



**HOW  
WE FIND  
SOCIAL  
ENTRE-  
PRENEURS**

**BOOK 2**

# THE CORE OF WHAT WE DO

If you have heard about Ashoka before, you probably know us for our ability to select the **world's leading social entrepreneurs...**



...and it is true. Today our network counts 3,500+ members, or **Ashoka Fellows**, in over 80 countries. 177 of them come from Central and Eastern Europe.

Finding and supporting exceptional social entrepreneurs who are tackling social problems at a systemic level **remains at the core** of everything we do.

**THIS BOOK IS HERE TO HELP YOU BETTER UNDERSTAND  
THE PEOPLE WE CALL SOCIAL ENTREPRENEURS  
AND TO EXPLAIN HOW WE FIND THEM.**

# WE KNOW IT WORKS

In 1980 Ashoka developed criteria and a **rigorous selection process** meant to guarantee that only the highest quality of social entrepreneurs 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.

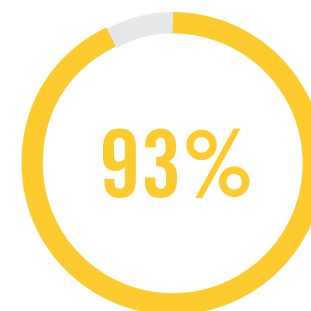


of Ashoka Fellows see their solutions replicated independently by other organizations or used by major players, often governments.



change national policy within 5 years of election by:

- drafting legislation
- providing research & previously missing data
- advising legislative bodies
- organizing citizen action



of Fellows are pursuing their original objective even 10 years after election.\*

\* based on internal impact studies among Global Fellowship in 1998 - 2013

# A POWERFUL IDEA IN THE HANDS OF THE RIGHT PERSON

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?  
Does it go **beyond** direct social  
service or social activism?  
Has the solution been  
**tested already?**

### ENTREPRENEURIAL SPIRIT

Does the person have an  
entrepreneurial spirit strong  
enough to **carry out large-  
scale implementation** –  
no matter how long it takes,  
or how many reversals of  
fortune are in store, or how  
much opposition or loneliness  
lies ahead?

### 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?



# SOCIAL IMPACT EXPLAINED

In order to understand which level of impact a candidate has already achieved with their idea and is aspiring to in the future, we use the “**Stairway to Impact**”.

## STAIRWAY TO IMPACT

Inspired by “Results Staircase” of Phineo and adapted by Ashoka CEE.

### 3. IMPACT

We pay attention to whether and how the life situation of target groups have actually improved – in one or more geographic locations.

