



ASHOKA

**HOW
WE SUPPORT
SOCIAL
ENTRE-
PRENEURS**

BOOK 3

A LIFELONG JOURNEY TOGETHER

Ashoka's rigorous selection process **introduces hundreds of new social entrepreneurs** to the world every year. The selection process itself also marks **the beginning of a joint journey** – between Ashoka and its new Fellow – **towards higher impact.**

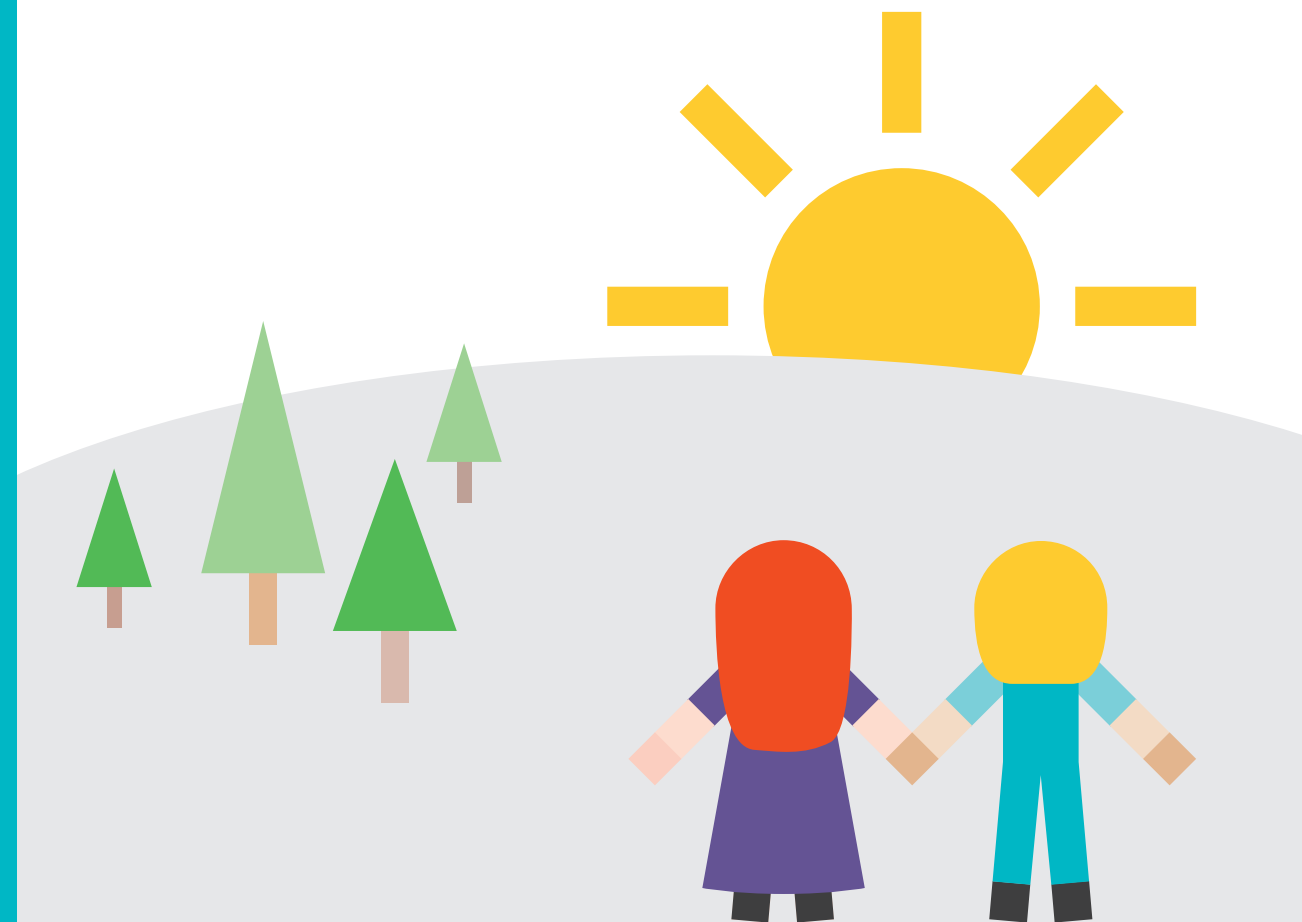
What is this joint journey like?

Social entrepreneurs, on their side, provide us with a **day-by-day tutorial** in how the world works, where the world is going - and also in **courage and values.**

Ashoka, in return, both **invests in Fellows and commits to support them for a lifetime.** Our support has different dimensions, and evolves as a social entrepreneur and their venture go through different stages of maturity.

THIS BOOK WILL EXPLORE WHAT IT IS THAT WE DO TO HELP SOCIAL ENTREPRENEURS INCREASE THE IMPACT OF THEIR SOLUTIONS.

Or, in other words, what Ashoka Fellowship actually stands for.



INCREASING IMPACT

The ultimate goal of a social entrepreneur is not to increase profits. Social entrepreneurs strive to **increase the impact** of their solutions. Their main driver is to **improve the life quality of more people** in wider geographies and **anchor these improvements for the future via systems change and mindset shift**.

