



ASHOKA

**HOW
WE FOSTER
THE ECO-
SYSTEM**

BOOK 4

LOOKING BEYOND ONE ORGANIZATION

For the last several decades, Ashoka has been **identifying** world's leading social entrepreneurs as role-models of changemaking. It has been working to **equip them with resources, tools and networks** to maximize the positive impact of their solutions.

HOWEVER, ASHOKA ITSELF CAN ONLY PROVIDE DIRECT SUPPORT TO A LIMITED NUMBER OF SOCIAL ENTREPRENEURS AND CHANGEMAKERS.

How then can we reach our ultimate vision of an
“Everyone a Changemaker” world?

How do we make sure that those changemakers and social entrepreneurs who are not Ashoka Fellows and cannot benefit from our direct support **also get access to an ecosystem** with resources, professional tools and access to peers and stakeholders?



IT TAKES A VILLAGE TO RAISE A CHILD

One thing has become clear to us.

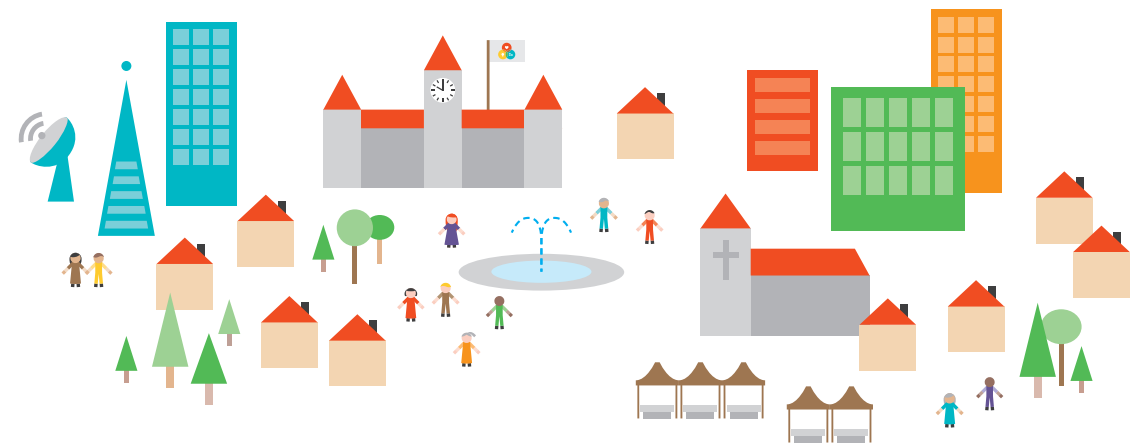
**CITIZEN SECTOR* SUPPORTERS, OURSELVES INCLUDED,
CANNOT AFFORD TO WORK IN ISOLATION FROM EACH OTHER ANYMORE.**

Supporting our grantees or investees **single-handedly** often doesn't yield the desired impact.

An African proverb says, **it takes a village to raise a child.** This saying proves true for our field, too.

Together we can explore **systemic barriers** that hold many changemakers back from achieving the full potential of their solutions, and many citizens – from even embarking on a changemaker path.

We must jointly work on **improving conditions for the whole sector** of social initiatives. Unlock new resources. Redefine rules. Develop new relationships. **Achieve collective impact.**



* We use the term "citizen sector" to describe millions of groups established and run by mission-minded individuals across the globe who are attempting to address critical social needs. We consciously choose to use "citizen sector" instead of "non-profit" or "non-governmental" which describe the sector by what it is not rather than what it stands for.

OUR STRATEGY: 1. EXPLORING THE GROUND

In 2013 Ashoka CEE has identified fostering supportive ecosystems for changemakers as one of its **priorities**. Since then we have encountered **many likeminded citizen sector supporters** in our region **willing to join forces** towards this goal.

Together we started **exploring the state of the ecosystem** in our countries. We have been studying **what works well** to support changemakers already and **what still needs to be improved**, or what the **systemic barriers** are.

OUR FINDINGS HAVE BEEN **SUMMARIZED IN REPORTS**

available to all citizen sector supporters and decision-makers from other sectors.

If the reports for Austria, Czechia, Romania or our neighbors in Germany are interesting to you, you are welcome to download them (in local languages):



2014 Report for Austria created in cooperation with AWS, Austrian Council for Research and Technology Development, Bdv Austria, Impact HUB Vienna, IV -Federation of Austrian Industries.



2017 Report for Romania, created in cooperation with Romanian-American Foundation and Enel



2016 Report for Czechia created in cooperation with the Ministry for Social Affairs and Labor



2011 Report for Germany, created in cooperation with McKinsey



OUR STRATEGY:

2. TAKING ACTION TOGETHER

Keeping the state of the ecosystems in mind, groups of citizen sector supporters in several CEE countries started **coming together**

TO GET TO KNOW EACH OTHER BETTER AND DEVELOP JOINT NEXT STEPS TO IMPROVE THE ECOSYSTEMS.

Together with partners, Ashoka teams in Austria and Czechia have been **co-facilitating such gatherings** that have led groups to:

- endorse **existing** ecosystem **initiatives** in their countries,
- **adopt best practice** of supporting ecosystem from elsewhere or
- develop **new solutions** tackling barriers which haven't been addressed yet.



What awaits you on the next page:

We have **categorized** initiatives and roles of a sample ecosystem based on the needs of changemakers they are addressing. It helped us **visualize** different roles on the ecosystem map.

As this is **our first attempt** to put together the visualization for the ecosystem, we likely haven't captured all possible roles yet. Please let us know if we are missing any and how we can improve the map!

ECOSYSTEM MAP



BRIDGE
building bridges between stakeholders from different sectors and facilitating collective effort in the ecosystem.