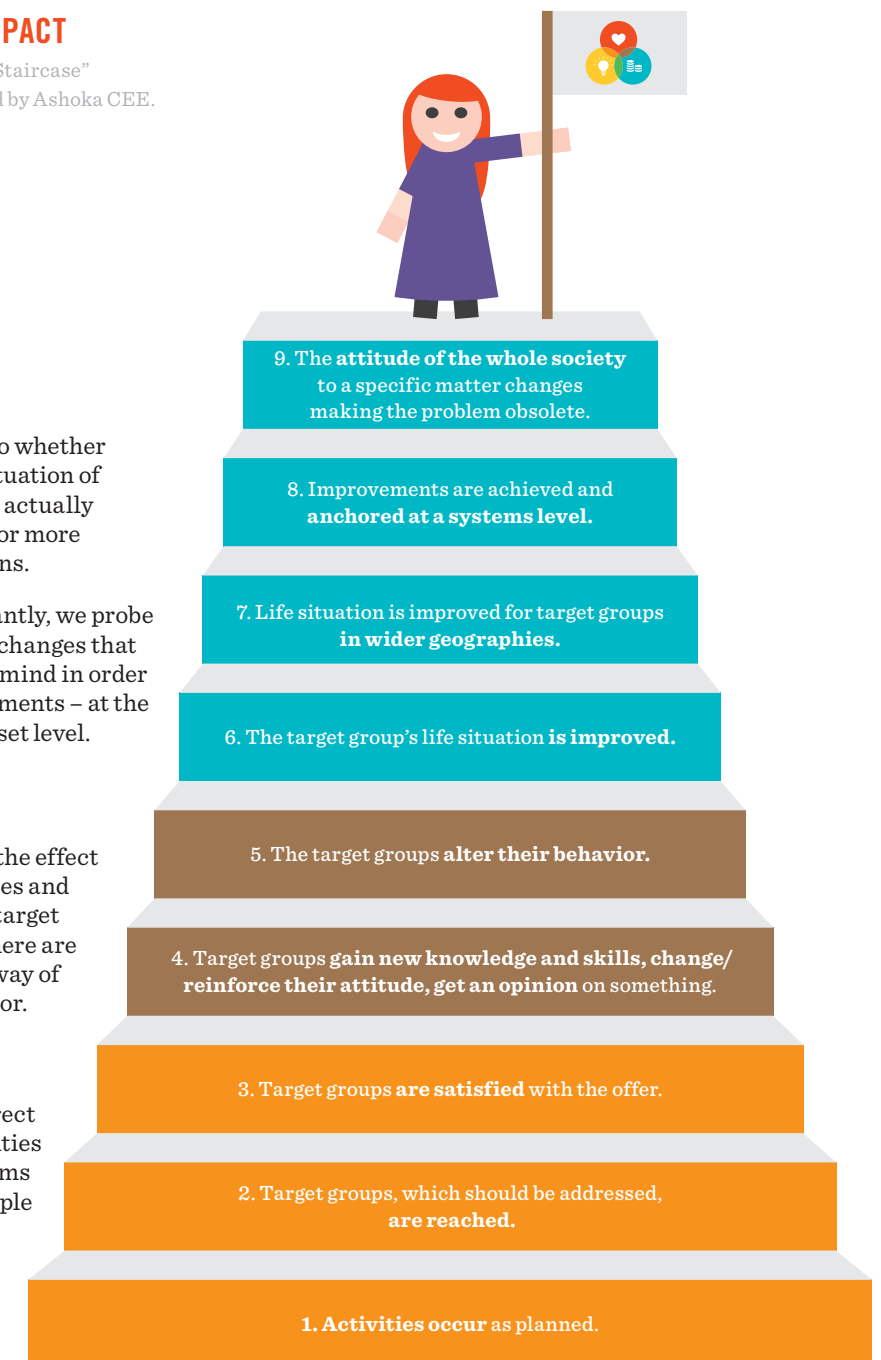
And, most importantly, we probe to understand the changes that a candidate has in mind in order to anchor improvements – at the systems and mindset level.

### 2. OUTCOMES

We look closely at the effect these direct services and activities have on target groups: whether there are changes in skills, way of thinking or behavior.

### 1. OUTPUTS

We observe the direct services and activities a candidate performs and how many people are reached.



A good candidate for Ashoka Fellowship has a proven record of achieving positive outcomes and improving the life situation of people.

# DIVING FOR PEARLS

Ashoka's selection process of leading social entrepreneurs consists of **profound due diligence**, with participation of **in-house and external experts** from multiple countries. The whole process usually takes **6 - 12 months**.

As you might already imagine, finding entrepreneurial people with systems-changing innovations is **not an easy task**. We sometimes compare this task to **diving for pearls**. They, too, are not easy to find.

But it's worth it, because the support Ashoka provides is **lifelong**.

**WE WANT TO ENSURE THAT THE INVESTMENT WE ARE ABOUT TO MAKE INTO A SOCIAL ENTREPRENEUR WILL PAY OFF IN A SIGNIFICANT SOCIAL RETURN FOR SOCIETY.**



# IT TAKES TIME AND EFFORT FOR THE WORLD

# TO MEET A NEW SOCIAL ENTREPRENEUR



## WE SOURCE NOMINATIONS

We **open up calls** for nominations and **do not limit them by topic** as one can hardly predict where innovative ideas may live.

We also proactively reach out and **seek nominations ourselves**.

Every year we source up to **several thousand nominations** in diverse fields across Central and Eastern Europe, and many more throughout the world.



## CARRY OUT STRICT DUE DILIGENCE

Local staff **shortlists** candidates based on the initial analysis of solutions for **innovation and systems-change potential**.

We then do **deeper research** into the solutions proposed by shortlisted candidates. Are these ideas truly innovative? Could they help transform entire sectors? The answers we find help us decide which candidates to invite to move forward in the process.



