

# ASHOKA



EVERYONE A CHANGEMAKER™

2011 ANNUAL REPORT

*Rodrigo Baggio, elected to the Ashoka Fellowship in 1996, empowers the poor to use information and communication technology. Since he was elected, his organization, the Center for Digital Inclusion, has trained 1.25 million people in 803 self-managed and self-sustaining community centers in 13 countries. Rodrigo was selected to participate in Ashoka's first Globalizer in 2010. He is pictured here in the Cantagalo favela in Rio de Janeiro.*

Photo: John Maier, Jr./  
The Image Works

**Cover Image**

Ashoka Fellows from around the world—individuals with system-changing solutions to the world's most challenging social problems.



# Message from Our President



Ashoka is proud to be celebrating its 30th anniversary this year - three decades of building the citizen sector in over 70 countries. We began by pioneering the concept of social entrepreneurship introduced by Ashoka's founder and CEO Bill Drayton. Ashoka has since identified nearly 3,000 social entrepreneurs who are leading the charge, whose new solutions are challenging conventional ideas and changing the world for the better. The professionalization of the field represents an historical shift in how societies perceive the agency of individuals to drive social change. As we look to the future we understand that the only way to address the growing number of problems is to ensure that there are more problem solvers in society. This explosion of empowerment and activity will require fundamental shifts in parenting and education, as well as changes in how businesses and governments engage in the world. Ashoka seeks to serve this historical moment for greatest social impact.

Thanks to our global network and partners, Ashoka has uncovered various insights about social change and impact. We initially saw that the most profound change occurs when an entrepreneur pursues a system-changing idea—more than half of Ashoka Fellows have changed national policy after five years. We've also learned that the scaling and replication of these models requires a particular enabling environment, which can be cultivated. Ashoka calls this enabling environment an *Everyone a Changemaker* world, a world that responds quickly and effectively to social challenges and where every individual is equally empowered to effect social change. In 2011, an unprecedented number of social entrepreneurs gathered in Paris to define and develop the necessary ecosystem for accelerating social change. It was characterized by two ideas: collaborative action and concentration of changemakers.

As you are reading the following pages, we would ask you to look for opportunities for action in your own sphere of influence. You are very much part of the movement which thousands of Ashoka Fellows and supporters are building across the world. The world Ashoka ultimately strives to create is about everybody effecting change, and we welcome you as a co-creator.

Sincerely yours,  


# Our Vision and Mission

## Mission

Ashoka endeavors to create an *Everyone a Changemaker* world—one where each person is equipped with the skills, drive, and resources to push forward solutions to pressing social and environmental problems, and each organization is designed to maximize the changemaking potential of its members.

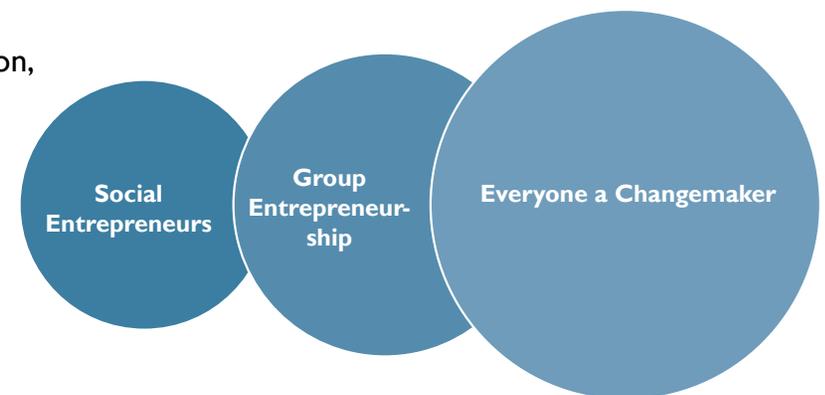
## History

Ashoka was founded as an answer to a question: Given the immensity of the problems facing this planet, how can we ever hope to solve them? Our hypothesis: the institutions traditionally expected to solve such problems cannot experiment and fail quickly enough to respond to the ever-changing environment. The solution is to support and invest in social entrepreneurs, the people so driven to change an entrenched global problem that they will stop at nothing, and so creative that they see beyond the existing barriers to change and invent entirely new solutions. The ideas, models and movements created by these social entrepreneurs will then ripple throughout society.

Bill first tested his theory in 1978, when he traveled to India, Indonesia, and Venezuela to find and interview people with game-changing approaches to solve problems in their regions, people whom he later gave the name “social entrepreneur.” Blown away by the power and impact of their work, as well as their fast growing numbers, Bill founded Ashoka in 1980. While the initial goal of the organization was to encourage and assist social entrepreneurs as they worked to make the world better, Ashoka realized soon enough that a truly changed world will require everyone—from school child to prime minister—to value and drive social innovation. Out of this insight was born our *Everyone a Changemaker* mission.

## Approach

Rather than focus solely on individual social entrepreneurs as engines of innovation, Ashoka recognizes that successful and lasting social change is a collaborative endeavor. Ashoka works in areas ranging from empathy education to agricultural innovation, but in each of these areas, we bring together teams of people with common goals and equip them with the entrepreneurial tools and resources they need to tackle some of the world’s most challenging social problems. In so doing, we not only give rise to innovative new solutions, but we also create microcosms of changemaking that demonstrate the power and potential of an *Everyone a Changemaker* world.





*Ashoka Fellow Lily Thapa from Nepal is reversing age old taboos and practices against widows in Nepal, breaking down the barriers that prevent them from being active members of civil society. Lily will be featured in the first book written about Ashoka's approach to system change, *Rippling*, available April 2012 from Wiley/Jossey-Bass.*

# What We Do

## Identify, Help Launch, and Support Social Entrepreneurs

**Ashoka invests in people.** We search the world for the leading social entrepreneurs. At launch stage, we provide these Fellows with a living stipend for an average of three years which allows them to focus full-time on building their institutions and spreading their ideas.