BROADCASTING
raising awareness about effective solutions and social entrepreneurship in general.

TRAIN STATION
supporting changemakers in bringing their solutions to other places and thus, increasing their impact.

TOWNHALL
setting regulatory framework in which changemakers work.

BANK
providing different types of finance for the creation, development and scaling up of effective solutions to social problems.

SCHOOL
bringing up a new generation of changemakers; inspiring young people and the wider public with the idea of social entrepreneurship as a career path and changemaking as a lifestyle.

GREENHOUSE
supporting early stage changemakers and accelerating existing social entrepreneurs; providing opportunities for education and personal development of changemakers.

STADIUM
identifying and rewarding best practices in change-making and social entrepreneurship field through competitions and awards.

MARKET
offering services and products to changemakers directly, e.g. pro bono/CSR programs.

GREEN SPACE
focusing on wellbeing and providing space for both formal and informal meetings of changemakers.

SUPERMARKET
accumulating and procuring support, pro bono services or products from the private sector to changemakers via platforms.

A GUIDED TOUR

Luckily, the region of Central and Eastern Europe each year witnesses the increase in important ecosystem initiatives carried out by **different stakeholders**.

On the next pages, we would like to introduce to you those

**ECOSYSTEM PROJECTS THAT HAVE BEEN
CO-DEVELOPED BY ASHOKA CEE AND ITS PARTNERS
OR LOCALIZED BY US FROM OTHER ASHOKA OFFICES.**

Some of these initiatives are **at full speed** already; others are **still emerging**. And although there is still construction on some streets of our ecosystem village, we hope you enjoy this journey with us!



ASHOKA VISIONARY PROGRAM



in cooperation with



CULTIVATING THE SPACE FOR CHANGEMAKERS TO MEET ACROSS SECTORS

A common need we identified across the region is for decision makers from different sectors and topics to **regularly meet, explore good practice** of social entrepreneurship, and **work together on advancing solutions** to social problems.

In 2015 we established the **Ashoka Visionary Program**, an executive education program which tears down the walls between sectors.

Every year it brings 30 leaders from across Europe – from business, government bodies, welfare organizations, academia, the citizen sector – all under one roof for a **9-month part-time education journey** in Vienna.

7 modules of **unlocked know-how and first-hand experience** from world's leading social entrepreneurs, key citizen sector supporters and senior Ashoka staff.

7 modules that are as much about **absorbing the know-how**, as they are about **implementing it into practice** in cross-sector teams right away. For example, one important outcome of Visionary Program is Ideegration, an idea marketplace and an accelerator for best ideas in refugee integration in Austria, conceived and implemented by the first cohort the program's alumni.

<http://ashoka-cee.org/visionary-program/>

SOLUTIONS JOURNALISM & STORYTELLING



in cooperation with



SPREADING THE WORD ABOUT WHAT WORKS

Mass media are busy informing us about crises and challenges our society is facing. But seeing effective solutions to social challenges in the hands of changemakers every day, we know that **problems cannot outrun solutions**. Why do changemakers with solutions in their hands find it hard to make their way to news outlets?

Responsibility seems to be both on the shoulders of **journalists and changemakers** themselves. On the one hand, writing about **what's working does not seem to be high up on many journalists' agenda**. They are not aware of demand and see few role-models. On the other hand, changemakers themselves are **not always ready** to tell their stories in a compelling way.

Good news is that there are media makers around the world who have already internalized the **solution-oriented** approach and recognize it as an **essential function of responsible press**.

In a joint effort with the Open Society Fund Prague and Solutions Journalism Network, in 2016 Ashoka Czechia launched the Solutions **Journalism Award** in order to showcase best practice in the region. We also work to ensure that Central and Eastern Europe is part of the international **Impact Journalism Day** annually uniting 50+ leading newspapers in the world for a joint special edition on solutions.

On the side of changemakers, we noticed many of them struggle with telling their story. Our colleagues from Ashoka Global have developed a **methodology** to help changemakers crystallize and refine their stories in a way that would empower others. We have opened it up for anyone to use and also **hold Storytelling workshops** on the topic to spread the methodology further in the ecosystem.

www.solutionsjournalism.org

www.impactjournalismday.com

www.changemakers.com/storytelling

IMPACT TRANSFER



in cooperation with



TRANSFERRING EFFECTIVE SOLUTIONS TO NEW GEOGRAPHIES

We have noticed a **clear disconnect** between the **changemakers with solutions** and **local communities** seeking answers to social challenges in their habitats.

When changemakers want to **bring their solutions to new markets**, they don't have the luxury of turning to the **export promotion agencies**, which is what a business enterprise would normally do.

In 2017 Ashoka Austria established Impact Transfer to ensure that **solutions** to social challenges with a **proven impact & business model** travel easily to where they are most needed.

Impact Transfer **sources solutions** from the worldwide Ashoka network of 3500+ social entrepreneurs and the networks of our partners. We **showcase** these solutions and consequently **match** them with local implementers and funders. Once the transfer project is initiated, the Impact Transfer offers support in **developing and implementing transfer strategies**. So far, we have supported more than **10 social entrepreneurs** to localize their solutions to Austria.

