environment, and learning/education — although we recognize that many new ideas cut across multiple fields or aim to create new ones.

Led by the work of our Fellows, we strive to define and advance the innovations in each field, challenging old methods and investing in new strategies with the potential for long-lasting systemic change.

"Social entrepreneurs identify resources where others only see problems. They view the villagers as the solution, not the passive beneficiary. They begin with the assumption of competence and unleash resources in the communities they're serving."

David Bornstein,
 Canadian author of How to Change the World

ASHOKA IS LEADING A PROFOUND TRANSFORMATION IN SOCIETY

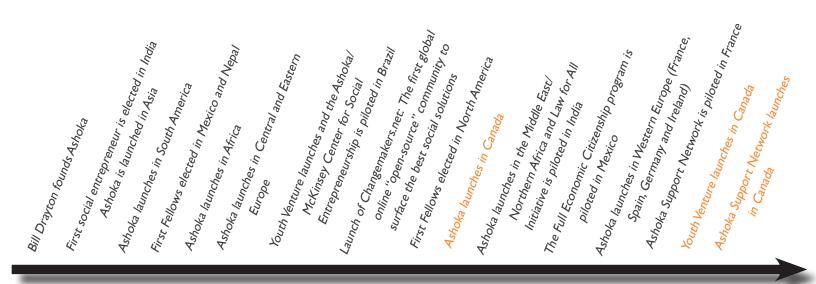
WHAT MAKES ASHOKA UNIQUE?

- We were the first in the field, with more than 28 years of experience in identifying and investing in the world's leading social entrepreneurs.
- Our global reach is the broadest and deepest in the field.
- To elect our Fellows, we use a rigourous five-step search and selection process, which includes hours of personal interviews and draws on networks of local and international experts.
- We are supported by a diverse group of partners that includes foundations, corporations and business leaders.

Global Social Entrepreneurship – Ashoka Fellows by Country (July 2008)







1980 1982 1986 1987 1990 1995 1996 1997 2000 2002 2003 2004 2005 2006 2007 2008

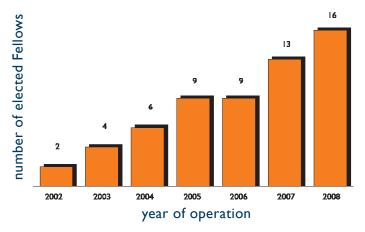
Ashoka Canada

Ashoka launched its Canada program with the election of its first two Canadian Fellows in 2002, Mary Gordon (Roots of Empathy) and Al Etmanski (PLAN).

Ashoka is poised to take Canadian innovation global, increasing our international profile, while eradicating the root causes of chronic issues at home. Ashoka Canada is committed to working with organizations across the civic sector to advance the field, to foster fresh thinking for the citizen sector and support the scaling up of social innovations that make Canadians proud.

Ashoka Fellows in Canada, with the support of Ashoka through business entrepreneurs, companies, foundations and individuals, are implementing innovative solutions and developing sustainable organizations that create systemic change. Ashoka Fellows have become role models and are playing a key role towards positive social change, one that we invite you to join us in supporting in Canada.

Growth of Ashoka Fellows elected in Canada



ASHOKA'S PROGRAMS IN CANADA

VENTURE AND FELLOWSHIP

Ashoka identifies and selects leading social entrepreneurs through a rigorous process of which includes interviews, reference checks and panels. Ashoka provides them with living stipends, professional support, and access to a global network of peers in more than 60 countries.

ASHOKA'S YOUTH VENTURE (YV)

Ashoka Youth Venture (YV) inspires and invests in teams of young people aged 12-24 to create and launch their own sustainable ventures — youth-led projects, groups, and organizations that strive to solve social problems.

ASHOKA'S CHANGEMAKERS

Ashoka's Changemakers is building the world's first global online "open source" community that competes to surface the best social solutions to the world's most pressing issues.

STRATEGIC PARTNERS

Ashoka Canada has developed strategic partnerships with leading global firms that can impart their substantial knowledge to the social sector. Our current global strategic partners are McKinsey & Company, Hill & Knowlton and Latham & Watkins. Ashoka Canada also has relationships with Egon Zehnder and Blakes LLP.