## Foster Collaborative Entrepreneurship

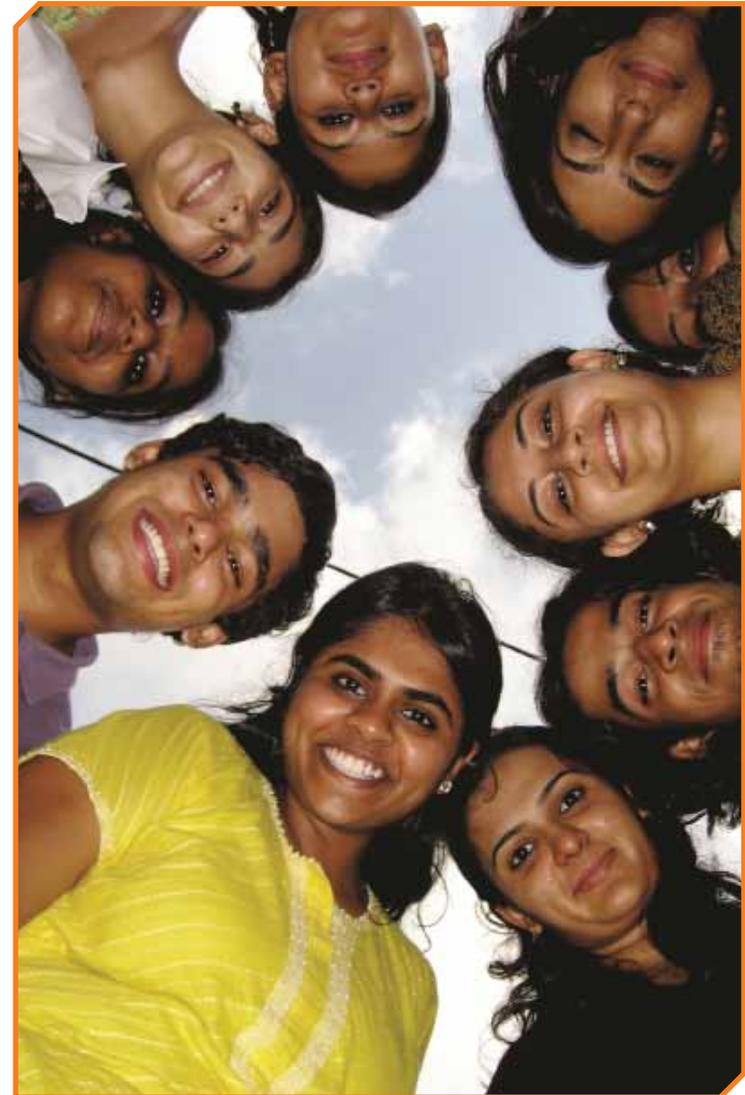
Ashoka accelerates social impact by engaging **communities of entrepreneurs** in ripening fields to think and create together to tip the world.

## Build an Everyone a Changemaker World

A truly changed and sustainable world will require everyone to have the essential skills of changemaking: empathy, teamwork and leadership for change. **More problem solvers** and barriers torn down between sectors will result in safer, happier, more equal and more successful societies.

*Ashoka Fellow Ishita Chaudhry launched Youth Parliament in India, the country's largest direct advocacy organization for young people. She has built a national network of young leaders who organize themselves and educate government officials on the views and opinions of India's 300 million young people.*

*Photo: Kyle Taylor*



# Our Global Reach

Ashoka is the global association of the world's leading social entrepreneurs—men and women with system changing solutions for the world's most urgent social problems. Since 1981, we have elected nearly **3,000 leading social entrepreneurs** as Ashoka Fellows, providing them with living stipends, professional support, and access to a global network of peers in **over 70 countries**.

## The Americas

- Argentina
- Brazil
- Chile
- Costa Rica
- Guatemala
- Nicaragua
- Peru
- Uruguay
- Bolivia
- Canada
- Colombia
- Ecuador
- Mexico
- Paraguay
- United States
- Venezuela

## Europe

- Austria
- Denmark
- Hungary
- Italy
- Netherlands
- Slovakia
- Switzerland
- Belgium
- France
- Iceland
- Latvia
- Norway
- Spain
- Turkey
- Czech Republic
- Germany
- Ireland
- Lithuania
- Poland
- Sweden
- United Kingdom

## Asia

- Afghanistan
- East Timor
- India
- Japan
- Pakistan
- Sri Lanka
- Bangladesh
- Hong Kong
- Indonesia
- Nepal
- Singapore
- Thailand

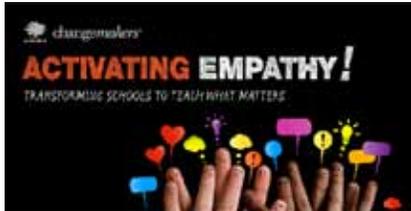
## Sub-Saharan Africa

- Botswana
- Gambia
- Ivory Coast
- Mozambique
- Senegal
- Tanzania
- Zambia
- Burkina Faso
- Ghana
- Kenya
- Niger
- South Africa
- Togo
- Zimbabwe
- Cameroon
- Guinea-Bissau
- Mali
- Nigeria
- Swaziland
- Uganda

## Middle East/North Africa

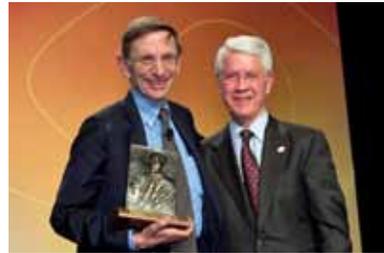
- Egypt
- Israel
- Jordan
- Kuwait
- Lebanon
- Morocco
- Palistinian Territory
- Saudi Arabia

# 2011 at a Glance



## Ashoka Launches Empathy

In May 2011, Ashoka launched an initiative aimed at changing the way our education system works, so that empathy becomes as much of a priority as math or language arts. Building on proven practices and strategies established by hundreds of Fellows working with children, we aim to equip principals, teachers, and parents with the tools they need to effectively grow and nurture empathy in today's youth. Learn more at: [startempathy.org](http://startempathy.org)



## Bill Drayton and Ashoka Win Top U.S. Philanthropic/Citizen Sector Recognition, the John W. Gardner Leadership Award

Bill Drayton, founder and CEO of Ashoka: Innovators for the Public, received the prestigious John W. Gardner Leadership Award. The Award was established in 1985 to honor outstanding Americans who exemplify the leadership and the ideals of John W. Gardner (1912-2002), American statesman and founding chair of Independent Sector. Independent Sector presents the award each year to an individual whose leadership in or with the nonprofit community has been transformative and who has mobilized and unified people, institutions, or causes that improve people's lives.