Interestingly, the experience of social entrepreneurs shows that

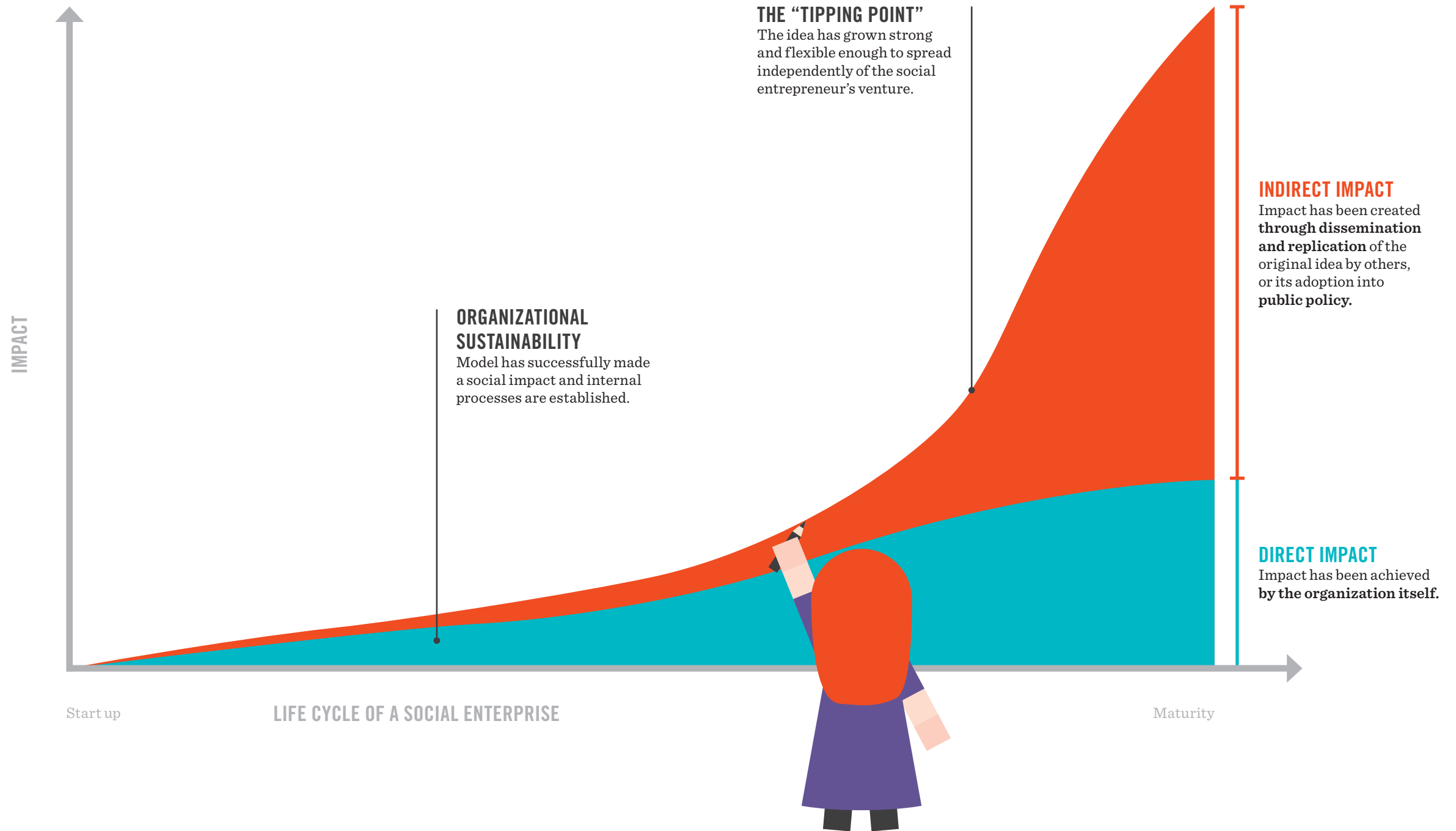
**THE SIZE OF A VENTURE IN THE CITIZEN SECTOR,
I.E. ITS BUDGET OR THE NUMBER OF ITS EMPLOYEES,
DOES NOT PLAY A DECISIVE ROLE IN ACHIEVING HIGHER IMPACT.**



This is in stark contrast to the commercial field where the volume of profit is often directly proportional to the size of a business.

Seasoned social entrepreneurs find that increasing social impact is best achieved by **opening up the solution and influencing others** to adopt and promote it. Ashoka directs its efforts to support social entrepreneurs in multiplying their impact **without necessarily expanding the size** of their organization. In other words, we help our Fellows embark on the pathway of indirect impact and trigger the **“ripple effect”**.

INDIRECT IMPACT IS WHERE THE MAGIC HAPPENS



ONE IMPORTANT WAY TO ACHIEVE INDIRECT IMPACT

There is a saying among Ashoka Fellows that **one of the best scenarios** for a social entrepreneur to increase impact is to **“exit to government”**. This means that the government takes up the solution or policy developed by a social entrepreneur and **in cooperation they ensure a national roll-out**.

Ashoka Fellows in Central and Eastern Europe have quite a track record of achieving significant impact using this pathway.

“Czech School Inspection is now **taking over our know-how** on helping schools become more open and cooperative with parents through our “Parents Welcome” certification and training. Our work around activating municipalities in the field of education has also **inspired and become part of the national operation plan** how to improve education in small towns.”

Zdeněk Slejška,
founder of EDUin, Czechia

“Our biggest policy result was successfully forcing legislation to **add control mechanisms to the surveillance powers of secret services**, which we achieved by building a wide coalition behind the cause.”

