



ASHOKA

We are **Ashoka**.

About us



"The future belongs to a different kind of person with a different kind of mind: designers, inventors, teachers, storytellers — creative and emphatic “right-brain” thinkers whose abilities mark the fault-line between who gets ahead and who doesn’t.” - [Daniel Pink](#)

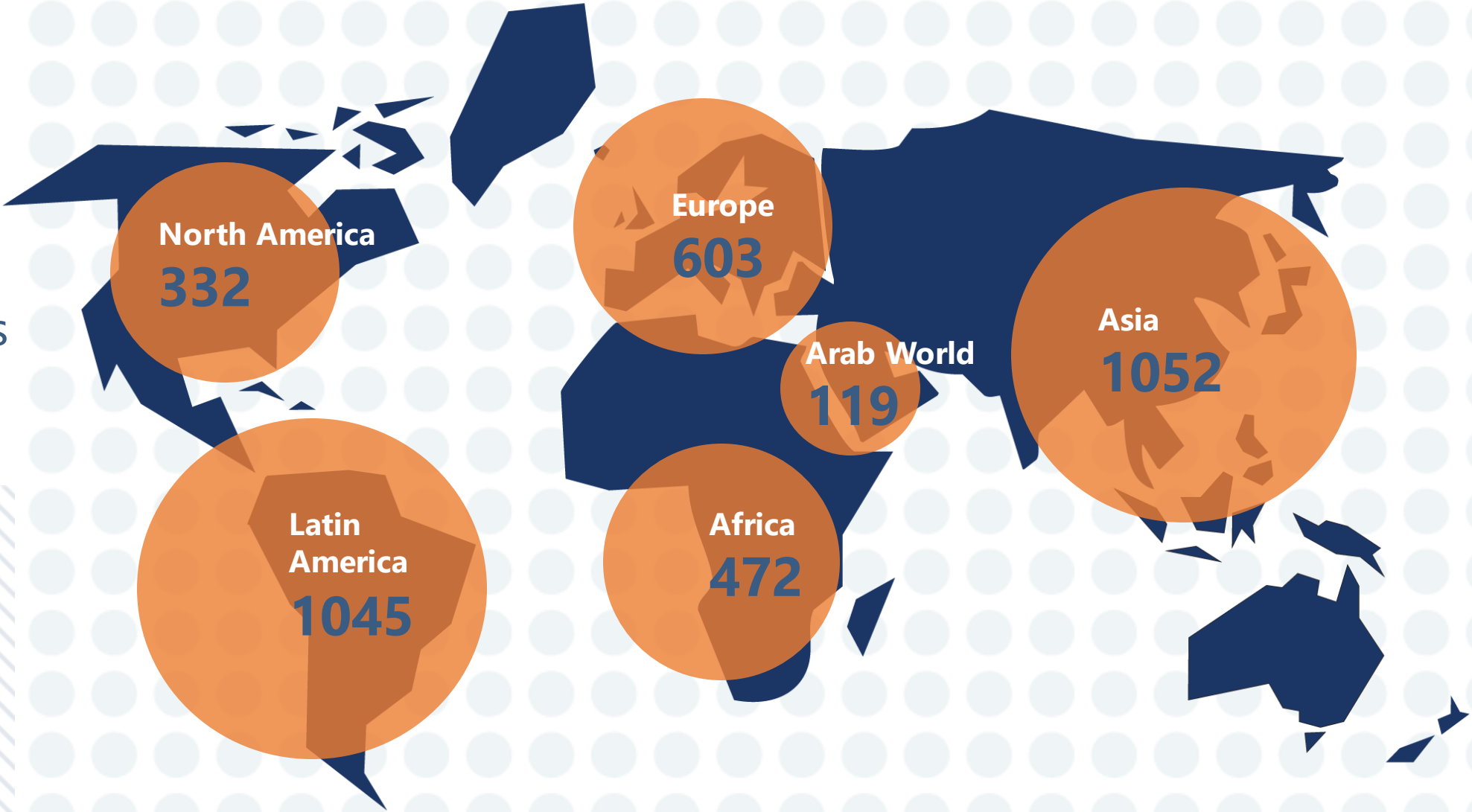
Ashoka builds, connects and amplifies a global community that is leading the **everyone a changemaker movement**. We now live in an everything-changing world. This fact requires everyone to be able to contribute to and adapt to change, i.e., to be a changemaker, to be able to participate in and contribute.