## Bill Drayton and Ashoka Win Prince of Asturias Award ("The Spanish Nobel")

Bill Drayton, founder and CEO of Ashoka: Innovators for the Public, took home a tremendous honor in 2011. Drayton was awarded the Prince of Asturias Prize for International Cooperation, Spain's highest honor and Nobel Prize equivalent. The Prince of Asturias Award aims to "reward the scientific, technical, cultural, social, and humanistic work performed at an international level whose work has contributed in both an exemplary and relevant way to the mutual understanding, progress or fellowship among peoples."



## Ashoka Launches the 20/20 Campaign

In October 2011, Ashoka launched the 20/20 Campaign—an initiative to source 20 entrepreneurs (business or social) to engineer big systems changes on key issue areas that Ashoka has identified as being ripe for bold entrepreneurial leadership such as youth, empathy, health, housing, Japan, and Africa among others. Learn more at [2020.ashoka.org](http://2020.ashoka.org).

# 2011 at a Glance, cont.

## ASHOKA CHANGEMAKERS' WEEK

June 16 - 23 PARIS WELCOMES SOCIAL ENTREPRENEURS FROM AROUND THE WORLD



### Changemakers Week in Paris

In June 2011, Ashoka hosted the Changemakers Week in Paris which included workshops, debates, and brainstorming sessions designed for participants to learn more about groundbreaking business and social change models and the power of social innovation. Presenters shared cutting-edge strategies currently making a difference in a dozen fields including energy, sustainable agriculture, education, and affordable housing.



### Ashoka Turns 30

In 2011, Ashoka celebrated its 30th Anniversary—thirty years of pioneering vision and action. Starting with the first Ashoka Fellow elected in India in 1981 to the hundreds of social entrepreneurs who joined our network this year, the combined social impact of the Ashoka has grown extensively. Our Fellows alone directly reach more than 300 million citizens across the globe. Their influence as pattern changers is reshaping the entire fields of health, economic development, education and the environment.

For Ashoka's birthday, we asked our community around the world to share their Ashoka stories. Share in the celebration at [www.ashoka.org/ashoka-birthday-blogs](http://www.ashoka.org/ashoka-birthday-blogs).

### A Wonderful Birthday Gift, A Changemaker's Story

Lani Frazier, Founder of Synergies in Sync.



"As a bone-tumor survivor at the age of five and first-generation Filipino-American who emigrated from Tondo Manila to the US at the age of nine, the acculturation and personal transformation experience was not easy. An entire village of family and friends, mentors, role models, advisors, and teachers have helped guide me to where I am today; but the journey of finding my life's meaning did not have clarity until I was a doctoral student at Pepperdine University years ago and discovered Ashoka.

This discovery was a clear, defining, moment and I'm happy to say that my entire world has been pleasantly re-arranged ever since! Windows of possibilities opened; I felt feverish to help bring this life-changing experience and newfound confidence to others. At the time I discovered Ashoka, I was pursuing my doctoral research work on women entrepreneurs and computer gaming. But, I knew that if I truly wanted to investigate the issue of HOW to increase awareness for a life of changemaking in all people, I had to explore and learn from the experts. I re-directed the entire focus of my research towards studying Ashoka Fellows in the education and workforce sector. I was interested in exploring how we can truly help prepare all people for the life of a changemaker. And I mean all people, not just practitioners or academics interested in social entrepreneurship.

Today, I'm a full-time changemaker (young late bloomer) and social entrepreneur-in-the-works through my work at my consulting company, Synergies in Sync. I am also a part-time adjunct professor and get to mentor young changemakers every day, which I love so much. I'm a multi-disciplinary-socio-techie inspired-educator by trade, and a business entrepreneur of an on-demand education and marketing consulting and talent services boutique firm that's dedicated to fostering the *Everyone a Changemaker* movement. Our company slogan is "helping changemakers champion the world!"

Ashoka has highly influenced the outcome of my career...and for that I thank you and am forever grateful.

# Impacting Society Through System Changes

“Social entrepreneurs are not content just to give or teach how to fish. They will not rest until they have **revolutionized** the fishing industry.”

Bill Drayton, Chairman & CEO

***If our goal is to revolutionize the fishing industry (or any other industry), how will we know we have succeeded?***

Success will be a fundamental shift in the system that surrounds a given problem in society. Donella Meadows, the author of *Thinking in Systems*, defines a system as “an interconnected set of elements that is coherently organized in a way that achieves something.” In summary, a system contains elements, interconnections, and a purpose. Consider a football team as a system. The elements are the players, coach, field, and ball. The interconnections are the rules of the game and the purpose is to win games. Changing elements of a system has the least effect on the system. A football team remains a team even if every player, coach, and field are changed though it may play better or worse. However, changing the interconnections of a system has profound effects; for example, changing the rules of football can lead to the game of basketball. A change in purpose of the system also has profound effects on the system—for example making the purpose of the game to allow every player a chance to play.

We have learned Ashoka Fellows change systems primarily through the power of their ideas. Most build organizations as vehicles to advance their ideas. They also significantly contribute to strengthening the entire citizen sector as Ashoka Fellows recognize that achieving large-scale change requires spreading and advancing their ideas through complex and diverse networks.



Suraiya Haque developed a self-sustaining model for child care services in Bangladeshi factories. The factories pay for child care themselves because they see the economic benefits. Haque has institutionalized the practice of installing worker-friendly child care centers in the factories enabling leading multinational corporations to be in compliance with standards of operation in Bangladesh.