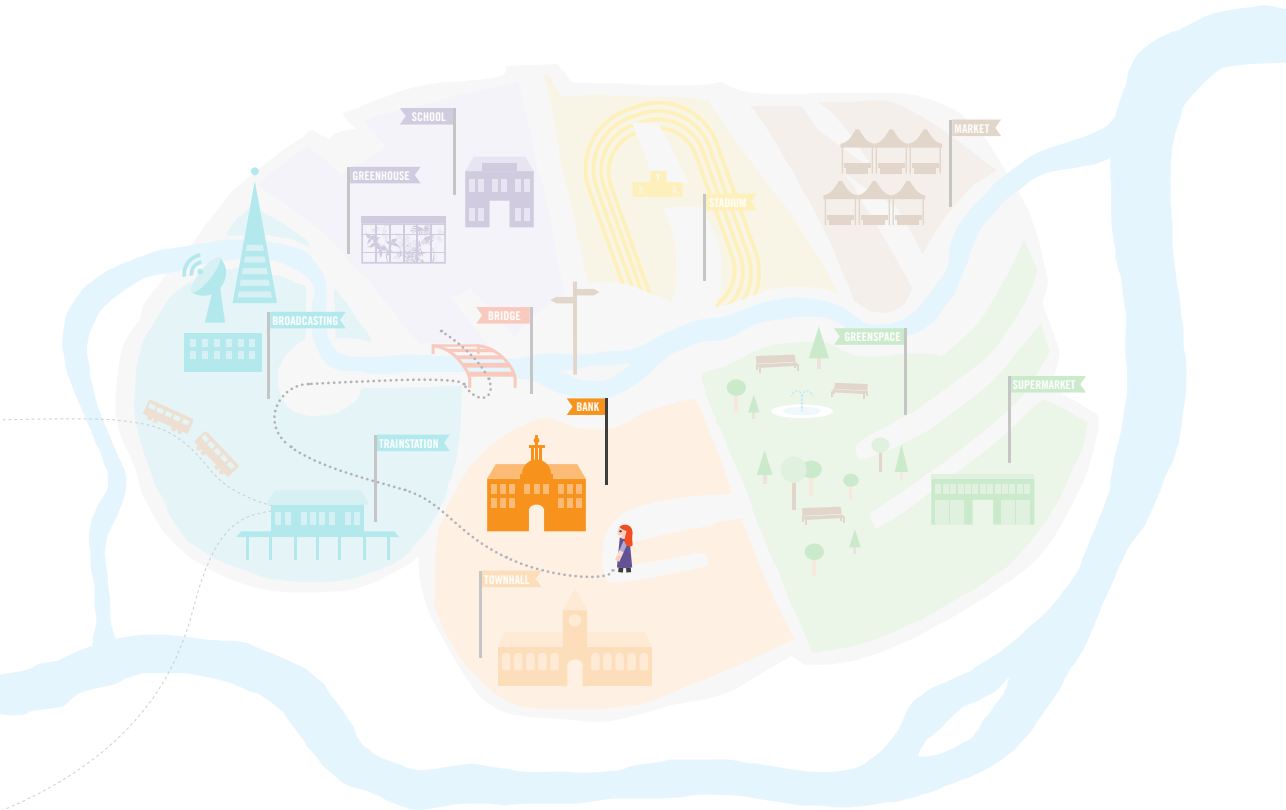
Having started in Austria, Impact Transfer aims to further support the localization & internationalization of solutions worldwide **in partnership with Ashoka offices and other organizations**.

In parallel, **Ashoka Romania** launched the **Localizer Program** aiming to adapt up to 8 - 10 international proven solutions in the country in the coming years.

www.impact-transfer.org

FASE

FINANCIAL AGENCY FOR SOCIAL ENTREPRENEURSHIP



in cooperation with



UNLEASHING FUNDING OPPORTUNITIES FOR THE NEXT LEVEL OF IMPACT

For a solution to reach new levels of impact, a social entrepreneur needs to **secure sufficient funding**. And it often takes more than one's own resources, philanthropy or commercial finance alone, it requires **hybrid funding models**.

However, it's hard to implement a hybrid model when potential investors and social entrepreneurs are **clearly disconnected** from each other and each **wait at the end of the pipeline**.

Ashoka Germany has made an important step to bridge this gap. Back in 2013 it set up the **Financing Agency for Social Entrepreneurship (FASE)**. Since 2015 FASE is also active in Austria and we are working to expand its operations to other countries of our region, i.e. Czech Republic.

FASE enables social enterprises to finance significant growth steps via hybrid models through consulting and guidance. It serves as a **translator and an intermediary** between them and the different worlds of financiers.

Between 2013 and 2016, FASE built an **open pipeline** of investment-ready social enterprises and **closed 20 deals** channeling over **EUR 10 M** in investments into the social finance ecosystem. It has cultivated a **network of 450+ potential impact investors** and established one of the first social business angel clubs in Europe.