Based on the insights from our work with more than **3.800 of the world’s leading social entrepreneurs, called [Ashoka Fellows](#), in more than 93 countries**, Ashoka has an experience-based framework of empathy, teamwork, new leadership and changemaking that is the new foundation for living and working together.



Ashoka
Fellows
Global
Network

3800+ Fellows
93 Countries



2557

Ashoka
Offices
Worldwide

Argentina
Austria
Bangladesh
Brazil
Canada

Chile
Egypt
France
Germany
Greece

India
Indonesia
Ireland
Israel
Italy

Japan
Kenya
Mexico
Netherlands
Nigeria

Philippines
Poland
Portugal
Romania
Senegal

South Africa
South Korea
Spain
Sweden
Switzerland

Thailand
Turkey
United Kingdom
USA
Venezuela

Ashoka: the network of networks



Romania

 498,740
page views

 28,646
page engagements

 2,037
newsletter subscribers

 120+
press appearances

Ashoka Fellows
6

Ashoka Support Network
2

Changemakers mapped
2.250

Online community – followers
8.170*

Europe

Ashoka Fellows
590+

Ashoka Support Network
288

Online community – followers
187.218

Global

Ashoka Fellows
3.800+

Ashoka Support Network
350+

Online community – total followers
1.282.965

*Only including Instagram and Facebook followers. Outreach online has currently reached approx. 480,000 people.

Achieving systems change



In our work with our Fellows, we have seen that they all change systems through the power of their ideas. They build organisations around those ideas – organisations that are the vehicles with which they transform the status quo and significantly contribute to strengthening society. Their organisations are, like any successful organisation, built around a framework: vision, problem, strategy, partnerships, impact, challenges and learnings. We believe that this framework contains the building blocks for systems change.

Ashoka Fellows change systems in five different ways:



Redefining interconnections
in market systems



Changing the rules
that govern societies



Diminishing the gap between the
private and citizen sectors

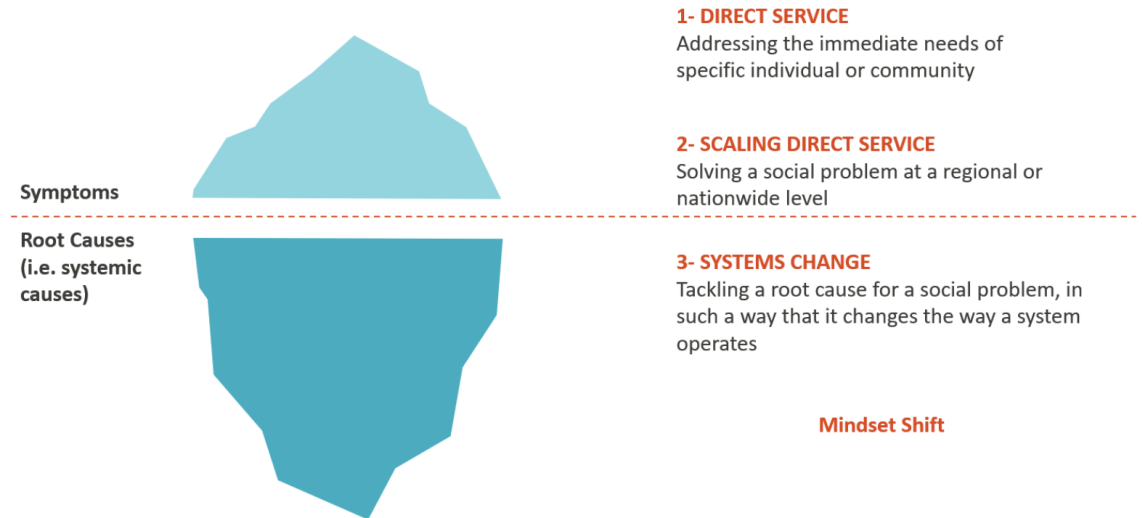


Increasing the number of people
who are social problem-solvers



Integrating marginalised
populations

Three Levels of Impact



Our positioning



Forbes



Ashoka is **#2** on the list of 2019's top five most innovative and impactful social enterprises, according to **Forbes**. Ashoka's founder and CEO Bill Drayton is considered the godfather of social entrepreneurs, widely credited with bringing the term "social entrepreneur" into the mainstream. Since 1981, his organization, Ashoka, has been supporting leading social enterprises around the world.