How do we fairly measure the impact of her work? Do we count the numbers of children currently being served by her organization? What about the children who will benefit five years from now? What about the women who are able to earn better incomes? And what about all the households and children served by the people who copied Suraiya Haque’s model? Those numbers do not begin to tell the story of the impact of her work. Her impact is that she engineered a completely new norm in the industry resulting in social benefits on many levels.

# Fellow Criteria and Selection Process

## A New Idea (the knock-out test)

Ashoka cannot elect someone to the Fellowship unless he or she is possessed by a new idea—a new solution or approach to a social problem—that will change the pattern in a field, be it human rights, the environment, or any other. We evaluate the idea historically and against its contemporaries in the field, looking for innovation and the potential for lasting change.

## Social Impact

This criterion focuses on the candidate's idea rather than the candidate. Ashoka is only interested in ideas that it believes will change the field significantly and that will trigger nationwide impact or, for smaller countries, broader regional change. For example, Ashoka will not support the launch of a new school or clinic unless it is part of a broader strategy to reform the education or health system at the national level or beyond.

## Creativity

Successful social entrepreneurs must be creative both as goal-setting visionaries and as problem solvers capable of engineering their visions into reality. Creativity is not a quality that suddenly appears—it is almost always apparent from youth onward. Among the questions we might ask: Does this individual have a vision of how he or she can meet some human need better than it has been addressed before? Does the candidate have a history of creating other new visions?

## Entrepreneurial Quality

Perhaps our most important criterion, entrepreneurial quality is the defining characteristic of first class entrepreneurs. It defines leaders who see opportunities for change and innovation and devote themselves entirely and forever how long it takes to make their historical vision the new pattern. Because they cannot be satisfied in life until this happens, they are wide-open listeners focused on the how-to questions, who constantly adapt their work as they learn and conditions change.

## Ethical Fiber

Social entrepreneurs introducing major structural changes to society have to ask a lot of people to change how they do things. If the entrepreneur is not trusted, the likelihood of success is significantly reduced. Ashoka asks every participant in the selection process to evaluate candidates for their ethical fiber rigorously. To do so often requires one to resort to instinct and gut feelings, not just rational analysis. The essential question is: "Do you trust this person absolutely?" If there is any doubt, a candidate will not pass.

## What makes Ashoka Fellows unique?

Ashoka Fellows are visionaries who develop innovative solutions that fundamentally change how society operates. They find what is not working and address the problem by changing the system, spreading the solution, and persuading entire societies to take new leaps. Much like the rare, top business entrepreneurs who redefine industries, social entrepreneurs persist however long the transformation takes. They are creative yet pragmatic, constantly adjusting and changing, with a committed vision that endures until they have succeeded. The following are five examples of leading social entrepreneurs in whom Ashoka has invested.

## Examples of Ashoka Fellows Elected in 2011

### Ishita Chaudhry, India; [The Youth Parliament Foundation](#)



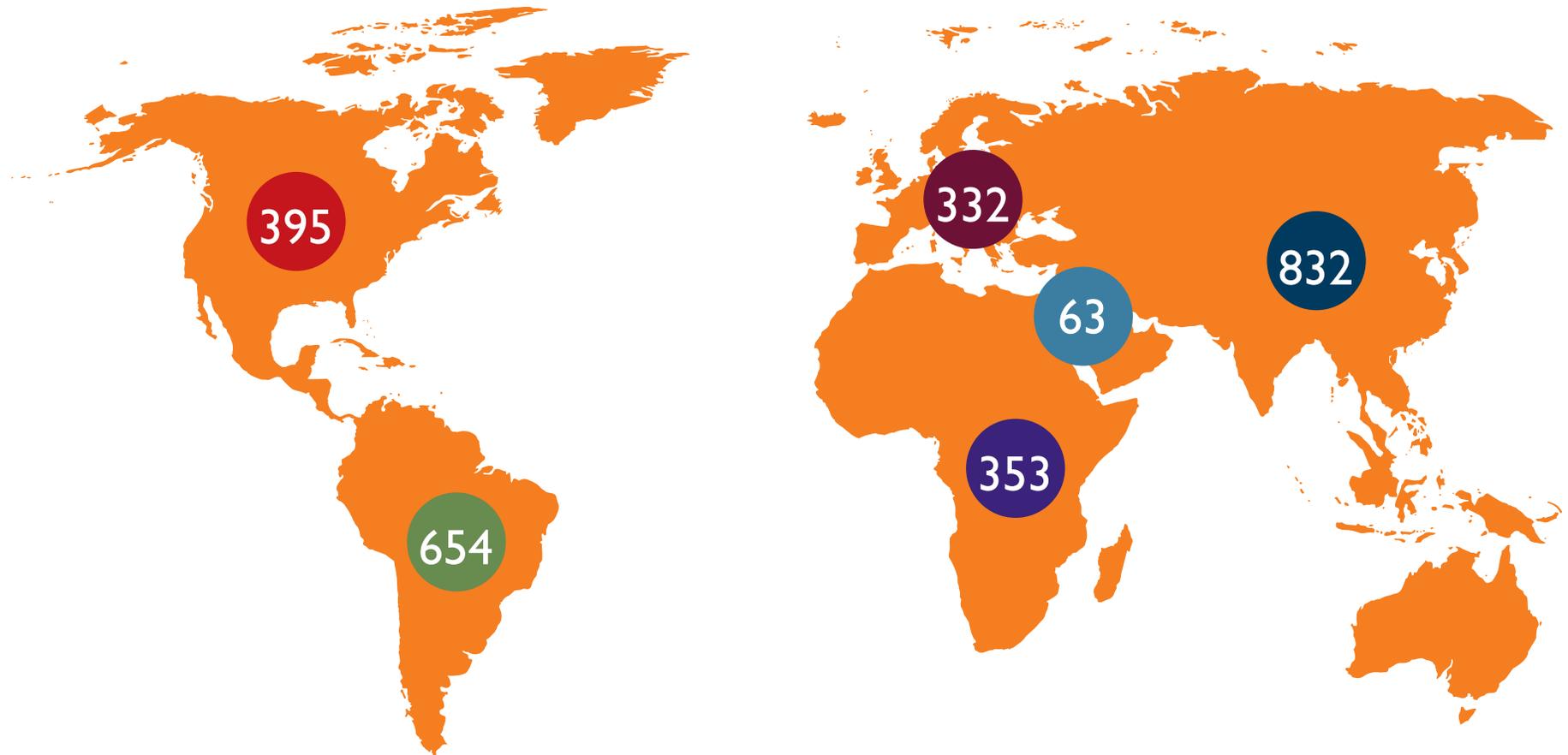
Ishita is ridding Indian society of the deeply held premise that youth should have little or no say in matters of public policy that directly impact their lives. Her organization, the Youth Parliament Foundation (TYPF) strengthens youth-led movements in India by creating opportunities for youth to engage with social change and transform an adult-dominated system to one where young people have the ability to exercise their rights.