www.fa-se.de

EFFORTS TO UNLOCK PUBLIC FUNDING



in cooperation with



UNLEASHING FUNDING OPPORTUNITIES FOR THE NEXT LEVEL OF IMPACT

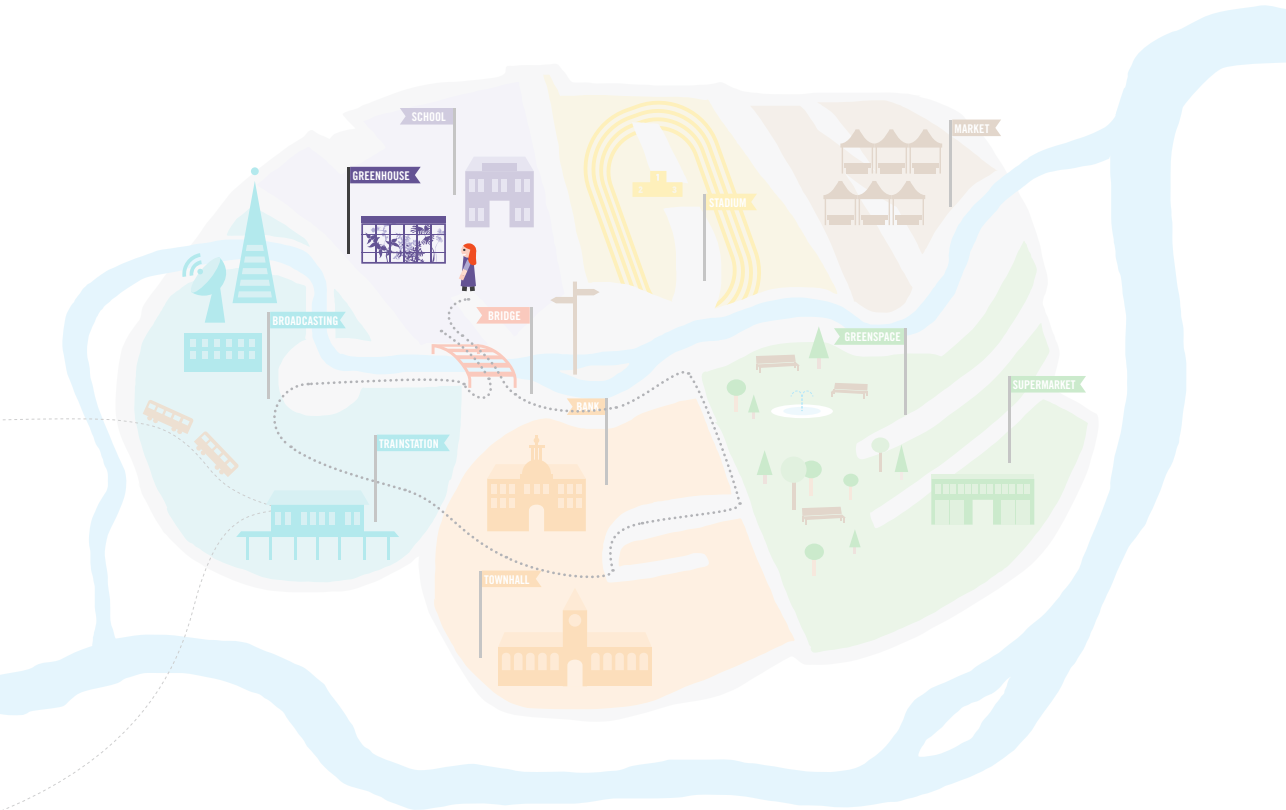
An important ecosystem goal for Ashoka is to enable the influx of diverse funding streams into the field of social entrepreneurship. Along with fostering private investments, we work to unlock sufficient **public funding** for social innovators at different stages.

The Austrian team is our pioneer in this respect. Several years ago it co-founded a **multi-stakeholder group** together with five other advocates of social entrepreneurship.

This group has been working together to build support for the now existing **public funding schemes** for social entrepreneurs and innovators in Austria.

Among **institutions** that are implementing them today are the Austrian Development Agency, AWS (Austrian Federal Business Development Bank), the Austrian Research Promotion Agency, Impact Hub Vienna and the Vienna Business Agency. The funding schemes take forms of open calls and competitions, and have provided Austrian social innovators with access to a total of **more than € 4,5 million**.

IMPACT ACADEMY



in cooperation with



ENHANCING CHANGEMAKERS' ORIENTATION ON IMPACT

Changemakers strive to **develop high-impact initiatives**.
Funders want to **invest in impact**.

But in conversations on this topic, it is mostly output indicators one hears about: the number of events organized, products delivered or people reached. Only rarely do we hear to which extent the thinking, behavior and life situation of people have been affected and whether the **system has been improved**.

The reasons, we believe, are the lack of best practice in impact assessment, confusion with methods, little demand from funders and, importantly, **little practical support and guidance available** for changemakers in this field.

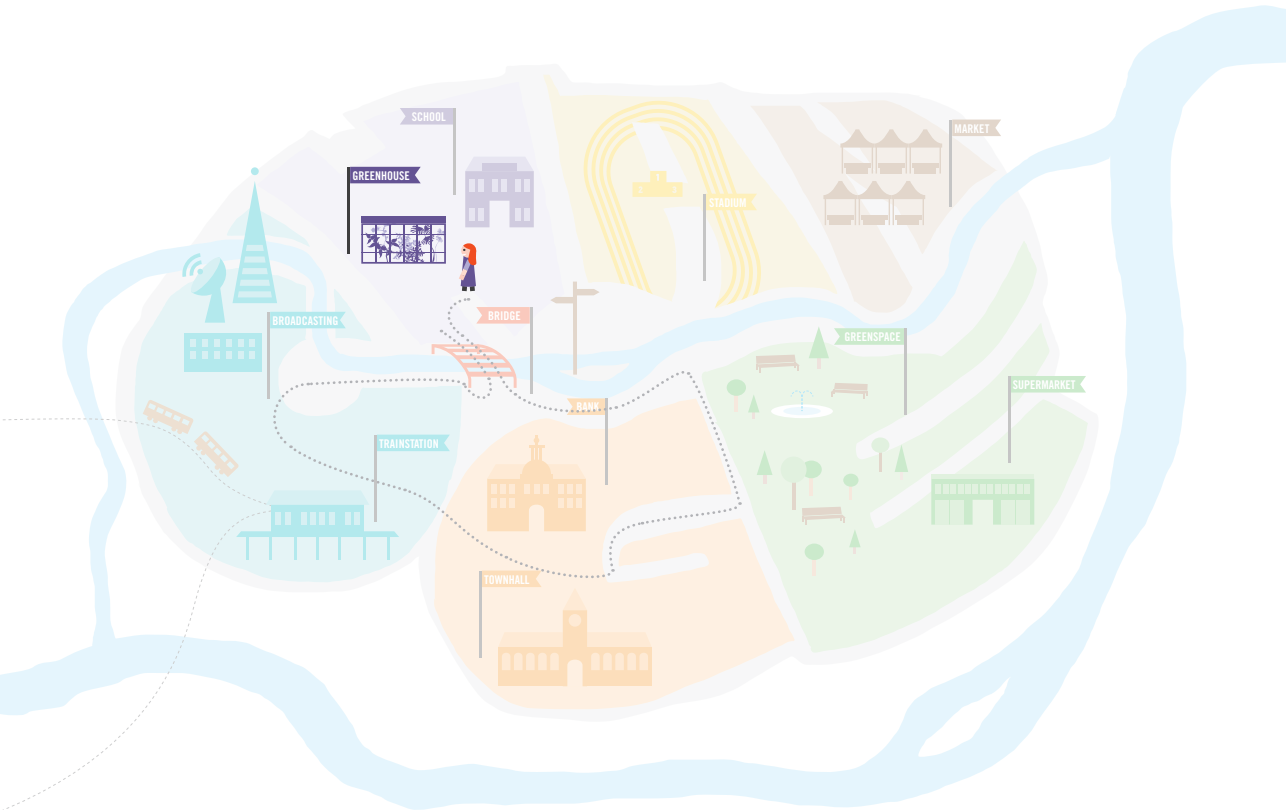
In 2011 Ashoka Germany co-developed the Social Reporting Standard – an easy-to-use format to present social impact – today widely adopted by change-makers across the world.