With 3.800 fellows from 92 countries, Ashoka has built a formidable network, but their ultimate goal is to help build a world where everyone can make a change and every person has the power and ability to contribute towards making positive changes in the world. One of the things that Ashoka does best is their youth focus - their commitment to working with and influencing the younger generations and even putting them in charge of different initiatives.

Ashoka ranked in Top 15 World NGOs in 2019, according to **NGO Advisor**



**Ashoka is a living
encyclopedia of social
innovation in every field
around the world.**

Jimmy Wales

*Wikipedia Founder
Ashoka Fellow, 2008*



About our Fellows Network



Ashoka uses a rigorous, highly-refined, five-step process to identify the most important emerging social change ideas and the entrepreneurs behind them who, together, will redefine their fields, be it human rights or the environment or any other area of human need. This process focuses sharply on five key criteria:

Selection criteria



New idea

- New, effective approach to solve a social problem
- Innovation was successfully implemented in a pilot project at least once



Entrepreneurial approach

- Person with entrepreneurial spirit and passion to implement the idea widely
- Clear strategic plan and vision on which steps are needed to ensure system change



Social impact

- Scalable approach
- Potential to fundamentally solve a social problem



Creativity

- Creativity to overcome obstacles, mobilize resources and reach the target group



Integrity

- Integer approach with no hidden personal ideological agenda

Once Fellows are elected, Ashoka makes sure that they have the supports and full freedom—including the ability to work full-time—they need to launch their visions and succeed. This includes:

Benefits of becoming an Ashoka Fellow



UNLOCKING TIME AS A SOCIAL ENTREPRENEUR'S KEY RESOURCE with a personalized stipend for up to 3 years.



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



INCREASING VISIBILITY AND OPENING DOORS, making Ashoka Fellows visible to decision-makers from all sectors



LOCAL AND GLOBAL IDENTITY, RECOGNITION AND CONNECTIONS with social entrepreneurs, investors, and changemakers.

By continuing to develop our extensive network of Fellows, Ashoka works to share the wisdom of these leading social entrepreneurs with a global audience. Our Fellows' work exposes the world's most urgent and critical needs. Ashoka looks for patterns in these fields, investigates them to gain new insights, and then mobilizes social entrepreneurs to collaborate and expand in the needed areas.

Impact with Ashoka Fellows



93% of Fellows **influenced public policy** at either local, national or international level.

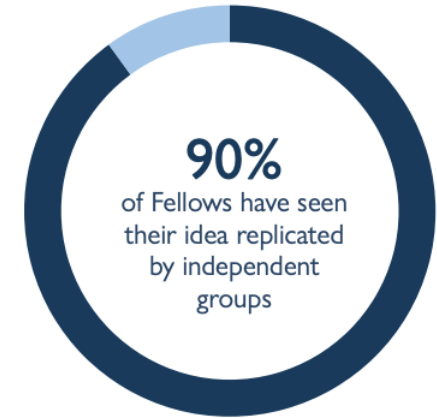


- Achieved legislative change or influenced government policy
- Provided research and/ or previously missing data to policymakers
- Advised policymakers/legislative bodies as an expert
- Represented marginalized populations and/ or challenged laws in court

93% of Fellows **altered market systems.**



- Increased the flow of market information (e.g., about prices or products to different market actors)
- Made it easier for people to trade or access certain goods or services in the existing market
- Created a new market that allows people to trade or access a product or service they previously could not
- Provided new ways for low-income people to generate income
- Led to changes in the code of conduct or official policy of a large organization or industry
- Encouraged for-profit organizations to allocate dynamics in a new way to include previously excluded people



Of these, **65%** have seen
their idea replicated within
their country of residence



and **41%** have seen their idea
replicated in other countries

Areas of impact

The Fellows are connected to new networks and new opportunities to maximise impact across sectors



11%
environment



20%
economic
development



18%
education



17%
health



17%
human
rights



17%
civic
participation

“ When I first applied for Ashoka Fellowship, we were working in a small magnitude within villages. Through the Ashoka selection process, the scaling strategy was defined, and we understood what the most important factors were—this dramatically changed our model.”

- BIPLAB PAUL,
Fellow from India



“ The fact that Ashoka invests in individuals is something that helped me, because now I’m able to implement my idea without having to consider other side jobs. Being able to just concentrate on the mission is what has made my organization survive up to now. If you have your individual needs covered then you can spend your time thinking through what needs to be done and how it is going to create impact.”