Katarzyna Szymielewicz,
founder of Panoptykon
Foundation, Poland

“The probation and mediation service we founded **has become a government agency**. Our work with juvenile offenders has been **adopted as a state accredited program**. And now the Ministry of Justice has also **taken up the agenda** of our Alliance against debts as their own topic.”

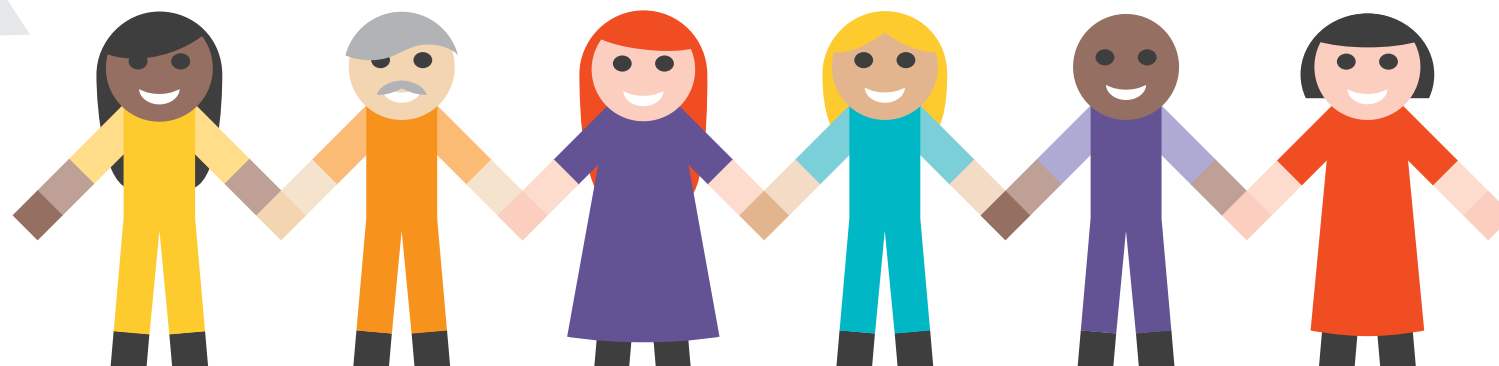
Dagmar Doubravová, founder of
Rubikon Centrum & co-founder of
Alliance Against Debts,
Czechia

“Thanks to our research and advocacy work, the Hungarian **government has established a working group** with five ministries and **set aside 4.6 bln HUF** (15 M EUR) to create a country-wide network of Social Farms that turn people from subsidy receivers into tax-payers.”

László Jakubinyi, founder of
Symbiosis Foundation,
Hungary

“We are achieving systems change through our network of **30 partners in our franchise model**. Our model is also taken by **regional governments**, adding to our impact.”

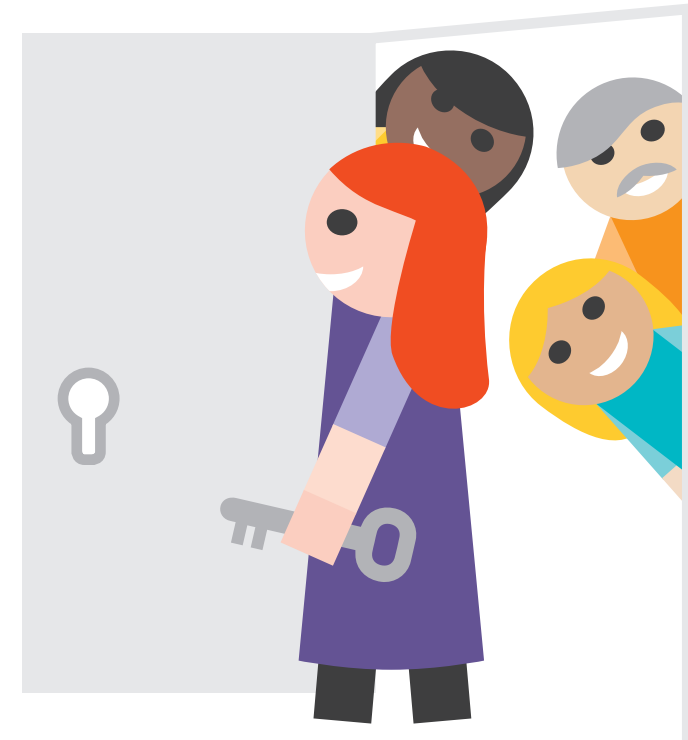
Klaus Candussi,
co-founder of Atempo,
Austria



UNLOCKING SUPPORT

Supporting social entrepreneurs on their way to increase impact without necessarily growing the size of their organizations requires **new, unconventional know-how and expertise**, new business and organizational models, peer and cross-sectoral support.

Are our societies ready to support social entrepreneurs with the **same intensity** they have been supporting **business entrepreneurs** in the last decades?



We see a **big difference** in how business and social entrepreneurs are supported today. While business entrepreneurs in the last decades have been enjoying **the increase of support infrastructure** like incubators, accelerators, financial instruments, coaching and networking opportunities, **social entrepreneurs still too often struggle** to build sustainable ventures on their own.

We believe both social and business entrepreneurs should be able to benefit from quality **support infrastructure**. To this end, not only do we need to open up existing business infrastructure for social entrepreneurs.