In 2017 building on that, the **Czech Ashoka** and the **Institute for Active Citizenship** with the support of the European Social Fund have launched the **Impact Academy**. It is an education program for changemakers and funders which allows them to dive deep into their impact logic, explore strategies of achieving systems change, learn how to assess it, get to know leading practitioners and get **hands-on support** with their first impact assessment cycle.

The vision of Impact Academy is a world where reporting impact is not a burden but an **exciting journey, an anti-burn-out tool** for the whole team, **an avenue to liberation**.

www.impactacademy.cz

SOCIAL STARTUP



in cooperation with



RETHINKING BUSINESS MODELS TOGETHER

“How can I increase the share of earned income in my budget?”, is a question often asked by social entrepreneurs striving to increase their financial sustainability and decrease dependency on external funding.

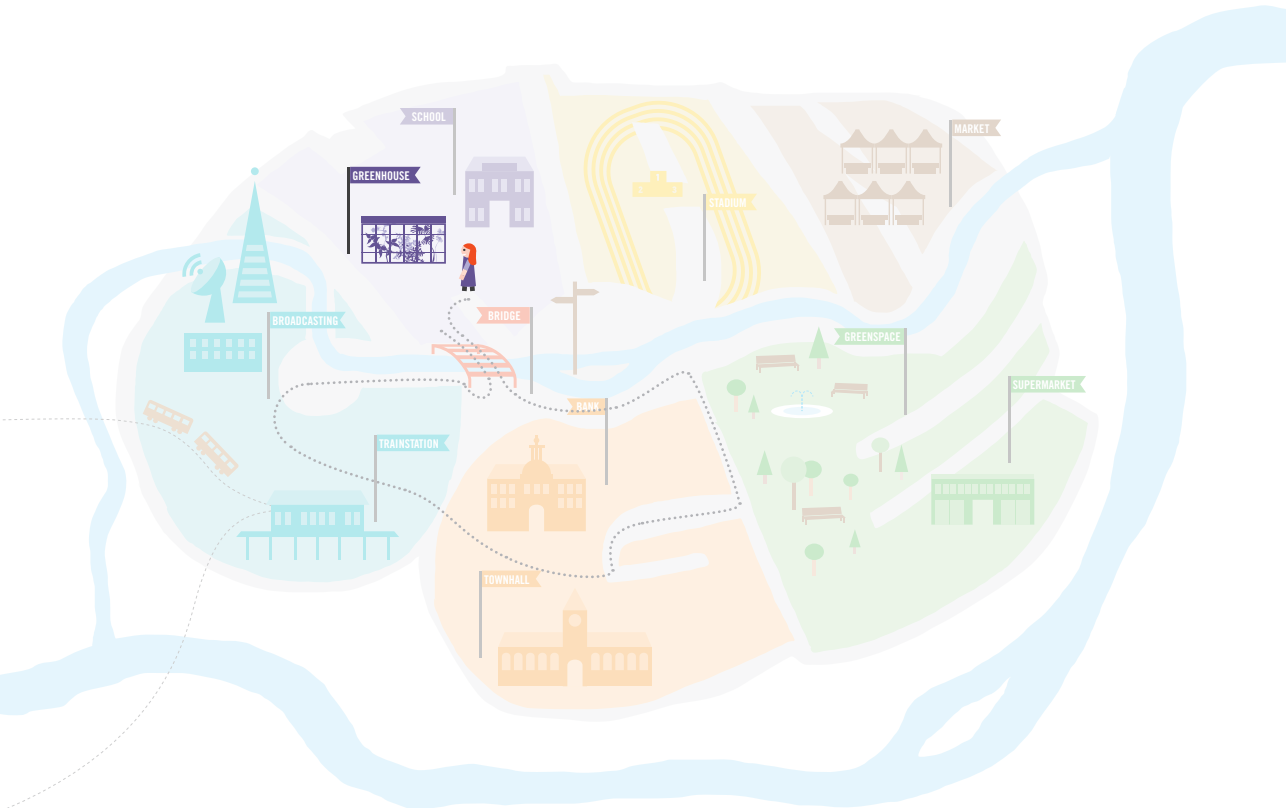
Ashoka Poland, together with the UniCredit Foundation and Bank Pekao S.A., developed an accelerator in 2015 aimed specifically at those changemakers willing to **strengthen financial sustainability** of their ventures.

