



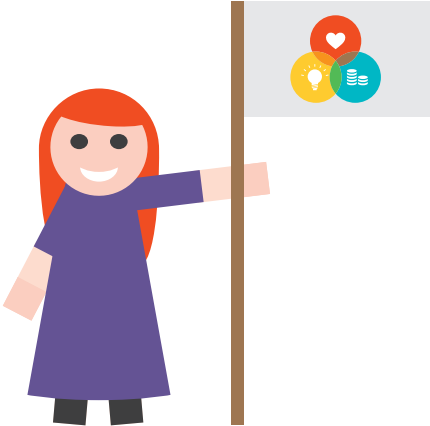
# **BUILDING A CHANGEMAKING ROMANIA**

**ASHOKA ROMANIA IMPACT REPORT 2017-2018**

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# CHAPTER 1 INTRODUCTION

## WHY THIS REPORT

“NEVER BELIEVE  
THAT A FEW CARING  
PEOPLE CAN’T  
CHANGE THE WORLD.  
FOR, INDEED, THAT’S ALL  
WHO EVER HAVE.”

- MARGARET MEAD, American  
cultural anthropologist

As part of the largest global network of social innovators, Ashoka Romania has arrived at its first check point. **This report aims at describing, narrating and evaluating the strategy, lines of action and impact of Ashoka Romania’s first years of existence.**

The first two chapters are focused to describe Ashoka and the actions we have carried out in our first two years of existence in Romania.

The third chapter analyses the perception of our impact and it contains both quantitative and qualitative assessments based on data coming from specific interviews and survey. The latter have been deployed specifically to obtain external perspectives on what Ashoka has brought to the Romanian stakeholders comprised in our ecosystem.

The fourth chapter is focused on the team,

the financials and our partners. The report concludes with a brief call to action on how to get involved to make impact together. **Everyone a Changemaker™!**

This way we are making a 360 degrees overview on what and how Ashoka Romania has been contributing to a **Changemaking Romania.**

This report is not only an exercise in accountability. At Ashoka Romania we have considered it as a collective process in which we took the time to reflect, together with our stakeholders and partners, so that we can allow new insights and inspiration to surface and pave the way forward for our organisation. Global and local challenges are connected, dynamic and intersected.

To understand the mission, values and actions of Ashoka Romania, it is important to narrate what Ashoka is and what we achieve around the world.

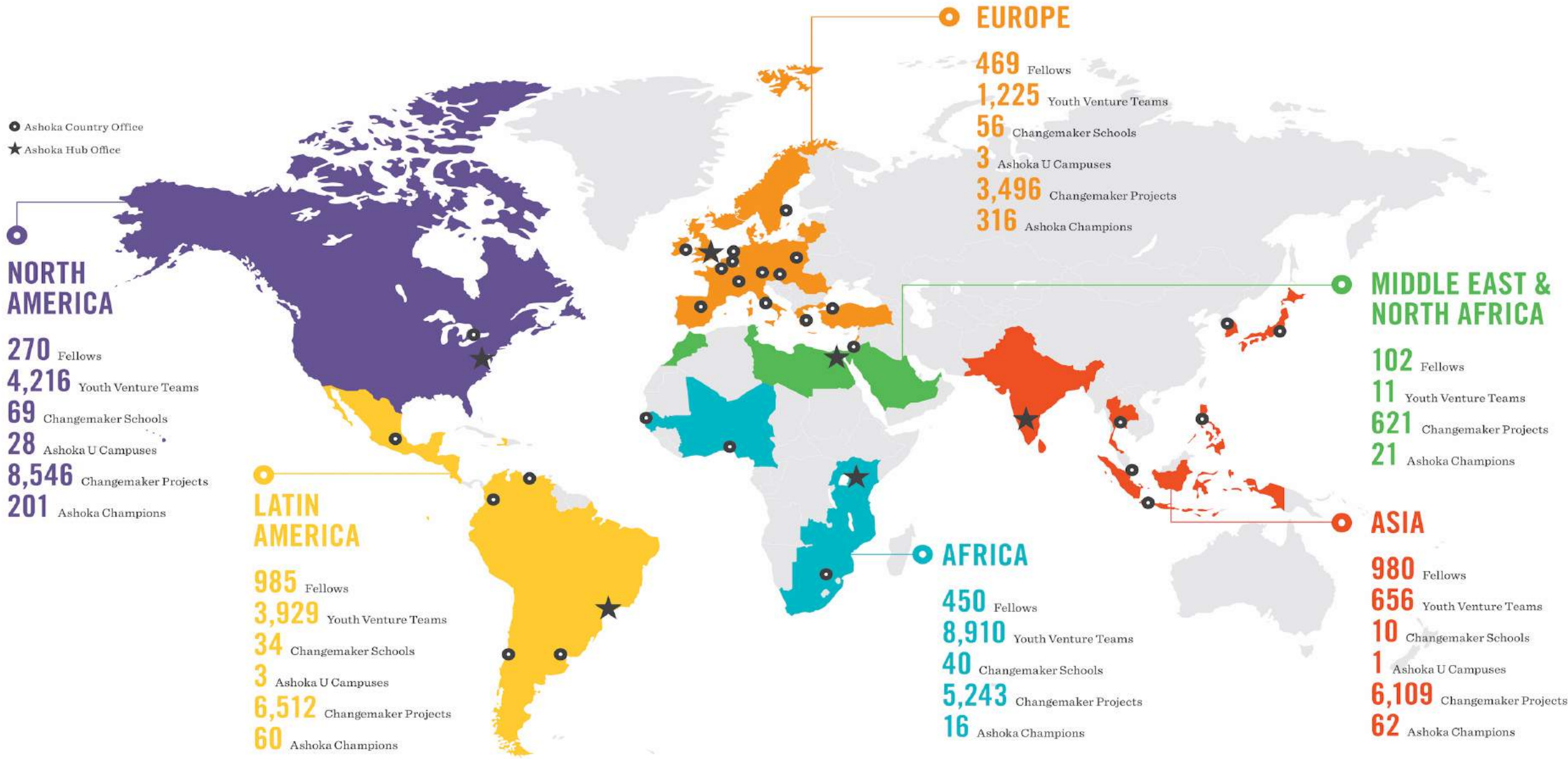


# ASHOKA AROUND THE WORLD

Ashoka is the **largest global network of social entrepreneurs in the world**, founded in 1981 by Bill Drayton, 20th century visionary leader and pioneer.

Ashoka is a global organisation who has been supporting, within its flagship program - “The Ashoka Fellowship” - more than 3,600 leading social entrepreneurs originating from more than 93 countries.

We create networks of social innovators to tackle the World’s most pressing problems. Close to 300 staff members support Ashoka around the world to pursue its mission.



\* Ashoka Champions help spread our vision. These include current staff, Ashoka Support Network Members, media partners and business leaders.



# THE OLD GAME IS OVER!

The complexity of human made systems is further increasing with time and technological advances. However, some systems do not always serve the needs of all. Sometimes they need to be redesigned. How can we organize to re-design or improve systems? Relying on centralized decision- making and rigid hierarchies in which few command the many is no longer effective or even desirable. **Why?** Because this approach fails to unleash the human creative energy. Nowadays, cross-sectoral, horizontal and dynamic collaborations are crucial to produce change.

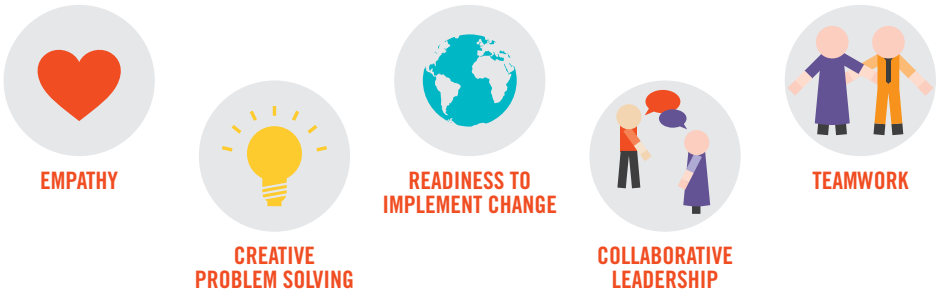
## A WORLD OF CHANGEMAKERS

Complex social challenges require self-empowered citizens, able to take responsibility, lead their communities and collaborate with others for the good of all. We call these people **changemakers**. Changemakers are people who, no matter how old they are or what their profession is, feel empowered to lead change for the good of all. Changemakers need continuous learning, skilling and creativity to be resilient, namely, to adapt to this changing context. Their new leadership cannot be

authoritarian but inclusive, embedded with personal credibility and ethical fiber. Our mission is to build an “Everyone a Changemaker” (EACH) World“. This will empower not only crucial members of local communities but all citizens; they can all have the freedom, skills, confidence and societal support to address whatever problems or challenges they find and to **drive change**. In this way everyone can unleash her/his own potential to solve systemic problems.



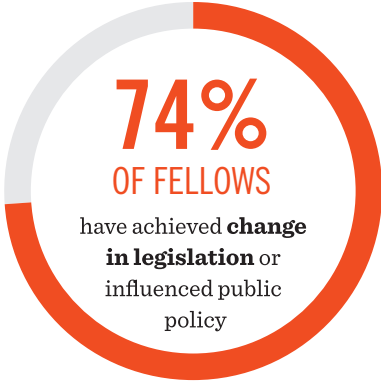
# CHANGEMAKING CORE SKILLS



# ASHOKA FELLOWS

Among changemakers there are people who go beyond building one organization and developing important services or products.

These people undertake systemic measures to address a deep-rooted problem by changing rules that govern a flawed system. We call them social entrepreneurs. Ashoka identifies and supports **leading social entrepreneurs** and helps the world recognize their achievements.



# WHAT ASHOKA DOES FOR UNLEASHING SOCIETAL PROGRESS FROM THE GRASSROOTS

Ashoka creates and supports networks of social innovators who deal with the most **pressing societal issues globally**. Around the world Ashoka:

- Identifies and supports leading social entrepreneurs and changemakers to maximize the positive impact of their work;
- Nurtures collaborations of changemakers from different sectors;
- Accelerates solutions for systemic global impact through impact programs, social impact investment opportunities, senior mentorship and trainings that support ecosystem growth;
- Shares lessons from Ashoka Fellows, knowledge and deep analysis on specific challenges;
- Ensures that young people grow up practicing changemaking and empathy;

Ashoka acts as an **ecosystem builder**, connecting social entrepreneurs to one another, and to different stakeholders from business sector to civil society, including public institutions.



# ASHOKA IN CENTRAL AND EASTERN EUROPE

Ashoka began expanding in Central and Eastern Europe in the early 90s, shortly after the fall of the Iron Curtain. It was the time when **a new generation of social innovators stood out with a new vision for the region, based on active citizenship, participation and inclusion. Central and Eastern Europe's massive transformation after half a century of oppression is largely due to the changemakers that stepped up to this mission.** Since the mid-90s Ashoka elected and supported over 170 of them as fellows. They did their part, but history knows no end. We are at a crossroads again.

The uncertain landscape in CEE faces unprecedented levels of polarization. This is affecting individual rights, equality, and democracy itself. **A renewed commitment is where we are heading** for and we went this way with the opening of Ashoka Romania in spring 2017, with the support of our founding partners the Romanian American Foundation and ENEL Romania. Romania thus joined the Ashoka offices in Hungary, Austria, Poland, Czech Republic, Slovakia and Israel to breath a new life into our common landscape, at a time when we need to support changemakers more than ever.



## CHAPTER 2

# ASHOKA IN ROMANIA

“IN ROMANIA, LIKE IN OTHER COUNTRIES IN THE REGION, THE DEVELOPMENT OF SOCIAL ENTREPRENEURSHIP IS STILL IN ITS EARLY STAGES. HOWEVER, THANKS TO DEDICATED PEOPLE AND ORGANISATIONS LIKE ASHOKA, SOCIAL ENTREPRENEURSHIP HAS AN ENORMOUS **POTENTIAL TO MOBILIZE** AND CHANNEL THE CONSTRUCTIVE ENERGIES OF MANY ROMANIANS TO BOOST THE COUNTRY’S ECONOMIC GROWTH AND IMPROVE THE WELFARE OF ITS PEOPLE, ESPECIALLY THOSE AT THE RISK OF BEING LEFT BEHIND.” - TATIANA PROSKURYAKOVA, Country Manager for Romania and Hungary, World Bank.

## WHERE ARE WE?

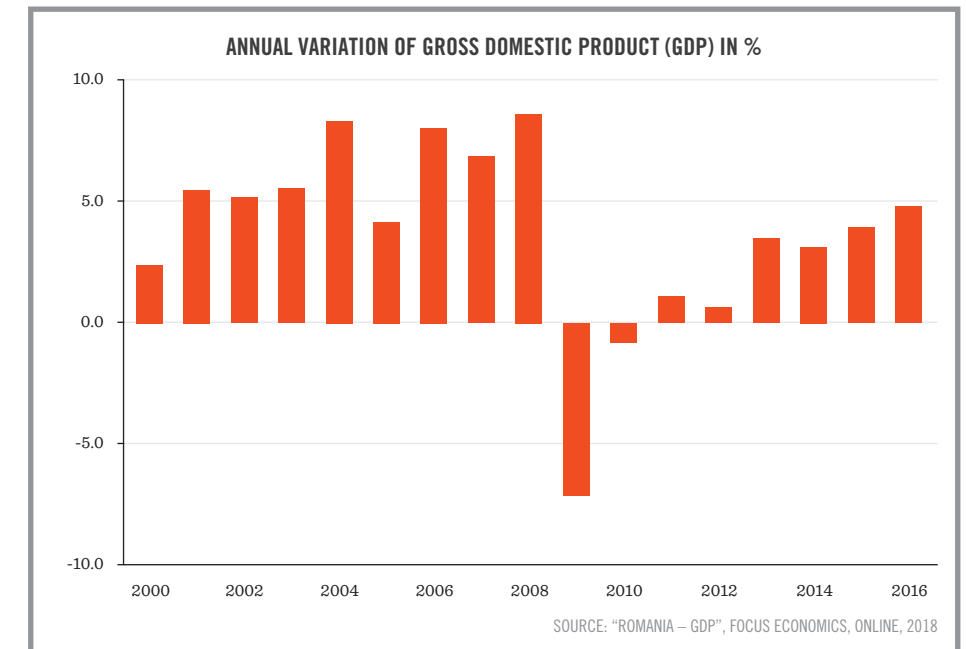
Ashoka has officially opened an office in Romania on May 18th, 2017, almost 28 years after the 1989 revolution.

Nowadays, Romania is a country with an emerging economy and many challenges and opportunities ahead.

The Systematic Country Diagnostics, published in 2018 by the World Bank Group (W.B.), helps us paint a comprehensive portrait of the current socio-economic situation in Romania. It describes a growing economy with **two Romanias – one urban, dynamic, and integrated with the European Union (E.U.); the other rural, poor, and isolated.**

The Romanian growth has been driven by Bucharest, which has already exceeded the E.U. average income per capita, Cluj and other urban areas of the country.

Despite the fact economic growth is not an exhaustive way to measure neither progress nor prosperity, it should be mentioned that Romania remains the country in the E.U. with by far the largest



share of poor people: more than 25% of the population lives with less than \$5.50 a day (2011 purchasing power parity). Within the bottom 40% of the income distribution, half do not work and another quarter work in subsistence agriculture. Poverty remains highly concentrated in rural areas, where the **labor force is highly unskilled and where there are few opportunities.**

The areas with less opportunities are driving a constant outward migration: **between 2000 and 2017, Romania’s population fell from 22.8 to 19.6 million, and is expected to continue falling.**

Emigration is both a social and an economic loss for the country. The economy has shifted from labour intensive



to technologically intensive. However, the educational level of the workforce is the lowest in the E.U.: 25.6% of people attained tertiary education compared with 39.1% as E.U. average.

In education a lot more needs to be done to let youth express their own potential. In fact, 40% of **15-year-old Romanian students are functionally illiterate; and early school-leaving—at 18.5 percent—is one of the highest in the E.U.**

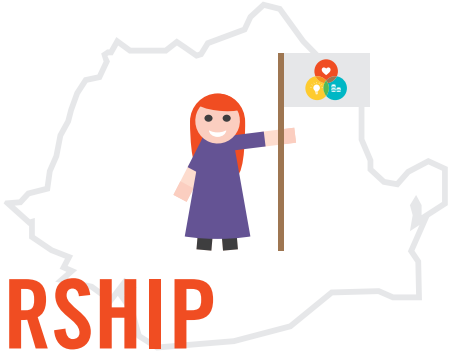
The World Bank highlights that the skills mismatch between demand and supply goes beyond technical skills, and touches a lot on socio-emotional skills. Globally, Ashoka has developed expertise on the core skills needed in a more and more complex society. Today one of Ashoka’s main pillars is making sure that practicing empathy and changemaking early on becomes the norm and not the exception.

The World Bank report points out several other weaknesses in Romanian society, ranging from weak primary care in the healthcare system, to the exclusion of Roma, and the inefficient expenditure in social services. Romania also needs improvement in basic sanitation infrastructure, but also a better natural risk management system in face of climate change. One of the country’s drivers of climate change is energy poverty, which affects close to a quarter of the population (Center for Democracy Studies, 2017).

One of the brakes to Romania’s development is the **shallow and bank-centric financial sector, which limits the availability of long-term finance for investment** (World Bank, 2018), and in turn also stifles entrepreneurship. Governance challenges are also multiple, from low and inefficient public spending, to institutional weaknesses in the public sector and systemic, corruption-driven deficiencies in state-society interactions.

So what are the solutions for a better, more inclusive society towards the good of all, inside this complex picture? Is social entrepreneurship an answer?

# SOCIAL ENTREPRENEURSHIP IN ROMANIA



**“SOCIAL ENTREPRENEURS ARE THE ESSENTIAL CORRECTIVE FORCE. THEY ARE SYSTEM-CHANGING ENTREPRENEURS. AND FROM DEEP WITHIN THEY, AND THEREFORE THEIR WORK, ARE COMMITTED TO THE GOOD OF ALL.”**

- BILL DRAYTON, Ashoka Founder

Social entrepreneurship and Social economy in Romania are relatively new concepts. Social services and civil society interests have been represented in Romania mainly, but not only, by Civil Society Organizations (CSOs) or Non-governmental Organizations (NGOs). Their historical path after the 1989 revolution and the new societal needs and organization have paved the way to today’s social entrepreneurship emerging reality in Romania.