WE NEED TO DEVELOP AND SPREAD NEW INSTRUMENTS OF SUPPORT.

This can help social entrepreneurship **become mainstream**.

TOUGH CHALLENGES

ON THE WAY

For the last decades, Ashoka has been **working first-hand** with leading social entrepreneurs and learning about the **challenges and needs** they face on the way to higher impact. The challenges and needs serve as a departure point and terms of reference for the support mechanism we develop.

BEING LONELY

Many social entrepreneurs find themselves answering key strategic questions alone. They often have no peer community or “home” that would allow for continual support and exchange. This can negatively affect their emotional and personal wellbeing.

LACKING TIME

Some social entrepreneurs cannot fully devote themselves to their solutions, as they must earn their living at day jobs not related to their ideas. They see too few opportunities for early-stage, trust-based funding.

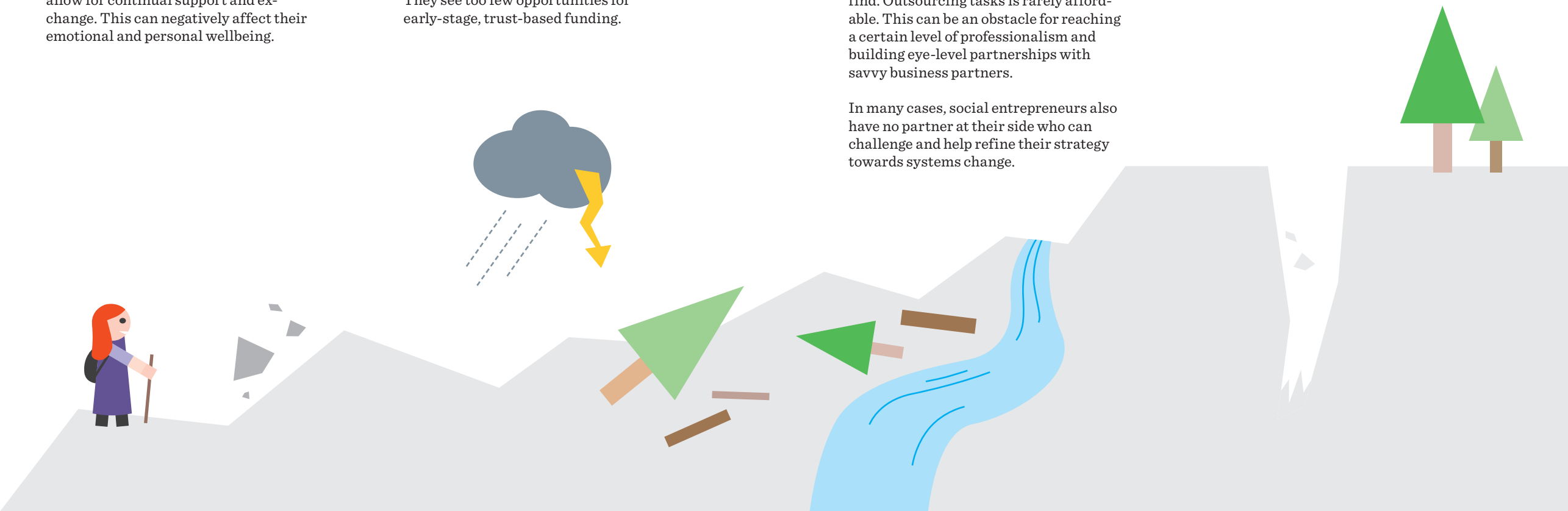
MISSING TOOLS AND STRATEGIC ADVICE ON THE WAY TO SYSTEMS CHANGE

Social entrepreneurship is a relatively new field. Quality tools that help increase efficiency and effectiveness are hard to find. Outsourcing tasks is rarely affordable. This can be an obstacle for reaching a certain level of professionalism and building eye-level partnerships with savvy business partners.

In many cases, social entrepreneurs also have no partner at their side who can challenge and help refine their strategy towards systems change.