Supported with expertise and mentorship of **seasoned business entrepreneurs and experts**, the participants of Social Startup embark on an intense half-year process of honing their business skills and re-thinking their business models.

As a result, most achieve significant **increase in earned income** (some even by a factor of 3!), develop new products and attract investment.

www.spolecznystartup.pl

THE ASHOKA ACCELERATOR



first edition in cooperation with



STRENGTHENING THE COMMUNITY OF CHANGEMAKERS SECTOR BY SECTOR.

Most of Ashoka's work is not sector specific, as we stand for tearing down the walls **between sectors**. But what if there is little cooperation within **individual sectors**, too?

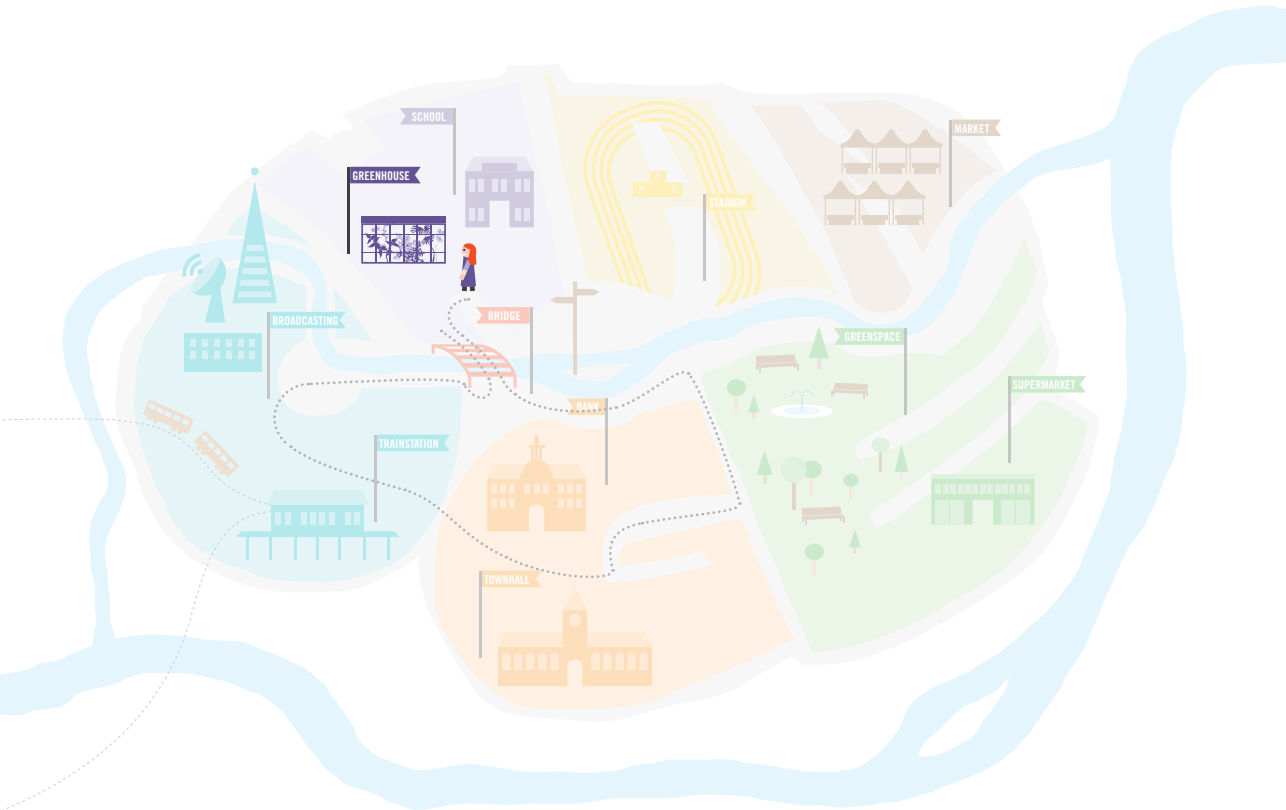
We believe our society can do more to strengthen solutions and foster cooperation of changemakers working **within one sector**, like integration, education or disability. **The collective innovation power** to achieve systems change shouldn't be underestimated.

The Ashoka Accelerator is our solution to this challenge. Not only does the Accelerator aim to crowdsource and accelerate individual solutions in a specific sector; it also incentivizes leading changemakers of the sector to form **smart networks and collectively advance systems change** in their sector. The support network of the accelerator consists of experienced social entrepreneurs and decision-makers from companies, welfare organisations and ministries.

The Accelerator also allows us to better understand **barriers** social entrepreneurs face **when transforming individual sectors**. These insights serve as the **basis for policy recommendations** aimed to foster ecosystems for innovations in one specific sector.

The first edition of the Accelerator - "**Ideegration**" - took place in 2016/2017. It crowdsourced **104 solutions** for the integration of refugees in Austria, **showcased** the most impactful initiatives through a marketplace conference and supported them to **increase their impact** through tools, partnerships and investments. Learn more about the first edition of the Accelerator at www.ideegration.at.

ADVOCACY FORUM



in cooperation with



ENHANCING CAPACITY FOR **SYSTEMS CHANGE**

Improving a flawed system often involves **changing legislation** and influencing **public opinion**. Not an easy task requiring strong advocacy skills.