Generating impact in Canada



"Ashoka Fellow Jayne Stoyles' organization, The Canadian Centre for International Justice, hosts an event on international justice and the role of national-level courts in helping to end impunity for massive human rights abuses. Members of the CCIJ Honourary Council Alex Neve, Maher Arar, Louise Arbour and Jayne Stoyles are pictured in this photo.

What differentiates Ashoka Fellows?

Ashoka Fellows are visionaries who develop innovative solutions that fundamentally change how society operates. They find what is not working and address the problem by changing the system, spreading the solution, and persuading entire societies to take new leaps.

Much like the rare, top business entrepreneurs who redefine industries, social entrepreneurs persist however long the transformation takes. They are creative yet pragmatic, constantly adjusting and changing, with a comitted vision that endures until they have succeeded.

Ashoka Canada Fellows as of FY08



New programs and collaborations increased Ashoka's Canada impact in 2008

IN FY2008 ASHOKA CANADA...

- Ashoka's Venture elected two regular Ashoka Fellows (Jayne Stoyles and Michel Venne), one Affiliate Fellow (Lucie Chagnon) and one Senior Fellow (Peter Nares). In August 2008, we had 19 Fellows (Montreal, Ottawa, Toronto, and Vancouver) connected to a network of over 2,000 Fellows (63 countries).
 - Ashoka Canada became a Member of the Montreal Chamber of Commerce
 - Induction of North American Fellows: Induction of 4 Fellows at event in Miami in February 2008, and Fellows' participation in the (dis)ability and social finance collaborations
- **Ashoka's Changemakers.net** launched a new collaborative website and opened an office for a Changemakers team (4 staff) in Vancouver.
- Ashoka's Youth Venture (YV) launched five Youth Venture teams in Ontario and Quebec engaging approximately 125 youth. The first panel in Quebec with partner Institute Nouveau Monde (INM) launched three teams. Another team was launched together with partner Forester. A fifth team was launched with Conscious Lifestyle.
 - Launched the bilingual websites with tools adapted to Quebec and Canada
- Ashoka's Strategic Partnerships have supported Ashoka Fellows with McKinsey & Company and Hill & Knowlton; as well as partnerships with Egon Zehnder and Blakes LLP.

LET'S REACH OUR GOAL TOGETHER FOR FY2009

ASHOKA FELLOWS FY08

Jayne Stoyles

Canadian Centre for International Justice

Jayne is creating a global network of citizens to put pressure and support the Government of Canada, initially, and other governments, subsequently, in taking decisive action on their international obligation to bring war violators to justice.

Michel Venne

Institut du Nouveau Monde

With less people voting and declining community involvement in public affairs, democracies are being significantly weakened. Michel's New World Institute is successfully reverting this trend by reinventing the Public Forum to transform common people, especially youth, into active citizens.

Peter Nares, Senior Fellow SEDI

Peter has stimulated new forms of community practice and public policy to combat poverty by expanding opportunities for low-income communities to participate in and benefit from the mainstream economy. Peter is one of the international leaders of the transition from income maintenance and social support to the Investment State.

Lucie Chagnon, Affiliate Commodus

Lucie created Commodus, the first online open market for the provision of life-work-balance services. Her goals are healthier families, proud employees and, ultimately, a socially sustainable economy.

- Ashoka's Venture expects to identify 4 new early launch Fellows and 3 Senior Fellows in the next year, bringing new themes and geographic diversity.
- Ashoka's Fellowship intend to increase Canadian Fellows' participation in North American collaborations, one large event and strengthen the strategic support for Fellows, as well as bring more business partners.
- Ashoka's Youth Venture will create a national mapping of youth serving organizations in Canada & for potential partnership to launch 25 teams and to launch one cycle of the "Dream it, Do it Challenge" process.
- Ashoka's Changemakers.net will engage more Canadian participants in our online competitions.
- Ashoka Support Network (ASN) is a global community of successful business people who engage with Ashoka, committing time and resources to support the work of social entrepreneurs. Our goal is to expand our ASN base in Toronto, Montreal and Vancouver.
- **Sustainability:** achieve a strong ASN membership, increase the percentage of Ashoka's budget invested by Canadian companies and foundations, as well as to raise awareness of Social Entrepreneurship, Ashoka and its Fellows.