FREDRICK OUKU
Fellow from Kenya



“ The Ashoka team, for me they are the connectors. I can tell them okay, this is my problem, and then they try to find someone from the network who I can work with or talk with. And this is extremely helpful because I had almost no network when I started, and Ashoka connected me with a lot of people who could support me, had ideas to solve my problems.”

-CHRISTOPH SCHMITZ,
Fellow from Germany



Who are our elected Romanian Fellows?



Corruption Journalism Civic Engagement

Paul Radu is developing a global network of investigative journalists, scientists, programmers and civic hackers.

Conservation / protection Environment Natural resource management Development & Prosperity

Florin Stoican is catalyzing a citizen-driven movement for the creation of a functional system for protected areas in Romania.

Health & Fitness Health care Human Rights & Equality Disability rights

Dorica Dan is revolutionizing the field of care for rare disease patients, transitioning from a rigid system to a collaborative approach.

Citizen / community participation Citizen sector Democracy & voting Transparency

Elena Calistru is using research-based, data-driven advocacy tools to build a citizens' movement that strengthens citizens' participation in public life.

Human trafficking Vulnerable populations

Ioana Bauer identifies, mobilizes and enables the unobvious social actors to weave a resilient social network of empowered citizens to stop modern slavery.

Human Rights & Equality Black, Indigenous, and People of Color Rights Citizen / community participation

Carmen Gheorghe empowers Roma women to become bottom-up change agents and uses their insights to reshape legal and societal frameworks.



Our global communities



Ashoka Support Network (ASN)

By joining the Ashoka Support Network (ASN), you are invited to embark on a transformative journey. This journey is both collective and individual. Collectively, the ASN offers you the opportunity to be part of a community dedicated to fostering social change. Individually, it gives you the chance to reflect on how you want to make a difference in the world and – ultimately – empowers you to take action.

Andrei Pogonaru

Managing Partner CEFS (Central European Financial Services), Romania



As an ASN member, I realized Ashoka is the most effective way of doing good.

Who we are

The Ashoka Support Network is a global community of committed leaders who share, support, and advocate for Ashoka's values and vision, while unleashing their own potential as changemakers.

Fabienne Serfaty

Strategy Consultant and Social Impact Investor, UK



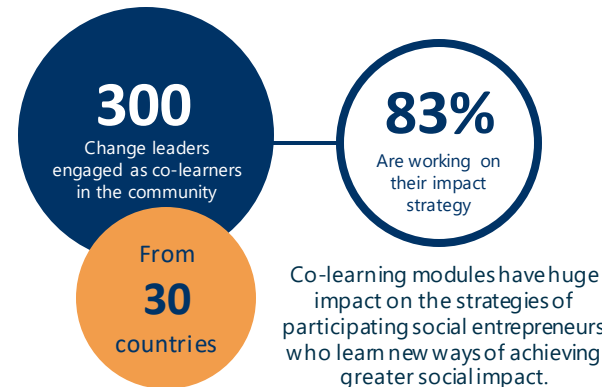
What is the legacy that I want to leave behind? Ashoka is a wake-up call. I have learned that there are, actually, many opportunities to step into radical systemic change, to up my game, help shape better global policies and participate in shifting the dynamics of social inequalities, both in the social and in the business sectors.



Ashoka Europe Fellowship Program

Fellowship Program

The Ashoka Europe Fellowship Program enables a pan-European co-learning space where Ashoka's community comes together to learn and progress the cutting-edge topics in social entrepreneurship and changemaking.



MODULES

System Change

New Leadership

Replication & Transfer

Social Finance

Wellbeing

Ashoka Romania's strategic objectives for 2021* (1/2)

*Excluding core objective to identify and select Ashoka Fellows



Systems Architecture

Social Entrepreneur Identity

People understand what social entrepreneurship entails and wish to identify as a social entrepreneur. Repositioning the social sector as an equal in the debate with the private and public sectors.

Social Finance

Develop the capacity of the Romanian social finance market and create the conditions for launching at least one financial instrument for Romanian social enterprises.

Involvement in decision making

Increase sector's participation in decision making processes and design better collaboration for a better society.



Education

Explore and map potential interventions that Ashoka Romania could initiate within the Romanian education ecosystem in order to ensure that a new generation of young changemakers is equipped with the skills necessary to navigate change for the good of Romanian communities and the society overall.