## LEAD STRATEGIC CONVERSATIONS ON IMPACT

Next, we carry out deep **in-person conversations** with the shortened list of candidates. We probe their motivations, assess entrepreneurial spirit, ethical fiber and creativity, and clarify their **impact model and systems change aspirations**. The total length of interviews with individual candidates sometimes adds up to 15 hours!

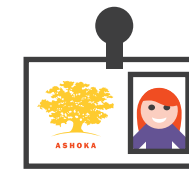
The next round of in-depth interviews is done by a senior **Ashoka staff member from another continent**. This structure helps **insulate** domestic staff from **local pressures** and provides international perspective.



## ENABLE EXTERNAL ASSESSMENT

We invite three **external partners** with strong entrepreneurial and social innovation track records and/or **Fellows** to become members of our panel. Every candidate has a separate **conversation** with each panelist. Then panelists gather for a **long discussion** chaired by the **senior Ashoka staff member** from another continent.

They take a **consensus-decision** on whether a pre-selected candidate fits defined criteria. Is it really the case of a **powerful idea** in the hands of a really **good entrepreneur** able to think big?



## GET APPROVAL OF GLOBAL BOARD

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.

Upon the Board's approval, a candidate enters a **lifelong Fellowship** within the international Ashoka network and is officially named an **Ashoka Fellow**.



## PUBLICLY PRESENT AND PROMOTE NEW FELLOWS

Local Ashoka offices invite decision-makers from the business, social and public sectors to **meet, greet and celebrate** newly elected Fellows in a public gathering.

We **document and promote profiles** of newly elected Ashoka Fellows as **good practice examples** of social entrepreneurship.

A social entrepreneur gains **lifelong access** to wide opportunities of support.

Read more about how we support social entrepreneurs in Book 3.

# A WIN-WIN PROCESS



We asked the cohorts of recent Fellows whether the long and challenging conversations they had with us had any effect on them\*.

# 91%

of Fellows say Ashoka selection process and questions helped them frame their work from a systems change perspective.

“I’ve had the opportunity to reflect long about my vision, articulate and re-articulate it, constantly refine the strategy and clearly see which activity leads to which outcome and what are those priorities I cannot let go.”

Márta Bácskai,  
founder of Go healthy!,  
Hungary

“The selection process pulled me out of my ‘little world’ and expanded my vision.”

Štefan Straka,  
founder of Svatobor,  
Slovakia

# 81%

of Fellows as a result of selection process were able to recognize the potential of scaling their solution to national/international level which they were not fully aware before.

# 73%

of Fellows after going through the selection process started seeing themselves as part of a larger movement of social entrepreneurs.

\* data comes from the pilot Impact Study of Ashoka CEE, and represents opinions of Fellows elected in the region between 2013 and 2016. We plan to expand and deepen the impact study in the years to come, and welcome your ideas and support.



# HOW TO FIND AMAZING

# SOCIAL ENTREPRENEURS

There are multiple ways how we find social entrepreneurs with powerful ideas. Two of them have proven particularly helpful to our search in Central and Eastern Europe.

## OPEN-SOURCING

Changemakers are invited to **submit detailed descriptions** of their solutions on a web platform developed by Ashoka and partners. They make the **mechanics of their solution accessible to everyone**. This encourages changemakers to openly **share** their solutions for peer review and **provide inspiration** for others.

Such an approach not only allows Ashoka to get an overview of exciting innovations in the field, but it also fosters **collaboration and cross-pollination** among changemakers.

One example of open-sourcing innovations is Ashoka's global platform **Changemakers.com** which has to date sourced over 16,000 solutions from across the world. Another example which has been inspired by our global Changemakers platform, is our new local **Ideegration platform**. It has been launched in 2016 and has already showcased over 100 solutions for the integration of refugees in Austria.