### Josh Nesbit, USA, Global; [Medic Mobile](#)



Josh is creating connected and coordinated rural health care systems, transforming the efficacy of decentralized rural public health by reinventing the role of the locally-based community health worker thanks to smart and simple mobile-phone based solutions. Instantaneous communication among community health workers and between community health workers and physicians and nurses at clinical hubs means that citizen health workers can provide care to their communities with much less dependence on a centralized medical facility.

# Ashoka Fellows Worldwide\*



● Sub-Saharan Africa

● Europe

● South America

● Asia

● North and Central America

● Middle East/North Africa

\*as of Aug 2011

# Our Impact

Percent of Fellows Who Have Changed a System at a National Level in at Least One Way Within 10 Years of Election

83%

Our **Fellows** change systems in five different ways:

Redefining interconnections in market systems through increased access to goods and services, creation of new markets and providing ways for low-income people to generate income.

Market Dynamics and Value Chains

48%

Changing the rules that govern our societies through organized citizen action, changes to industry organizations and to national policies.

Public Policy and Industry Norms

51%

Transforming the meaning of private vs. citizen sector by earning revenue, having a business joint venture and having a common vision for social impact with the business sector.

Business Social Congruence

72%

Fully integrating marginalized populations by connecting critical parts of society and increasing empathy toward marginalized groups.

Full Citizenship and Empathic Ethics

53%

Increasing the number of people who are social problem-solvers by partnering with institutions to create programs promoting social entrepreneurship and creating skill trainings to solve social problems.

Culture of Changemaking and Social Entrepreneurship

44%

Source: 2010 Impact Study “Ashoka Fellows Changing Systems”  
conducted by Ashoka and the Corporate Executive Board

# Press Perspectives



## **World Bank Institute**

“We live in a time where the numbers and complexity of problems seem to be outracing the numbers of solutions. Ashoka works to increase the number of people creating solutions—solutions to all of society’s problems. Ashoka’s vision is a world where everyone is a changemaker. Ashoka Fellows have dramatic (often national and global scale) impact in their specific fields. And yet the biggest impact social entrepreneurs can have is not necessarily their solutions to problems; it is their recruiting thousands of local changemakers to give their ideas wings in community after community.”



## **Diana Aviv, President and CEO, Independent Sector**

“Before Ashoka, who had ever heard of social entrepreneurship? Ashoka has defined and been central to building the field both through the supporting framework of ideas and institutions it keeps creating and the benchmark excellence of its 3,000 truly leading social entrepreneur Fellows.”



## **David Gergen, Director of Harvard Center on Public Leadership and Editor-at-Large for U.S. News and World Report**

“Ashoka Fellows have built a long and storied history as pioneering change agents--men and women who are transforming their communities, their regions, and one day the world. They will always deserve our gratitude.”



## **Stanford Business School’s Professor Laura Arrillaga-Andreessen in her new book**

“Ashoka identifies and invests in social entrepreneurs around the world...who have come up with innovative and practical ideas for solving big global problems. Bill Drayton calls the individuals behind these ideas ‘changemakers.’ Changemakers work to create game-changing solutions that reinvent methods of delivering essential service and can be replicated, improving millions of lives. ‘Our job is not to give people fish,’ he often tells people. ‘It’s not to teach them how to fish—it’s to build new and better fishing industries.’”



## **Muhammad Yunus, Founder of the Grameen Bank, 2006 Nobel Peace Prize Winner**

“Ashoka is a great global organization, built on a brilliant idea. It picks up social innovators when they themselves don’t know what great changes they can bring. That’s the stage when budding innovators need the support most. Ashoka helps pool local innovations into global solutions.”

# Ashoka Initiatives

## Venture & Fellowship

Venture & Fellowship are the mechanisms through which Ashoka finds and supports the world's leading social entrepreneurs. Ashoka was founded on the Venture model 30 years ago and it remains the heart of Ashoka—the work upon which all of our efforts depend. Once elected, Global Fellowship helps Ashoka Fellows to do more together than they could do individually—providing a global perspective for local innovation. In 2011, Ashoka welcomed over 125 new Ashoka Fellows in 39 different countries.

## Changemakers

Changemakers applies an open source principle of social problem-solving to anyone who chooses to participate through a series of online collaborative competitions in a community that treasures quality of idea, collegiality and innovation. In 2011, Changemakers sourced social innovations across a range of topics including improved nutrition, preventing violence against women, improving maternal health, improving mental health, community building in the Northeast US, and financing for small-medium enterprises.

## Full Economic Citizenship

Full Economic Citizenship (FEC) strives to enable an environment where every citizen has the opportunity and capacity to play a role in local and global economies, as consumers, producers and creators of wealth. At a minimum this means that each citizen must have access to the essential products and services—food, water, housing, energy, health, education, financial.