BEING DISCONNECTED

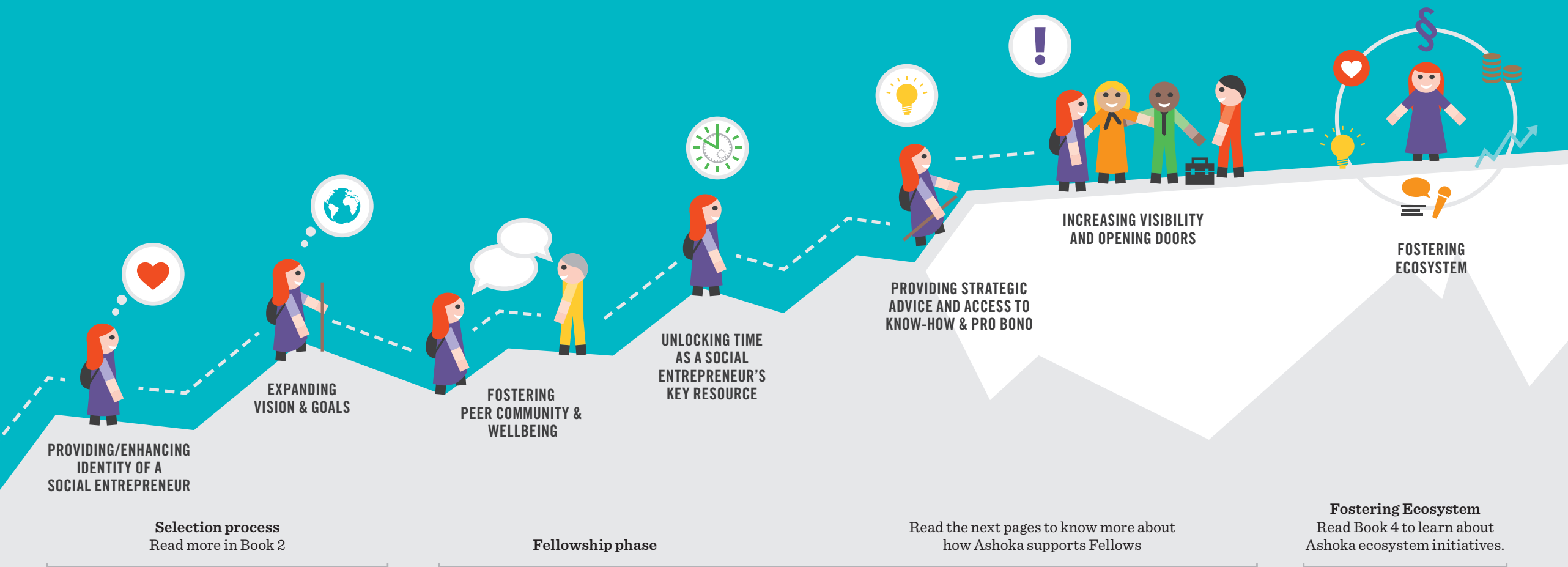
Busy with maintaining operations, social entrepreneurs are often not connected to the key players in business, philanthropy or public sector who are tackling the same social issues and interested in joining resources.



SUPPORT MECHANISM

Keeping the needs and challenges of social entrepreneurs in mind, Ashoka has been testing and refining various support instruments to help social entrepreneurs achieve more impact.

Below you will find those which have proven to be most useful to our network: both in the selection and in the Fellowship phases.



NO LONGER ALONE

FOSTERING PEER COMMUNITY AND WELLBEING

We want to make sure social entrepreneurs have an opportunity to benefit from **peer support and collective wisdom** when dealing with key strategic questions.

We do our best to create a safe space for social entrepreneurs to share and learn from each other. For several days at a peaceful place or at a Fellow's house. For a dinner in a city center. In a facilitated meeting or in an open space setting. Offline or online. As a group or one-on-one.

This time together is important, as it contributes to wellbeing, and **wellbeing inspires welldoing**. Keen on this topic, a group of Fellows has even initiated a special global Wellbeing project for social entrepreneurs (read more at www.wellbeing-project.org).

With the community of 170+ peers in Central and Eastern Europe and several thousand globally, **Ashoka Fellows have finally found home**.



WHAT WE HAVE IMPLEMENTED

SUPPORT MECHANISM #1

CEE REGION (2014–2016)

2

REGIONAL FELLOW MEETINGS

26

FELLOW MEETINGS
in 5 countries

3

TOPICAL FELLOW MEETINGS

for Fellows across region: an Education Summit in Prague, meetings on integration and migration policy in Vienna and Warsaw.

64

LOCALIZER MEETINGS:
between Fellows from abroad and local changemakers

HUNDREDS OF 1-ON-1 MEETINGS
NEWSLETTERS
FELLOWS VISITS

We organize many community meetings for our Fellows in the region and take pride in their quality and depth. They provide unique space for Fellows to exchange failures and successes, share important contacts and proven solutions, co-create ideas... and have a great time together!

WHAT DIFFERENCE IT HAS MADE FOR FELLOWS*

82%

of Fellows have contacted another Fellow for help and received valuable support.

“It is that feeling of connection to a big family of peers. I don’t feel like a Robinson Crusoe with Friday on an island anymore!”

Štefan Straka,
founder of Svatobor,
Slovakia

“The engaged global community of social entrepreneurs that Ashoka has fostered helps each one of them to have more impact than would have been possible individually.”

Pierre Omidyar,
Founder of Ebay &
Ashoka Investor

72%

of Fellows develop joint projects with other Fellows to address social problems more effectively.

90%

of Fellows say that sharing within the Ashoka peer community provides them with critical emotional support.

* data comes from the pilot Impact Study of Ashoka CEE 2017, and represents opinions of Fellows elected in the region between 2013 and 2016.

FULL-TIME FOCUS ON THE IDEA

UNLOCKING TIME AS A SOCIAL ENTREPRENEUR'S KEY RESOURCE

We are **fully confident** in the motivation, solution and resilience of those social entrepreneurs who pass the Ashoka selection process. However, we sometimes see that an early-stage social entrepreneur **cannot focus on their solution full-time** due to other work obligations. In this situation, **we invest in their living stipend** for up to three years.

The **stipend amount is defined individually** in each case. It is based on the income levels of the country and entrepreneur's living circumstances.

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. The money goes directly to a Fellow as a person, and not to their organization or project, and is paid out through our international network.

No financial return is expected. But **significant social return** is.



WHAT WE HAVE IMPLEMENTED SUPPORT MECHANISM #2

CEE REGION (2014–2016)

522.726 EUR

INVESTED IN 12 LIVING STIPENDS OF FELLOWS BETWEEN 2014
AND 2016 THROUGH INTERNATIONAL NETWORK.