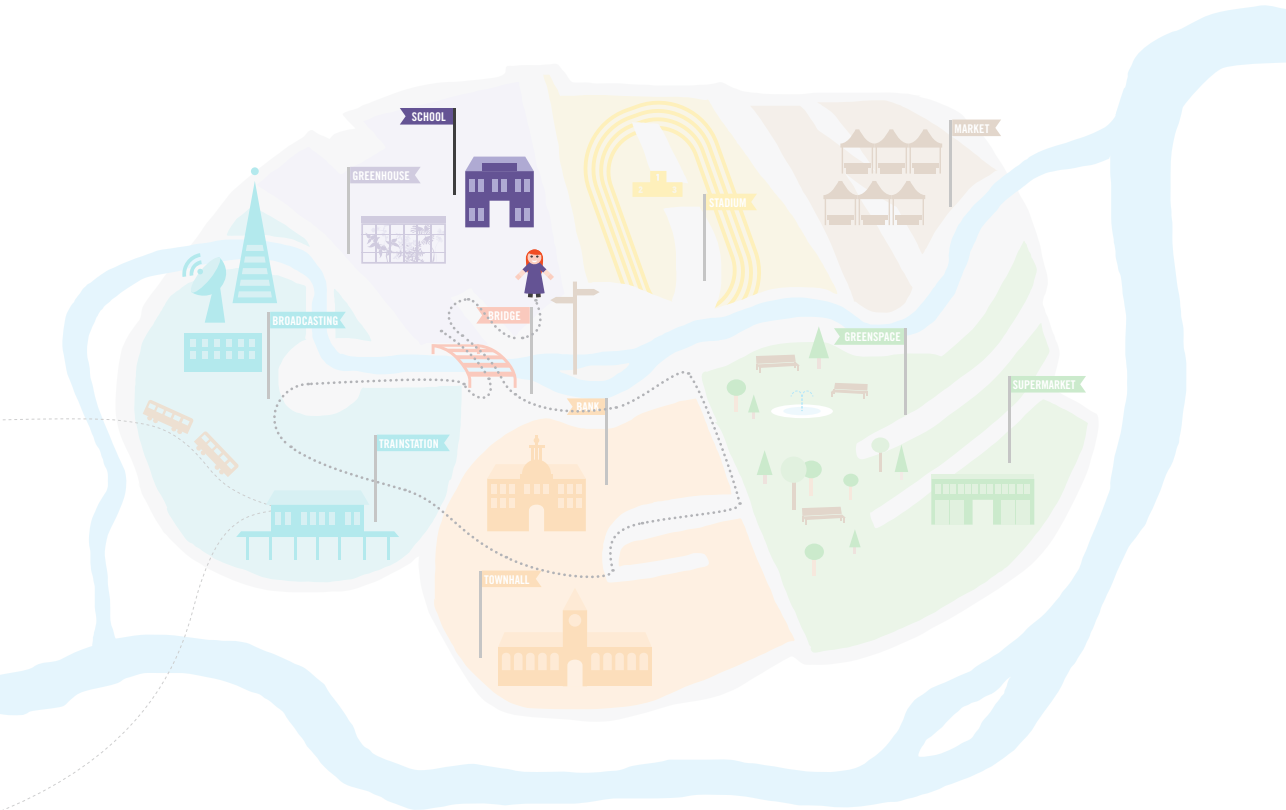
There is hardly a place where CEE changemakers can learn from each other and a community of practitioners where they can find advice. Changemakers today acquire most of such expertise with **trial and error**.

The Czech Ashoka Team has joined forces with **Open Society Fund Prague** and together in 2017 they established **the Advocacy Forum**.

Peer problem-solving sessions, case studies, and regular information exchange is what we offer. The goal is to establish a peer community of self-taught advocacy practitioners in the region.

A safe space to discuss successes and failures with changing laws and mindsets. To exchange important contacts in legislative bodies. To help each other **refine advocacy strategies**.

ONLINE COURSE & ASHOKA ACADEMY



in cooperation with



PROVIDING ACCESS TO KNOW-HOW ON SOCIAL ENTREPRENEURSHIP

A high interest in our first educational initiative, Ashoka Visionary program, inspired us to **explore other formats of sharing** our know-how, tools, and case studies with larger audiences.

Building on the power of technology, we are now developing a **short but solid crash course** on how social innovations address social challenges in the world, and in our region in particular.

Ashoka Poland has joined forces with the **Northampton University (UK)**, **University of Iceland** and **Collegium Civitas (PL)**, and spearheads the **creation of a MOOC (Massive Online Open Course)** on social entrepreneurship how-to's. Its 300 inspirational minutes will not only benefit university students but will be of help to diverse stakeholders including policymakers.

Going forward, Ashoka Central and Eastern Europe plans to **devote even more energy** to educational activities in our ecosystem village.

We are ready to share, discuss and refine our know-how with changemakers, funders, policymakers and other stakeholders both online and offline, in-house and externally. We are also willing to learn from colleagues and yourself! We call this broad dimension of our work **Ashoka Academy** and believe it will eventually lead to smarter and more effective support mechanisms for changemakers across the region.

CHANGEMAKER SCHOOLS AND CAMPUSES



in cooperation with



TRANSFORMING THE WAY YOUNG PEOPLE GROW UP

Ashoka realizes that its ultimate purpose—an ‘Everyone a Changemaker’ world—is an unreachable fantasy unless the youth years become **years of practicing being powerful** and acquiring the **required underlying skills**: applied empathy, teamwork, and leadership.

This is why we also work to ensure that every young person has **access to an educational experience explicitly designed to foster changemaker skills**. To this end, we join forces with social entrepreneurs, policy makers and, importantly, leading **educators - schools and universities** – who put the **empowerment** of young people at the heart of their work.