A landmark article, “A New Alliance for Global Change” by FEC chief entrepreneur, Valeria Budinich, and Ashoka CEO and Founder, Bill Drayton, was published in the Harvard Business Review in 2010. This publication showcased the hybrid value chain framework that Ashoka has identified, developed and facilitated for business and social actors to transform markets to serve the lowest-income populations in the world.

## Youth Venture

Youth Venture inspires and invests in youth to create social ventures, providing a transformative experience of leading positive change. Ashoka has engaged over 75,000 youth globally involved in over 4,000 youth-led teams.

As of 2011, Ashoka has helped launch 5,000 Youth Ventures in 19 countries. Staples and Ashoka's Youth Venture launched the fifth annual Youth Social Entrepreneurship Competition to celebrate young changemakers who are creating impact through their youth-led social change ventures. The 5th Staples Youth Social entrepreneur competition had 300 entries for 50 countries.

*Ashoka Fellow Mary Gordon's program, Roots of Empathy, works to reduce childhood aggression by teaching students emotional literacy and fostering the development of empathy. Her program, which consists of schools hosting parents and infants in a classroom setting, has been successfully launched in 133 Canadian schools, directly affecting some 4,450 children.*



# Ashoka Initiatives, cont.

## Ashoka U

Ashoka U works to strengthen social entrepreneurship in higher education by disseminating key knowledge and resources, recognizing innovation, and facilitating collaboration between institutions of higher education, and with social entrepreneur practitioners.

In 2011, Ashoka U increased the geographic diversity of its Changemaker Campus Consortium, including Middlebury, Tecnológico Instituto de Monterrey, and the University of San Diego. In addition, Ashoka U inaugurated the Ashoka U Exchange, bringing together a vetted group of 250 leaders in social entrepreneurship education and showcasing the best innovations in campus-wide change efforts.

## Globalizer

In 2011, Ashoka held two Globalizers to identify the most effective international social entrepreneurs within our network of Fellows and help them expand their impact to become truly global in scale. Ashoka leverages its global reach and network of social and business entrepreneurs to link initiatives ready for global scale to the financial, strategic and intellectual support they require. A select group of leading entrepreneurs from the private and social sectors support each participating Fellow in Accelerator Panels—sharing their insights into proven strategies for rapid global growth, and crystallizing the key needs and challenges associated with each Fellow's plan.

## Executive in Residence

Ashoka's Executive in Residence Social Entrepreneurship Program connects executives to inspiring on-site volunteer opportunities with Ashoka Fellows around the world. Executives committed to social change will spend time with an Ashoka Fellow's organization, working on a project critical to the success of the organization's mission. In return, executives will experience social entrepreneurship in action. Each placement is designed jointly by Ashoka, our corporate partners, and Ashoka Fellows for a variety of meaningful opportunities. Placements are managed by experienced and informed Ashoka staff on the global and local levels. In 2011, Ashoka chose four volunteers and matched them with Ashoka Fellows around the world that required their specific expertise. In 2012, we plan to grow the initiative and match between five to ten executives with Ashoka Fellows.

## Social Investment Entrepreneurs

The Social Investment Entrepreneurs (SIE) program identifies and supports leading social entrepreneurs striving to allocate capital for social impact. The SIE program elects and supports Ashoka SIE Fellows, expands knowledge about cutting-edge social investment models, engages major financial institutions to bring about large-scale social change, and works with other Ashoka programs to catalyze global change. In 2011, the SIE program worked with the G20 SME Finance Challenge to open-source the best models world-wide for public-private partnerships to finance small and medium enterprises.

*Ashoka Fellow Gilda Henríquez Darlas of Guatemala has developed a universal primary-school education program to equip children with the tools to become self-aware moral actors. Gilda is convinced that all people have the potential to develop empathy, compassion and wisdom if only given the opportunity to do so, which is the most fundamental purpose of her Universal Education*



# Our Partners

Ashoka is a community of mission-aligned individuals, organizations and corporations driving catalytic social impact. If you share our vision and would like to talk about becoming a partner, we welcome your inquiry to [invest@ashoka.org](mailto:invest@ashoka.org).

## Selected Ashoka Investors and Business Entrepreneurs

- Jeffrey Skoll
- Michael Hilti
- Stephan Schmidheiny
- The Jensen Family
- Pierre and Pam Omidyar
- Sergey Brin and Anne Wojcicki

## Selected Global Corporate Partners

- Amgen
- The Corporate Executive Board
- Latham & Watkins LLP
- Siemens
- Barclays Bank
- Google
- McKinsey & Company
- Staples
- Boehringer Ingelheim
- Group Danone
- Nike, Inc.
- Western Union
- CitiGroup
- Hilti Corporation
- Natura

## Selected University Partners

- Arizona State University
- Cornell University
- Johns Hopkins University
- Tulane University
- Babson College
- Duke University
- Marquette University
- University of Maryland
- College of the Atlantic
- George Mason University
- The New School
- University of Colorado at Boulder

## Selected Foundations

- AVINA
- GE Foundation
- One Foundation
- Skoll Foundation
- Bill & Melinda Gates Foundation
- Goldman Sachs Foundation
- Omidyar Network
- W.K. Kellogg Foundation
- Carnegie Corporation of New York
- John S. and James L. Knight Foundation
- Robert Wood Johnson Foundation
- David & Lucile Packard Foundation
- JP Morgan Chase Foundation
- Rockefeller Foundation
- Ford Foundation
- Lemelson Foundation
- Silicon Valley Community Foundation

# 2011 Partner Highlights

## Making More Health—A Global Partnership with Boehringer Ingelheim



Making More Health is a global, multi-year, multi-million initiative with Boehringer Ingelheim (BI) to promote healthy individuals, families and communities by identifying and supporting the most promising solutions to challenging health problems. This partnership will initiate the election of 50 new Fellows working on health issues, host two Ashoka Changemaker competitions, and promote 300 youth entrepreneurs to tackle health problems through Ashoka's Youth Venture program. It engages BI employees by inviting them to Ashoka's online network, empowering them to launch their own initiatives, allowing them to mentor Youth Venturers, and utilize Ashoka's Executive-In-Residence program. Furthermore, Ashoka is working with BI's Strategy and Emerging Markets teams to identify trends, patterns and opportunities in the health field that could have long-term impact on BI's core business.