Ashoka's Approach: how

we select Ashoka Fellows

Ashoka invests in people. We search the world for leading social entrepreneurs and through an intensive, human-centered process, select and engage them in our global Fellowship where they receive financial and professional support. We call these processes Venture and Fellowship. Since 1980, Ashoka has elected over 2,000 social entrepreneurs in more than 60 coun-

- LOCAL
- INDIVIDUAL

Ashoka representatives receive nominations from staff, Fellows, volunteers, partners and any other nominators familiar with Ashoka. All candidates must pass Ashoka's five core criteria listed below.

- LOCAL
- INDIVIDUAL

Local Ashoka staff nominees research and the fields they work in, conduct site visits and reference checks, interview them extensively to identify their central innovation, all while evaluating them across Ashoka's criteria.

NOMINATION | FIRST OPINION | SECOND OPINION

- INTERNATIONAL
- INDIVIDUAL

A senior Ashoka representative from outside the region interviews each candidate for 3-4 hours in person, applying Ashoka's criteria, probing a candidate's life history, and relying on their deep understanding of the field of social entrepreneurship.

PANEL

tries.

- LOCAL
- GROUP

Ashoka representatives convene 3-4 leading social and entreprebusiness neurs from the country to advise Ashoka on how to frame the candidate's idea and potential impact in the country context. Each panelist meets with each candidate individually, and then the panel convenes as a group, facilitated by the Second Opinion interviewer, to decide by consensus whether

to recommend candidates to be elected as Ashoka Fellows.

BOARD REVIEW

- INTERNATIONAL
- GROUP

Ashoka representatives, Second Opinion interviewers, and Venture staff collaborate to write a candidate "profile" that presents the main elements of the candidacy and demonstrates how each of the criteria has been satisfied. Ashoka's Board of Directors receives profiles and panel recommendations from throughout the world. The Board considers each candidacy based on Ashoka's worldwide mission and policies, and either ratifies the election or requests clarification from staff.

ASHOKA'S SELECTION CRITERIA

A New Idea (the knock-out test)

Ashoka will only elect individuals to the Fellowship if they are possessed by a new idea - a new solution or approach to a social problem - that will change the pattern in a given field, be it human rights, the environment, or any other.

Entrepreneurial quality

Perhaps our most important criteria is entrepreneurial quality. It defines leaders who are visionaries, see opportunities for change and innovation and who are willing to commit themselves entirely over decades to make their visions a reality.

Creativity

Do they define the root problem, interpret the challenges, and take advantage of their setbacks in a creative and resourceful way? The best candidates have shown a history of creativity throughout

Social impact of the idea

Ashoka is only interested in ideas that it believes will change the field significantly and that will trigger national or global impact.

Ethical fibre

Social entrepreneurs introducing major structural changes to society must be deeply trusted to succeed. Evaluating candidates on their ethics and motivations often requires resorting to instinct rather than rational analysis. If there is any doubt, a candidate will not pass.

Ashoka's search and selection process is designed to source and screen new entrepreneurs with paradigm shifting ideas. It also comprehensively mitigates uncertainties through program efficiency, due diligence and considers longterm viability, and replication potential. Our process identifies Ashoka Fellows who represent the apex of the field of social entrepreneurship.

Ashoka's partners

"Each day, our global partnership with Ashoka expands in our mutual commitment to advancing the important causes of society." — Paul Taaffe, Chairman and CEO, Hill & Knowlton, Inc.

Ashoka has forged strategic partnerships with leading global companies, to provide management, communications, legal, finance and other expertise to the citizen sector. In turn, Ashoka and its vast social network share knowledge and opportunities with business partners, expanding the horizons of these pioneering businesses and the people who work with them.

Together, our strategic partners support Ashoka's social entrepreneurs in 63 countries, delivering millions of dollars of in-kind consulting services each year. But the partnerships' true value is in enabling the flow of talent and resources between business and citizen sectors, accelerating innovation so that both sectors can solve their most pressing problems. Ashoka Canada's strategic partners are McKinsey & Company and Hill & Knowlton. Ashoka Canada also has pro bono relationships with Egon Zehnder International and Blakes LLP. Ashoka receives financial support from The Jenesis Group, Harbinger Foundation, Staples and Artemisia.