It doesn't sound that much, does it? But our impact study shows that even a modest trust-based investment made at the right time and in the right hands can be a game-changer.

WHAT DIFFERENCE IT HAS MADE FOR FELLOWS*

90%

of Fellows say that without the Ashoka stipend they would have to have an additional job and would not be able to devote full-time to their idea.

88%

of Fellows say that the stipend from Ashoka contributed to their current success.

“When you know your idea is the next big generic step in the field, all you want to do is go full time and seize the historical moment. But who are you? What is this idea? At that point, a little bit makes all the difference. You want to look your family in the eye and say: ‘I know it’s crazy to leave my 10-year job at a nice safe institution, but I am going to do this.’ We give you the financial ability to do this. If you need it.”

Bill Drayton,
founder of Ashoka

* data comes from the pilot Impact Study of Ashoka CEE 2017, and represents opinions of Fellows elected in the region between 2013 and 2016.

AHEAD OF THE GAME

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

Even a leading social entrepreneur can be unaware of some new and useful tools that can increase **effectiveness and efficiency** of their work.

Ashoka offices worldwide have developed multiple **in-house tools** that can help social entrepreneurs:

- assess the **health and needs** of their social ventures
- develop an effective **scaling model**
- clarify and report **impact**
- tell a **compelling story** about their work
- refine their **business models**
- implement hybrid **financing models**

Our staff in the country offices shares the know-how and tools **via group workshops and individual interactions with Fellows**.

But one can rightfully say that Ashoka **cannot cover all the needs** a social entrepreneur might have. We believe in **collective impact**. We build partnerships with top-notch consulting companies that are willing to provide **pro bono** advice to Fellows on important topics we ourselves cannot help with, including legal matters, public relations, IT and other. Our role is to enable **effective matching**.



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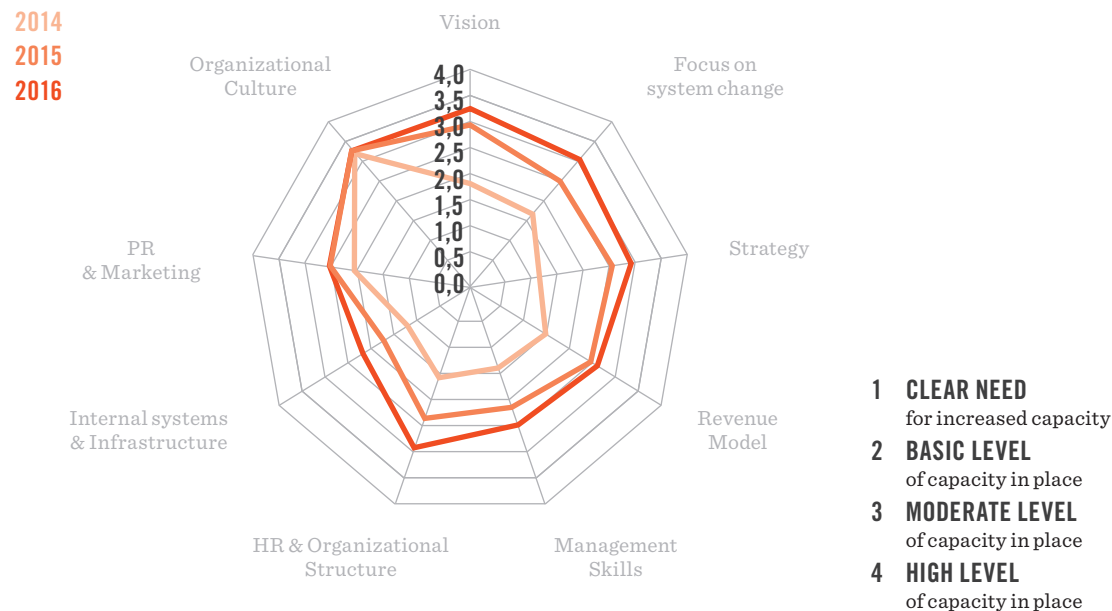
IN-HOUSE TOOLS

ORGANIZATIONAL HEALTH ASSESSMENT

How do we know what **the needs** of a Fellow are? And how do we **track progress** in meeting these needs? One of the tools we have developed exactly for this is called Organizational Health Assessment.

It is a tool that allows us to annually **assess which parts** of a social entrepreneur's venture **need particular attention**.

Once we identify the needs, we provide a Fellow with the **corresponding internal expertise or match with pro bono partners**. This tool is the first step of the structured support we offer to every social entrepreneur in our network.



An example of Organizational Health Assessment that has been carried out for one of our Fellows in the timeframe between 2014 and 2016.