*“Making More Health brings together two organizations committed to finding innovative people and ideas to help shape the future of the health sector. Through this partnership we will bring forth meaningful and sustainable solutions that can achieve individual and family well-being in communities around the globe.”*

Professor Dr. Andreas Barner, Chairman of the Board of Managing Directors of Boehringer Ingelheim

## Citizen Media—Sourcing Global Innovation in Partnership with Google



Ashoka has collaborated with one of the most innovative corporations of our time, Google, to build a movement around the idea of information for all. This collaboration initiated an Ashoka's Changemakers global competition to source innovations that develop media channels. With Google's support, Ashoka selects four new Ashoka Fellows who have surfaced through the Changemakers competition engine. While the Ashoka Fellow selection is not limited to Changemakers entrants, Google uses the competition as a way to strengthen Ashoka's Fellow selection process overall. This partnership overall accelerates how technology supports social entrepreneurship across the globe.

## The Brin Wojcicki Foundation Pledges \$2 Million Honoring Ashoka's 30th Anniversary

The Brin Wojcicki Foundation – established by two of the world's leading entrepreneurs, Google co-founder Sergey Brin and Anne Wojcicki, co-founder of 23andMe – pledged a \$2 million grant to Ashoka in 2011. The grant matched dollar-for-dollar a fundraising campaign honoring Ashoka in its 30th anniversary this year.

*“The world needs more social and business innovators. That is why more people should get involved with Ashoka. It inspires them to make a difference in their own lives, and enables them to take their great ideas to become system-changing, even global, in scope.”*

Anne Wojcicki, Co-Founder 23andMe Inc.

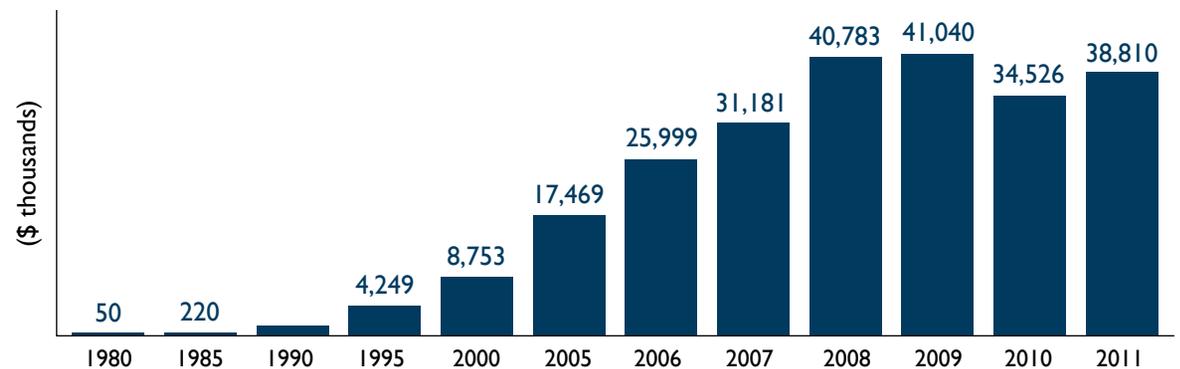
# The Financials\*

Statement of Activities		
	2010 Total	2011 Total
<b>Public Support, Revenue &amp; Gains</b>		
Public Support	29,071,813	53,660,968
Revenue & Gains (Losses)	(308,148)	2,199,309
<b>Total Support &amp; Revenue &gt;</b>	<b>\$28,763,665</b>	<b>\$55,860,277</b>
<b>Expenses</b>		
Program Services		
Leading Social Entrepreneurs	10,806,571	13,631,698
Idea Spread and Education	815,836	776,923
New Architecture	9,592,858	10,845,790
Group Entrepreneurship	7,843,654	8,612,159
<b>Total Program Services</b>	<b>29,058,919</b>	<b>33,866,570</b>
Supporting Services		
Management & General	2,794,035	2,463,759
Fundraising	2,673,067	1,799,755
<b>Total Supporting Services</b>	<b>5,467,102</b>	<b>4,263,514</b>
<b>Total Expenses &gt;</b>	<b>\$34,526,021</b>	<b>\$38,809,519</b>
Increase (Decrease) in New Assets from Operations	(5,762,356)	17,730,193
Foreign Exchange (Gains) Losses	(617,069)	679,435
Increase (Decrease) in Net Assets	(6,379,425)	18,409,628
Net Assets, Beginning of Year	60,321,936	53,942,511
<b>Net Assets, End of Year &gt;</b>	<b>\$53,942,511</b>	<b>\$72,352,139</b>

Statement of Financial Position		
	2010 Total	2011 Total
<b>Assets</b>		
Cash	8,163,860	13,881,753
Pledges Receivable	30,980,971	42,990,749
Investments	28,737,725	28,146,491
Other Assets	830,411	508,919
<b>Total Assets &gt;</b>	<b>\$68,712,967</b>	<b>\$85,527,912</b>
<b>Liabilities</b>		
Accounts Payable & Accrued Expenses	667,513	806,872
Fellowship Obligations	14,102,943	12,368,901
<b>Total Liabilities &gt;</b>	<b>\$14,770,456</b>	<b>\$13,175,773</b>
<b>Net Assets</b>		
Unrestricted	132,657	183,516
Temporarily Restricted	34,732,217	51,786,705
Permanently Restricted	19,077,637	20,381,918
<b>Total Net Assets</b>	<b>53,942,511</b>	<b>72,352,139</b>
<b>Total Net Assets &amp; Liabilities &gt;</b>	<b>\$68,712,967</b>	<b>\$85,527,912</b>

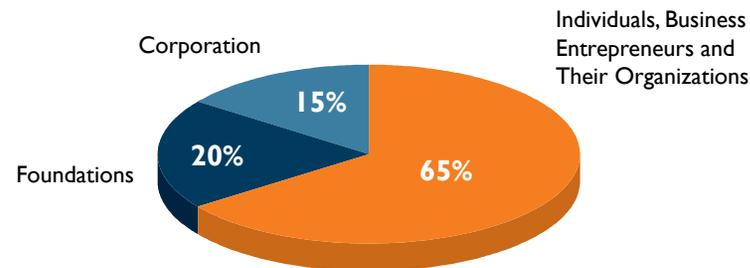
## Annual Global Operating Expenses

As the citizen sector has grown in scale and scope, so has Ashoka. Our goal is to have 80 percent of the world's leading social entrepreneurs in the community and to have generated the richest mutual support and collaboration "network effect." Our operating budget has increased dramatically over the organization's history and reflects Ashoka's expansion beyond our core Venture program.