Strategic partners:

McKinsey&Company



Partners:

THE JENESIS GROUP



Egon Zehnder International







Ashoka's Awards FY08

2008 Social Capitalist Awards Include Many in Ashoka Community (January, 2008)

Fellows' Awards FY08

Marc Kielburger was awarded the Order of Canada and he was selected as a Young Global Leader at the World Economic Forum in 2007.

(July, 2008)

Aaron Pereira was an honouree for the WEF Young Global Leaders for 2008 Award (March, 2008)

Stan Zlotkin was nominated for Tech Awards
(March, 2008)

Mary Gordon won Young Men at Risk Changemakers competition (March, 2008)

Geoff Cape won the prestigious Schwab Foundation's "Canadian Social Entrepreneur of the Year"
Award, Canada's top social entrepreneurship honour

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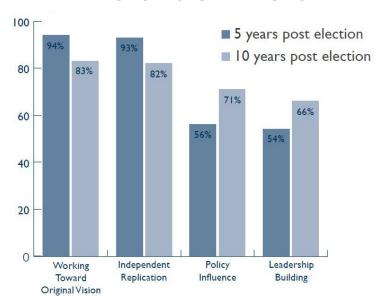
Ashoka's impact:

How we measure our effectiveness

Ashoka Fellows operate in diverse fields and with a broad spectrum of goals, making it difficult to describe their impact with one common set of measurements. Nonetheless, Ashoka's Measuring Effectiveness program has developed a system of proxy indicators that reflect Fellows' roles in transforming their societies.

Ashoka conducts a study focusing on the classes of Fellows elected five and ten years prior. The study includes a comprehensive self-response survey sent to all Ashoka Fellows elected in a given year, complemented by a series of in-person interviews with a cross-section of survey respondents.

IMPACT OF ASHOKA FELLOWS



IMPACT INDICATORS

- Dedication to Original Vision Ashoka
- Independent Replication Fellows
- Policy Influence
- Leadership in the Field

DEDICATION TO ORIGINAL VISION

Ashoka seeks out social entrepreneurs with a lifelong commitment to their visions for the future. This continued dedication signals a Fellow's ongoing effort to spread a new idea or practice in society. After five years of becoming Ashoka Fellows, 94% remain engaged in consolidating and spreading their innovations.

INDEPENDENT REPLICATION

Fellows who succeed in inspiring replication have moved beyond direct impact to influence the way other groups approach problem-solving. Higher success rates among more recent Fellows imply that Ashoka's selection continues to grow stronger. Within five years of becoming Ashoka Fellows, 93% have proven their ideas to be so effective that their work has been replicated by independent groups or government organizations.

POLICY INFLUENCE

Changes in government policy signal the adoption of Ashoka Fellows' ideas in the public sphere, expanding the reach of their impact. Within five years of becoming Ashoka Fellows, 56% have achieved changes in national government policy or legislation, and after 10 years, 71%.

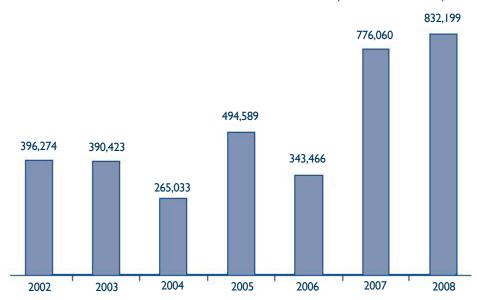
LEADERSHIP IN THE FIELD

As Ashoka Fellows develop institutions that lead their fields, they not only spread their own ideas, but also reinforce the building bocks of the social sector.

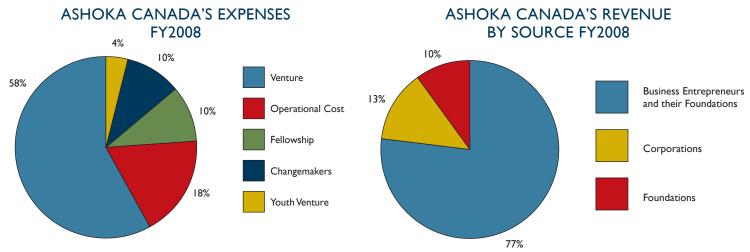
Financials

As the citizen sector has grown in scale and scope, so has Ashoka. Our operating budget has increased over the organization's history and reflects Ashoka's expansion beyond our core Venture program.