We work across many countries to identify the schools and universities that are able to be both **role-models and advocates** of new learning ecosystems. We invite them to go through a **rigorous selection process** similar to the selection process of Ashoka Fellows and become part of Ashoka’s global network. Together we are joining in the global **movement**. One that works closely with **OECD, UN** and other major national and international institutions to transform the education system worldwide.

Over **35 Changemaker Campuses and 250 Changemaker Schools** from around the world (including six from Poland) have already joined our network. And the community of universities and schools with social entrepreneurship **curricula** exchanging best practices counts in the **hundreds**. These educational institutions allow us to get an exciting sneak peek of how **all children and young people** could be educated in **the years to come**.

We are happy to introduce to you **6 Changemaker schools** from Poland:

- Multilevel School in Radowo Małe
- No Bell School in Konstancin Jeziorna
- Maria Konopnicka Elementary School in Konary
- Montessori Mountain School in Przylęków
- Władysław Szafer Primary School No. 4 in Elk
- Grammar school No. 1 in Gdynia.

These schools have already joined forces and initiated a joint Academy for teachers.

www.changemakerschools.org

www.ashokau.org/changemakercampus

WHAT OUR ECOSYSTEM PARTNERS HAVE TO SAY

“Supporters of citizen sector in Czechia did feel that the ecosystem needed some improvements. But it was Ashoka that **managed to articulate what exactly is needed and facilitate the collaborative process** which brought to life several important joint initiatives.”

Tomáš Řemínek,
CEO of Karel Janeček Foundation, Czechia

“As a result of our cooperation with Ashoka we have **deepened our understanding of impact** and firmly **embedded impact orientation into our funding schemes**. This has helped our grants become true catalysts for innovative ideas in Central and Eastern Europe.”

Beata Jaczewska,
CEO of International Visegrad Fund, CEE

“Ashoka implements unconventional work, and does so **in a transparent and an efficient way**. It courageously initiates and persistently develops future-oriented ideas and solutions. Ashoka’s way of communicating with stakeholders is proactive and inviting. I can say that in our partnership Ashoka is a **driving force of innovation** and a true changemaker. It opens up **new development possibilities for the Austrian Red Cross**.”

Werner Kerschbaum,
Secretary General of the Red Cross Austria

“As a ministry, we believe that the **changemaker skills**, which Ashoka exemplifies and promotes, **are crucial**. The socio-economic development of Poland, our region and Europe requires people who notice problems and are ready to get organized and solve them.”

Paweł Chorąży,
Ministry of Economic Development, Poland

WOULD YOU
LIKE TO SEE
YOURSELF
ON THE MAP?

We hope you have enjoyed our tour through the ecosystem village!

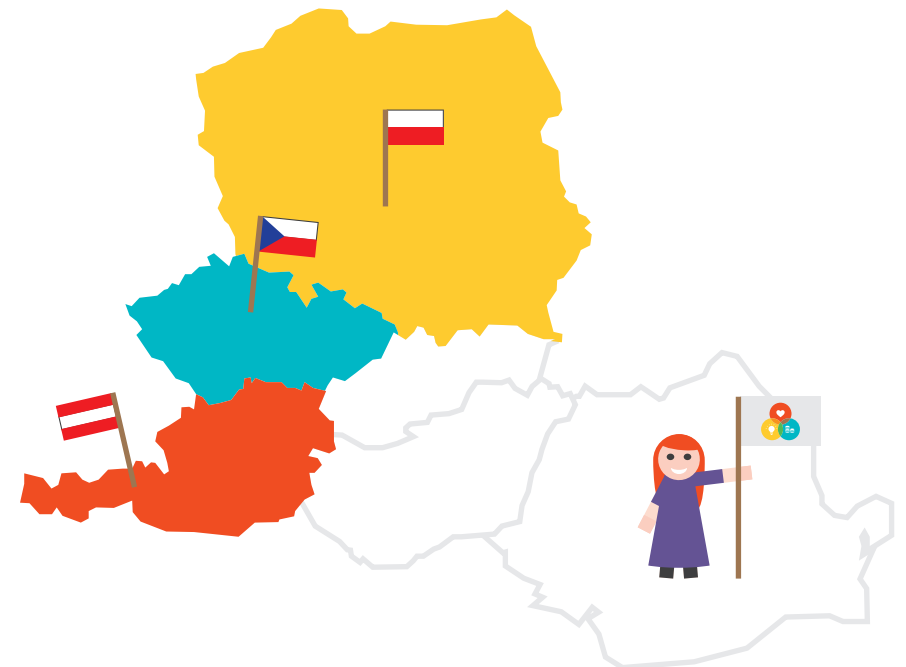
You might have noticed that some Ashoka offices of our region are more active ecosystem-wise than others. This is true: teams of Austria, Czechia and Poland have each pioneered important initiatives and become **homes to collaborative impact efforts**. But we also see that the ecosystem topic is **catching fire in other countries** of the region as well.

WE HAVE STARTED TO REPLICATE OUR ECOSYSTEM APPROACH IN ROMANIA AND SLOVAKIA, AND ARE PLANNING TO DO LIKEWISE IN HUNGARY IN THE COMING YEARS!

We look forward to making the regional ecosystem village even **more lively together with you!**

When exploring this village further, where would you see yourself on the ecosystem map? Would you like to join any existing ecosystem initiative or maybe develop one of your own? For social innovations to thrive in our region, **experts from many fields can contribute** with their expertise.

As a next step, **we invite you to meet** those who have already joined the Ashoka network and who can become your allies in making Central and Eastern Europe a better place.



SEE YOU IN BOOK 5!



ASHOKA

EVERYONE A CHANGEMAKER

www.ashoka-ccc.org