[www.changemakers.com](http://www.changemakers.com)  
[www.ideegration.at](http://www.ideegration.at)



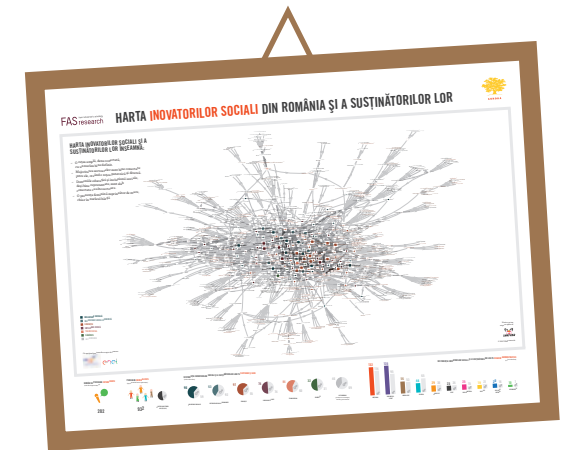
## MAPPING CHANGEMAKERS

**Mapping and visualizing networks** of changemakers in a country is another effective way to spot social entrepreneurs.

We carry out a series of snowball interviews with community leaders and create an **extensive database** of local changemakers working in different fields. This database is visualized as a **social network map**. The biggest dots on this map are people who have been nominated most often. They are likely to be **key influencers** in a field or important brokers between isolated clusters.

Such mapping not only helps us identify leading social entrepreneurs and elect them as Ashoka Fellows. It puts thousands of changemakers in the spotlight, and helps them **find partners** for collaboration and funding.

Since 2014, we have done over 1400 snowball interviews in the region and developed Change-maker maps for **Austria, Czech Republic, Hungary, Poland, Romania and Slovakia**. These maps have put over 8000 changemakers in the spotlight of public attention. Many other Ashoka **offices and foundations around the world** have taken up this tool, too.



Today, our maps are used by different local stakeholders and **decision-makers** (including the President of Slovakia!) to get to know key changemakers in their countries and get insights into the citizen sector.

We invite you, too, to have a closer look at the Changemaker Maps from the CEE region!



Austria



Czechia



Poland



Romania



Slovakia

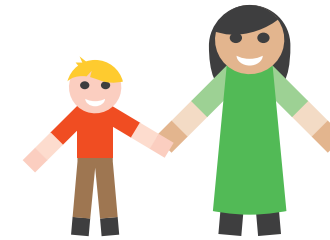
The Changemaker Map of Hungary is available in hard copy only upon request.

# READY FOR SOME NAME DROPPING?

So here they are—social entrepreneurs who have successfully passed the Ashoka selection process around the world. Maybe you know some of them:



**JOHANNES LINDNER**  
Empowering students across Europe to become active citizens through hands-on entrepreneurship education.



**JEROO BILLIMORIA**  
The founder of Childline and Child and Youth Finance International dedicated to ensuring financial inclusion of children and youth.



**MUHAMMAD YUNUS**  
The Nobel Prize winner and founder of the global microfinance movement.



**WENDY KOPP**  
The founder of Teach For America and Teach For All who ushers a new generation of teachers and reformers on all levels of the education sector.



**KAILASH SATYARTHI**  
The Nobel Prize winner and the powerful engine behind the global March Against Child Labor.



**JIMMY WALES**  
The founder of Wikipedia who brought about radical changes in how people around the world access information and knowledge.



**BARBARA & TOMASZ SADOWSCY**  
Using adult education and the power of peer support to help homeless people gain job skills, build self-reliance and lay the foundation for a new professional and family life.



There are definitely many more social entrepreneurs who we are not aware of.  
**You can help us discover them!**

# GOOD NEWS FOR CENTRAL AND EASTERN EUROPE

## OUR REGION IS HOME TO SOME AMAZING SOCIAL ENTREPRENEURS.

Meet the new cohort of social entrepreneurs we elected as Ashoka Fellows in 2014 – 2017 in Austria, Czech Republic, Hungary, Slovakia and Poland.



### **WALBURGA FRÖHLICH & KLAUS CANDUSSI**

#### **HUMAN RIGHTS, HEALTH / 2015**

Enabling people with severe learning difficulties to assume leadership roles and take a lead in defining the accessibility of society.

### **BERNHARD HOFER**

#### **EDUCATION / 2015**

Building up a nationwide peer-to-peer tutoring program, and tearing down the wall between pupils and their first potential employers.