Ashoka's work is funded by entrepreneurs, foundations, corporations, and individuals from around the world. Ashoka does not accept funding from any government entities. Individual and institutional endowment funds provide for Ashoka's long-term stability.

## Funding Since Inception



\* Based on Cleveland & Gottliffe independent auditor's report Fiscal Year 2011.

Ashoka is a not-for-profit organization with no religious or political affiliations. In the United States, Ashoka is registered as a 501(c)(3) tax exempt organization. We also have tax deductible status under local law in many countries where we work.

# International Board of Directors



## **William Drayton** › Chairman & CEO

Before founding Ashoka, Bill Drayton was the Assistant Administrator of the US Environmental Protection Agency from 1977 to 1981. Elected a MacArthur Fellow in 1984, he also founded Get America Working!, Environmental Safety, Community Greens and Youth Venture. Mr. Drayton previously worked with McKinsey & Co. and taught at Stanford Law School and the Kennedy School of Government.



## **Mary Gordon** › Ashoka Fellow

Mary Gordon, member of the Order of Canada, author, and Ashoka Fellow, has created award-winning programs that have been informed by the power of the loving relationships of families. In 1996, Ms. Gordon founded Roots of Empathy, a not-for-profit, evidence-based classroom program that has shown dramatic effect in reducing levels of aggression and violence among schoolchildren while raising social and emotional competence and increasing empathy.



## **William C. Kelly** › President, Stewards of Affordable Housing for the Future

Bill Kelly served as a Senior Partner at the Washington, D.C. based law firm of Latham & Watkins and now heads Stewards of Affordable Housing for the Future. He is also a Director of the Washington Legal Clinic for the Homeless and the Governance Institute. He chairs the Washington, D.C. Bar's Community Economic Development Pro Bono Project and the Elderly Housing Coalition. Mr. Kelly was a law clerk for Supreme Court Justice Lewis F. Powell, Jr.



## **Kyle Zimmer** › Founder, First Book

Kyle Zimmer co-founded First Book, a US based organization that supplies millions of poor children across the US with their first books. Prior to founding First Book, Ms. Zimmer was an attorney, championed auto safety in thirty states, led a congressional office staff and served Ohio Governor Richard Celeste.



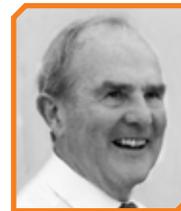
## **Gloria de Souza** › First Ashoka Fellow

Elected in 1982 as the first Ashoka Fellow, Gloria de Souza is the founder and Director of Parisar Ashe, an environmental education center in Mumbai, India. Ms. de Souza has made experiential, problem-solving education attractive to teachers, principals and parents across India. Today, more than ten million children are learning with her approach, and the Indian government has adopted it for use in the schools it administers.



## **Fred Hehuwat** › Founder, The Green Indonesia Foundation

While a student at Bandung Institute of Technology in Indonesia, Fred Hehuwat co-founded the non-party student movement that played a critical role in ending the Sukarno era. Mr. Hehuwat has served as Director of the National Academy of Geology and Mining, and he created Indonesia's first citizen environmental organization, the Green Indonesia Foundation.



## **Roger Harrison** › Newspaper Executive and Journalist

Born in Ireland, Roger has had an extensive career as the Chairman or Non-Executive Director of public and private companies in the UK and U.S. In 1967 he joined The Observer, where he held the positions of Director and Joint Managing Director. He was Chief Executive from 1984-1987. Roger also served as Director at London Weekend Television, and as the Deputy Chairman of Capital Radio.

# Ways to Engage

Ashoka strives to fulfill our vision of Everyone A Changemaker™ by encouraging people from all over the world to **be involved in furthering our work**.

- **Invest in Ashoka** › Ashoka provides a variety of ways you can contribute financially to support our work. [www.ashoka.org/donate](http://www.ashoka.org/donate)
- **Join Our Team** › Learn about career, internship, and volunteer opportunities. Go directly to our online application (for internships and jobs). [www.ashoka.org/getinvolved/team](http://www.ashoka.org/getinvolved/team)
- **Nominate a Fellow** › Help us identify social entrepreneurs. If you know someone you think fits the profile of an Ashoka Fellow, please tell us about them! [www.ashoka.org/nominate](http://www.ashoka.org/nominate)
- **Join the Ashoka Support Network** › Engage with Ashoka, committing time and resources to support the work of social entrepreneurs. [www.ashoka.org/asn](http://www.ashoka.org/asn)
- **Partner with Us** › Ashoka is constantly building collaborative partnerships with leading global organizations to provide its partners an opportunity to engage with the citizen sector. [www.ashoka.org/become-our-partner](http://www.ashoka.org/become-our-partner)
- **Engage Online** › Get the latest updates on Ashoka's innovations or see what we are doing through our blogs, monthly newsletter, Twitter, Facebook, and more! [www.ashoka.org/news](http://www.ashoka.org/news)



The most significant historical event of our time is the emergence of social entrepreneurs as the dominant force for social change around the world and the newly competitive citizen sector they are creating.

**These extraordinary individuals solve critical social issues on a global scale from every area of need.**

They inspire others to adopt and spread their innovations—demonstrating to all citizens that they, too, have the potential to be powerful changemakers.



**ASHOKA**

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