This exploratory process will lay the ground for Ashoka Romania's 'Children & Youth' strategy, which will be rooted in the 'Everyone a changemaker' framework and will encompass Ashoka's two strategic directions:

Every child masters empathy

In a changemaker world, empathy is as fundamental as reading and math. This creates a new social imperative to ensure that every child fully develops their own innate capacity for empathy.

Every young person practices changemaking

1. **Empathy** for more fluid collaboration
2. **Co-creative teamwork**
3. **New leadership**
4. **Changemaking**
5. **Organizing in open, fluid teams of teams**

Ashoka Romania's strategic objectives for 2021* (2/2)

*Excluding core objective to identify and select Ashoka Fellows



Connecting Communities

Knowledge and impact transfer activities within the Ashoka global network to the ecosystem of social entrepreneurs and other architects of transformation in Romania, in order to increase the ability of local organizations to build programs and projects together. The program will bring engagement of social innovations founders/leaders, represented by Ashoka Fellows and their partners.



Supporting changemakers with tools, knowledge, and inspiration to continue their work and expand their impact .



Hosting a space for connections and collaborations to be built to create a strong community.



International Opportunities

Curated Opportunities for the Romanian Ecosystem

Co-bidding with Ashoka Fellows

Ashoka Fellows in Impact Transfer

Competitions

Learning opportunities

Shaping the identity of the social entrepreneur (1/2)


Systems Architecture

CONTEXT

While Romanian civil society has been growing significantly over the past 30 years, social entrepreneurship is still in an emerging phase defined by uncertainty, difficulty to think long-term, fragmentation and vulnerability. Currently, the closest legal umbrella for social entrepreneurs is the narrowly defined "social enterprise", which is constraining and does not unleash the full potential of a social entrepreneur, while also creating barriers to attracting financial support. The identity of the social entrepreneur is unclear, seen more as the social worker/ donation requester profile by the private sector and potential investors – the relationship ending up in unequal power dynamics and self-deprecating mentality on behalf of the social entrepreneur. Because of that, Romania lacks a prone environment to practice and promote social entrepreneurship.




Social Change Goal



Envision and develop the standard for social entrepreneurship in Romania – a legal, economic and mindset framework that empowers individuals to identify as social entrepreneurs and have access to financial and non-financial resources to solve critical social problems. We envision a strong trust-based relationship between the public institutions, the business sector, and social entrepreneurs, to foster collaboration for systems change and collective impact.



VISION– The Social Entrepreneur Identity



People understand what social entrepreneurship entails and wish to identify as a social entrepreneur. Repositioning the social sector as an equal in the debate with the private and public sectors.

By leveraging the power of the Ashoka Fellows in Romania and worldwide, and together with local changemakers, we aim to shift the perception of society on the necessity for stronger support networks for social entrepreneurship to achieve strong and systemic social impact.

Shaping the identity of the social entrepreneur (2/2)

Systems Architecture

HOW

To achieve this goal we are working with our pro-bono partner [VMLY&R](#) to conceptualize the campaign in a way that it reaches all appropriate target audiences – entrepreneurs, the private and public sector, as well as civil society. At the heart of everything we wish to communicate lays the expertise of the 3.800 Ashoka Fellows from our global network. We estimate to land on a narrative by mid-March. The end goal is to deliver a year-long campaign and communication plan on what the ecosystem of social entrepreneurship truly entails, and we invite Mastercard in this co-creation journey to support us in launching this nation-wide campaign across media outlets and other channels.

The avenues that we are exploring now with our pro-bono advertising partner in Romania are:



Collaboration as the way to unlock system change



Participating in the social sector is not giving away, but taking in



Social innovation and systems change is a long term game

Potential Avenues (not exhaustive)



At least 6 radio appearances



Social media Community building –A space for all our ecosystem stakeholders to connect



Launch of a podcast



SOCIAL BUSINESS INTELLIGENCE - Meaningful insights and intelligence
Series of reports on social business intelligence to create a hub of social change knowledge for all sectors presented in a visual and interactive way on a platform.
Upcoming topics – The Romanian landscape for the climate fight, Sports for Social Good, Forward looking the importance of social entrepreneurship and building an ecosystem around it



Concept for TV spots – Aim for national interest campaign

Ashoka's presence in Romania



Since 2017, we created opportunities for various stakeholders and promoted social entrepreneurship through initiatives that span across the following categories:



Studies

- Ashoka Changemakers Map
- National Study on Social Entrepreneurship
- Climate Innovators in Central and Eastern Europe
- Changemaking Perception Studies



Ecosystem of Support

- Unlonely Civil Society
- Timisoara Resilient Lab
- Impact Academy



Selected International Opportunities

- Climate Community Lab
- Social Innovation to Tackle Energy Poverty
- European Union Social Innovation Competition
- Civic Europe
- Google Impact Challenge



Impact Transfer Initiatives

- Communities of Change
- Localizer
- Sports Changemakers Map

Impact Transfer Initiatives



Communities for Change

Together with our strategic partner, NN, we facilitate a community-based approach to the development of social solutions across three crucial areas: health, social inclusion and society resilience under emergency situations.

Localizer

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.

Out of 13 international solutions brought to Romania, 2 have fully scaled and 5 are in an advanced replication stage. For instance, 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.

Sports for Social Impact – Changemakers Map

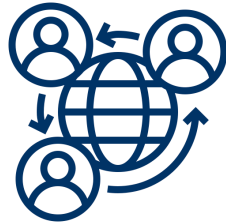
Being inspired by our Ashoka Fellows, who use sports to achieve systemic change, we partnered with Decathlon to set up a long term process of building a local community of sports changemakers in Romania. The first step was to map close to 200 people considered by their peers as *changemakers* in the field of sports.



“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)

Promoting Romanians for international opportunities in our network (select examples)



Google Impact Challenge & Civic Europe Idea Challenge

The €10M challenge on Safety asked social innovators to find solutions in tackling hate and extremism in their communities in order to help young people thrive both online and offline. The program supports organizations across Europe whose mission is to help young people become confident digital citizens.

Civic Europe Idea Challenge offered financing of up to 50.000 euros for 15 projects in the Central and Eastern Europe region, to initiatives on democracy and civic participation.

European Union Social Innovation Challenge

In 2018 we successfully bid for the semifinal of the competition to be organized in Cluj Napoca, with all 30 semi-finalist teams convening in Transylvania. 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.

On the 26th November 2020, another Romanian Team, Cultural Intellectual Property Rights Initiative – CIPRI won 50.000 euro to further their venture. Part of the Ashoka Romania team was involved as mentor.

Climate Community Lab

Community Lab in Central-Europe is an idea rooted in a collaborative work of Ashoka and EIT Climate-KIC in 2019. Based on an ecosystem map of climate changemakers in the region, a consortia of CKIC partners is working on the establishment of this Community Lab, welcoming individuals, start-ups and organisations from the region. Their common aim is to introduce changes and establish strong networks and collaboration.

Social Innovation to Tackle Energy Poverty

The Social Innovation to Tackle Energy Poverty Solutions Accelerator is a 2019 initiative co-created by Ashoka and the Schneider Electric Foundation, under the aegis of Fondation de France, with Enel Romania as local partner.

The aim of the program was to identify and support young innovative ideas and mature projects working in the field of energy poverty in five European countries: Poland, Czech Republic, Hungary, Romania and Bulgaria. After two selection stages 15 finalists were selected to join a 5-months acceleration program, which helped them improve their strategy and amplify their positive impact on society and on the environment.

Ashoka Studies



Ashoka Changemakers Map

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.

Climate Innovators in Central and Eastern Europe

In 2019 EIT Climate-KIC and Ashoka joined hands to conduct a [study](#) in 9 countries (Romania, Poland, Czech Republic, Hungary, Slovakia, Bulgaria, Latvia, Lithuania and Estonia) with the purpose of identifying the most important players and changemakers in the climate innovation area.

Changemaking Perception Studies

Ashoka and IziData conducted a study with 1024 respondents to assess the perceptions of changemaking in Romania. A similar study had been conducted in 2018 and the results were compared. 8 out of 10 Romanians consider that change starts within each of us, while 7 out of 10 they bring positive change in their communities. Full study can be found [here](#).

National Report on Social Entrepreneurship

In 2018 we presented the perspectives of 40 most innovative social entrepreneurs in the country, with the aim to grasp the characteristics of social entrepreneurship in Romania, together with the challenges and opportunities of the ecosystem. The study can be found [here](#).