SCALING STRATEGY

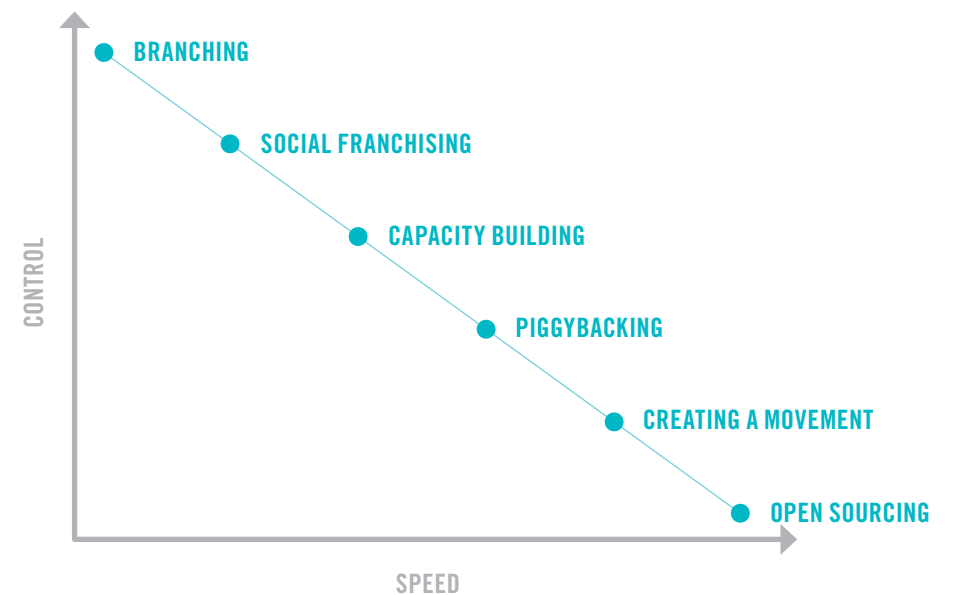
Why don't great solutions addressing pressing social challenges spread as easily as business products?

The expertise with developing scaling strategy is still rather scarce. **The general trend is to rush into scale and open up new branches**. Our goal is to help social entrepreneurs **think beyond growing the size** of their organizations. We help them learn about different scaling pathways and examples of their implementation and thus see that **giving up control** over the model often allows them to potentially **spread their impact much faster**.

Together, we work on developing **decentralized models** of scaling based on the principles of affiliation or dissemination. They lead a social entrepreneur to

- **open up** proven solutions to other players,
- create a **movement around a shared vision**, not one organization,
- let the idea **spread** without a social entrepreneur **having full control** over it.

There are two special in-house programs explicitly designed to support Fellows with developing and implementing scaling strategy – the **Ashoka Globalizer** and the **Ashoka Impact Transfer** (more on the latter in Book 4).



WHAT WE HAVE IMPLEMENTED SUPPORT MECHANISM #3

CEE REGION (2014–2016)

1+M EUR

Is the total value of pro bono services enabled in 2014 – 2016.

Together with partners, we have supported Fellows across 5 CEE countries with the following tools:

Organizational Health Assessment

Organizational Needs Assessment

Strategic Review & Engagement plan

Social Reporting Standard

Hybrid Finance

Storytelling Workshop

Scaling strategy

16

CEE FELLOWS

received support from local staff or the Ashoka Globalizer Program to internationalize their solutions

20

INTERNATIONAL FELLOWS

were supported to localize their solutions to CEE

WHAT DIFFERENCE IT HAS MADE FOR FELLOWS*

72%

of Fellows say the Ashoka tools and pro bono support helped increase their impact

“The pro bono help with strategic sales that we receive through Ashoka is indispensable for our progress!”

Bernhard Hofer,
founder of Talentify.me,
Austria

54%

of Fellows have increased their percentage of earned income thanks to Ashoka’s support on business models.

“Ashoka’s approach to impact assessment inspired us to make a first attempt at it. Once we visualized and shared our first impact report with public and partners, the reactions were overwhelmingly positive. We unexpectedly became the pioneers of impact measurement in the country. We will go on!”

Zdeněk Slejška,
founder of EDUin,
Czechia

“We tripled our income in 4 years, largely thanks to skills learned from Ashoka.”

László Jakubinyi, founder of Symbiosis Foundation,
Hungary

91%

of Fellows have more clarity about strategies to scale social impact thanks to Ashoka’s support.

72%

of Fellows started feeling more comfortable openly sharing their solution with potential replicators and encouraging copycats.

* data comes from the pilot Impact Study of Ashoka CEE 2017, and represents opinions of Fellows elected in the region between 2013 and 2016.

CONNECTING WORLDS

INCREASING VISIBILITY AND OPENING DOORS

There are people with the skill and the will to tackle social challenges in **every sector** of society: business, public, social.