## CSOs PATH TOWARDS SOCIAL ENTREPRENEURSHIP

CSOs have evolved in the last 26 years of democracy, from advocacy for human rights in the 90s to education, culture and welfare service provision. (Erste Foundation, 2017).

Today, the social / charitable field is the main component of the sector, both in

terms of number of organizations and main economic and financial indicators (CSDF, 2017, ). This field is the largest employer in the NGO sector: 30% of all NGO employees work in this subsector. (CSDF, 2017)

Social services have been increasingly going into a welfare mix model, given the shrinking space for the welfare state. Even if **funding for social services generally remains very low, with the Romanian government giving priority to social benefits, non-governmental**

**organizations represent 49% of accredited providers of social services and almost 50% of accredited services in Romania.** (Erste Foundation, 2017).

The CSOs or Non-profit organizations are mainly associations (79%) and foundations (19%). There is also a slight presence of unions and federations (2%) (National NGO Registry, Ministry of Justice, processed by CSDF, 2017).

75% of NGOs are registered in the urban area and 25% of them in rural areas. Despite the still large difference, compared to 2007, the percentage of officially registered organizations in rural areas has grown, from 13% to 25% in 2015 (CSDF, 2017).

Between 2000 and 2015, the rate of activity of non-governmental organizations in Romania has registered a slow but relatively steady growth: from 30,763 NGOs registered in 2000 of which 34% economically active to 88,650 NGOs in 2015, of which 48% of them economically active (National NGO Registry, Ministry of Justice, processed by CSDF, 2017). Despite that the law gives to NGOs the possibility to engage in economic activities, according to the 2016 NGO Leaders’ Barometer published by CSDF,

this is becoming the main source of income for only 8% of organizations, yet registering a steady growth.

Despite this growth of economic activities, the most important source of funding has been funding from the E.U. or international governmental institutions. The individual sources of income (directing 2% of the income tax of individuals, individual donations and membership fees) remained quite common among NGOs. However, private funds are very unpredictable and depend on the donor or lender interests (Ashoka – National Report on Social Entrepreneurship, 2018). Despite including a large part of them, the CSOs sector is not the only one in which social entrepreneurs can flourish. In fact, for Ashoka it is irrelevant what legal form a social entrepreneur decides to use for his/ her venture. A social entrepreneur is a person who “generates positive social impact” as his/ her core and first objective.

There is a clear conceptual distinction to be made between social innovation, social entrepreneurship and social economy and Ashoka has been trying to do this in either our publications (e.g.: The National Report on Social Entrepreneurship) or ecosystem building events. From an institutional perspective, Romania seems to be focused

a lot on social economy, with the first law regulating this field dating from 2015.

The law defines as “social enterprises” cooperatives, associations, foundations, mutual benefit houses, agriculture companies but also any other legal entity which complies with the social economy principles (see Table below).

While social enterprises theoretically have their own legal status, with a focus on those that integrate vulnerable groups in the workforce, this status is not yet functional due to the lack of secondary legislation, the lack of proper incentives for these enterprises, excessive reporting requirements and poorly targeted European funds.

Based on Ashoka’s in-depth research and ecosystem building programmes, Romanian social entrepreneurs need a more clear and predictable legal framework that would encourage the development of hybrid financing models; support and know-how in various development stages, not only early start-up support; more cooperation with public institutions and also to have their voice genuinely heard in policy-making, including European funds programming.

SOCIAL ECONOMY LAW PRINCIPLES				
PRIORITY TO SOCIAL GOALS INSTEAD OF PROFIT	DEMOCRATIC GOVERNANCE	CONVERGENCE BETWEEN THE INTERESTS OF THE MEMBERS AND THE COMMUNITY	DISTINCT LEGAL PERSON, MANAGEMENT AUTONOMY AND INDEPENDENCE FROM PUBLIC AUTHORITIES	COLLECTIVE RESPONSIBILITY AND SOLIDARITY

SOURCE: “NATIONAL REPORT ON SOCIAL ENTREPRENEURSHIP – EXPLORATORY STUDY”, ASHOKA ROMANIA, BUCHAREST, 2018



# ASHOKA DISCOVERY OF THE ROMANIAN ECOSYSTEM

Sustaining more than 3,600 leading social entrepreneurs (SEs) in over 90 countries has many prerequisites: one of them is the deep knowledge of the territory in which we operate. In fact, being well connected with a great international network of social innovators cannot by itself create impact; for that every Ashoka national team must know the local challenges and system.

## ASHOKA ROMANIA RESULTS IN NUMBERS

**377,596** PAGE  
VIEWS<sup>1</sup>

**29,466** PAGE  
ENGAGEMENT<sup>2</sup>

**932** CHANGEMAKERS  
mapped

**300+** CHANGEMAKERS  
trained

**255** PARTICIPANTS  
to corporate talks

**200** PARTICIPANTS  
to the Ashoka Film Festival

**17** INTERNATIONAL  
Changemakers and Ashoka  
Fellows brought to Romania

**13** LOCALIZER  
processes activated

**8** ROMANIAN CHANGEMAKERS  
actively participated at international Ashoka experiences

**3** MAIN INTERNATIONAL EVENTS HOSTED BY ROMANIA  
from the wider Ashoka network

**3** ASHOKA FELLOWS  
elected

**1** NATIONAL REPORT  
on Social Entrepreneurship

<sup>1</sup> The number of people who had our Page's post enter their screen. Posts include statuses, photos, links, videos and more. (Unique Users)

<sup>2</sup> The number of unique people who engaged in certain ways with our Page post, for example by commenting on, liking, sharing, or clicking upon particular elements of the post. (Unique Users)





# KNOWING THE LANDSCAPE: MAPPING CHANGEMAKERS IN ROMANIA (2017)

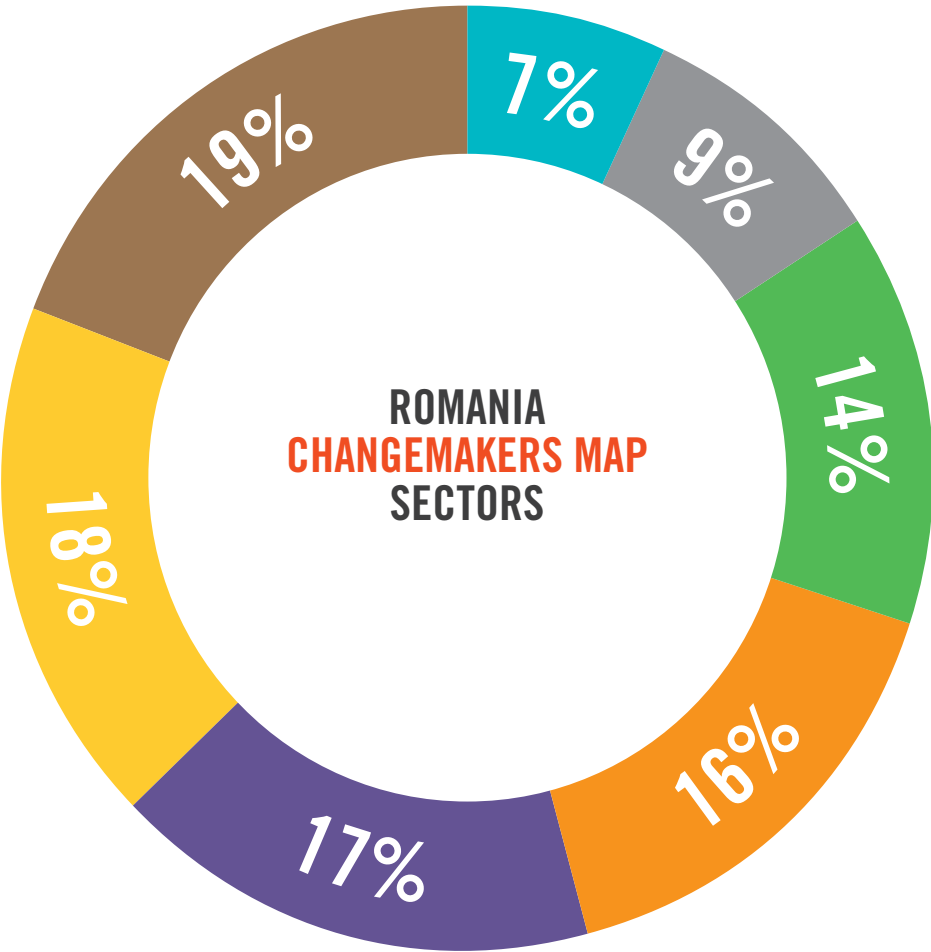
## WHAT

In 2017, the Romanian American Foundation, ENEL Romania and Redbull Amaphiko supported Ashoka Romania to map 932 Romanian changemakers and supporters of changemakers.

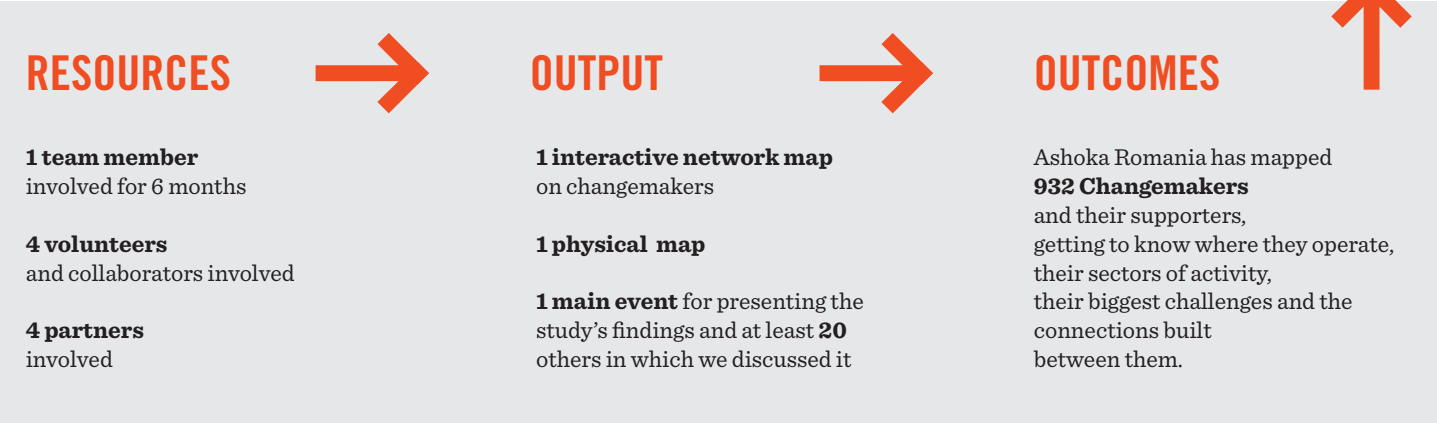
The Changemakers Map is the result of research undertaken for 5 months. For the snowball study 248 people were contacted, and 202 people were interviewed. The map, which highlights who are the brokers and connectors in this community, who are the less known innovators and how changemakers from various sectors collaborate with each other was launched at the **Ashoka Launch event in Bucharest on May 18th, 2017** and discussed at many other subsequent ones.

## WHY

Ashoka arrived in Romania to contribute to systemic change. For this reason, the first action of the newly born team has been to map the community of local changemakers. This activity was crucial because it helped changemakers gain recognition, while also aided our own legitimacy-building process and allowed us to target our offering better, while learning how clusters of changemakers work in Romania.



- Social Inclusion
- Socio-Economic Development
- Education
- Civic Engagement
- Health
- Other Domains
- Transversal



## OUTCOMES AND IMPACT

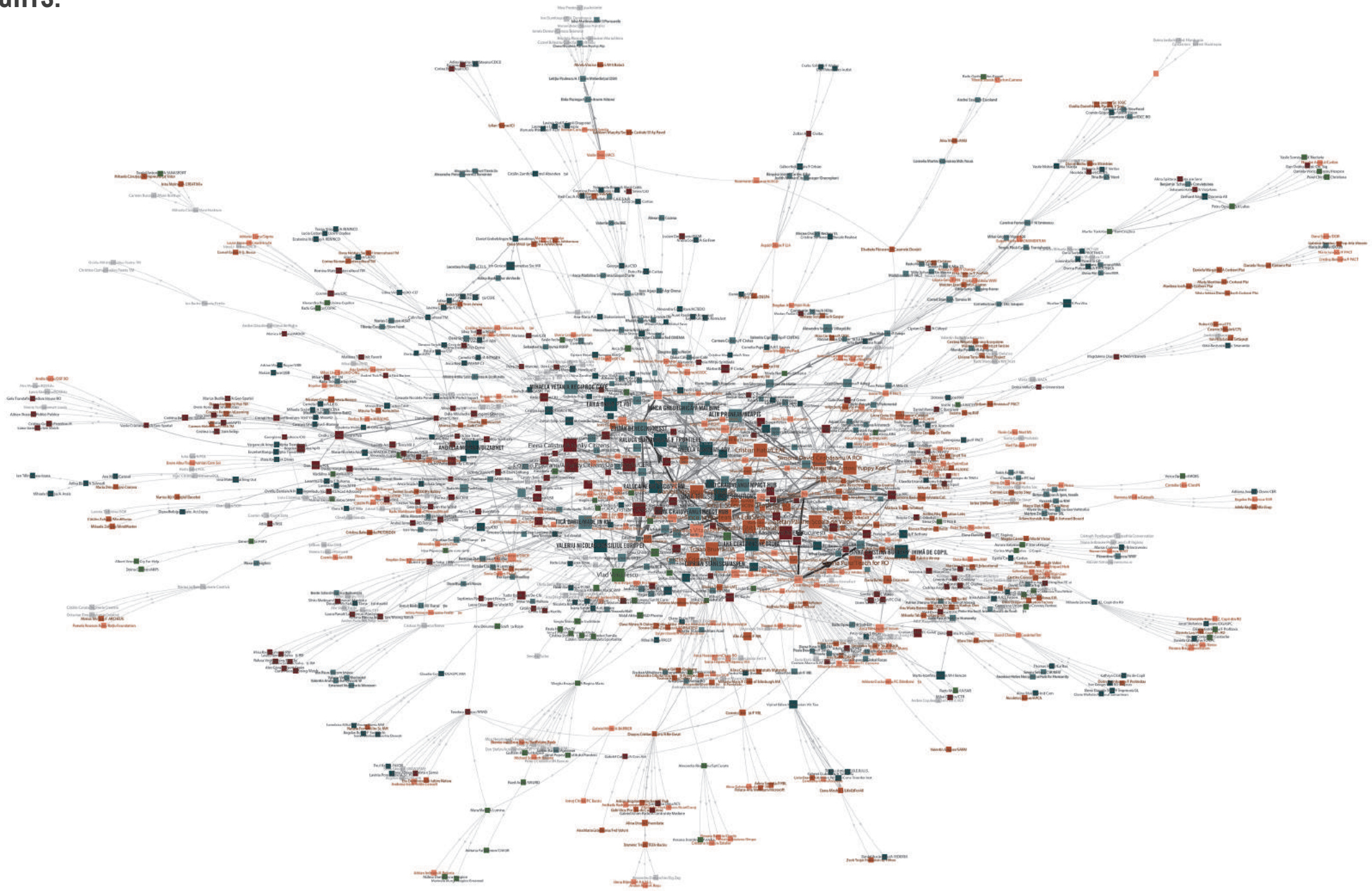
Ashoka Romania surfaced 932 changemakers and supporters of changemakers (translated as “inovatori sociali și susținătorii lor”) in the country. In terms of gender distribution, we discovered that, in contrast to all other European countries where we applied similar research methodologies, **in Romania changemaker women (52.8%) outnumber men (47.2%)**. Women have a higher presence in health and transversal organizations while they are underrepresented in socio-economic development and education. Civic engagement and social inclusion have instead an equal gender distribution.

In terms of connectivity, another interesting discovery was that **changemakers in Romania are strongly connected and the network looks quite diverse**. The exceptions to this are the fields of health, social inclusion and education that are not well cross-integrated. The many and strong brokers and connectors spotted by the Map acted as pillars for our ecosystem building activities.

Thus, the map was the perfect tool for us to better know the local changemakers, and to introduce Ashoka in the Romanian context as a bridge builder among social entrepreneurs. The map was the first step to allow changemakers and social entrepreneurs to feel a sense of belonging.

# CHANGEMAKERS MAP HIGHLIGHTS:

- A wide network, strongly interconnected, with a well defined core
- Most of the fields are well connected, therefore creating a strong and diverse network
- Even though education and social inclusion are strongly represented, they lack connections with other fields
- A surprisingly strong female representation, even in the center of the map



With support from our launching partners



The map got its wings with help from





# THE NATIONAL REPORT ON SOCIAL ENTREPRENEURSHIP IN ROMANIA: “EXPLORATORY STUDY” (2017-2018)

## WHAT

Ashoka Romania, supported by RedBull Amaphiko, carried out in depth interviews (minimum duration 1 hour) with key emerging changemakers identified during the creation of the Changemakers Map.

The interviews were carried out between April – June 2017, via phone or Voice over Internet Protocol services (VoIP). The gender distribution was composed by 22 females and 18 males. We collected over 160 pages of transcript and thoroughly analyzed it.

## WHY

After **mapping the most recognised changemakers** from the community, the next step has been to understand their will, challenges, vision, experience. While the map provided a quantitative perspective, the exploratory study was carried out to paint a qualitative perspective on social entrepreneurship in Romania.

## OUTCOMES AND IMPACT

The findings of the report were crucial to better understand the Romanian social entrepreneurs. The general sentiment of people interviewed was that the optimist trust in potential is disrupted by confusion and lack of scaling. (2018, Ashoka Romania).

The confusion comes from lack of resources and the fact E.U. funds available are primarily aimed at hiring vulnerable people, which makes only a small percentage of social entrepreneurs’ impact logic.

The three most significant barriers to social innovation in Romania, defined by the interviewees, are: lack of public and private funding (55% of respondents), lack of a favourable legislative framework and dialogue with the State (31%) and lack of know-how and cross-sectoral cooperation (20%).

The main needs and opportunities for social entrepreneurs are a clear and predictable legal framework to incentivize hybrid business models; know-how transfer and support in more developed stages (e.g.: for

scaling); better collaboration with public institutions as to inform policy-making more effectively and smarter EU funds allocation, as well as access to marketing, communication and research/ analyses resources.

Resilience, team work and pragmatism were the three most named characteristics for being a social entrepreneur in Romania.

Overall, social entrepreneurship seems to be at its early stage, but several opportunities were recognised by participants, such as the economic trends towards wellbeing and rural re-discovery, circular economy, new interest from companies in systemic challenges, urban labs for co-creation and regional cooperation.

The study and subsequent events helped us engage our stakeholders cross-sectorally, laying the ground for what we call “eco-system work”, while it also enabled us and our partners to sharpen our intervention strategies.



# ASHOKA ROMANIA ENABLING SYSTEMIC CHANGE

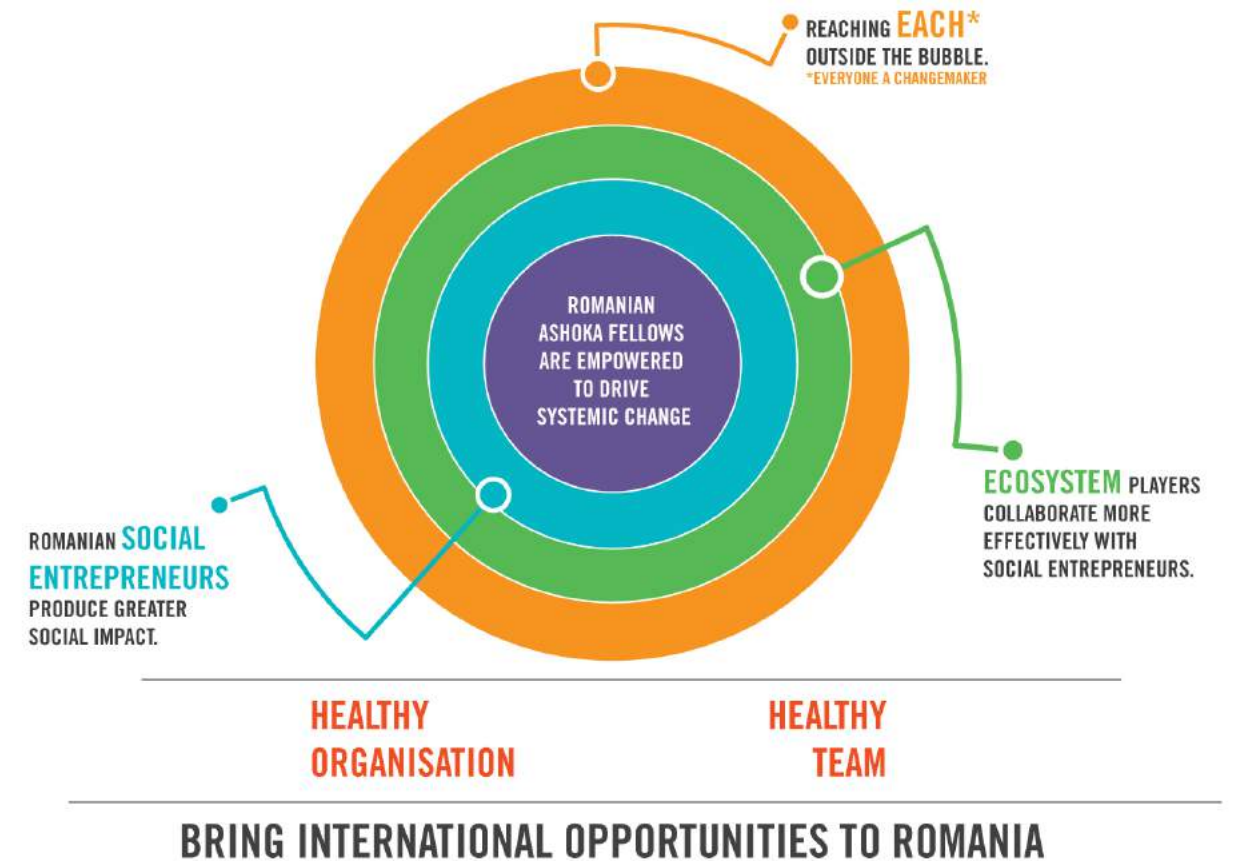
Ashoka Romania's strategy can be looked as a series of concentric circles resting on two pillars. Our core objective is to **select, support and empower** Romanian Ashoka Fellows. Our target is to find the resources to support at least two new fellows each year.

The second layer of our strategy is about supporting other social entrepreneurs, not only our fellows, **to achieve greater impact** in what they do.

The third layer represents our work towards **nurturing cross-sectoral collaboration, by getting social entrepreneurs to cooperate more with other ecosystem players, like corporates, entrepreneurs, public institutions, journalists, investors.** Those collaborations are two-way bridges, in which social entrepreneurs are able to sharpen their strategies, impact and diversify funding, while ecosystem players are inspired to act as changemakers.

The fourth layer is about **spreading an Everyone a Changemaker™ concept and spirit to the vast majority of society, in order to enable systemic change.** With this message we want primarily to burst our bubble of stakeholders already connected to each other and already committed to making greater social contributions.

To carry out this strategy, we have implemented several programs and projects.



# SEARCHING FOR ASHOKA FELLOWS: VENTURE (2017-2018)



## WHAT

Ashoka Venture is the constant process and professional system that helps us identify system-changing social innovations and the people driving them forward.

Yet Ashoka Venture is much more than a selection process. It allows us to open doors, to build networks with and to learn from diverse experts in various fields of society. It allows us to inspire diverse stakeholders through insights from our global network and experience.

Ashoka Venture also builds knowledge and networks that enable us to generate key insights on how our world moves forward. The **1-year path** for selecting an Ashoka Fellow comprises the following 5 steps:

### 1 SOURCE NOMINATIONS

Ashoka is in constant search of nominations. In 2018, we have built in Romania the first network of active Ashoka nominators, who understand in-depth our selection criteria and impact logic.

### 2 STRICT DUE DILIGENCE

Local staff prepares a shortlist based on deeper research and analysis of innovation and systems-change potential, as well as entrepreneurial qualities of the candidates. What Ashoka is looking for is the combination of a powerful idea in the hands of a really good entrepreneur, who is able to think big. In our **selection process** we evaluate:

- **A New Idea:** Does the candidate have a new and potentially systems changing solution?
- **Social Impact:** Does the idea address the root cause of a social problem? Has the solution been tested already?
- **Entrepreneurial Spirit:** How strong is the person's entrepreneurial spirit?

**“ASHOKA VENTURE IS MUCH MORE THAN A SELECTION PROCESS. IT ALLOWS US TO OPEN DOORS, TO BUILD NETWORKS WITH AND TO LEARN FROM DIVERSE EXPERTS IN VARIOUS FIELDS OF SOCIETY. IT ALLOWS US TO INSPIRE DIVERSE STAKEHOLDERS THROUGH INSIGHTS FROM OUR GLOBAL NETWORK AND EXPERIENCE.”**

- **Creativity:** Does the candidate have enough creative potential to solve unforeseen problems?
- **Ethical Fiber:** Is the candidate trustworthy and free of hidden interests? Is the person's motivation strong enough to keep working on the solution for many years to come?

### 3 STRATEGIC CONVERSATIONS ON IMPACT

Local staff engages in face to face conversations with shortlisted candidates to probe the criteria. International senior Ashoka staff from another continent interviews the candidate.

### 4 ENABLE EXTERNAL ASSESSMENT

Three external partners with strong entrepreneurial and social innovation track records and/or Fellows interview the candidate. Together with international senior Ashoka staff they take a consensus decision regarding the fit of the candidate with Ashoka's criteria and whether to propose the candidate for Fellowship or not.

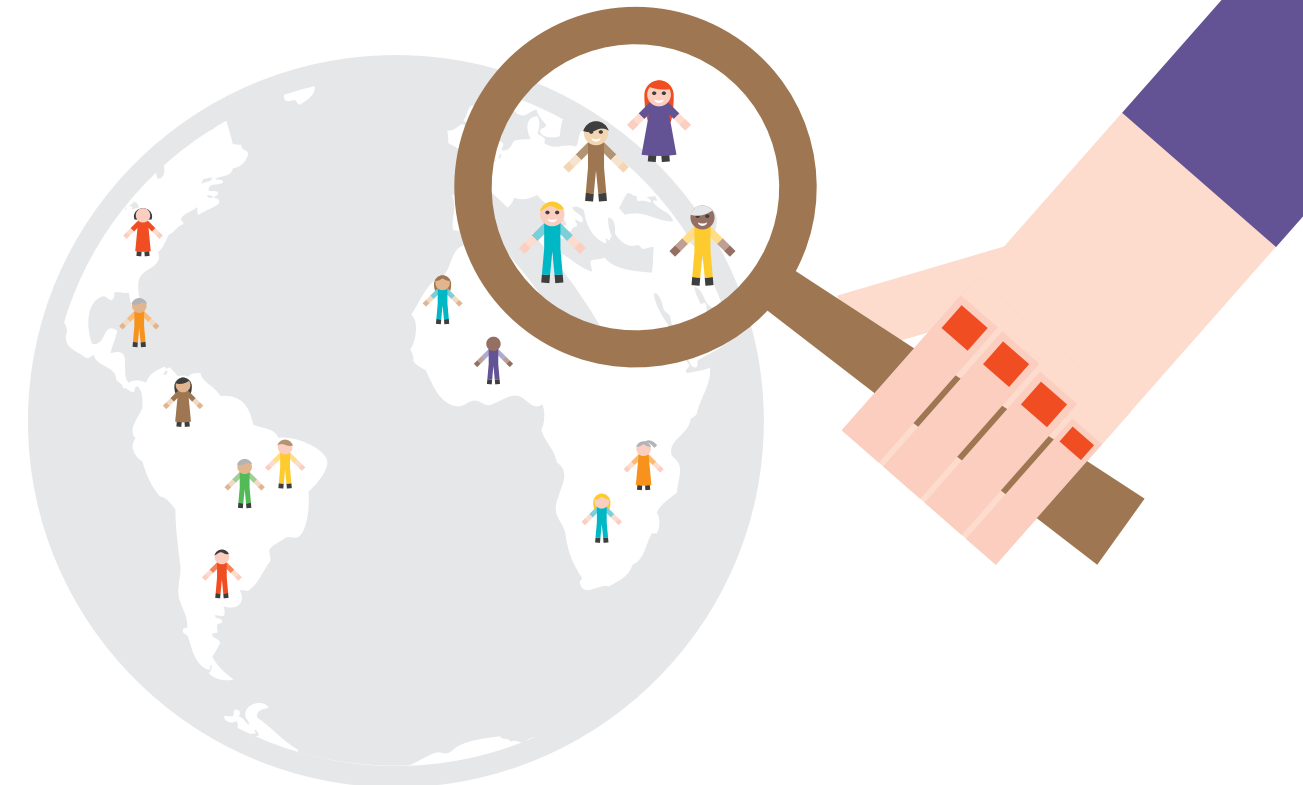
### 4 GLOBAL BOARD APPROVAL

The Global Board of Ashoka critically assesses profiles of all advanced candidates from across the world and provides an informed international perspective on the novelty and impact of presented solutions. Successful candidates enter in a lifelong Fellowship within the international Ashoka network and are officially named Ashoka Fellows.

## WHY

In Ashoka we believe that in today's world of unprecedented change, leading social entrepreneurs can provide answers on how to ensure these changes will happen for the good of all.

That is why, in 1980, Ashoka developed criteria and a rigorous selection process meant to guarantee that only **social entrepreneurs of highest quality** would enter Ashoka's network. Ever since, we have been diligently and universally applying these criteria and processes across all countries where we elect Fellows. Today we are confident in the quality of the social entrepreneurs identified by this process.





OUTCOMES AND IMPACT

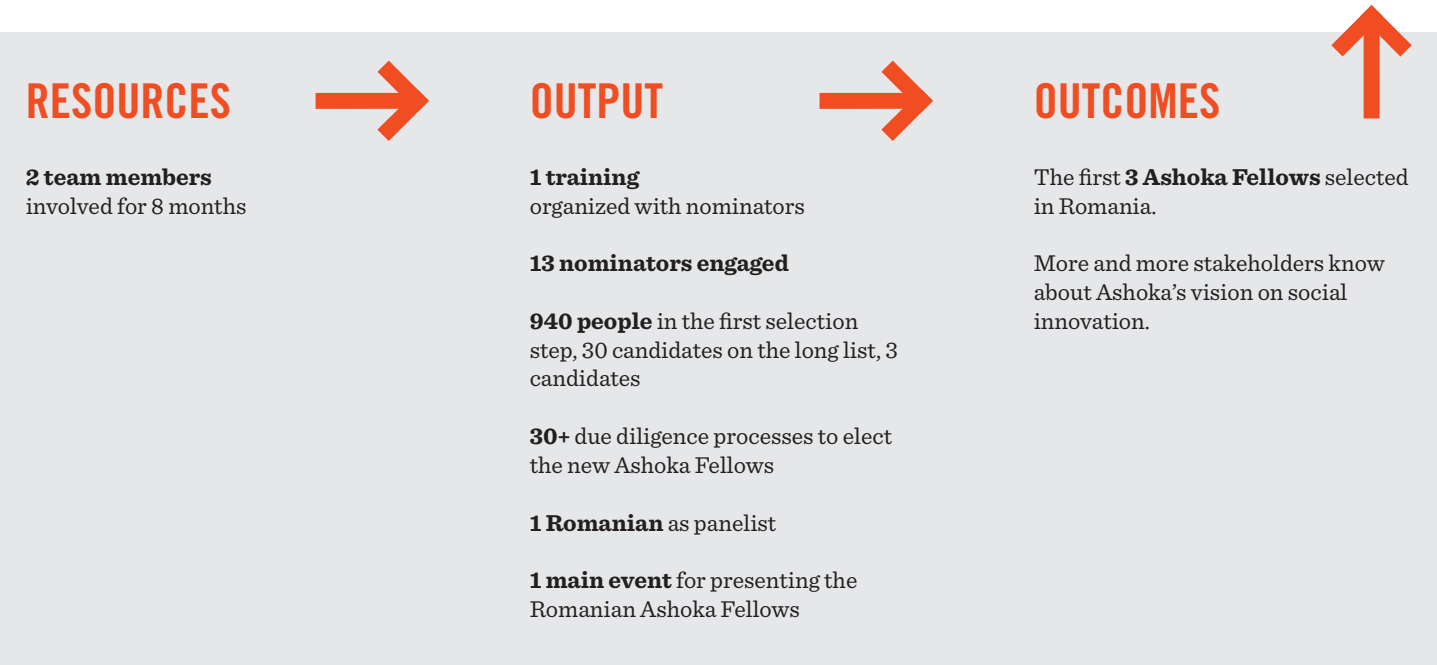
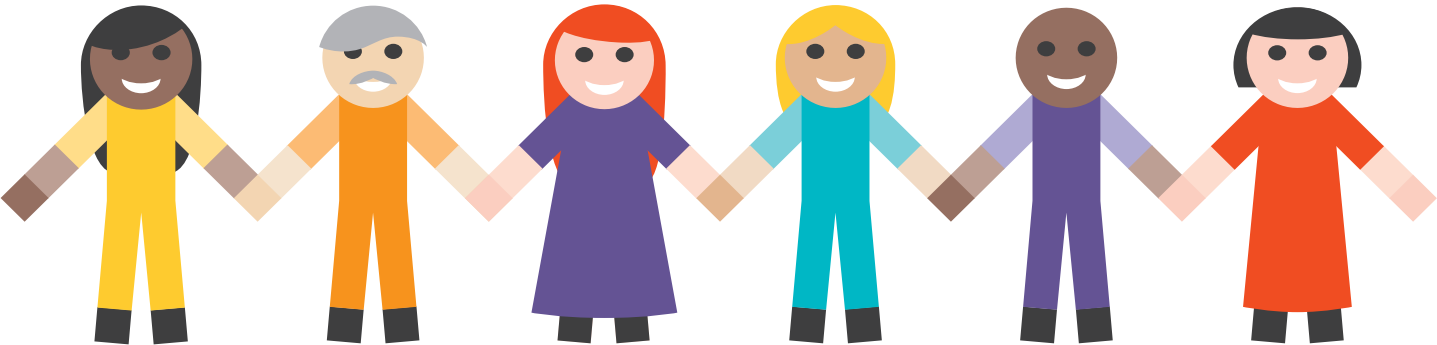
Between 2017 and 2018 Ashoka Romania engaged with a group of 13 nominators and built a first pipeline of 53 potential Ashoka Fellows. Out of them, 30+ due diligence processes have been carried out and the first 3 Ashoka Fellows have been approved by the Global Board in the summer 2018.

They are: **Florin Stoican, Dorica Dan** and **Paul Radu**. Their new ideas and

approaches are changing the fields of environment, healthcare and investigative journalism against corruption.

Their selection as Fellows has been announced on October 17th, 2018. A main event was organized in Bucharest, to celebrate the first 3 fellows and to engage more stakeholders for systemic change. Despite the general feeling of

reserved optimism expressed by social entrepreneurs in the National Report on Social Entrepreneurship, Ashoka Romania has found a flourishing system of changemakers and, in the case of Venture, leading social innovators. In terms of outcomes, the Venture process exceeded our expectations.









# SUPPORTING LEADING SOCIAL ENTREPRENEURS: FELLOWSHIP (2018)

## WHAT

The Ashoka Fellowship is the process through which **we build a customised experience for social innovators** to help them achieve greater impact. It is a joint journey: social entrepreneurs provide us with a day-by-day tutorial in how the world works and where it is going, but also in courage and values. Ashoka, in return, both invests in Fellows and commits to support them for lifetime.

Our support has different dimensions and evolves as a social entrepreneur and their venture go through different stages of maturity. The Fellowship is a highly personalized lifelong support tailored on the needs of each Fellow. This support comes in a variety of ways:

### 1 UNLOCKING TIME AS A SOCIAL ENTREPRENEUR’S KEY RESOURCE

with a personalized stipend for up to 3 years. Similar to an investment fund, we raise needed funds from business entrepreneurs, investors, companies and foundations that understand and share the approach of our international network and offer fellows, if they need it, a three year personalized stipend to help them focus entirely on their new idea.

### 2 PROVIDING STRATEGIC ADVICE AND ACCESS TO KNOW-HOW & PRO BONO

focusing on increasing systemic impact, organizational health, revenue models, management and leadership skills or scaling. We also built partnerships with top-notch consultants that are willing to provide pro bono advice to Fellows on important topics.

### 3 INCREASING VISIBILITY AND OPENING DOORS

Our goal is to make Ashoka Fellows visible to decision-makers from all sectors and enable real conversations and connections between them. Cross-sector interactions we facilitate take different forms, including:

- introductions of new Fellows to decision-makers
- collective problem-solving and acceleration sessions
- access dinners, inspirational talks, individual matching
- long-term mentoring.

### 4 LOCAL AND GLOBAL IDENTITY, RECOGNITION AND CONNECTIONS

with social entrepreneurs, investors, and changemakers.

### 5 EUROPEAN FELLOWSHIP OFFER with online and offline courses on:

- SCALING & SYSTEM CHANGE
- TRANSFER & REPLICATION
- WELLBEING
- NEW LEADERSHIP
- IMPACT ORIENTATION

## WHY

Ashoka aims to offer a lifetime of community and support to those social innovators who, with their solutions, can make systemic change that improves the way society organizes itself to deal with specific issues.

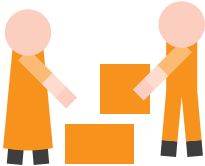
## OUTCOMES AND IMPACT

The lifelong fellowship support has started for a few months, so it is too early to evaluate impact. Nevertheless, the impact of the first months of the Fellowship was evaluated for this report with semi-structured interviews and surveys carried out with and administered to the 3 Fellows.

We can anticipate here that the Fellowship experience is already having an impact on the 3 Fellows.



## PAUL RADU INVESTIGATIVE JOURNALISM



### ! THE PROBLEM

The United Nations Office on Drugs and Crime (UNODC) estimates that between 2 and 5% of global GDP is laundered each year, the equivalent of EUR 715 billion to EUR 1.87 trillion. Law enforcement globally does not have the appropriate means to fight transnational organised crime.

### 💡 THE SOLUTION

Paul built **the world’s largest decentralised and collaborative global network of 400 local investigative journalists, which spans four continents.** He is also assembling a global movement of civic investigators from all paths of life: scientists, programmers, civic hackers, journalists and ordinary citizens are equipped with tools and the global data infrastructure necessary to expose the world’s best-hidden dirty money and crime schemes. He believes that while not everyone can write press articles, by leveraging human beings’ inherent curiosity and sense of justice, everyone can contribute to an investigation.

### 🌐 MAIN RESULTS

Since 2009, OCCRP’s investigations have led to the freezing or seizing of assets amounting to US\$5.7 billion, the launch of 84 criminal investigations and government inquiries and 147 arrest warrants issued with 7 subjects on the run. They also generated 20 major sackings and resignations, including the President of South Africa and CEOs of companies such as Danske Bank or TeliaSonera and over 1,400 company closures, indictments and court decisions.

- Year of election: 2018
- Organization: Organised Crime and Corruption Reporting Project (OCCRP)
- Founded: 2006
- OCCRP Network: 45 non-profit investigative centers in 34 countries

### ❤️ ASHOKA IMPACT

“ASHOKA PUT ME IN TOUCH WITH SEVERAL PEOPLE AT THE GLOBAL LEVEL WHO HELPED ME FIND RESOURCES (IN FINANCIAL TERMS AND KNOWLEDGE) FOR THE NETWORK OF INVESTIGATIVE JOURNALISTS I AM WORKING WITH”



# DORICA DAN

## RARE DISEASES



### ! THE PROBLEM

According to Eurordis, the European Alliance of Rare Disease Patient Organisations, worldwide about 6-8% of the world population suffers from one of the 8000 known rare diseases (300 million people). 80% of rare diseases have genetic origin, 75% affect children and 30% of children with rare diseases won't get to the age of 5. When her daughter was diagnosed with a rare disease, Dorica looked for solutions in some high performing healthcare systems across the world, but she realised that each one was different, offering only parts of the care needed.

### 💡 THE SOLUTION

Dorica is **developing blueprints for a new rare diseases care system**. She connects all stakeholders in the field, including patients, advocates for policy changes and builds national and international networks of specialists. Dorica prototyped her vision of care through NoRo, the only patients-run reference center for rare diseases in Europe.

### 🌐 MAIN RESULTS

Foundation of the NoRo center, the only patients-run reference center for rare diseases in Europe. In the past 6 years, NoRo doctors undertook over 2,200 consultations. She convinced the government to set up an advisory Council for Rare Diseases and to increase the national budget allocated to rare diseases by 46% in 2014, while adopting a National Action Plan for Rare Diseases. Dorica is an active influencer of EU policy in the field, as board member of EURORDIS. With support from local and regional authorities and EU funds, today the center supports 73 children with daily services and 12 youth involved in the "Trial for Flight" autonomy program. Over 900 patients from across the country joined NoRo's summer camps, therapeutic weekends, support groups and 5-day residential programs.

**Year of election:** 2018

**Organization:** Prader Willi Association Romania & NoRo Center (Norwegian Romanian Partnership for Future in Rare Diseases)

**Founded:** 2011 (NoRo Center)

**Staff:** 23 people

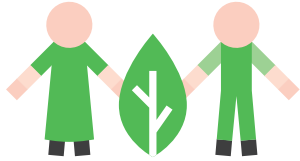
### ❤️ ASHOKA IMPACT

“ASHOKA IS AN IMPORTANT NETWORK OF PEOPLE, TRUST AND FRIENDSHIP. ASHOKA PROVIDED ME WITH KNOWLEDGE, NETWORKING WITH PEOPLE IN DIFFERENT SECTORS AND POTENTIAL INVESTORS. NOW I AM THINKING MORE ON HOW TO MAKE OUR SERVICES MORE SUSTAINABLE.”



# FLORIN STOICAN

## NATURE CONSERVATION



### ! THE PROBLEM

Eastern Europe abounds in flora and fauna species, unique natural landscapes and cultural heritage of exceptional values. At the same time, **political decisions regarding protected areas are prone to favour economic interests**, thus representing huge pressures and threats to the conservation of this heritage. Romania designated ca. 24% of its land as protected areas, 10 percentage points less than neighbouring Bulgaria and Croatia. Based on calculations using data from the National Agency for Protected Natural Areas, 55% of the total number of protected areas do not have an administrator or warden.

### 💡 THE SOLUTION

To trigger **a bottom-up transformation of the way conservation is undertaken** across the country, Florin has developed a three-tier strategy targeting citizens, business and leaders of protected areas. His goal is that the state takes responsibility for conservation, through citizen pressure, while encouraging citizen-led and participatory projects to preserve the natural heritage.

### 🌐 MAIN RESULTS

**Foundation of Buila-Vanturarita National Park**, 4,500 hectares, of which 3,000 hectares of forests, were saved from exploitation. Co-design of an ecotourism offer with the local community through which ca EUR 300,000 generated an added value of EUR 30 million for the local community, increasing the number of tourists over 100 times in few years (from 200 to 25,000 tourists/year). **Foundation of first urban park in the country, Vacaresti Park**, comprising 183 hectares of protected wetland and 150 species of birds. Over 60,000 people engaged in the park's activities.

**Year of election:** 2018

**Organization:** Kogayon Association Romania & Văcărești Natural Parc Association

**Founded:** 2003 (Kogayon), 2014 (Văcărești Natural Parc)

**Members:** 200 volunteers' members (Kogayon) 14 staff members and 50 volunteers (Văcărești Natural Park)

### ❤️ ASHOKA IMPACT

“I DID NOT MEET ASHOKA, ASHOKA MET ME, AT THE PERFECT TIME. ASHOKA PROVIDED ME WITH VISIBILITY AND POSSIBILITIES TO REACH DIFFERENT PEOPLE ALL AROUND THE WORLD. I AM STUDYING THE WORK OF OTHER ASHOKA FELLOWS TO IMPROVE MY ACTIVITY. “

Thanks to the Ashoka Fellowship, Florin started to dedicate full-time to his nature conservation projects!

# NEW SOLUTIONS IN THE ROMANIAN LANDSCAPE: LOCALIZER (2017-2018)

## WHAT

The Localizer Program has been implemented to **bring and accelerate new solutions from international Ashoka Fellows** or international social innovators, not yet fellows, to solve Romanian problems.

**Ashoka Localizer provides a platform for social, public and business sector leaders** to work together for systems change as well as know-how for organizations able to adapt or replicate socially innovative solutions.

## WHY

Solutions for several societal challenges are developed all over the world. Many times, those solutions lack capacity to spread and scale outside their community or nation.

Ashoka is a convener who builds the infrastructure to transfer those ideas, thus allowing them to make a greater impact.

“YOU CANNOT BORROW WHAT SOMEONE ELSE DID IN ANOTHER CONTEXT, BUT YOU CAN LEARN FROM THEM.”

- ROMEO VASILACHE, Senior Program Director for entrepreneurship and community development at Romanian American Foundation



## RESOURCES

**3 team members** involved for each edition, for 5 months

**4 volunteers** involved for each edition

**4 pro-bono partners involved** (PWC, Grafitti PR, Design Thinking Society and Reveal Marketing Research)

## OUTPUT

**17 social innovators** from Spain, Austria, Poland, Germany, Czech Republic, United States, France, Belgium, Ireland, Italy, Mexico and Peru came to present their models

**490+ participants**, among them 130 changemakers involved

## OUTCOMES

**1 idea fully** replicated

**3 ideas in a very advanced stage** of replication

**9 other replication processes** ongoing

## OUTCOMES AND IMPACT

In terms of outcomes, 12 ongoing processes of replication and 1 project already replicated highlight a good level of reactivity of the Romanian ecosystem. The platform **#SiEuReusesc**, the local peer-to-peer support platform for survivors of domestic violence has been modelled by Sibiu-based NGO A.L.E.G on the solution of Spanish Ashoka Fellow **Ana Bella Estévez**, after intense interactions between the local founders and Ana Bella.

Besides that, replication and adaptation processes are ongoing in fields such as **organic farming, renewable energy, youth employability, energy poverty and building rehabilitation, school dropout and street children, waste management and transparency in public procurement.**

Even if it is early to estimate the medium-term impact generated by this program, one can safely count the almost **500 people directly involved, thousands of people reached through media and social media, 1 project fully replicated, 3 in advanced replication stages and 9 others in various initial matchmaking phases** as a solid basis to expect direct and indirect impact in the medium- to long-term.



“**ASHOKA PUT US IN CONTACT WITH VERY IMPORTANT INNOVATORS BOTH FROM OUTSIDE ROMANIA AND PEOPLE IN ROMANIA WHO CAN SUPPORT OUR ACTION, PROVIDED TRAINING OPPORTUNITIES, FREE TECHNICAL ASSISTANCE AND VISIBILITY. ALL OF THEM INCREASED OUR IMPACT ON WHAT WE WERE DOING ALREADY.**”

- CAMELIA PROCA, President of the Association for Gender Freedom and Equality (ALEG)







# SUPPORTING THE ECOSYSTEM OF CHANGEMAKERS (2017-2018)

## WHAT

**Supporting social entrepreneurs and extending the changemaker spirit** among different stakeholders is a continuous work that Ashoka Romania has carried out since its arrival in Romania. Besides the main programmes, already explained in the previous paragraphs, our support consisted of:

### 1 CREATING CAPACITY VIA TRAININGS

In 2017 Ashoka Romania has carried out a caravan of **5 day-long workshops** on the Social Reporting Standard, an instrument on impact analysis designed internationally by Ashoka, PwC and Phineo, as well as other consultants, that reached Timisoara, Bucharest, Craiova, Cluj and Iasi.

The presence of **3 Ashoka international social innovators (Fiona Collins, Ireneusz Bialek, Jérôme Deconinck)**, arrived to Romania for Localizer, has been utilized by organizing the “Scaling Social Innovations” inspirational evening and subsequent parallel workshops.

Another **training on lateral thinking, creativity and Ashoka’s perspective on social innovation** was carried out

within the Social Innovators Programme organized by Rotary Romania.

In 2018, our trainings diversified both in format and content, considering the needs expressed by changemakers during the Exploratory Study. In fact, Ashoka Romania organized:

**1 SYSTEM CHANGE**  
workshop

**1 SOCIAL IMPACT**  
investment workshop

**1 STORYTELLING**  
workshop

**6 SOCIAL REPORTING**  
standard workshops

**1 INSPIRATIONAL EVENING**  
for local stakeholders

“ASHOKA IS IN THE CENTER, IS A BRIDGE BUILDER. THEY CAN **PROVIDE RESOURCES, INSPIRE AND MONITOR THE COMMUNITY.**”

- RALUCA COCUZ, Sustainability Specialist at ENEL Romania



### 2 INTRODUCING ASHOKA CONCEPTS TO CORPORATES & BUSINESSES

During 2017, we created a common ground for dialogue and collaboration with corporates and businesses. 3 regional business – social networking evenings in Craiova, Cluj and Iasi and several business meetings were organized by the team. 2018 was the year in which Ashoka spread its vision, mission and knowledge among businesses in a structured way. Ashoka Romania organized:

**2 CORPORATE TALKS**  
at Oracle and HPE

**2 DAYS TRAINING**  
at Graffiti PR

**3** talks with the Romanian Ashoka Fellows to introduce Lateral employees to Ashoka and to the social innovation world

### 3 EVENTS ENABLING DIALOGUE AND CROSS-SECTORAL COLLABORATIONS

An Everyone A Changemaker™ (EACH) World can be achieved only by involving different stakeholders, but also by making them work together. If the latter is the final aim, two initial objectives could be that everyone feels a changemaker and that different actors start discussing with each other in environments built to generate trust.

To spread the concept of an EACH society, we organized the movie screening “**The Beginning of life**” in 2017 and the **Ashoka Film Festival** (3 different screenings on rooftops in Bucharest, totalling 200 viewers) in 2018.

Moreover, Ashoka Team members can proudly sum-up 12 participations in 2017 and 11 in 2018 as panelists, guest speakers, lecturers in different events on topics like social innovation, corporate and social entrepreneurship co-creation or new business models, organized by third parties.

### 4 INTERNATIONAL OPPORTUNITIES FOR CHANGEMAKERS

Romanian changemakers have been connected to international opportunities from the Ashoka network both in 2017 and 2018. 2018 was a particularly successful year:

**1 ROMANIAN CHANGEMAKER**



from **Ateliere Fără Frontiere**, was fully-funded to participate in **Circular Futures**, Ashoka’s European leadership development programme on circular economy, co-created with the E-bay Foundation.

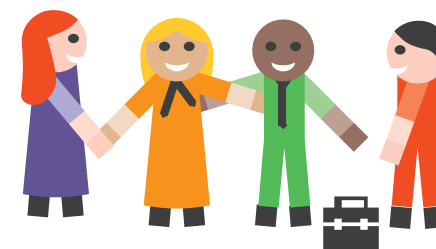
**1 ROMANIAN CHANGEMAKER**



from **Techsoup Romania**, was fully funded to participate in a **Changemaker Exchange**, Ashoka’s flagship global program for youth. The program took place in Greece.

“CIRCULAR FUTURES WAS NOT A CLASSIC TRAINING, IT WAS VERY INTERACTIVE IN AN UNEXPECTED WAY: **THEY HELPED US TO CREATE A REAL BONDING. WE UNDERSTOOD ALL THE IMPLICATIONS AND ALL THE ASPECTS THAT WE HAVE TO COVER TO TRANSFORM AN ORGANIZATION FROM LINEAR TO CIRCULAR.**”

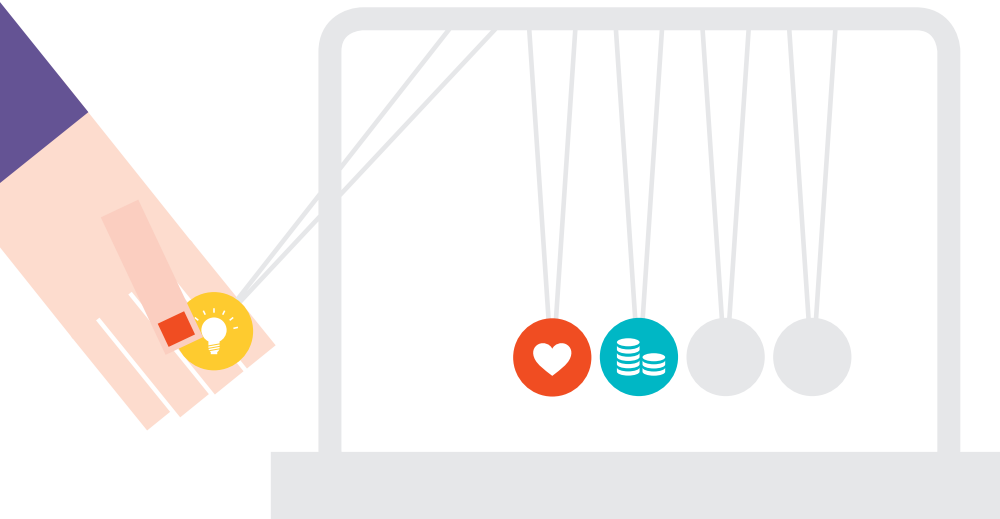
- ALEXANDRU LAIBAR, Fundraising Manager at Ateliere Fără Frontiere



**2 FULLY FUNDED OPPORTUNITIES**



for one of our fellows and for a representative of **ENEL Romania**, our first corporate partner, to participate in the Visionary Program: our 9 months flagships leadership development program at CEE level.



## WHY

Ashoka's final purpose is to build an Everyone a Changemakers™ World. To fulfil this vision, a great constant effort is needed to generate capacity, transfer know-how and, in turn, empower stakeholders to create systemic change for the good of all. The next leading social innovator disrupting systems and shifting paradigms can reside in different places: among social entrepreneurs, within a company or a public institution. That is why Ashoka Romania has worked to spread the concept of systems change and changemaking and supported with several activities different stakeholders.

## RESOURCES



## OUTPUT



## OUTCOMES

**4 team members**  
involved, part-time

**1 volunteer**  
involved in the Ashoka Film Festival

**6 workshops** in 2017

**7 workshops** in 2018

**5 corporate talks**

**2 trainings** in 2018

**4 fully funded scholarships**  
for different programs

**200+ changemakers** trained

**200 participants** to the film festival

**255 participants** to corporate and lateral talks

**4 changemakers** participated at international experiences

## OUTCOMES AND IMPACT

The outcomes of these activities can be summed up in numbers: **almost 600 beneficiaries directly reached**. Considering the media coverage of the events in which Ashoka team members participated, the indirect receivers of an EACH message are several thousands of people. It is difficult to determine yet the direct impact of all these actions. Nevertheless, a first qualitative measure on how the talks and trainings impacted corporates and changemakers can be found in the next chapter.







# INTERNATIONAL INITIATIVES IN ROMANIA (2018)

## WHAT

One of Ashoka's objectives in 2018 was to bring to Romania international events and opportunities related to social innovation. We organised three main events to reach this objective:

**1 “SOCIAL INNOVATION TO TACKLE FUEL POVERTY: WHAT WORKS IN ROMANIA?”**  
a Solutions Workshop on Energy Poverty in which 4 winners of the Social Innovation to Tackle Fuel Poverty Solutions Accelerator, co-created by Ashoka Europe and the Schneider Electric Foundation, educated about 20 Romanian changemakers and brainstormed with them regarding different tested solutions to address energy poverty.

**2 “EUSIC”**  
the largest social innovation competition organized by the European Commission, in which Ashoka Europe is a partner. We successfully bid for the semifinal of the competition to be organized in Cluj Napoca, with all 30 semi-finalist teams convening in Transylvania for three days of workshops and insights with local changemakers and facilitators. **Romanians were overrepresented as candidates in the competition, 3 were semi-finalists (10%) and one team – Școala de Valori and Icebreaker – won the big EUR 50,000 final prize.**

**3 “ASHOKA EUROPE FORUM”**  
Ashoka Romania has brought to Bucharest the Ashoka Europe Forum reunion. Europe Forum is Ashoka Europe's decision-making body, composed of European Country Directors and Directors of Pan-European programmes.

## WHY

The team believes that initiatives like EUSIC or the solutions workshop on Energy Poverty can **generate debates about social issues, inspire changemakers and pave the road to new collaborations** among them and at international level. They all shift the discourse from a problem-oriented debate to a solutions-centered one. Europe Forum was a way to show potential opportunities in Romania to Ashoka Europe's leadership team. **As a result, Romania will host in January 2020 Ashoka Europe's annual All Staff Meeting.**





## OUTCOMES AND IMPACT

This set of activities brought different results:

- supporting social innovators,
- forging more strategic collaborations with businesses and corporates,
- sensitizing on crucial societal issues in Romania,
- opening opportunities and collaborations with other Ashoka European offices for making impact.

Organizing the Energy Poverty solutions workshop allowed Ashoka Romania to promote itself internally and vis-à-

vis sponsors and became the regional coordinator of the 2019 edition of the Social Innovation to Tackle Energy Poverty Solutions Accelerator, co-created by Ashoka Europe and the Schneider Electric Foundation.

This event has paved the way for Romanian changemakers working in the field to gain significant benefits in 2019, from professional pro-bono support worth several tens of thousands of EUR, to cash prizes and national and European visibility. Ashoka Romania, as a country

office, diversified and consolidated its financing grounds.

On the other hand, EUSIC was a great success for Romanian changemakers. We are honored that our collective effort supported Școala de Valori & Icebreaker, the competition's winners. Their project **Career Bus won EUR 50,000**. Other Romanian semi-finalists received valuable pro-bono support and know-how to grow their venture ideas.

## RESOURCES

**3 team members** involved

**2 collaborators** involved in the energy poverty event

**1 pro-bono partner** involved (Graffiti PR)

## OUTPUT

**1 event** introducing 4 solutions on energy poverty

**2 days of events** with European Country Directors and Directors of Pan-European programmes

**1 EUSIC semi-final bootcamp** in Cluj

## OUTCOMES

**25 changemakers** attended the Energy Poverty workshop

**Strong and in-depth media coverage** for the Energy Poverty Event and EUSIC

**79 Romanian changemakers** applied to EUSIC, **3** of them arrived in the semi-finals and **1** won the entire competition













## CHAPTER 3

# COMMUNITY ENGAGEMENT IMPACT

## PERSPECTIVES AND IMPACT STUDY

We are strongly convinced that to improve our support to the ecosystem, we need to listen to our stakeholders. That is why, after almost two years in Romania, we deployed a targeted survey and interviewed our partners, fellows and changemakers. We confronted their perspectives with the ones expressed by our team in semi-structured interviews carried out by an external consultant.

### METHODOLOGY

The evaluation on external perspective was conceived using semi-structured interviews for qualitative data and online targeted survey for quantitative data.

Data was collected between February and March 2019. Changemakers, Romanian Ashoka Fellows and partners composed the target audience. The survey was performed on a representative sample from our Changemakers Map and immediate stakeholders, with a 25% response rate.

Furthermore, 22 in-depth qualitative interviews, using a semi-structured interview guide, were applied to a sample of selected partners, fellows and changemakers.

The Changemakers were picked from the Changemakers Map, containing 932 names. The criteria used to select a representative sample of them was their level of involvement in Ashoka activities. Overall, 43 people, in addition to Ashoka Romania Core Team have responded to the survey. We have compared some of the ideas expressed by the Ashoka Romania Core Team with the ones expressed by our stakeholders.

Three kinds of question were asked: open questions, on a scale from 1 to 10, and Likert Scale questions.





# ROMANIAN CHALLENGES

Within the interviews, before entering into an evaluation of Ashoka’s action, people were asked about the most important challenges for Romanian society.

Stakeholders interviewed expressed both thematic and transversal challenges.

The political context represents the main concern for the people we interviewed. It is defined as “corrupted”, “instable”, “against NGOs” and “against social innovation”. Society seems affected by an education system defined as “outdated”, “not able to be in line with fast societal changes”, “focused on authority” and “destroying creativity”.

Other issues raised are related to different sectors from health system challenges to environmental issues, from poverty to lack of public support for NGOs.

Thematic areas put forward by stakeholders are:

- Political instability and governance
- Education and people mindset
- Health system
- Environmental management and protection
- Lack of support for NGOs
- Poverty
- The exclusion of children and poverty
- Food sovereignty
- Waste management
- Vulnerable groups’ exclusion

At the transversal level, the clash between the youth and the elder generation seems to concern those that we have interviewed, as well as the weak voice of civil society. According to the people interviewed, the latter is due not to the lack of such voices, but mostly due to the lack of cross-sectoral cooperation among them. Other challenges, like emigration, lack

of empathy, ambition and trust emerged from the interviews.

Transversal challenges:

- Generational clash
- Weak civil society voice and cross-sectorial cooperation
- Emigration
- Lack of empathy
- Lack of ambition
- Lack of trust among people

“IN ROMANIA THERE ARE MANY PEOPLE TRYING HARD TO CHANGE THINGS, BUT THEY ARE FRUSTRATED IN EVERY CORNER OF THE COUNTRY.”

- ROMANIAN CHANGEMAKER

## TOP THEMATIC CHALLENGES FOR ROMANIA

- 1 POLITICAL  
instability and governance
- 2 EDUCATION  
and mindset
- 3 HEALTH SYSTEM
- 4 ENVIRONMENTAL  
management and protection

## TOP 3 CONSTRAINTS FOR CHANGEMAKERS

- 1 LACK OF SUPPORT  
from the public sector
- 2 LACK OF FUNDING
- 3 LACK OF CAPACITY  
to engage people in their cause



CHANGEMAKER, SOCIAL ENTREPRENEUR AND SOCIAL INNOVATOR

The changemaker persona was drafted with the support of our stakeholders and compared with social entrepreneurs. People interviewed also elaborated around the concept of social innovation. The changemaker turns out to be “a person who has capacity to mobilize resources to solve a problem with real solutions” but also “somebody who produces change at any level.” The changemaker is someone “against the current” armed with “courage, passion and structure”. Overall, the changemaker is a leader, “pushing people’s secret buttons” and a “restless person, not satisfied with the status quo in a specific sector”. The changemaker is

somebody who “thinks outside the box” and “uses some resources, not properly used”. This person “is the servant of a higher purpose” who “transforms reality in a better way”. On some occasions, the difference between the changemaker and a social entrepreneur seems tight and not always very clear. Nevertheless, if a social entrepreneur is generally considered a changemaker, the concept is not applicable vice versa. The definitions for “social entrepreneur” are less homogeneous. In fact, the social entrepreneur has been defined as a “businessperson with a tendency to a social component and a good social impact” but also as a “person with an

entrepreneurial mind but with a focus in making the world a better place”. He or she is different from a changemaker because of “the higher level of change generated.” Social innovation is surely “related to change” and to “solving a social problem”. It can be defined as an “innovation with a twist on helping local communities” or more generally those kinds of “innovations that have impact on social related issues”. More specifically, a partner interviewed defined social innovation as “an innovation that becomes part of people’s day to day work”.

TEAM PERCEPTION OF ASHOKA ROMANIA: HOW DO WE LOOK AT OUR ACTIONS?

The team was asked in a survey to evaluate specific items related to Ashoka Romania’s action. A clear intention from the team emerged; when asked, “Which Ashoka Romania activity should be enhanced?” team members replied, “working more to support social entrepreneurs”. In table 1 we summarize more considerations expressed by team members.

HOW DO WE THINK STAKEHOLDERS LOOK AT US?

Team members were asked in interviews how they think Ashoka Romania is perceived externally, by actors who interact with us. In general team members believe there is a positive consensus among stakeholders on Ashoka Romania. Some team members believe that Ashoka Romania is perceived as a great network, change enabler and gateway

for international opportunities. Some believe that Ashoka is perceived closer to the NGOs’ world, while others believe it is already perceived as a “neutral actor, not influenceable from by any stakeholder

in particular when it comes to strategy.” In addition, some members believe that Ashoka in Romania is “not yet” perceived enough “as ecosystem builder and stakeholders convener”.

EXTERNAL IMAGE OF ASHOKA: HOW STAKEHOLDERS ACTUALLY SEE US!

3 WORDS ABOUT ASHOKA

When we embarked upon the journey of bringing Ashoka to Romania, we had in mind to foster A Changemaking Romania, one which not only recognizes and celebrates changemakers, but also actively supports them to anchor their innovations at systems’ level. We thus started to not only identify changemakers and select some of them as Fellows, but also to offer them support instruments and international opportunities. We firmly believed that by connecting them to ecosystem players from other sectors, from corporate executives to business

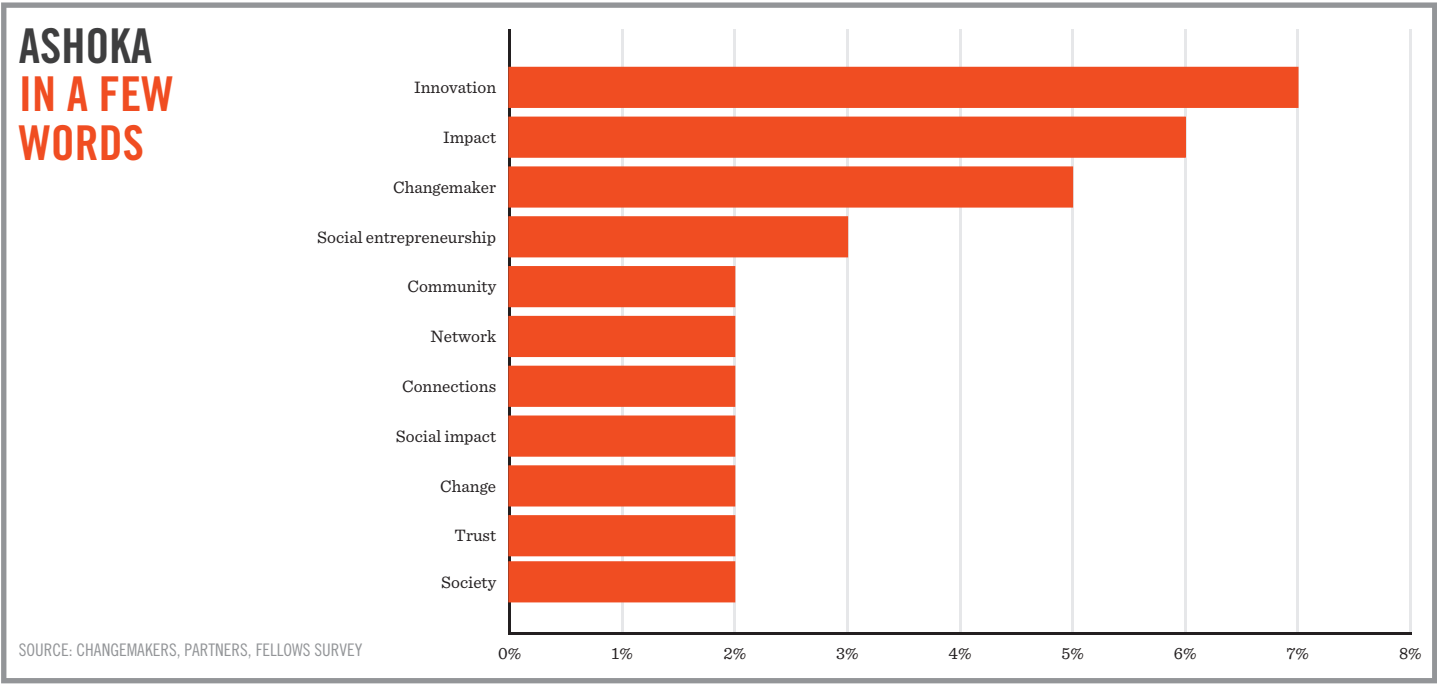
entrepreneurs, to public officials and journalists, we can accelerate social change in Romania. In this exercise of self-reflection we embarked upon almost two years after opening an office in Romania, we wanted to contrast these assumptions and plans with what we have achieved – as perceived by ourselves, but also by others. Survey respondents were asked to connect Ashoka with 3 words. 127 words came out from this survey. Innovation was the most mentioned word (7% of the times), followed by impact (6%) and changemaker (5%). Other words mentioned have been

international and social entrepreneurship (3%), community, society, trust, change, social impact, connections and network (2%).

“ASHOKA ROMANIA CHANGED COMPLETELY THE LANDSCAPE OF SOCIAL INNOVATION.” - RALUCA NEGULESCU, Executive Director at UI Path Foundation

TABLE 1 ASHOKA ROMANIA EVALUATION		
ITEM	EVALUATION ON AVERAGE	RESPONDENTS
ASHOKA BRAND	STRONG	TEAM
ACTION FOR SOCIAL IMPACT IN 2018	EFFECTIVE	TEAM
TEAM SIZE IN 2018	ADEQUATE	TEAM
PARTNERS INVESTMENT	ADEQUATE TO REACH OBJECTIVES	TEAM

for international opportunities. Some believe that Ashoka is perceived closer to the NGOs’ world, while others believe it is already perceived as a “neutral actor, not influenceable from by any stakeholder





# ASHOKA REPUTATION

The survey has provided data to better understand our impact and reputation. We are grateful to be strongly perceived as an effective organization for the ecosystem, which is able to deliver change (See table 2).

Our brand seems strong in the eyes of our stakeholders and the high importance of Ashoka mission is recognized by change-makers.

At the same time, the level of trust in the organization is very strong among the respondents: 100% of partners surveyed and

92% of changemakers interviewed agreed or strongly agreed in considering Ashoka as a trustful organization. 81% of change-makers surveyed strongly believe that “Ashoka is able to nurture the local community of social entrepreneurs to increase its impact”.

A well-established reputation was built around Venture and Fellowship: all Fellows strongly agree and 76% of change-makers agree or strongly agree to see Venture (Fellows’ selection process) as a fair process; 100% of respondents from partners strongly agree on the fact that “Asho-

ka Fellows in Romania are developing very innovative projects.”

The positive evaluations on Venture and Fellowships were confirmed also in the interviews, where partners and change-makers appreciated the three Romanian Fellows, with some noticing that Ashoka was even “too brave” in choosing them.

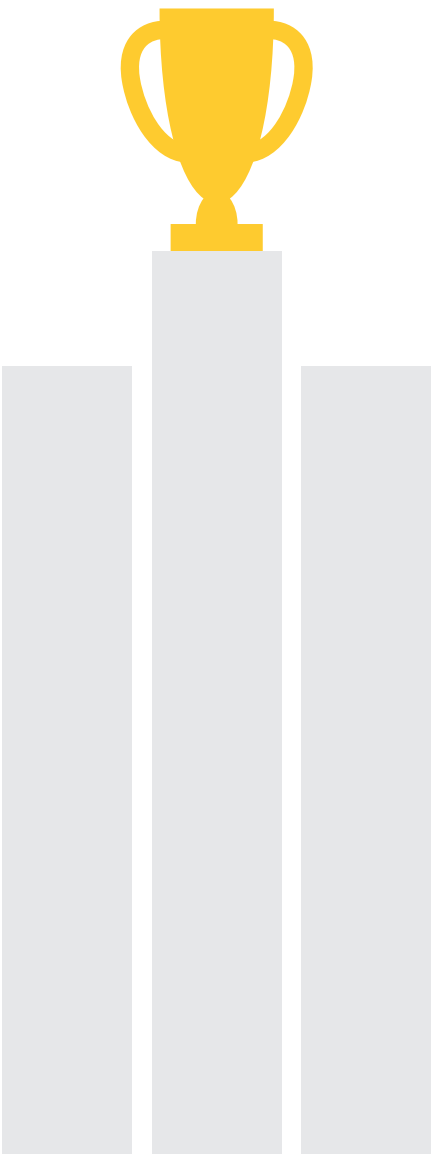


TABLE 2 ASHOKA ROMANIA EVALUATION		
ITEM	EVALUATION ON AVERAGER	ESPONDENTS
ASHOKA ACTION: LEVEL OF IMPORTANCE	IMPORTANT (8 IN A SCALE FROM 1 TO 10)	CHANGEMAKERS
ASHOKA BRAND	STRONG (7 IN A SCALE FROM 1 TO 10)	CHANGEMAKERS AND PARTNERS
ASHOKA CAN BRING ACTUAL CHANGE TO ROMANIA	BELIEVE (8 IN A SCALE FROM 1 TO 10)	CHANGEMAKERS

“I LEARNT FROM FLORIN (STOICAN) THAT YOU HAVE TO COLLABORATE WITH LOCAL AUTHORITIES AND FROM DORICA DAN THE VALUE OF PURSUING LONG TERM OBJECTIVES AND NOT IMMEDIATE REWARDS, BEING PERSISTENT AND RESISTANT.”

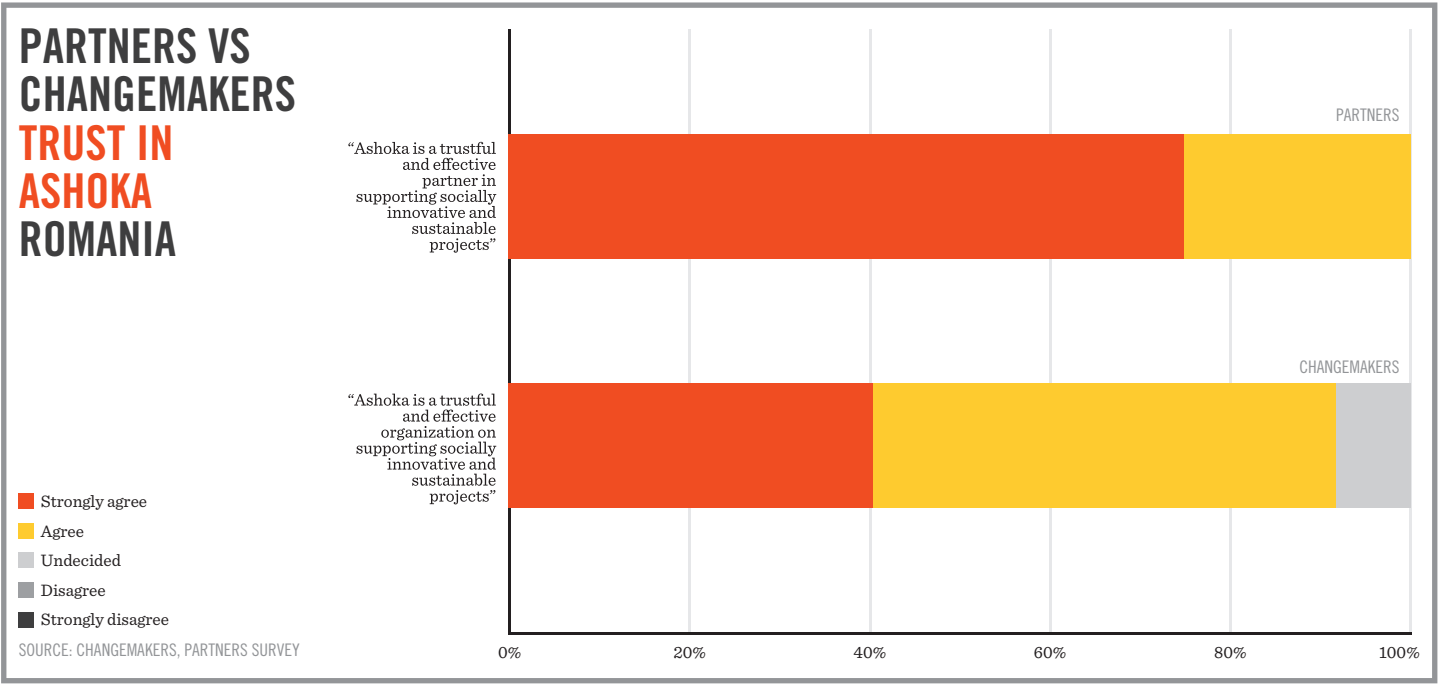
- MIRCEA DRAGOI, Creative Partner at Lateral

# ASHOKA POSITION IN ROMANIA

Digging deeper into the Ashoka reputation partially demonstrated the team assumptions on the positive consensus about our work in Romania. This sub-chapter focuses on understanding if we are seen as a neutral actor, independent from others in Romania. There is not a unique answer, but we can spot some trendlines.

Overall, our role of ecosystem builder is potentially recognized but not yet fully fulfilled, according to the partners interviewed. Ashoka in Romania “should be in the middle of society, connecting different parts of the system,” but for some “it is not yet there also because it is a young organization.” Ashoka Romania is sometimes placed everywhere, since it is “in civil society and in all the other bubbles. “, but can still be considered as belonging “in the NGO sector, because NGO means people becoming more involved in what they like”.

Within the changemakers world, Ashoka in Romania appears already in the middle, seen as an ecosystem builder. On the other hand, it is perceived as an NGO able to act “as a glue that creates network“. According to the changemakers interviewed, Ashoka Romania seems to have “the right resources to interact with people of private sectors and public sectors.” The words *convener*, *intermediary*, *neutral* are frequently repeated in the answers of the interviewed, especially among changemakers.



## STRENGTHS/WEAKNESSES

During the interviews, people were asked to define strengths and weaknesses of Ashoka Romania.

Many strengths are linked to the Ashoka team and network with its partners, Fellows, know-how, the catchy communication and its committed volunteers. The visibility provided to Fellows and Social entrepreneurs as well as reliability, empathy and the level of organization are other strong pillars according to the interviewed.

On the other hand, there is a need for a clearer message on Ashoka's action, more diversity in the topics addressed and more individualized support for changemakers. Moreover, despite being great, the team should be extended to increase the level of impact.

## STRENGTHS

INVOLVED, PASSIONATE AND COMMITTED TEAM

PARTNERS

ROMANIAN FELLOWS

CAPACITY TO BE A CONNECTOR

KNOW-HOW

EVEN IF IT'S A YOUNG ORGANIZATION, ASHOKA IS VERY WELL KNOWN IN THE NGO AND CORPORATE WORLD

RELATIONSHIPS BUILT WITHIN THE PUBLIC AND PRIVATE SECTOR

VISIBILITY PROVIDED TO CHANGEMAKERS

CAPACITY TO LISTEN

CATCHY COMMUNICATION

WELL ORGANIZED AND DISCIPLINED

HIGHLY COMMITTED VOLUNTEERS

HIGH LEVEL AND IMPRESSIVE NETWORK

RELIABILITY AND EMPATHY

## WEAKNESSES

ACTIONS NOT ALWAYS VERY CLEAR TO THE PUBLIC UNDERSTANDING

TOO DIFFICULT TO BE ACKNOWLEDGED AS A CHANGEMAKER BY ASHOKA

VENTURE PROCESS SEEMS TOO STRUCTURED

DEALING WITH TOO FEW SOCIAL ISSUES (E.G. ENERGY)

TOO MUCH BUCHAREST FOCUSED, MORE COMMUNITY-BASED WORK NEEDED

LACK ON INDIVIDUALIZED SUPPORT AND MENTORSHIP FOR ORGANIZATIONS

SOMETIMES TOO ELITIST

SOMETIMES ASHOKA ROMANIA SHOULD GO SHARPER TO THE POINT

LACK OF CAPACITY, ASHOKA ROMANIA SHOULD CONSIDER INCREASING THE TEAM TO ADDRESS THE BUCHAREST FOCUSED CONCERNS AND TO PROVIDE MORE SUPPORT FOR STAKEHOLDERS

## SUPPORTING SOCIAL ENTREPRENEURS THROUGHOUT THE COUNTRY

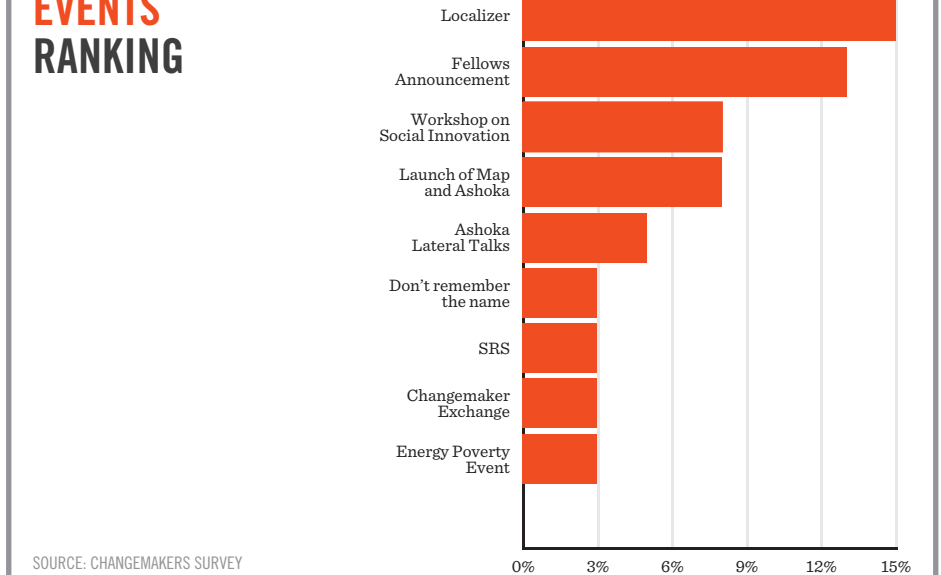
As emphasized by the team during the interviews, the hard work carried out to support changemakers in Romania, during the first two years, represented the beginning of a long-term journey.

Among the different events and workshops proposed to changemakers between 2017 and 2018, several workshops organized under Localizer and all the events involving Romanian Fellows (especially their announcement) were the most appreciated. Thematic workshop related to technical support such as the Social Investment Toolkit workshop and workshops on Social innovation were also appreciated.

One open question was introduced in the survey to better understand which activities Ashoka Romania could develop further. From our current and past activities, changemakers would like us to do more workshops, in particular on social entrepreneurship, education and on network building. More fellows, as well as a broader national network are other clear requests. Furthermore, enhancing Localizer and Ashoka's role of connector and capacity builder appear among changemakers' needs.



## ASHOKA EVENTS RANKING



SOURCE: CHANGEMAKERS SURVEY

## FELLOWS AS EXAMPLES, AND “EVERYONE A CHANGEMAKER™” AS MISSION

Supporting social entrepreneurs on their way to maximizing social impact has become the first pillar of Ashoka's work. We also work towards a **world where every citizen has the skills and the will to be a changemaker**.

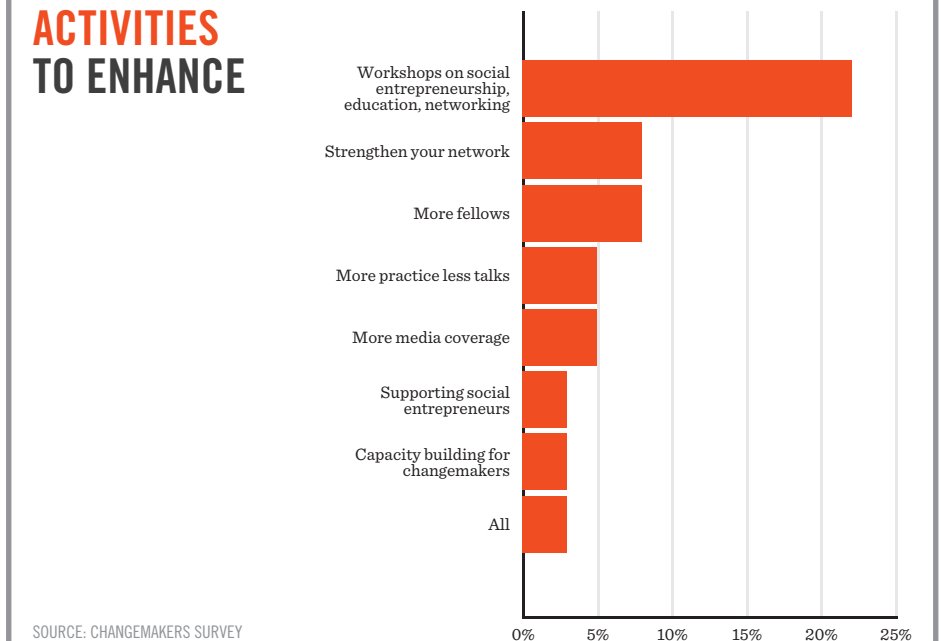
In our Romanian journey so far, Fellows are very appreciated by all the stakeholders and are able to inspire changemakers; our focus to support the leading social entrepreneurs with the Fellowship Program could sometimes let some changemakers feeling left behind. A minority of people interviewed expressed this concern.

The latter has no reason to be there, since Ashoka in Romania and in the rest of the world works restlessly towards an Everyone a Changemaker World™, where all citizens and in particular youth are equipped with the right skillset and mindset to make a positive change. Fellows remain role models and systems changers, but we have developed a set of instruments, not least international development opportunities, to support many other changemakers.

“THERE IS A DEEP NEED FOR EVERYBODY TO CONTRIBUTE TO CHANGE. FOR ASHOKA EVERYONE IS A CHANGEMAKER, BUT IT SEEMS VERY COMPLICATED TO GET RECOGNIZED AS A FELLOW!”

- ASHOKA CHANGEMAKER

## ACTIVITIES TO ENHANCE



SOURCE: CHANGEMAKERS SURVEY



DESIRES FOR 2019

The need for more support has come out from changemakers who have participated in the survey and for some who have been interviewed face to face.

Within the interviews, changemakers requested more “individualized support and mentorship for organizations” and to organize more workshops along the country, outside Bucharest. “SRS, other impact evaluation tools and seminars on how to become a social entrepreneur” are in high demand, as well as more events on “how to get the necessary funds” and on how to “communicate and involve the stakeholders”.

Different topics that Ashoka Romania could address raised out from the stakeholders interviewed: from the need to focus on poverty and education, on technology’s impact and on rural

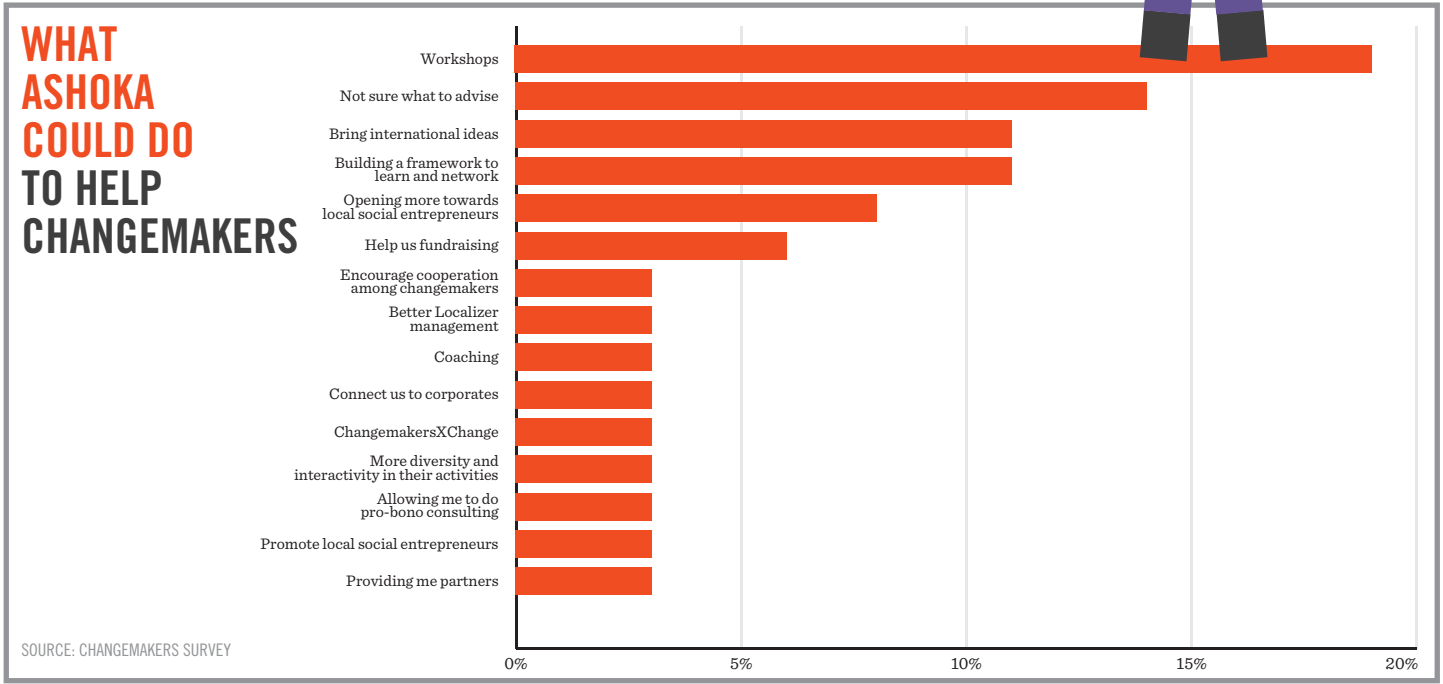
development but also the need to empower everyone to be a changemaker.

Workshops, bringing international solutions to Romania, building a framework for learning and networking, and helping changemakers to fundraise have been the most mentioned requests in the survey (See graph).

All those transversal topics expressed by changemakers, on the one hand, confirm the wide need for Ashoka’s support; on the other hand, those topics confirm the effectiveness of the work carried out to select our workshops topics between 2017 and 2018, since we detected real needs of changemakers (e.g. SRS Workshop, Social investment toolkit workshop and Storytelling workshop).

Thus, it is possible to say that, more than

just to be inspired, stakeholders expect Ashoka Romania to open new possibilities for local social entrepreneurs to cooperate with Ashoka and to build a platform for long-lasting cross-sectoral cooperation.



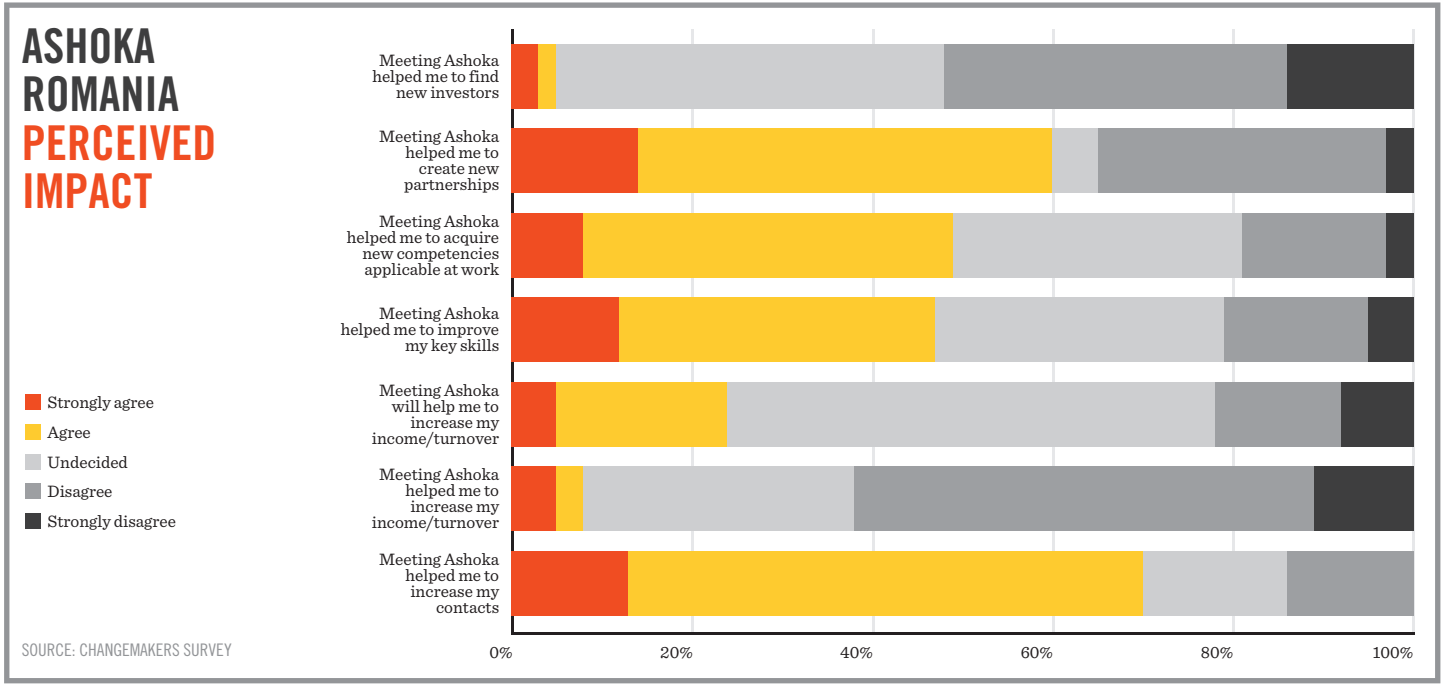
PERCEIVED IMPACT: FIRST RESULTS OF OUR JOURNEY IN ROMANIA

The Ashoka journey in Romania is at its first checkpoint. Measuring impact, defined as the diffuse, long-term set of positive consequences that result from the intervention is a hard task. Through the interviews and the targeted survey, we captured the budding impact perceived from Ashoka Romania’s action.

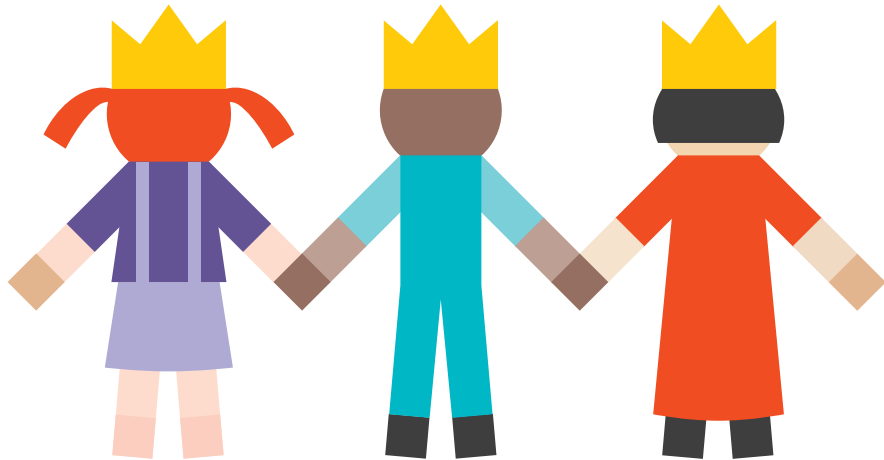
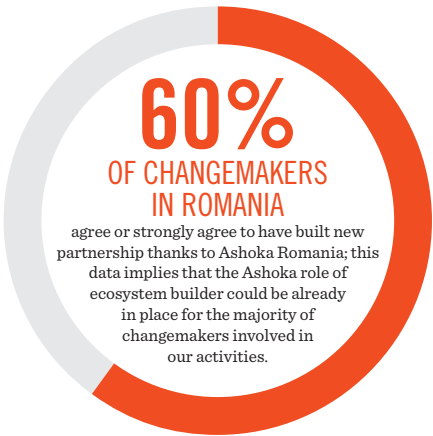
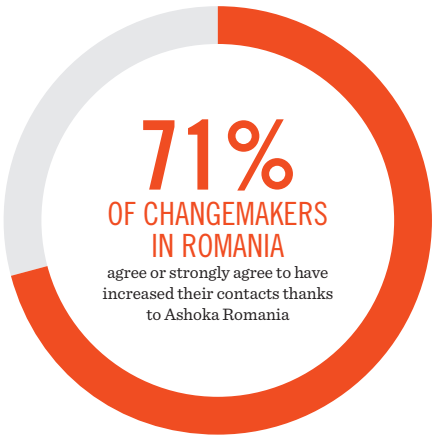
IMPACT ON FELLOWS AND CHANGEMAKERS

The first beneficiaries of our actions are Fellows and changemakers who form the ecosystem. Considering the early stage of Fellowship at the moment we carried out interviews and survey, it is too early to provide consistent numbers coming from the survey. Nevertheless, a positive picture emerges.

**Knowledge, network and visibility are the three most important tools provided by Ashoka Romania to its fellows.** At the impact level, Dorica Dan affirms that now she thinks “more on how to make” her “services more sustainable”. Florin Stoican, thanks to the Fellowship program, started to focus full time on his social innovation and on how to scale it at national level and beyond. Paul Radu stated during the interview that “Before Ashoka, innovation was a great part of our work, but I never felt a social innovator. With Ashoka it is more about a sum of elements that I was previously seeing as parts.”



FOR WHAT CONCERNS CHANGEMAKERS,  
THE SURVEY SHOWS THAT:



All the changemakers interviewed, who have participated in more than one activity, confirm that Ashoka:

- has changed their perspectives,
- provided methodologies that enabled them to win grants or improve their business model,
- allowed the creation of new partnerships with several actors.

**“WE USED THE SOCIAL INVESTMENT TOOLKIT APPROACH TO CREATE OUR PITCH FOR A SOCIAL BUSINESS PROPOSAL FOR THE STARTUPPER OF THE YEAR CHALLENGE, ORGANIZED BY TOTAL ROMANIA.”**

- ADRIANA PREDA, Executive Director at Asociatia Social Incubator

PARTNERS PERCEPTION  
ON ASHOKA ROMANIA

We value and appreciate the support of our partners, both founding and pro-bono without which none of our activities would take place. Interviews and the targeted survey provided us a first evaluation on our work.

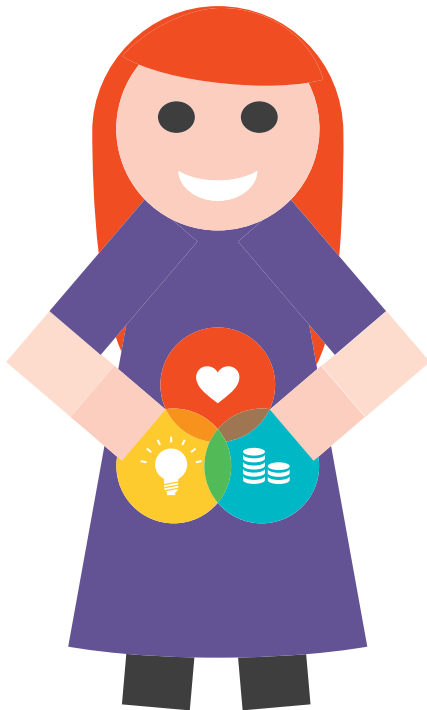
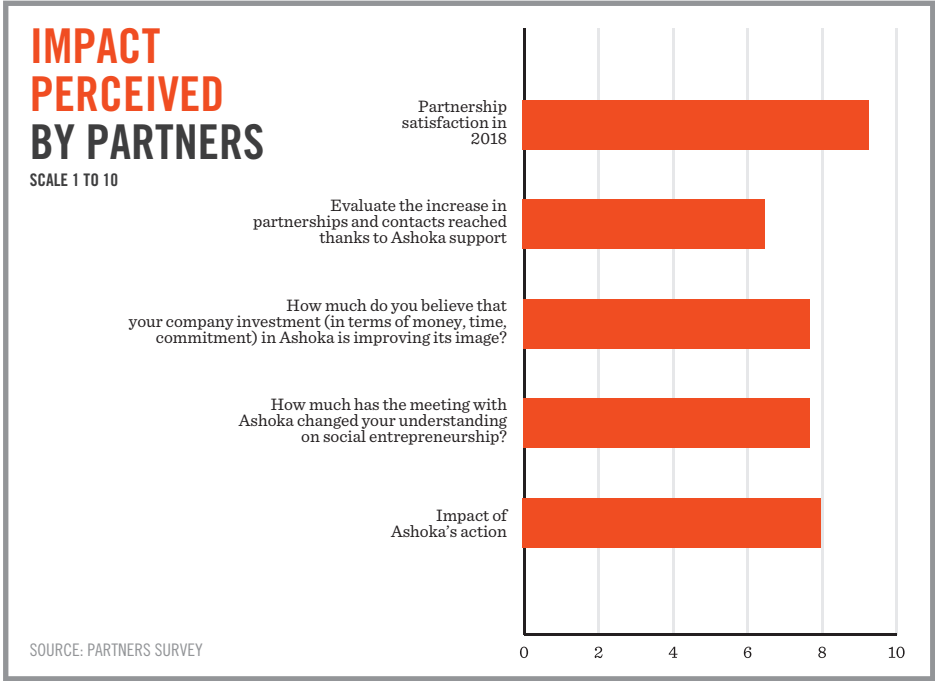
Within the interviews, partners have been overall inspired by Ashoka, by Fellows and stimulated by the discussions on impact or the tendency to highlight the social value of any project. In some case, the partnership with Ashoka has allowed to change their perception of their own work; for instance a partner came with the conclusion that “even if” they are “a big company”, they “cannot do things alone” and that “the company should improve the dynamic between managers and employees, giving “more power to people.”

**100%** OF SURVEY RESPONDENTS  
agree or strongly agree to consider worthy their budget and/or working time allocated/invested in Ashoka Romania

**75%** OF SURVEY RESPONDENTS  
agree on the fact that meeting Ashoka Romania helped her/him to create new contacts

**75%** OF SURVEY RESPONDENTS  
agree that Ashoka Romania provided her/him with knowledge applicable at work

**100%** OF SURVEY RESPONDENTS  
agree or strongly agree that Ashoka Romania increased their awareness towards societal issues.





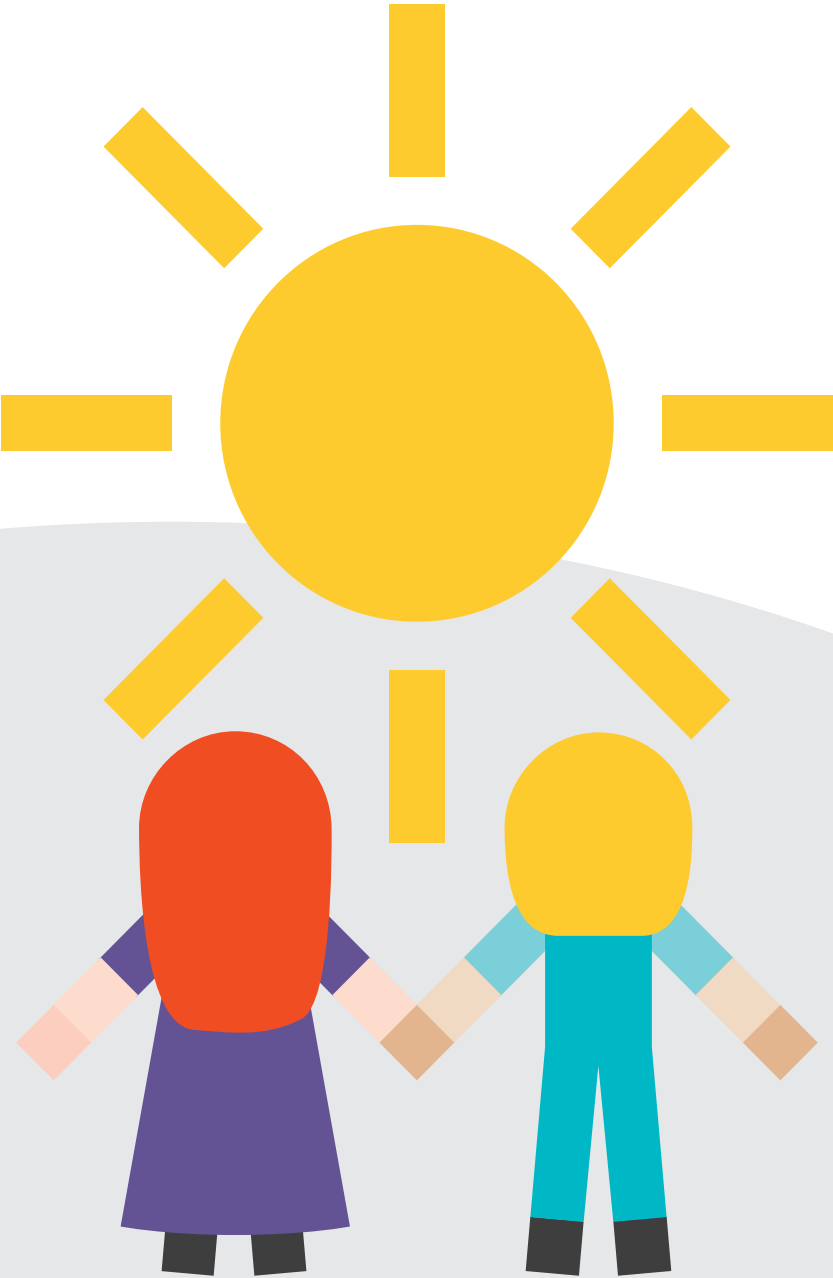
# THE IMPORTANCE OF FEEDBACK TO IMPROVE OUR ACTION

One can say that you cannot change a world you don't know. In a short time, this field work has managed to confirm that:

- Romania has still many challenges ahead
- Ashoka Romania is perceived positively by the stakeholders who interact with the organization
- Ashoka Romania's action had a positive impact on almost the totality of stakeholders involved
- The most successful events were the one related to new international or national ideas (e.g. Localizer, events with Romanian Ashoka Fellows)
- Ashoka Romania is already perceived as a convener and ecosystem builder

by social innovators and social entrepreneurs but not yet fully as one by partners

- Venture and Fellowship are truly appreciated and we can work more for including more changemakers in our programs
- Ashoka Romania could increase its indirect support to provide funding opportunities for changemakers
- Ashoka Romania support could be geographically expanded at the national level, extended to more social entrepreneurs and more personalized.



CHAPTER 4

# TEAM FINANCIALS PARTNERS

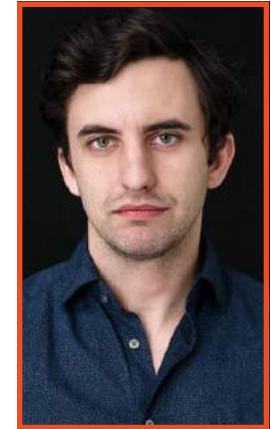
  

# HOW TO GET INVOLVED

## CORE AND SUPPORT TEAM IN 2017-2018



**CORINA  
MURAFĂ**  
MANAGING  
DIRECTOR



**CIPRIAN  
STANESCU**  
PARTNERSHIPS  
MANAGER  
(UNTIL APRIL  
2019)



**LAURA  
CATANA**  
CO-FOUNDER  
(FULL-TIME) AND  
FUNDRAISING &  
STRATEGY  
SUPPORT  
(PART-TIME, AT  
10% FULL-TIME  
EQUIVALENT IN  
2018)



**OVIDIU  
CONDURACHE**  
COMMUNITY  
BUILDER



**ALEXANDRA  
(LEXI)  
CARAMAN**  
INTERN



**MARIE  
RINGLER**  
ASHOKA  
EUROPE &  
CEE LEADER  
(PART-TIME, AT  
10% FULL-TIME  
EQUIVALENT)



**ANNA  
SCHADEN**  
CEE  
OPERATIONS  
MANAGER  
(PART-TIME, AT  
10% FULL-TIME  
EQUIVALENT)



**PIOTR  
BOJKO**  
CEE  
FINANCE  
MANAGER  
(PART-TIME, AT  
10% FULL-TIME  
EQUIVALENT,  
UNTIL AUGUST  
2019)



# NEW ENTRIES IN 2019



**DOMENICO  
PELLITTERI**

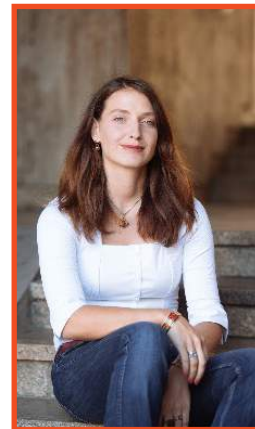
**PROJECT & OPERATIONS  
MANAGER**  
(JANUARY-MAY  
2019, FULL-TIME  
FOR ASHOKA  
ROMANIA. SINCE  
MAY 2019, 20%  
FOR ASHOKA RO-  
MANIA AND 80%  
FOR ASHOKA  
GLOBAL)

# ASHOKA ROMANIA FINANCIALS

As a pilot start-up, Ashoka started to operate in Romania under the legal identity of the Ashoka gemeinnuetzige GmbH, a non-profit company registered

with the Vienna Trade Register and with an office in Vienna. From the very beginning, we set to establish a stable local team and presence. Looking at the healthy development of the local office, the needs in the ecosystem for the type of support and opportunities provided by Ashoka and partners' interest, the Global Board of Ashoka has decided, in May 2018, to set up a local legal entity. Papers have been filed in Court and we are currently waiting on the Court's final resolution. **2019 will mark a new milestone for Romania: the setup of our own legal entity – "Fundatia Ashoka".**

The first two years of activity were possible thanks to the strong contribution of Ashoka Romania's Founding partners, the Romanian American Foundation and ENEL Romania.



**ANA  
MURRAY**

**STRATEGY & PARTNERSHIPS  
MANAGER**

## REVENUES

Within the first two years the main contribution was provided by the founding partners, the **Romanian American Foundation** and **ENEL Romania**.

Other sources of revenues came from Ashoka Support Network Members, other partnerships and global funding. For 2019, we estimate to increase our revenues from our partners.

	2019 (FORECAST)	2018	2017
OPERATING INCOME	EUR	EUR	EUR
Founding Partners	130,000	235,000	225,000
ASNers	20,000	10,000	0
Partners	190,000	15,000	27,000
Global funding	0	13,000	0
<b>TOTAL</b>	<b>340,000</b>	<b>273,000</b>	<b>252,000</b>

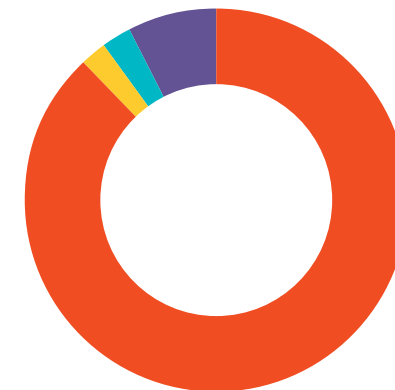


**RAMONA  
RUSU**

**CEE  
FINANCE  
MANAGER**  
(PART -TIME  
FOR ROMANIA)

## REVENUES BY SOURCE 2017-2018

- Founding partners
- ASN Romania
- Global Funding
- Partners



## REVENUES BY SOURCE 2019 FORECAST

- Founding partners
- ASN Romania
- Partners

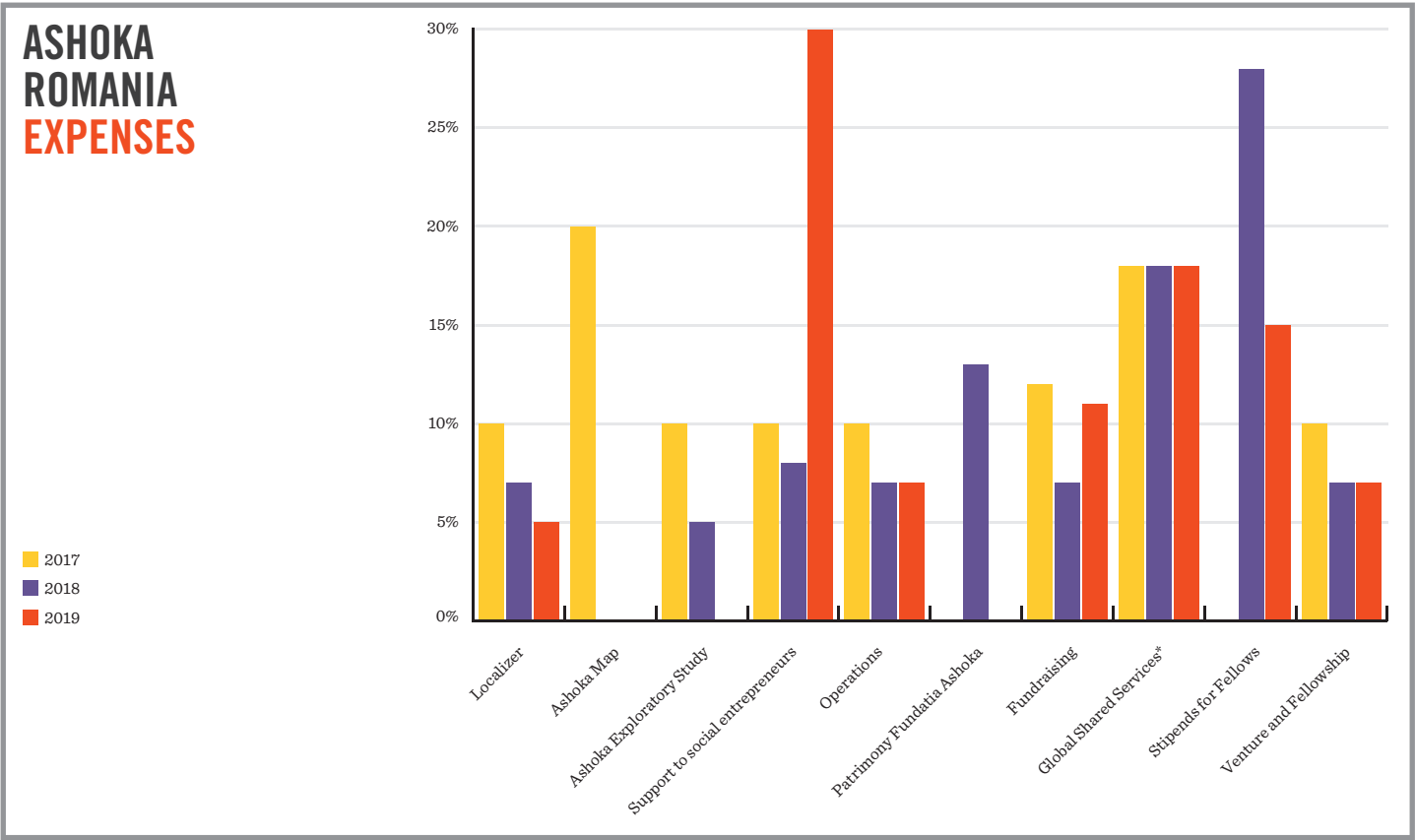


EXPENSES

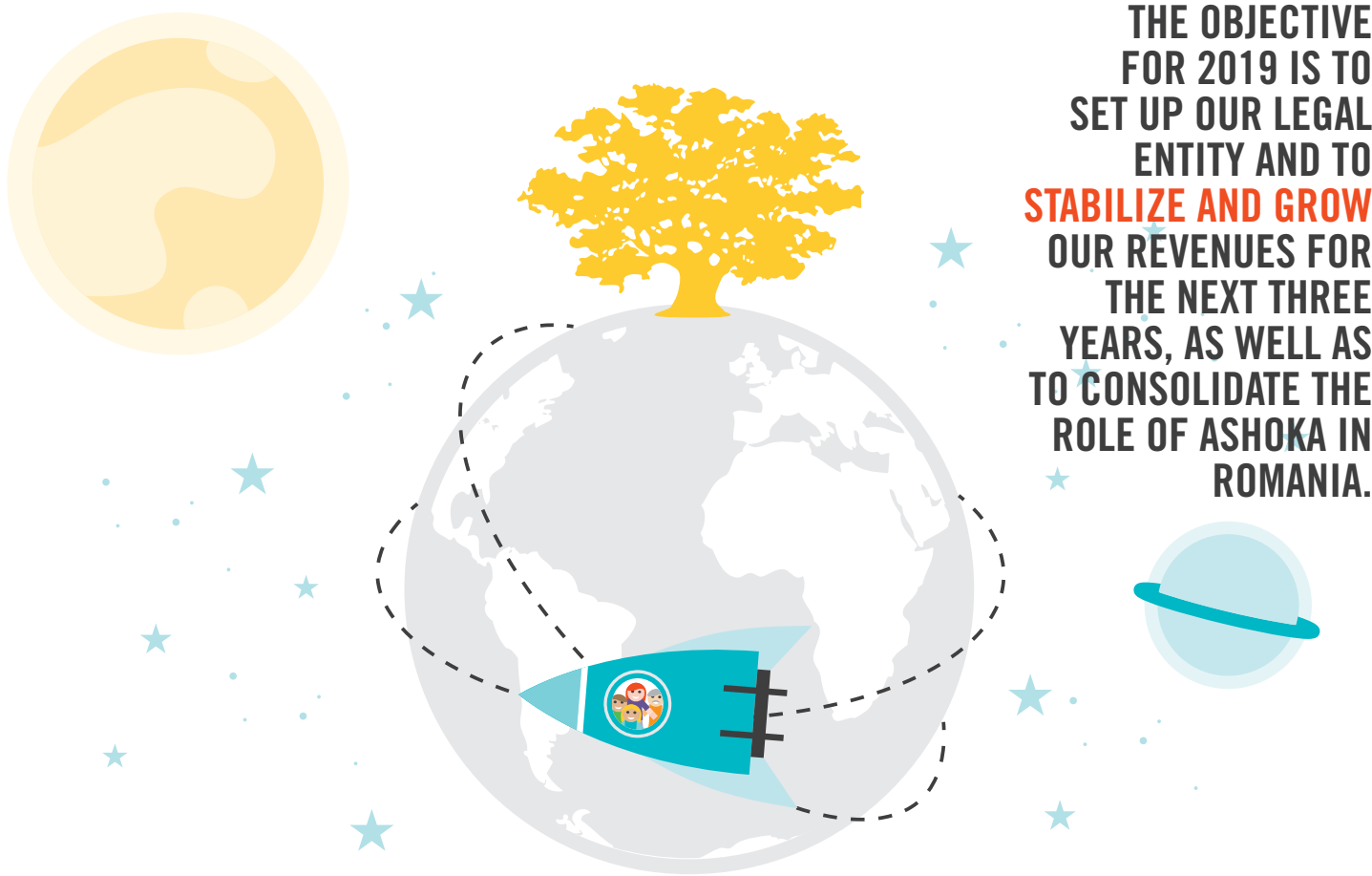
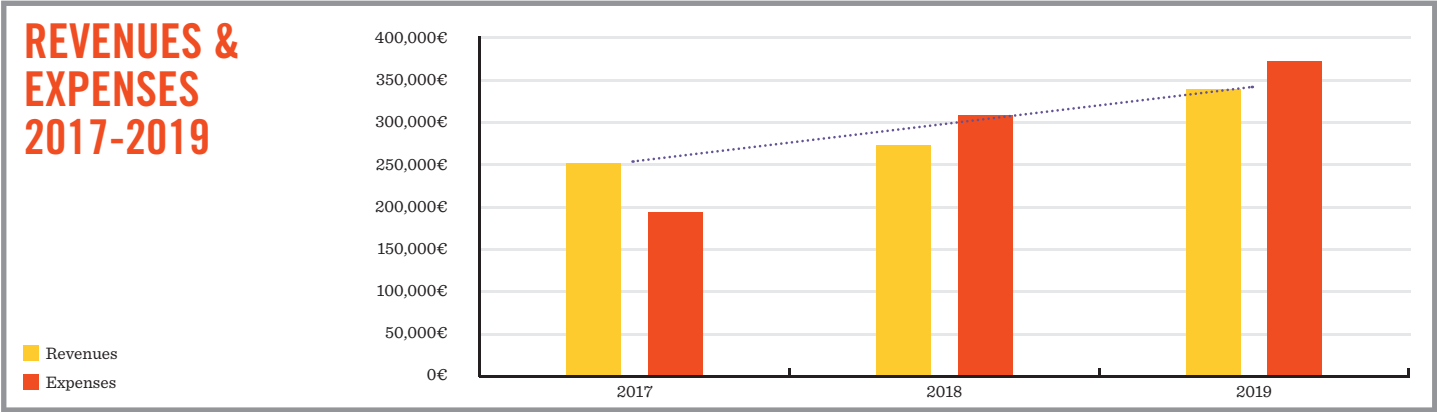
Considering all the years comprised in this report and forecast, the most important program in terms of expenses is Venture and Fellowship, including the three years financial commitment for the stipends started in 2018.

	2019 (FORECAST)	2018	2017
OVERALL EXPENSES	EUR	EUR	EUR
	372,180	308,757	193,806

Other important expenses are related to programme direct costs, the Localizer program and the support programmes for social entrepreneurs. The latter is a macro-item that includes workshops, meetings, conferences and other activities aimed at supporting social entrepreneurs. The forecast for 2019 is to increase this cost from 9% on average to 30% to further boost our support for social entrepreneurs. In the graph, it is also possible to observe other expenses dedicated to specific initial programs such as the Changemakers Map and the Exploratory study and the expenses related to the funds committed to the Romanian legal entity (Patrimony Fundatia Ashoka) and to staff’s time for fundraising activities.



\*Ashoka Global provides leadership advice as well as need-based support from the global teams on: identification of and introduction to potential global partners in Romania, including corporate pro-bono partners, access to Ashoka’s global IT platform and online communication data storing services, specialized support and training in IT, support on specific methodologies on social impact measurement, selection of Ashoka Fellows, hiring, social finance, storytelling, scaling social impact solutions, developing local ecosystems for social change by engaging local business entrepreneurs, brand identity and communications, etc. Moreover, certain programs such as Venture or functions such as hiring, payments and finance are centrally managed, therefore we all contribute to ensuring a common global system, through the Global Shared Services.



THE OBJECTIVE FOR 2019 IS TO SET UP OUR LEGAL ENTITY AND TO **STABILIZE AND GROW** OUR REVENUES FOR THE NEXT THREE YEARS, AS WELL AS TO CONSOLIDATE THE ROLE OF ASHOKA IN ROMANIA.



# OUR PARTNERS

## FOUNDING PARTNERS



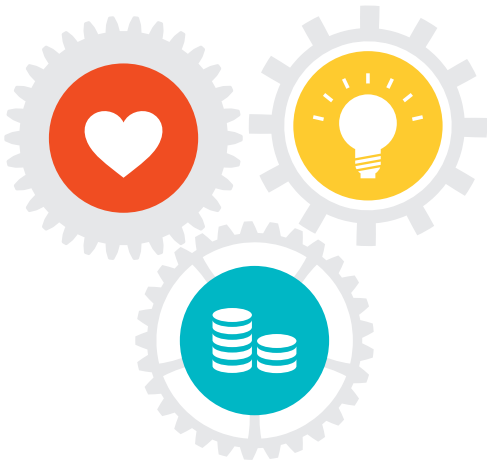
## PRO-BONO PARTNERS



**ANDREI  
POGONARU**  
PARTNER  
AT CENTRAL  
EUROPEAN  
FINANCIAL  
SERVICES



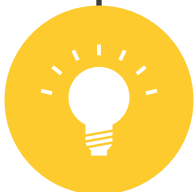
**CIPRIAN  
MORAR**  
FONDATOR &  
CEO LATERAL



# HOW TO GET INVOLVED

## JOIN THE ASHOKA SUPPORT NETWORK

Global community of 450+ successful and innovative professionals in 25 countries who invest in Ashoka and support Fellows



## BE AN ASHOKA VOLUNTEER

Being a volunteer in Ashoka is a journey with one destination: the social innovation world



## BECOME A STRATEGIC PARTNER

Our strategic partners are forward thinking and leading companies/organizations who invest in Ashoka to increase our collective impact



## BECOME A PRO-BONO PARTNER

Connect your services to the greatest network of social entrepreneurs to inspire your organization and to contribute to our systemic change



# SPECIAL ACKNOWLEDGEMENTS

Our special gratitude goes to outstanding senior experts who have supported Ashoka Romania in setting up the local office and the team with dealing with the complexities of any start-up, but also our fellows, by giving us their time, contacts and expertise.

We would like to appreciate the effort and diligence of Domenico Pellitteri in drafting this report and George Jiglău for the methodological support.

The following list of contacts is by far not exhaustive: **Diana Iovescu Tătu**cu and **Dorian Klein** (for their support in setting up the local operations and fundraising), **Mădălina Mocan** (for the analysis in our National Report on Social Entrepreneurship), **Gabriela Solomon and Valentina Barna** (for their support with workshop facilitation and Changemakers Map), **Stela Serghiuță, Răzvan Ostroveanu and Cosmin Chiriță** (for facilitating several Ashoka workshops), **Doru Dinu and Paul Olteanu** (for supporting the development of our fellows’ public speaking skills), **Dana Deac** (for moderation of our flagship events), **Dragoș Nicolaescu and Andrei Roșca** (for coaching the local team in its leadership development journey), **Dragoș Neacșu, Sergiu Neguț, Magda Ropotan and Ryan Crozier** (for supporting the growth process of our fellows). We also thank our volunteers **Ana-Maria Baghiu, Roxana Bîra, Raluca Grigore, Ionela Harasenciuc, Irina Mihăilescu, Tina Larion, Ana-Maria Mîndruță, Gabriela Petrea, Cătălina Șerban, Gabriela Pîrnău, Roxana Maior, Nastase Andreea-Cristina** (for contributing to our Localizer program) **Ionuț Căldăraru, Auriane Tang, Sergiu Vecerde**a (for contributing to our Fellows’ public announcement), **Anna Kopinski** (for verifying our Fellows profiles in English), Alina Tudor, Raluca Cocuz, Romeo Vasilache, Mircea Dragoi, Teia Ene, Adriana Preda, Alexandru Laibar, Gabriela Petrea, Brîndușa Birhala, Camelia Proca, Raluca Negulescu-Balaci, Dragoș Belduganu, Ana Stamanescu, Iana Matei, Paul Radu, Dorica Dan, Florin Stoican and our Ashoka Romania Core Team (for accepting to be interviewed for this report).

We would like to thank also all the International Fellows and Changemakers who came to Romania within our Localizer Program.

Our greatest gratitude goes towards **LAURA CATANA** for bringing the Ashoka story to Romania and for her continuous support.







THANKS TO  
**900+**  
CHANGEMAKERS  
THROUGHOUT  
THE COUNTRY!



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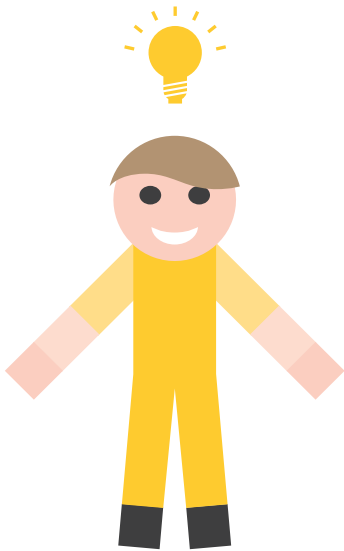
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