HARTA INOVATORILOR SOCIALI DIN ROMÂNIA ȘI A SUSȚINĂTORILOR LOR ASHOKA CHANGEMAKERS MAP



Cei mai mulți români cred
că schimbarea **începe cu noi!**

Creatori ai schimbării – atitudinea în prezent



Ecosystems of Support



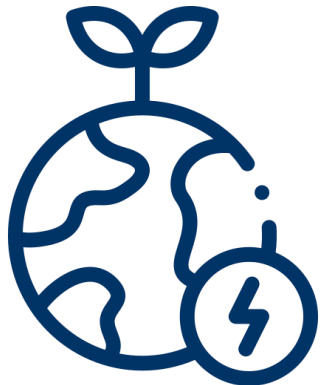
Impact Academy

Impact Academy was a 5 month program that will guide civic society leaders through theoretical approaches, practical strategy development and tailor-made tools and indicators. The program includes mentorship and assistance to help you apply the newly set up into day to day practice and strategic direction of your organization, and empowers a culture based on mutual trust and support.



Unlonely Civil Society

Unlonely Civil Society was a 6-month program funded by Black Sea Trust and implemented by Ashoka Romania, which aimed to support the civil society as a response to the pandemic. We reached out to the Romanian and Moldovan civil society in these difficult times and engaged them to understand how organisations can develop antifragility and resilience to cope in uncertainty.



Timișoara Resilient Lab

Timișoara Resilient Lab was the stepping stone in understanding how to approach this mission. With extensive on the ground community experience, bridging between very different communities, Ashoka Romania has teamed-up with AMBASADA to build together a new framework in which cities and areas can be solution seekers, change implementers and resilient masters in a future in which external factors are less foreseeable than ever before .

Our partners

Our learnings are applicable to any sector interested in generating transformative social and environmental change and our **fellows are eager to collaborate with leaders from all sectors.**

If you are **looking to expand the impact of your organization or portfolio**, Ashoka is the right partner to think it through together with the world's most influential social entrepreneurs.

Dozens of companies are already collaborating with us all around the globe.
>>>

Founding Partners



Strategic Corporate Partner



Other Partners



Businesses need innovation! Good ideas need funding!



Pro-bono partners



International Partners



Ashoka Insights Reports



ASHOKA
LEARNING AND
ACTION CENTER



[Systemic and Empowering. Social Entrepreneurship in the Time of Philanthrocapitalism](#)



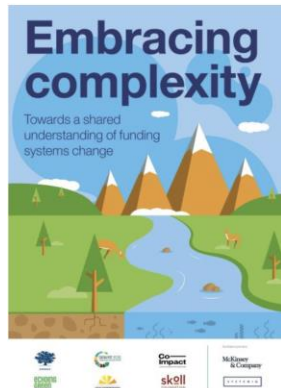
[The empowerment and boosting of social entrepreneurship; key to achieving the Sustainable Development Goals in Spain](#)



[Creative solutions for changing times. The approaches of social entrepreneurs to Europe's most pressing challenges](#)



[Seven Steps for Funding System Change](#)



[Embracing Complexity. Towards a Shared Understanding of Funding Systems Change](#)



[From Small to Systemic. The Multibillion-Euro Potential in Social Innovations](#)



[Doing Democracy: How Social Entrepreneurs Bridge Divides, Fight Apathy and Strengthen Civil Liberties](#)



[The Skilling Challenge](#)

Benefits in becoming a Partner

What's in it *for your organization*



Deepen impact: Support Romanian social innovators in investing the time to scale their operations and maximise impact. Be part of building an ecosystem prone to social innovation. Interact with Romanian Ashoka Fellows in a collaborative way



Explore new skills and knowledge: Gain company-wide access and discounts to global Ashoka events to learn, contribute, be inspired, and network.



Improve your branding: Position yourself as a thought leader committed to identifying and supporting the most impactful social entrepreneurs. You will be communicated as our partner throughout our public appearances.



Leader-to-Leader Exchange: Engage with an ecosystem of entrepreneurs part of the Ashoka Fellows Network or other Changemaking companies



Define new strategies: Get Ashoka's in-depth support in achieving a social impact culture and business model, through curated access to strategy workshops, the Ashoka Fellowship program or other models responding to your customized needs



Become a community-builder: Gain access for your key employees to best in class stakeholders and connect with key players



Fellows candidate pipeline: Get your employees to become expert Fellows nominators and support our pipeline-building efforts



Tailored experience: Curated interaction with Ashoka Fellows, both international and local

Ways 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



Become a strategic Partner

Our Strategic partners are forward thinking and leading companies/ organisations 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 organisation and to contribute to systemic change

CONTACT

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