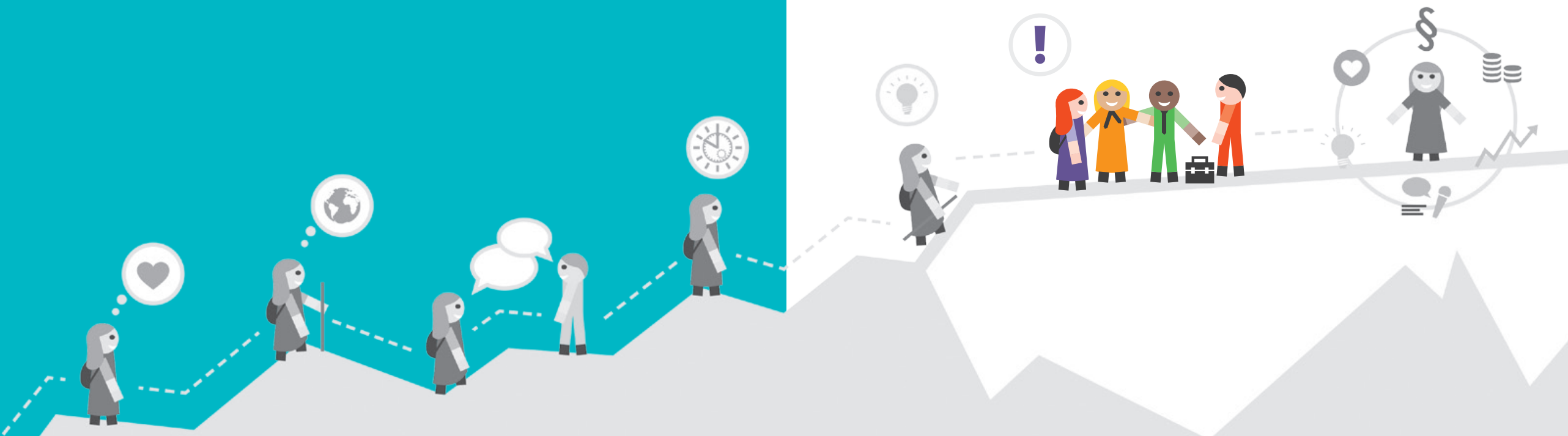
Each sector has unique strengths and resources. But, sadly, these sectors almost never meet. Changemakers from different sectors are often **neither aware, nor connected** to each other. It is almost as if they lived on different planets.

Our goal is to make Ashoka Fellows visible to **decision-makers** from other sectors and enable **real conversations and connections** between them.

We facilitate cross-sector interactions that help overcome mutual **stereotypes**, build **bridges**, **unite** around effective solutions and **break out** of the paradigm in which isolated investments pursue isolated impact.

We carefully **cultivate and broaden our network** to make sure the interactions we enable bring maximum value to all sides.

Cross-sector interactions we facilitate take different forms, including: presentations of new Fellows to decision-makers, collective problem-solving and acceleration sessions, access dinners, inspirational talks, individual matching and long-term mentoring.



WHAT WE HAVE IMPLEMENTED

SUPPORT MECHANISM #3

CEE REGION (2014–2016)

100+ ACTIVE

BUSINESS ANGELS, MENTORS AND COACHES
IN THE NETWORK

2,3 M EUR

OF FUNDING AND INVESTMENT
RAISED BY FELLOWS WITHIN ASHOKA NETWORK

22 FELLOW PRESENTATIONS

and Ashoka Talks for 1650+ decision-makers
from across-sectors

92 EVENTS ORGANIZED

with our active participation as speakers
or workshop organizers.

25 CROSS-SECTOR ACCELERATION PANELS

focused on tackling strategic challenges
of Ashoka Fellows

25 ACCESS DINNERS

special dinners with Fellows, decision-makers,
investors, important stakeholders

72 ONE-ON-ONE MENTORING TEAMS

between Fellows and executives
from the network

8 FELLOWS HAVE GRADUATED

from the Ashoka Visionary Program,
executive education program for decision-
makers from across sectors

3 CHANGEMAKER JOURNEYS

field trips for investors and decision-makers to
Ashoka Fellows in Austria, Hungary, Poland

8 INVESTOR PITCH EVENTS

HUNDREDS OF 1-ON-1
CROSS-SECTOR CONNECTIONS
facilitated between Fellows and key
stakeholders from Ashoka's network

33 NOMINATIONS OF ASHOKA FELLOWS

by Ashoka staff for prizes and awards

WHAT DIFFERENCE IT HAS MADE FOR FELLOWS*

90%

of Fellows connected with stakeholders
who were important for their work.

“People used to laugh at us before, now serious media report about us broadly. Ashoka's back-up helps us get out of the position of a marginalized initiative. Today we regularly get partnership offers from different sides, including public authorities.”

Štefan Straka, founder of
Svatobor, Slovakia

“My Ashoka fellowship functioned almost like an ISO certification with international business players. It opened several important doors for us.”

László Jakubinyi, founder of
Symbiosis Foundation,
Hungary

“We appreciate that Ashoka can match business and social entrepreneurs based on true needs and capacities of each side. We have experienced it when working with Specialisterne. This cooperation helped us source highly qualified staff for our IT department. The focus on ability rather than disability and continuous support helped us achieve success in employing people with autism.”

Andreas Bierwirth, CEO of
T-Mobile Austria

50%

Every 2nd Fellow raised additional
70.000 EUR on average of investment
or funding from other partners within
the Ashoka network or thanks to being
associated with the Ashoka brand.

* data comes from the pilot Impact Study of Ashoka CEE 2017,
and represents opinions of Fellows elected in the region between 2013 and 2016.

THE WHOLE IS MORE

THAN THE SUM OF ITS PARTS

LET'S JOIN FORCES TO SUPPORT SOCIAL ENTREPRENEURS!

Working hand in hand with systems-changing social entrepreneurs is an honor and a responsibility. If you, too, **feel excited** about supporting Ashoka Fellows to **achieve an even larger scale** of impact and are **ready to contribute** your time, intellectual or financial resources, let us know. **Together we can do more!**

Cooperation can also ensure that the **tools and principles of support** which have proven well to us are available to other citizen sector supporters. This way they can **benefit more changemakers**, including those who are **not part** of the Ashoka network.

Join us in Book 4 to find out **what we do to foster supportive ecosystems** for changemakers in the CEE region.



SEE YOU IN BOOK 4!



ASHOKA

EVERYONE A CHANGEMAKER

www.ashoka-cee.org