### **GERNOT JOCHUM MÜLLER**

#### **CIVIC PARTICIPATION, HEALTH / 2015**

Redefining the elderly care system by allowing agile retirees to ensure their own care tomorrow by supporting frail elderly with daily needs today.

### **EDIT SCHLAFFER**

#### **CIVIC PARTICIPATION / 2016**

Leading mothers to prevent their children from becoming radicalized and recruited to terrorist groups by helping them spot early warning signals and draw from peer support.

### **BARBARA CZEIZEL**

#### **HEALTH, HUMAN RIGHTS / 2014**

Making the care for young children at risk of developmental delays a truly collective effort of doctors, parents and teachers and allowing them to grow up in families, not institutions.

### **NÓRA RITÓK**

#### **EDUCATION, ECONOMIC DEVELOPMENT / 2014**

Helping children from poor communities experience their first successes in life via creative arts, which triggers increased self-efficacy and transformation of the whole family.

### **ÉVA TESSZA UDVARHELYI**

#### **CIVIC PARTICIPATION / 2016**

Supporting people at the margins of society to become advocates of their own rights able to unite and influence decisions that affect them.



**DAGMAR DOUBRAVOVÁ**  
**HUMAN RIGHTS, ECONOMIC DEVELOPMENT / 2015**

Ensuring the smooth transition of ex-offenders to non-criminal life by building bridges between them and employers, and helping them break free of debt traps.

**MIKULÁŠ KROUPA**  
**CIVIC PARTICIPATION, EDUCATION / 2016**

Helping young people understand the value of active citizenship by connecting them with eye-witnesses of historical events and helping them learn from the shared past.

**KLÁRA LAURENČIKOVÁ**  
**EDUCATION / 2015**

Orchestrating a movement which challenges segregation patterns in the Czech education by redefining policies and developing practical inclusion tools for schools.

**JIŘÍ SKUHROVEC**  
**ECONOMIC DEVELOPMENT / 2017**

Transforming the standards of access to data on public procurement, thus equipping citizens with tools to secure more value and transparency about how officials spend public monies.

**ŠTEFAN STRAKA**  
**ECONOMIC DEVELOPMENT / 2016**

Helping Roma families become eco-farmers by serving as a missing link between unemployed people, idle land and resources for start-ups.

**IRENEUSZ BIAŁEK**  
**ECONOMIC DEVELOPMENT, HUMAN RIGHTS / 2017**

Fostering the culture of inclusion and diversity in employment in Poland by building a peer network of CSR-managers as motivated change agents within company culture.

**JACEK PURSKI**  
**HUMAN RIGHTS / 2017**

Working to prevent the spread of terrorism and radicalization of youth by equipping local communities with awareness and sensitivity to recognize early signs of risk.

**KATARZYNA SZYMIELEWICZ**  
**HUMAN RIGHTS / 2015**

Safeguarding privacy of citizens by increasing societal control over surveilling bodies via changes in legislation and awareness raising.

**NOT  
JUST THEORY.  
IT'S REAL.**

# ASHOKA FELLOWS AROUND THE WORLD

Have a look at this geographical map showcasing social entrepreneurs we have found on different continents. Isn't it really energizing that there are people changing systems for the better in different fields all around the world?



## FELLOWS BY IMPACT SECTOR



# LET'S FIND MORE PEARLS TOGETHER!

After reading this book, you might be surprised at how much time and energy we spend on identifying leading changemakers around the world.

The reality is that we simply cannot do it differently if we are to ensure the quality of our network and the high level of trust within it.

**DO YOU KNOW OF A LEADING SOCIAL ENTREPRENEUR  
WHO IS CHANGING THE WORLD?  
RECOMMEND A CANDIDATE AS AN ASHOKA FELLOW!**



So what happens to these leading changemakers once they become Ashoka Fellows and enter Ashoka's network? **Can external support add any value** once a social entrepreneur has proven the solution to be effective, and is determined to achieve systems change?

It can. Join us in Book 3 to learn about the methods of support we have tried and find most effective.

**SEE YOU IN BOOK 3!**



**ASHOKA**

**EVERYONE A CHANGEMAKER**

[www.ashoka-ccc.org](http://www.ashoka-ccc.org)