ASHOKA CANADA'S ANNUAL BUDGET (US\$ thousands)



Ashoka's work is funded by entrepreneurs, foundations, corporations and individuals from around the world. Ashoka does not accept funding from any government entities. Individual and institutional endowment funds provide for Ashoka's long-term stability..



- * Annual funding sources are estimates and do not include in-kind contributions
- Ashoka Canada helped raise funds for a global collaboration on water and a Fellow stipend in Africa
- Ashoka's fiscal year closed August 31, 2008. Audited financials for FY2008 will be available upon request.
- Ashoka uses the accrual method of accounting. We are audited annually by Global Tax Group Inc. The annual budget is approved by the leadership team, and then by the Board of Directors.
- Ashoka Canada is registered as a charitable organization in Canada. Our tax registration number is 861938736RR0001.

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Ashoka Canada's Board

WILLIAM DRAYTON

Founder and CEO, Ashoka

C. WILLIAM CARTER

Consultant

EDWARD J. WAITZER

Chair, Stikeman Elliott

KYLE ZIMMER

President and Co-founder, First Book

MARY GORDON

Founder and President, Roots of Empathy

Our Team

DIANA WELLS

President

CELIA CRUZ

Director of Ashoka Canada (began in December 2008)

ANDRES DUSSAN

Director of Ashoka Canada (2004 - 2007)

NICOLINA FARELLA

Ashoka Canada, Quebec, Venture and ASN (Consultant)

CLAUDIA DE SIMONE

Ashoka Canada, Toronto, Executive Assistant and Communications (Consultant)

HANAE BARUCHEL

Ashoka Canada, Toronto, Development (Consutant)

MELISSA BRIZUELA

Ashoka Canada, Toronto, Administration and Development (until May 2008)

MICHELLE DAGNINO

Director, Youth Venture, Toronto (began in September 2008)

CHARLES TSAI

Youth Venture, Vancouver, Global Marketing

ROBERTO WOHLGEMUTH

Changemakers, Vancouver, Marketing

CHRISTOPHER HEALD

Changemakers & ITI, Vancouver

DELYSE SYLVESTER

Changemakers, Vancouver, Marketing (Consultant)

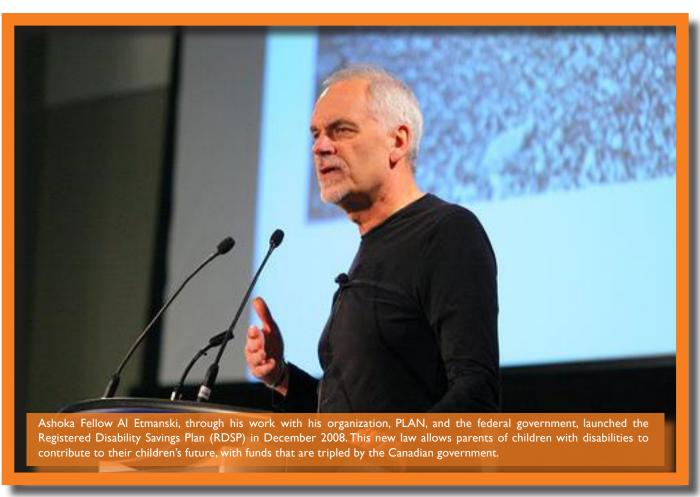
EILEEN KNOWLES

Changemakers, Vancouver, Global Outreach Coordinator (Intern)

VOLUNTEERS

Camila Moura Jake Klamka Fifteen volunteer translators





"Ashoka is a great global organization, built on a brilliant idea. It picks up social innovator when they themselves don't know what great changes they can bring. That's the stage when budding innovators need the support most. Ashoka helps pool local innovations into global solutions."

Muhammad Yunus, Founder Grameen Bank, 2006 Nobel Peace Prize Winner



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This annual report was funded by:



