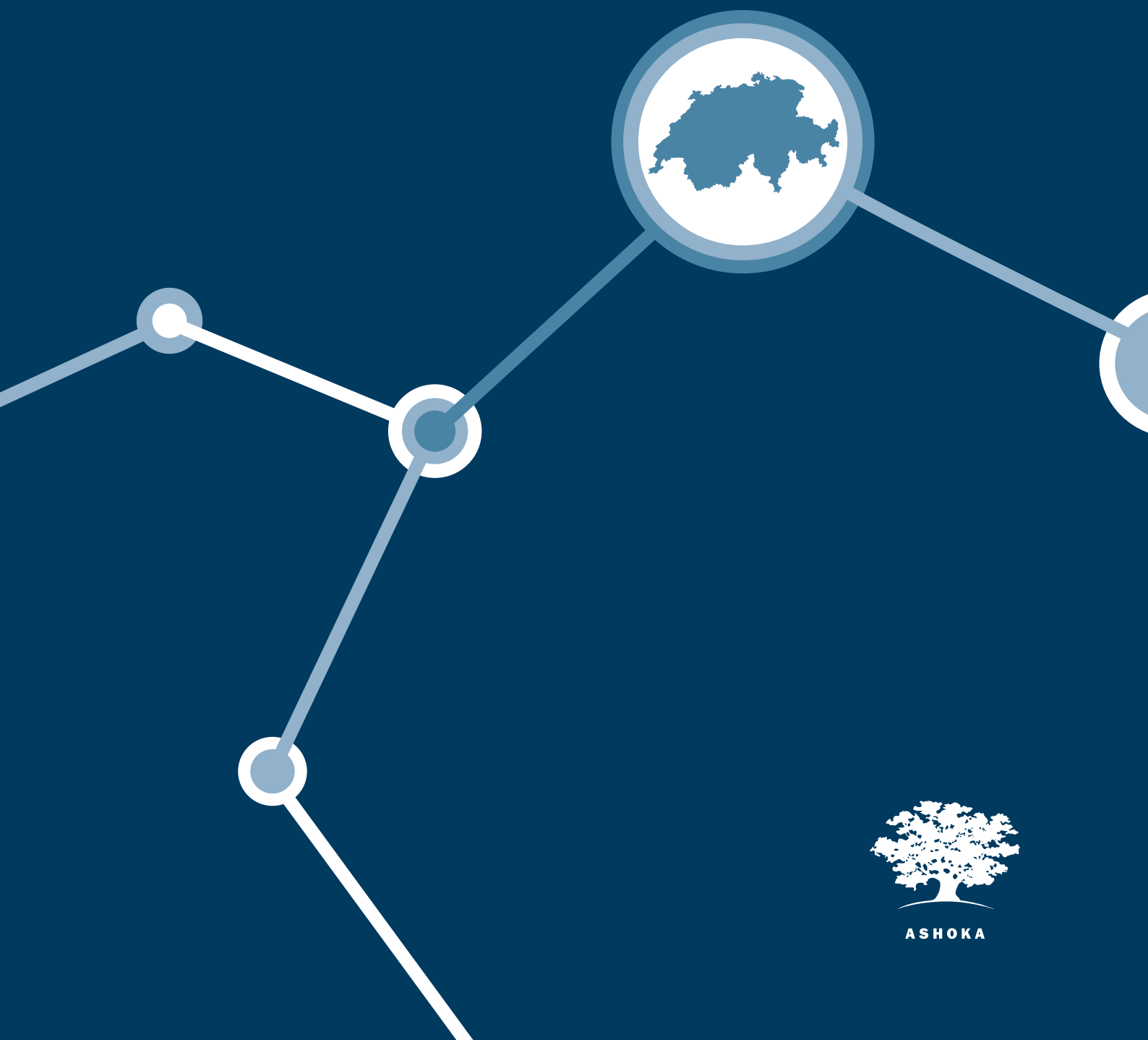


# ASHOKA IN SWITZERLAND

2015-2016



ASHOKA

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

Bill Drayton, Ashoka Founder and CEO

# WELCOME

*“Dear friends,*

*I am very pleased to share with you our brand new Ashoka Switzerland annual report. The last year has seen many highlights, most of which are captured in the pages that follow. We are especially glad to count on two new Ashoka Fellows in 2015 and 2016 in our Swiss community, several new key partners - foundations, corporations, universities, consulting companies, influential leaders - who contribute to accelerate Ashoka's development locally and internationally and, for the first time, a unified Ashoka team working as one across Switzerland. We are making huge progress towards building the new boundaries of social entrepreneurship across sectors and triggering a movement where « everyone can be a changemaker ». We are very grateful to everyone who has helped make this year such a success and we look forward to having you on-board in the future!”*

Olivier Fruchaud, Director Ashoka Switzerland

# ABOUT ASHOKA

Ashoka is known for its rigor in finding people with a fundamentally new vision of what is possible in the world. These individuals are the driving forces behind many important innovations in health, rights, environment, education, and other areas of human need. Over the last three decades, Ashoka has supported such individuals and connected them to a collaborative network of their peers in order to advance their work and catalyze transformative change. **We call them Ashoka Fellows.**

- Founded in 1981
- Largest network of social entrepreneurs
- Among the 20 most influential NGO's in the world in Global Journal"

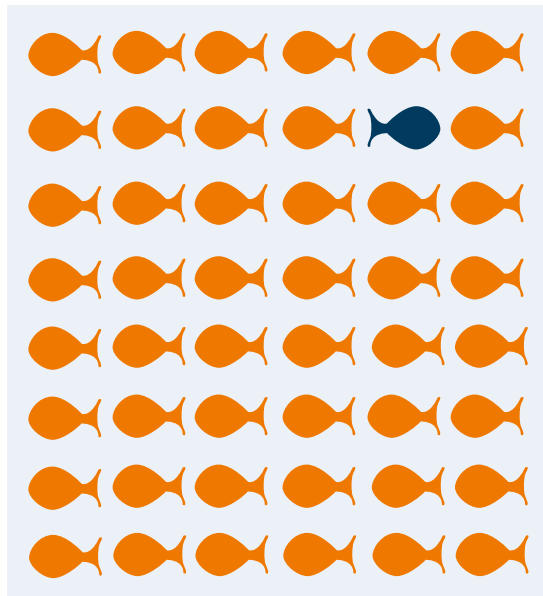
# OUR VISION

An **Everyone A Changemaker™** world is a world where more and more people respond efficiently and imaginatively to social problems, and where each person has the confidence, skills, and support to drive effective change. This world is both more resilient and more inclusive because each person – regardless of age or background – will play a role in shaping the future. The new paradigm has massive implications for how children grow up and learn, how cities organize for the future, how companies think about talent and strategy, how philanthropists think about impact, and how societies define success and development.



## WHAT IS A SOCIAL ENTREPRENEUR ?

An individual with innovative solutions to society's most pressing social problems. Social Entrepreneurs are **ambitious and persistent**, tackling major social issues and offering new ideas for wide-scale change. Rather than leaving societal needs to the government or business sectors, they find what is not working and solve the problem by changing the system, spreading the solution, and **persuading entire societies to take new leaps.**



*“The only thing more powerful than a social entrepreneur is a group of social entrepreneurs determined to solve together and comprehensively a problem of society!”*

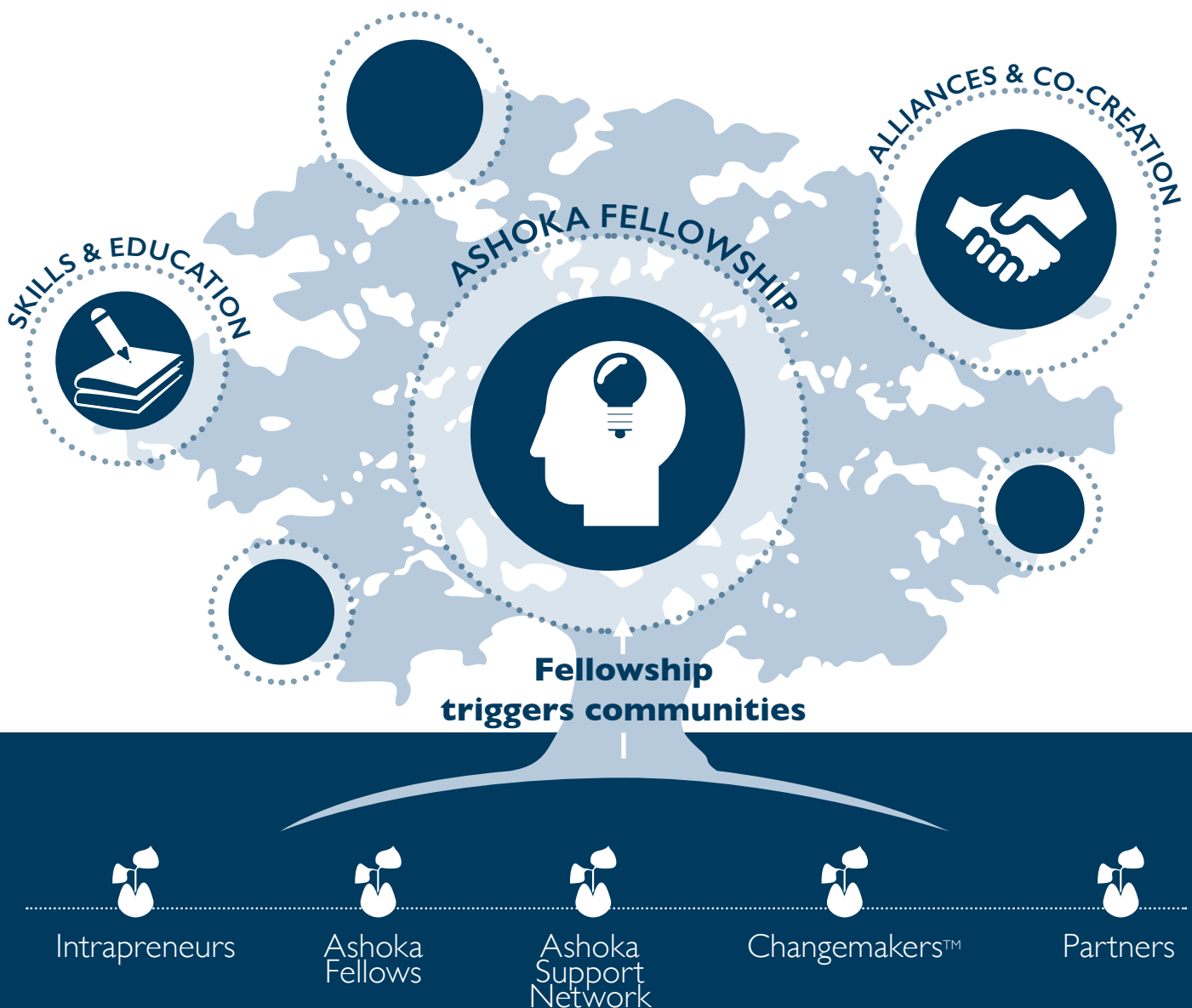
Arnaud Mourot, Co-director Ashoka Europe

# OUR GLOBAL STRATEGY

The social entrepreneurs supported by Ashoka, the “Ashoka Fellows” are great role models who put into perspective the underlying trends of a world which is increasingly defined by change rather than repetition, and thus offer us an opportunity to prepare ourselves for tomorrow’s challenges.

That is why our strategy is now based in part on the one hand on the **support of the most**

**innovative entrepreneurs**, and on the other hand on the identification and **acceleration of some trends announcing new paradigms**. This is what led us to launch two specific initiatives (our Skills & Education and Alliances & Co-creation programs) and what will lead us to develop other thematic initiatives (may it be on health, nutrition, migration...) whenever a critical mass of social entrepreneurs enable us to understand the upheaval to come in a sector.



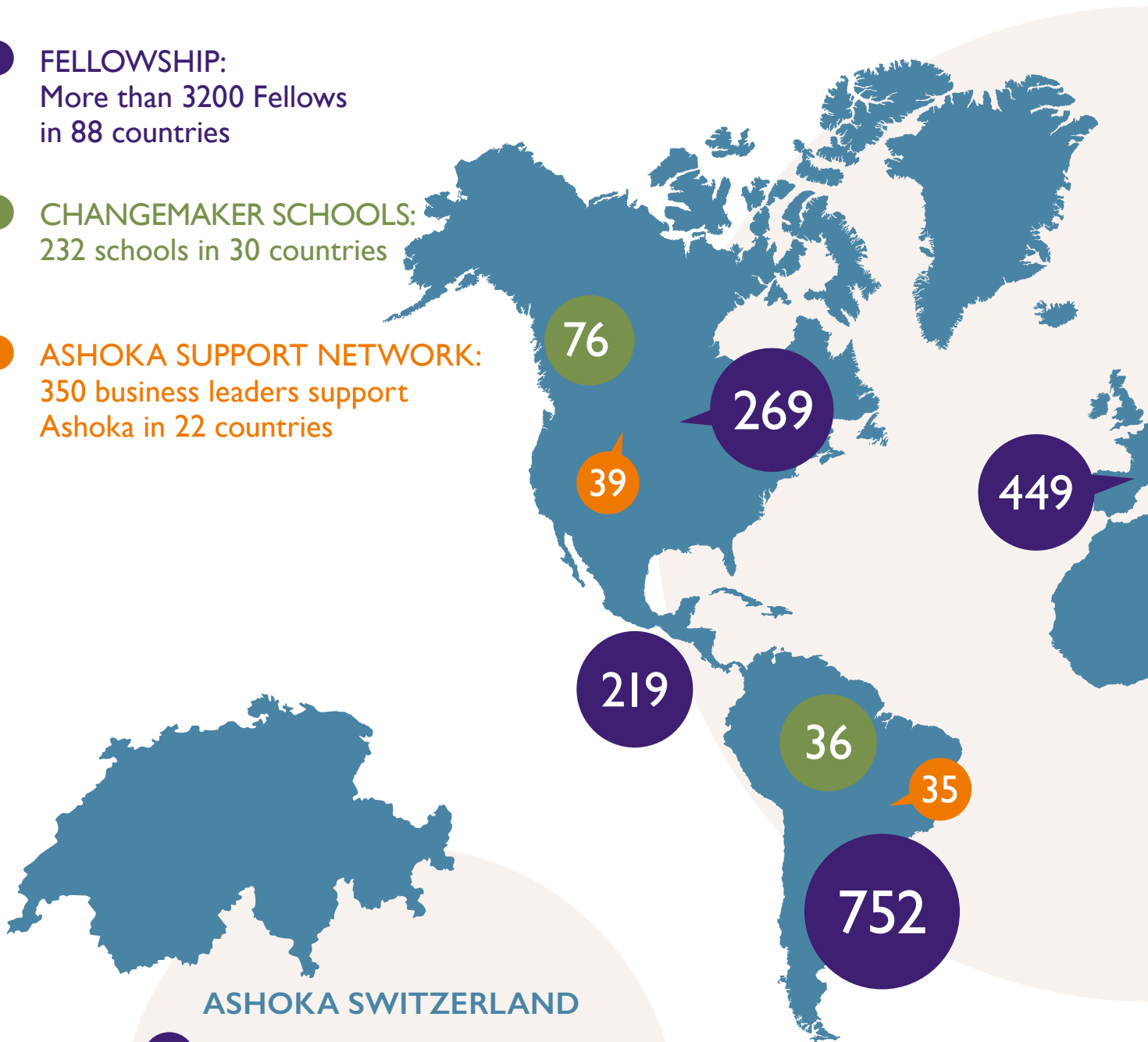
# A GLOBAL NETWORK OF SOCIAL ENTREPRENEURS

ASHOKA: A SOCIAL CHANGE CATALYZER

**FELLOWSHIP:**  
More than 3200 Fellows  
in 88 countries

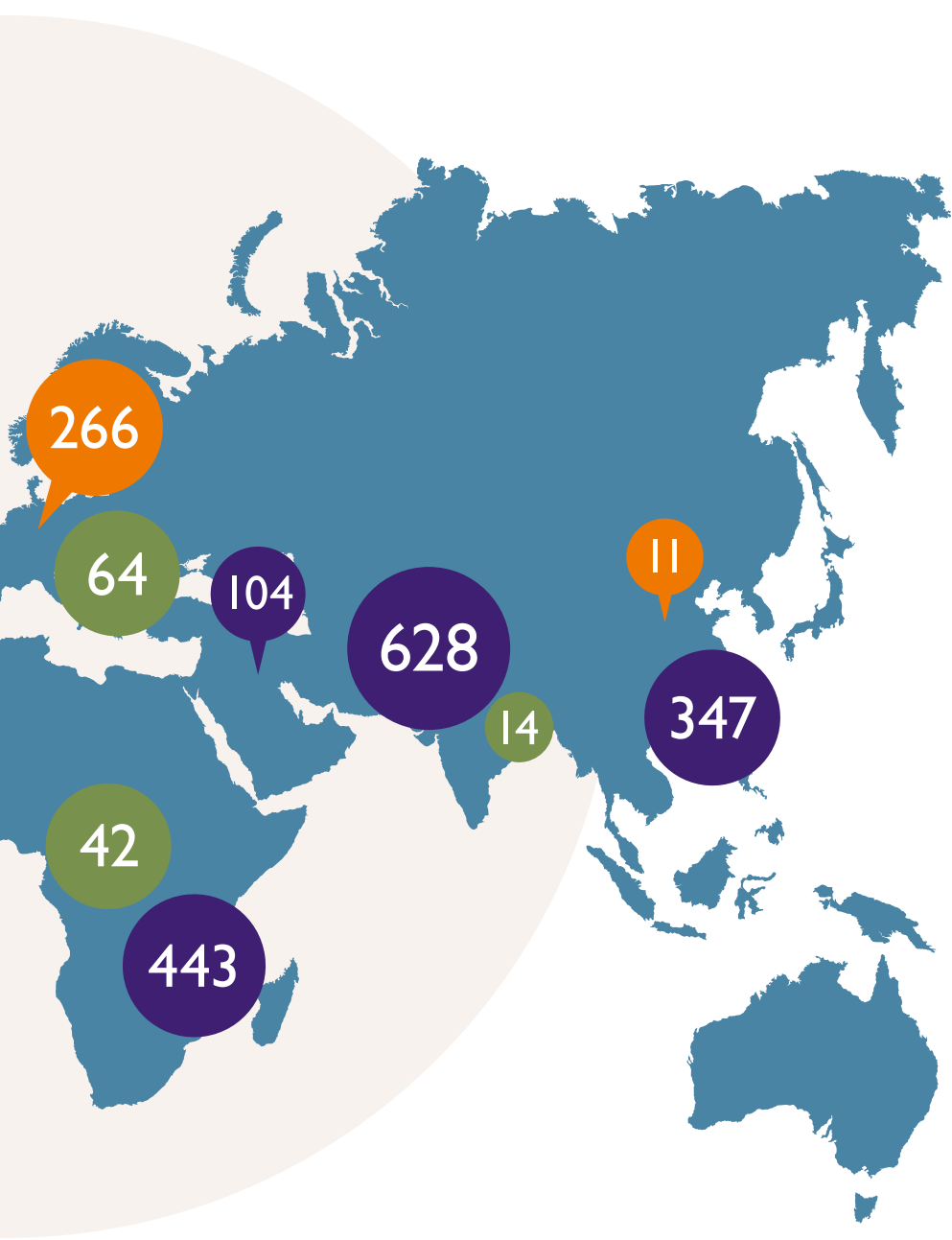
**CHANGEMAKER SCHOOLS:**  
232 schools in 30 countries

**ASHOKA SUPPORT NETWORK:**  
350 business leaders support  
Ashoka in 22 countries

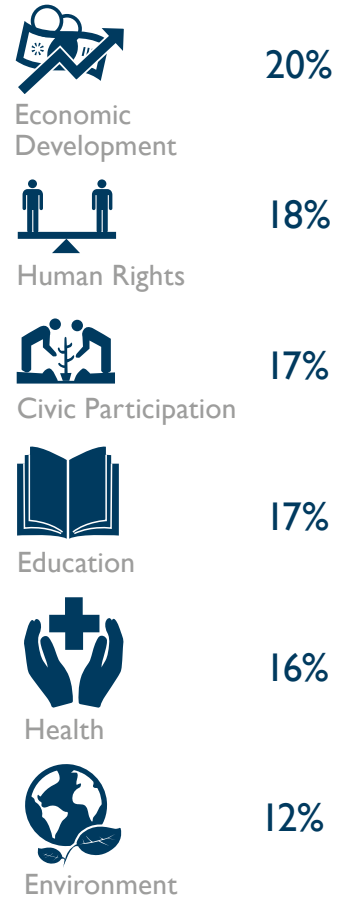


## ASHOKA SWITZERLAND

- 12** Swiss Fellows: elected in Switzerland
- 10** Localized Fellows: elected abroad with activities in Switzerland
- 12** Ashoka Support Network members
- 4** Staff members
- 2** Offices: Geneva & Zurich



## FELLOWS BY SECTOR



# LOOKING BACK

## FROM GLOBAL TO LOCAL

### **Swiss Re** Foundation

**2011 Launch of the Swiss Re Foundation partnership** to address health issues in India through nutrition.



**HYSTRA**  
hybrid strategies consulting



**2014 Launch of the partnership with SDC, Hystra & NVM** to promote Social Entrepreneurship in Latin America.



**2006 Muhammad Yunus**, Ashoka Global Academy member received the Nobel Peace Prize.



**1981 Bill Drayton** founded Ashoka.



**2012 Launch of the 1st Impact program in Switzerland**  
A social impact booster aiming at building Swiss social enterprise leaders' capacity.



**2014 Indian Fellow Kailash Satyarthi** received the Nobel Peace Prize.



1981

2004

2009

2012

2013

2014



**2004 First Ashoka Fellow** elected in Switzerland.  
Karen Tse

**2009 Ashoka Swiss Foundation** official launch in Switzerland.



**2012 Globalizer Summit** on rural development and agriculture in Geneva with 18 Fellows, 23 advisors and 16 strategy partners.

**2014 Social & Business Co-Creation European Competition & Award Ceremony** in Zermatt to source and identify innovative co-creation projects in Europe led by social-mission organizations, traditional businesses and public institutions.



**2013 Launch of the Cartier Charitable Foundation partnership** to support communities at the heart of natural ecosystem restoration.

Charitable Foundation  
*Cartier*



**2014 Philanthropy 2.0**

An exclusive event in Geneva gathering around the need for a new giving paradigm as a driver to accelerate societal change.





TRAFIGURA FOUNDATION



June-Dec: Swiss Changemakers program

4 monthly workshops & public events supporting 10 Changemakers (including 4 Fellows) on key framework change topics.

3 new members joined the ASN network in 2015.



Philanthropy 2.0

Exclusive events in Geneva and Zurich designed to reflect on the future of philanthropy in the field of education.

J.P.Morgan

'Experiencing Social Entrepreneurship' kick-off, a partnership for change matching J.P. Morgan mentors with Ashoka Social Entrepreneurs.

2015 Selected new Fellow



Andras Vamos-Goldman

Globalizer Summit

on economic inclusion in Buenos Aires as part of the SDC program promoting social entrepreneurship in Latin America.

2015 2016

JANUARY

JUNE

DECEMBER

MARCH

MARCH

SEPTEMBER

9 ASN Events

6 in GVA 3 in ZH

Weekend ASN Fellows

A retreat with the core Ashoka community in Switzerland. (Fellows, staff and ASN)

Launch of BI Competition Making More Health: Co-Creating a Healthier World.



Launch of Fabric of Change with C&A Foundation.

2016 Selected new Fellow



Nicola Forster

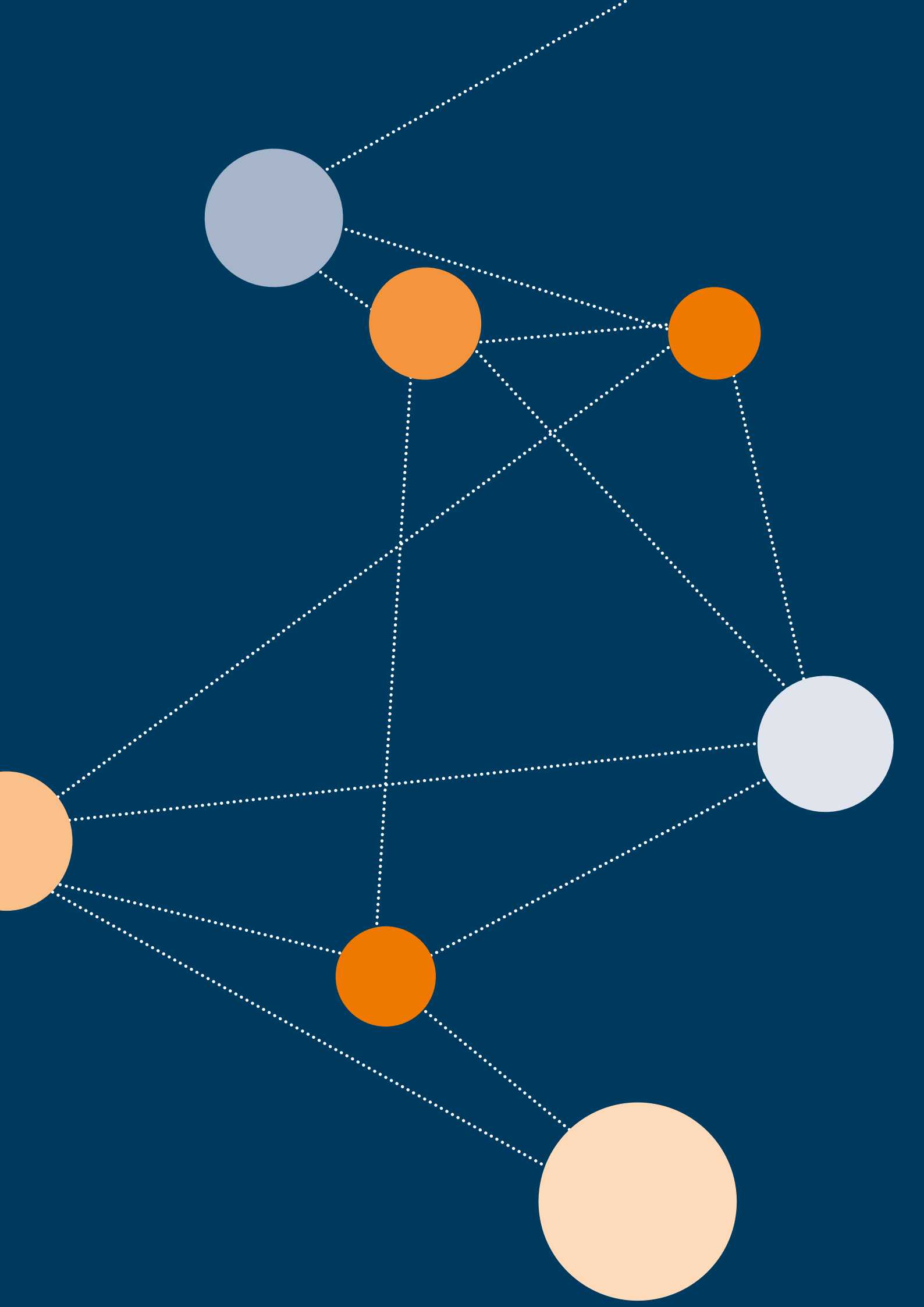


Publication of 'The Guide to the 7 key questions all social entrepreneurs should ask themselves', available in English, German, French and Italian.



ZERMATT SUMMIT HUMANIZING GLOBALIZATION

5 business cases and 5 teaching cases on co-creation models to be published.





# ASHOKA FELLOWS

# VENTURE: THE SEARCH FOR AND SELECTION OF NEW ASHOKA FELLOWS

## HOW DO WE IDENTIFY LEADERS CHANGING SYSTEMS ?

Ashoka has designed a rigorous selection process to assess and elect the world's leading social entrepreneurs to our global network. Each candidate needs to fulfil 5 selection criteria to become an "Ashoka Fellow".

### NEW IDEA

Is this a new idea, solution or approach to a social problem, that will change the pattern in a field?



### CREATIVITY

Does the individual approach opportunities and obstacles creatively?



## 5 SELECTION CRITERIA



### SOCIAL IMPACT

Is the idea likely to solve a social problem at a national or international level?



### ENTREPRENEURIAL SKILLS

Does the individual have the determination, ingenuity and realism that characterize a world-class entrepreneur?



### ETHICAL FIBRE

Is the individual trustworthy and do they have the highest ethical standards?

## THE SELECTION PROCESS



### 1. NOMINATION

Ashoka receives **nominations** from the public, the Ashoka **Nominator Network**, the Ashoka **Venture Board** as well as self-nominations.

### 2. FIRST OPINION

**Due diligence and first interview:**  
The Venture team researches nominees, their ideas and the problems they are tackling. Shortlisted candidates are invited to a first interview.

### 3. SECOND OPINION

**Second Interview:**  
A senior Ashoka representative interviews each candidate in person, applying Ashoka's criteria, enquiring into the candidate's record and assessing the candidate's capacity for creating systemic change.

### 4. PANEL

**Panel Interview:**  
Ashoka convenes four leading social and business entrepreneurs to **assess the candidate's idea and its potential impact** in relation to the local context.

### 5. BOARD

**Profile submission:**  
Ashoka's Global Board of Directors provides a final review on each of the candidates, based on their profiles and panel recommendations.

**In 2015**

Ashoka's France-Belgium-Switzerland cluster received more than **400 nominations**.

**72%**

of the social entrepreneurs supported by Ashoka believe that the selection process is an essential input to their project.

**8** entrepreneurs have been selected for the cluster.

**1** from Switzerland.

## WHAT MAKES A FELLOW 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, entrepreneurs persist however long transformation takes. They are **creative yet pragmatic**, constantly adjusting and changing, with a committed vision that endures until they have succeeded.

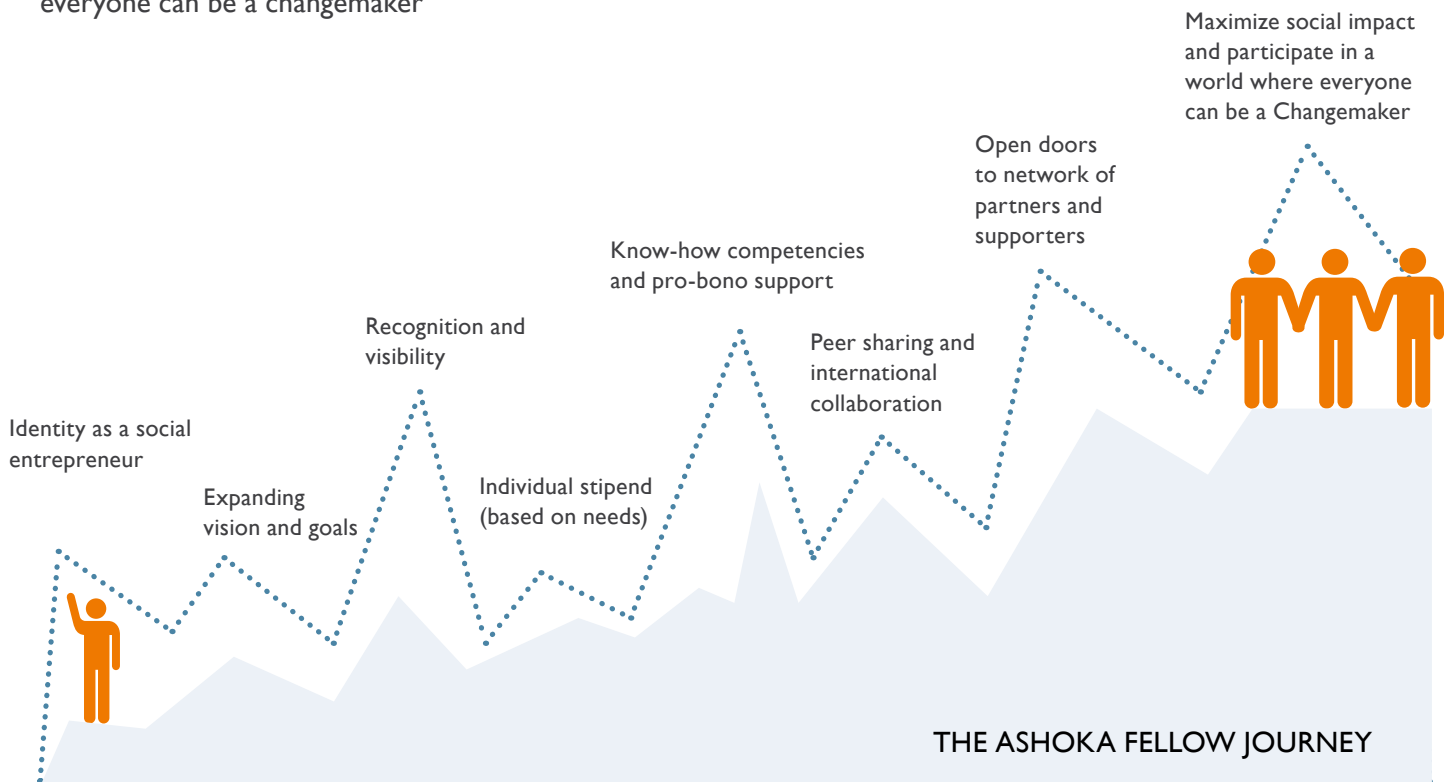
*"The selection process itself often helps candidates to reflect on their vision and challenge their systems-changing ideas. Many did not consider themselves as social entrepreneurs and benefit from being given this identity and community."*

Olivier Fruchaud, Ashoka Switzerland

# THE FELLOWSHIP

## HOW DO WE PUT THE NETWORK AT WORK ?

Enabling entrepreneurs to change systems and lead us into a world in which everyone can be a changemaker



FIND

Ashoka is working with a **network of nominators** around the world, many of whom are Ashoka Fellows themselves, who recommend potential new Fellows. Through the rigorous selection process, Ashoka often helps the Fellows to see better than ever before the transformative potential of their ideas, and to seek to change norms in their field, on a national or international scale. Once selected, Ashoka provides visibility to its Fellows, through various channels, including media, content partners, conferences and events.



ACCOMPANY

Ashoka supports Fellows by equipping them with **know-how and resources** to scale their solutions. Most of the Fellows are provided with **a stipend** during the first three years of their fellowship, based on need, to ensure they can focus full-time on their work. They also receive **coaching** from the Ashoka Support Network members, as well as professional support from pro-bono partners, ranging from setting up a legal structure to intensive strategic sessions.



CONNECT

Ashoka curates introductions across fields to thought leaders, businesses, funders, entrepreneurs, as well as other leading social entrepreneurs connecting and opening doors to build **ecosystems of support** and to help Fellows scale their impact. The Fellows join and belong to a trusted **peer-to-peer community of like-minded people** with whom to share some of their resources, experiences and challenges.

## MEASURING THE IMPACT OF OUR FELLOWS

As a committed organization, Ashoka is aware of its duty to be thorough, transparent and professional in reporting back to the stakeholders who generously commit to supporting its program. As such, Ashoka created a system called “Measuring effectiveness” which shows remarkable benefits 5 and 10 years after the Fellow selection.

5 years after their integration into the Ashoka network:



**93%** of the projects have been copied



**94%** of the Fellows are still working on their activities



**72%** of the fellows believe Ashoka was essential to their development

**56%** of the fellows have influenced public policies in their countries

More information here:

<https://www.ashoka.org/impact/effectiveness>

### PRO BONO SUPPORT

Ashoka has a number of corporate partners who offer pro-bono services to our Fellows. They each vary slightly in their way of working. They include, but are not limited to the following:

- In Switzerland, the management consulting firm **McKinsey** takes on one project a year. The consultants are carrying out this work pro bono in addition to their main tasks – therefore, it can move at a slower pace than they would with a client.
- The Swiss law firm **Lenz & Staehelin** in Zürich offers to deliver pro bono legal advice to Fellows.
- The coaching and training company **Krauthammer** provides pro bono customized in-company training and organizational development programs for the Ashoka Switzerland team and its Fellows.

### HYBRID FINANCE SUPPORT



Patrick Struebi founded Fairtrasa to lift small-scale farmers in developing countries out of poverty. He has created a unique development model which gives farmers the training, resources, and direct market access they need to become organic fairtrade producers and independent agro-entrepreneurs. His model requires both charitable and business investments.

That is why, as part of the program to promote social entrepreneurship in Latin America done with Hystra, NVM and SDC, and co-managed by Ashoka in Switzerland and Mexico, Patrick was among the four Fellows who received tailored hybrid finance support, enabling him to successfully raise USD 3.5 million in 2015.

### COACHING FROM ASN MEMBERS

ASHOKA  
SUPPORT  
NETWORK



*“Discussions and individual coaching from ASN members has been key for me to design a specific strategy (Réalise 3.0) to scale up our impact in the future. I am very grateful for their significant help and contribution.”*

Christophe Dunand, Ashoka Fellow

### SWISS CHANGEMAKERS PROGRAM



*“The whole program was great. I learned a lot! The storytelling workshop was specifically interesting and has helped me a lot in my project because I am planning to write a book in storytelling style. Following the workshop, I really adapted the way I tell the story of the Office of Ideas, using the methodology presented.”*

Christiane Daepf, Ashoka Fellow

# ASHOKA FELLOWS

12 FELLOWS  
ELECTED IN SWITZERLAND

Showcasing social change  
across different sectors



Education



Human Rights



Civic Engagement



Environment



Economic  
Development



Health



NICOLA  
FORSTER  
FORAUS  
ELECTED IN 2016

## THE IDEA

In Switzerland and beyond, the knowledge and innovative ideas of skilled young citizens find little access to political decision-making. This creates a significant discrepancy between political decisions and the desires and ideas of young citizens. Nicola responds to this problem by developing foraus, a unique grassroots “think and do-tank” that crowd-sources ideas for political change from young citizens. By doing so, he is supplying the political system with fresh, innovative ideas. He is combating the political apathy of young people by turning them into changemakers of traditional political systems. That way, he changes how young people are perceived by society and political decision-makers: They are seen as experts on serious subjects and are empowered to impact political-decision making processes.

## IMPACT

To date, foraus has attracted 1000 members into its organization, touching all 9 university cities across the country (comparable to the size of a medium-sized political party in Switzerland). foraus has successfully expanded to Liechtenstein, Belgium and Germany, and there is already interest for the model in Russia and Africa.

## THE PERSON

From a young age, Nicola was disinterested in his studies and struggled with traditional power structures. During his law studies, he dedicated his time to everything other than studying. A catalyzing moment for Nicola, and the inspiration for foraus, was when he successfully led the National Youth campaign to extend the free movement of people to the eastern parts of Europe. Nicola was chosen as one of the “99 Foreign Policy Leaders Under 33” (The Diplomatic Courier and Young Professionals in Foreign Policy).





**ANDRAS  
VAMOS-GOLDMAN**  
JUSTICE RAPID RESPONSE (JRR)  
ELECTED IN 2015

**THE IDEA**

With JRR, Andras is strengthening the capacity of the international community to investigate the world's worst crimes and find the perpetrators. Countries emerging from conflict are often ill-equipped to conduct such investigations on their own, and international institutions often face challenges in rapidly deploying professionals with the expertise to investigate these types of crimes. Since 2009, JRR is filling this gap by bringing together governments, regional and international organizations, civil society and the private sector to recruit and train experts, certifying them to a roster, and making them available for rapid deployment to assist with investigations.

**IMPACT**

Currently JRR has over 100 participating states, institutions and organizations. Through 32 training courses, JRR created a roster of 560+ experts; of 60 professional categories; from 104 countries, with over 40% from the global South and over 50% women. JRR has received 200 requests for expertise since 2009, and has supported 86 missions, 55 of them in the last two years. In 2015, the number of requests for JRR's services grew by 100%. This confirms the relevance of JRR's mandate, and the broad recognition that sending "whomever, whenever" to investigate mass atrocities is undermining the effectiveness and credibility of international justice and human rights. JRR's mission is to replace "whomever, whenever" with the right expert at the right place at the right time.

 **THE PERSON**

Andras is a child of Holocaust survivors. He studied law after which he joined the Canadian diplomatic service. He has been involved in international justice for two decades. Andras was the first Chair of the Sierra Leone Special Court's Management Committee and helped set up the International Criminal Court as an institution. He has been involved with JRR since its inception.



**CHRISTOPHE  
DUNAND**  
RÉALISE  
ELECTED IN 2014

**THE IDEA**

Christophe works to avoid long-term exclusion from the labor market of the most excluded people (long-term unemployed excluded by their lack of a diploma, their age or their cultural origins). The approach combines the evaluation of competencies, operational training (Swiss learning logic) and direct placement, bypassing the usual selection process, including resumés and interviews.

**IMPACT**

Each year about 300 people are trained by Réalise in one of its five activity sectors (gardening, bleaching, cleaning, logistics and watchmaking industry sub-contracting). Between 30% and 40% of them find a job at the end of their internship. Christophe's work has also resulted in the federation and professionalization of social organizations, the dissemination of the Réalise model as a viable social enterprise through his university functions, and a system change in the field of inclusion and training in Switzerland. He is now working to scale up Réalise impact at the international level, making the model available to other organizations working on vocational training and labor integration.

 **THE PERSON**

Christophe was not inspired by traditional schools, so he joined a school of horticulture at the age of 16, to be in contact with nature. Motivated by ecological issues, he followed an engineering school and later a post-graduate Masters in Sustainable Development. In 1993, facing the rise of unemployment in Switzerland, Réalise became the center of his commitment and he has been working since then to build a sustainable labor market and a social and ecological transition.



**CAROLINE  
KANT**  
ESPERARE  
ELECTED IN 2014

**THE IDEA**

Caroline has implemented an innovative model to develop treatments for rare diseases suppressing risks, ultimately bringing treatments to these underserved patients at an affordable cost. Today, there are 7000 rare diseases affecting 250 millions people in Europe and only 5% have an approved treatment. The financial and scientific issues are very complex, which implies that medical research stays very little developed. Caroline is accelerating the cost-effective development of unexplored therapeutic opportunities in rare diseases by addressing key translational gaps and clinical development challenges. She is acting as an investor, a patient voice integrator and a trusted broker between patients, pharmaceutical companies, biomedical centers of expertise and regulatory authorities.

**IMPACT**

Today EspeRare works on 3 drug repositioning programs for treatments (among which is one for Duchenne, a rare myopathy) and on 3 others in the elaboration phase.

 **THE PERSON**

Caroline studied in Geneva and California and holds degrees in molecular biology, design and product development. Prior to founding EspeRare, she participated in the launch of a software company in Silicon Valley, and served six years in leadership roles at the pharmaceutical company Merck Serono. In 2015, she was appointed Swiss CFE woman entrepreneur of the year. The purpose Caroline has given to her personal and professional life itinerary also stems from her own experience as a mother, having a daughter affected by an unidentified rare disease.



**CARSTEN  
RÜBSAAMEN**  
BOOKBRIDGE  
ELECTED IN 2013

#### THE IDEA

Carsten is empowering people to do what they really are. With BOOKBRIDGE, he makes people think and act as entrepreneurs, lead themselves and lead others. Together with its partners, BOOKBRIDGE shapes the next generation of leaders and builds business and leadership skills through experiential learning. In its Capability Programs, candidates from the global north join hands with talents from the global south to learn state-of-the-art business skills and develop as responsible leaders while creating community-based learning centers as tangible social enterprises. BOOKBRIDGE is a fully financially self-sustained social enterprise, and offers the only leadership development program in the world in which you create a worthwhile tangible business as a real entrepreneur.

#### IMPACT

Since 2009, BOOKBRIDGE has established 18 learning centers in Mongolia, Cambodia and Sri Lanka. 200 000 rural community members benefit from increased life and job chances. 153 next-generation leaders have been trained in the Capability Program.



#### THE PERSON

Carsten started his own business at 15, as a web-designer for small organizations. Within 3 years he managed a portfolio of 80 customers, which allowed him to hire two employees. After his studies he did an internship in Sri Lanka, where he discovered his ability and desire to build bridges across cultures. In 2006, Carsten founded his own consultancy company and later went on a venture road trip in the US interviewing startups. Various opportunities to participate in for profit startups came, but he felt a strong altruistic desire to do something impact-driven. The idea of BOOKBRIDGE was later born during a scout trip to Mongolia.



**JERÓNIMO  
CALDERON**  
EUFORIA  
ELECTED IN 2012

#### THE IDEA

Jerónimo has created a youth-led movement that transforms social change into a desired lifestyle for Generation Y. Euforia developed highly engaging event-trainings that offer young people and executives unique learning opportunities. By branding citizen engagement as cool, trendy and attractive, Jerónimo creates inspiring and “euphoric” opportunities that engage individuals and groups previously resistant to youth programs. In collaboration with the UN, BCorp Europe and its network of volunteers, Euforia is currently scaling its approach to 15 countries. Euforia has also built solutions for universities, high schools and companies to foster changemaking, which allows it to self-finance its operations.

#### IMPACT

Since 2007, Euforia has mobilized 350+ young volunteers who have organized 100 + trainings and events in Switzerland and beyond in which more than 5400 young people as well as managers have participated. Six months after the trainings, 50% to 70% of the participants have become actively involved in finding local solutions to global challenges. More than 80% of the participants changed their behavior in terms of responsible consumption, transportation or fields of study; 35% joined an existing organization (e.g. local Red Cross) and 18% launched their own initiative.



#### THE PERSON

Jerónimo’s personal situation has always led him to feel a tremendous urge to fight against social injustices. His father is Bolivian and his mother is Swiss. He decided at 17 to spend one year in Bolivia and experience the conditions of his family in the slums of El Alto. At 22, he discovered in Boston the potential of strong youth commitment with local student initiatives and was inspired by Howard Zinn’s message of grassroots activism.



**LARS  
STEIN**  
STUDIENAKTIE.ORG  
ELECTED IN 2012/ALUMNI

#### THE IDEA

Lars closed the last gaps in the Swiss financing system for higher education. With studienaktie.org, he developed an at that time new peer-to-peer lending mechanism that offered students who want to pursue their higher education and who do not receive government financial support a new and fully non-discriminatory way of funding. He proved that with studienaktie.org literally everyone can finance his or her studies.

#### IMPACT

studienaktie.org established an individual coaching and financial planning process from which more than 1000 students have profited so far. 80% of the students coached recognize during that process that they do not need any loan to finance their studies. The remaining 20% receive personal student loans from private individuals. In 2014 the Canton of Lucerne incorporated the Studienaktie-approach into its stipend-giving legislation. Since then, other Swiss cantons have copied the system or are in the process of doing so.



#### THE PERSON

Although his parents had no academic background, they always supported Lars in going “his own way”. After an apprenticeship with a logistics company, he studied at the University of St. Gallen. Shortly after starting there, he could no longer afford the tuition fees. Lars saw an opportunity to overcome his financial limitation by “selling” parts of his future income to private investors to cover the financial gap. Lars recognized the potential of this idea to improve the lives of many other students facing a similar situation. Lars thus founded studienaktie.org in 2006. In 2014, he had a burn-out and had to withdraw from all functions. He managed to hand over studienaktie.org to a new management team which established the foundation “Educa Swiss”. Lars has now recovered from his burn-out and works in a Swiss strategy consulting “boutique”.



**CHRISTIANE  
DAEPP**  
OFFICE OF IDEAS  
ELECTED IN 2008

**THE IDEA**

Christiane’s “Office of Ideas” helps children use their creativity and idealism to become active problem solvers in their communities. Through extracurricular activities in schools, kids independently work to develop solutions to the problems their peers, teachers, and neighbors face, and change their neighborhoods for the better.

**IMPACT**

To date, Office of Ideas has established a space in more than 100 schools in Switzerland, where children can develop solutions to problems such as bullying, vandalism, conflicts between teachers and students or the lack of opportunities for the youth in the community. At the same time, she demonstrates to adults the socially relevant potential that children have. Encouraged by the high demand from schools and other institutions, Cristiane is in the process of expanding her children’s problem-solving concept in other countries, starting with one Office of Ideas in Mexico which opened early 2016.

 **THE PERSON**

Appreciating diversity in study, and wanting to change the system from within, Christiane decided to become a teacher when she was 16. At 25, she was hired by a small private primary school where she soon began to weave participatory methods into her teaching, and her ideas were considered so revolutionary that the largest national TV station produced 2 documentaries on her. As she noted that children are in fact excellent problem solvers, but not recognized by adults as such, in 2002, she founded the Office of Ideas. In 2004, she was awarded the ‘Integration and Intercultural Award’ by UNICEF, and in 2011, she received the ‘Klaus J.Jacobs Best practice Price’ from Jacobs Foundation.



**MARKUS  
GANDER**  
INFOKLICK.CH  
ELECTED IN 2008

**THE IDEA**

Markus is giving young people across Switzerland the chance to connect with each other through a platform that facilitates young people engagement and brings younger and older citizens together to work towards social change. He founded Infoklick in 1998. Infoklick connects youth with their peers and serves as a “platform of platforms,” offering a centralized infrastructure for youth participation activities. Through Infoklick, Markus brings together youngsters both virtually and physically, and strengthens their bonds with supportive adults, youth organizations, sponsors, and communities.

**IMPACT**

To date, Infoklick has a network of 6000 young people in 60 towns. 30 000 beneficiaries have been impacted, 300+ projects were launched and 1 million viewers per year are reached through the website.

 **THE PERSON**

Markus was born in a small village in Switzerland and is the first child of two teachers. When he was young, he was very active with the Boy Scouts and by the time he turned 28, he had created a new nationwide train-the-trainer curriculum for Boy Scout supervisors.

Because Markus was one of only four “village children” admitted to his local high school, he was often disregarded by middle-class students and teachers. This experience of being treated like an inferior had a great impact on Markus’s life, inspiring him to be more self-determined in society. After high school, Markus graduated as a math teacher.



**CHRISTINE  
THEODOLOZ-WALKER**  
INTEGRATION POUR TOUS  
ELECTED IN 2008/ALUMNI

**THE IDEA**

With IPT, Christine has been transforming the way the Swiss public and private systems support individuals who have lost jobs due to their health. Christine created a revolutionary path to help people get back to work, and has transformed the Swiss social welfare system using a model that can easily be transferred to other European contexts and beyond.

**IMPACT**

There are 20 IPT offices in Switzerland, 8000 companies across Switzerland supporting the organization. So far, tens of thousands of workers have been placed thanks to IPT, saving billions of Swiss Francs.

 **THE PERSON**

Initially an assistant in a law practice, Christine focused on insurance claims and then took a role with the health care policy department at national level. Later, Christine worked as coordinator of the National Medical Doctors Association. Christine joined IPT in 1991. The organization was near bankruptcy and being investigated for mismanagement. Within five years, Christine turned around their finances and piloted her case management approach which would later be nationally referenced. Christine is now retired.



**MARIE-DOMINIQUE  
GENOUD**  
AS'TRAME  
ELECTED IN 2007/ALUMNI

**THE IDEA**

Marie-Dominique has been providing families with a simple and efficient system that helps them to cope with the emotional severance that follows a divorce, death or adoption. Her methodology of “reliance paths” is a holistic approach for all kinds of traumas, encompassing every step from the recognition of the problem through to healing and closure. This approach, founded on self-expression and the reconstruction of social links, empowers participants to come to terms with life’s painful events. Working as soon as possible on the severance, before a patient develops symptoms, enables the individual to avoid having pain turn into deep trauma.

**IMPACT**

So far, 7 centers have opened in Switzerland, 2500 professionals have been trained and 1000 people have followed a reliance path.



**THE PERSON**

Marie-Dominique created an international solidarity organization in 1984, “For them, together with them”, focused on nutrition and education issues in Colombia. As a mother of four children (two of them adopted), she personally experienced numerous problems related to the psychological and relational consequences of an adoption not properly handled. This is why she chose to return to her studies in educational and social sciences. It was during that time that she began forming a method for helping children suffering through hardships, following which she created As’Trame. Marie-Dominique is now retired.



**KAREN TSE**  
INTERNATIONAL BRIDGES TO  
JUSTICE (IBJ)  
ELECTED IN 2004

**THE IDEA**

Torture and intimidation should not exist in the 21st century. Virtually all countries in the world have passed laws that say individuals have a right to a lawyer and a right not to be tortured. But regrettably in many of these countries people are arbitrarily detained and tortured on a daily basis, and the use of force is still viewed as the quickest and cheapest way to extract a confession from the accused. Early access to Counsel changes all of this. IBJ is dedicated to ensure that every man, every woman, every child in the world has effective defense council, and to achieve a worldwide movement, the organization employs a multi-stakeholder approach, partnering with governments public defenders, judges and lawyers for infrastructural change.

**IMPACT**

Over 30,000 individuals have been represented by IBJ lawyers, 22,000 lawyers have been trained, rights-awareness campaigns have reached over 25 million people and IBJ has 59 JusticeMakers fellows in 38 countries. In Cambodia, the torture rate dropped from systemic in almost all police investigations to just under 5% in IBJ cases. Inspired by those results, IBJ has created a justice blueprint that is being shared with its 400 implementation partners worldwide and is developing a number of digital tools to accelerate reach and impact.



**THE PERSON**

Harvard and UCLA educated Human Rights lawyer Karen Tse, first came face to face with torture in Cambodia in the mid-90s, a place where there was no rule of law. Karen’s mission is to transform the letter of the law from a piece of paper to a living reality across the world, which is why she founded IBJ in 1997. Karen is also supported by the Skoll and Echoing Green foundations, and is recognized as “One of America’s Best Leaders” by U.S. News World Report.

# 10 LOCALIZED FELLOWS

In addition to Fellows elected in the country, Ashoka in Switzerland is also supporting international Fellows with a local presence in Switzerland whether it be replicating their venture, having an office or setting up a foundation.



**MARY GORDON**  
**ROOTS OF EMPATHY**

ELECTED IN CANADA IN 2002

Building caring, peaceful and civil societies through the development of empathy in children and adults. With a baby as 'teacher', the school-based program has been shown to reduce childhood aggression and increase social emotional competence. Roots of Empathy launched in Zürich in 2015.



**ROSE VOLZ-SCHMIDT**  
**WELLCOME**

ELECTED IN GERMANY IN 2008

Changing society's attitude towards motherhood and strengthening young families by bridging the gap between families and the welfare system. Kinder und Jugendhilfe St. Gallen offers the services of wellcome in St. Gallen and Sargans.



**PATRICK STRUEBI**  
**FAIRTRASA**

ELECTED IN MEXICO IN 2008

Lifting small-scale farmers out of poverty through a unique development model and linking them to international markets at fair prices. Fairtrasa's headquarters are in Zürich.



**BART WEETJENS**  
**APOPO**

ELECTED IN TANZANIA IN 2008

Training rats to save lives: to effectively detect explosives as well as tuberculosis. Apopo has a foundation based in Geneva.



**KARL-HENRIK ROBERT**  
**THE NATURAL STEP**

ELECTED IN SWEDEN IN 2009

Bringing together disparate strands of environmentalism (scientific, social, economic, etc.) to assist institutions, from companies to governments, to create and implement concrete sustainability strategies. The Natural Step in Switzerland is based in Winterthur.



**THORKIL SONNE**  
**SPECIALISTERNE**

ELECTED IN DENMARK IN 2009

Changing the way society perceives autism by transforming the condition from a handicap to a competitive advantage. Specialisterne has expanded beyond Denmark, to include Switzerland (with offices in Bern), empowering people with ASD globally.



**JOACHIM KÖRDEL**  
**KISS**

ELECTED IN GERMANY IN 2009

Working to prevent illicit drug use altogether rather than simply treating individuals addiction by empowering individuals to find the strategy best suited to their individual needs to lead them to recovery. 113 KISS trainers are based in Switzerland.



**JOHANN OLAV KOSS**  
**RIGHT TO PLAY**

ELECTED IN CANADA IN 2009

Bringing about behavioural changes and enhancing children's holistic development through the medium of sport and other games in some of the most difficult circumstances in the world, such as refugee camps. Right to Play is now present in 23 countries, including Switzerland.



**KLAUS CANDUSSI & WALBURGA FRÖHLICH**  
**ATEMPO**

ELECTED IN AUSTRIA IN 2015

Creating equal opportunities for people with severe learning difficulties. Atempo started expanding its activities towards accessible information using a social franchise model in Switzerland in 2015.

# 42 OTHER SUPPORTED CHANGEMAKERS

Other Changemakers who have not been through the Ashoka Venture selection process (yet) have been supported by the Ashoka Switzerland team through various programs, including the Impact program aimed at designing social business cases and the Swiss Changemakers program.



## SWISS CHANGEMAKERS PROGRAM

In 2015, Ashoka Switzerland launched the Swiss Changemakers program in partnership with the Trafigura Foundation to select and gather leading Swiss innovators with a proven track record of driving exciting social ventures in Switzerland and willing to spread a more entrepreneurial movement in the social sector in Switzerland.

The program gathered together the 10 selected Changemakers and took them through 4 workshops in 4 cities, sharing experiences on 4 framework-change topics, being challenged by peers and experts, rethinking their models and investigating collaborations.

## WORKSHOPS

## PUBLIC EVENTS

### Geneva

Theory of change and Impact

Changemaker movie night: Who cares ?

### Lausanne

Development strategy and Co-creation

Co-creation night

### Zurich

Business model and Hybrid Funding

A night with investors

### Bern

Changing the conversation

Storytelling: pitching in front of a jury

## 10 SWISS CHANGEMAKERS

Dan Acher  
Happy City Lab  
Emilia Pasquier  
foraus  
Paolo Richter  
Velafrica  
Jonas Staub  
Blindspot  
Karin Stierlin  
Taboobreaker  
Raoul Stöckle  
Äss-Bar

## INCLUDING 4 FELLOWS

Christiane Daepf  
Office of Ideas  
Christophe Dunand  
Réalise  
Jeronimo Calderon  
Euforia  
Nicola Forster  
foraus

Facilitation : Joanna Hafenmayer, My Impact.



*“The impact program is a unique place to meet and exchange ideas with great people who share the same values as me.”*

Impact laureate



## 2014 LAUREATES

Patrick Vieljeux  
CauseDirect  
Christophe Denjean  
Graines de Paix  
Delia Mamon  
Graines de Paix  
Marie-Laure Burgener  
GreenGoWeb  
Frank Grossman  
Orphanbiotec Foundation  
Lucas Landolt  
Pro Lehrstelle  
Paola Gallo  
Verein Surprise

Ranziska Reinhard  
AMIE Basel  
Oliver Hartley  
Mintaka Foundation  
Manuel Klarman  
Eaternity  
Judith Ellens  
Eaternity  
Sandrine Cina  
Invisible Experience  
Isabelle Favre  
Invisible Experience



## 2013 LAUREATES

Vanessa von Richter  
Anouk Foundation  
Lola Grace  
Mec Institute  
Véronique Goy  
Equal Salary  
Mark Milton  
Education for Peace

Stéphane Couty  
Artère Foundation  
Laura Venchiarutti  
Mr & Mrs Cleen  
Taha Bawa  
Goodwall  
Roberto Agosta  
SwissLeg



## 2012 LAUREATES

Latha Heiniger  
Bénévolat-Vaud  
Sandrine Pache  
Bénévolat-Vaud  
Benedetta Barabino  
Dance with me  
Beatrice Bressan  
Dance with me  
Vessela Monta  
IRHA  
Graziella Zanoletti  
Friends of humanity  
Nicolas Sion  
Friends of humanity

Daniel Lang  
Genèveroule  
Julien Beauvallet  
UrbaMonde  
Cyril Royez  
UrbaMonde  
Steven Eichenberger .  
Euforia  
Corina Helfenstein  
Euforia  
Laurent Thurnheer  
Summit Foundation  
Olivier Kressman  
Summit Foundation









# ALLIANCES & CO-CREATION

# BUILDING PARTNERSHIPS FOR GREATER IMPACT

Given the growing complexity of current systems and the challenges to address global challenges at scale, no player can act single-handedly any longer. While social entrepreneurs have powerful solutions and insights on social issues, “scaling up” and reaching a larger audience remains a significant challenge. On the other hand, corporations are known for their capacity to operate at a large scale but have little knowledge about social issues or disadvantaged communities. It is therefore vital to find ways to pool together the different strengths of stakeholders.

Through innovative alliances, social entrepreneurs, businesses and governments can complement each other’s skills and expertise, take on challenges that no one could solve alone, and simultaneously have access to new strategic win-win opportunities. Today, sectors are still silo-thinking but we can accelerate history by connecting the world’s most powerful network of social entrepreneurs with Changemakers from the business and private sectors to tackle social challenges at a large scale.

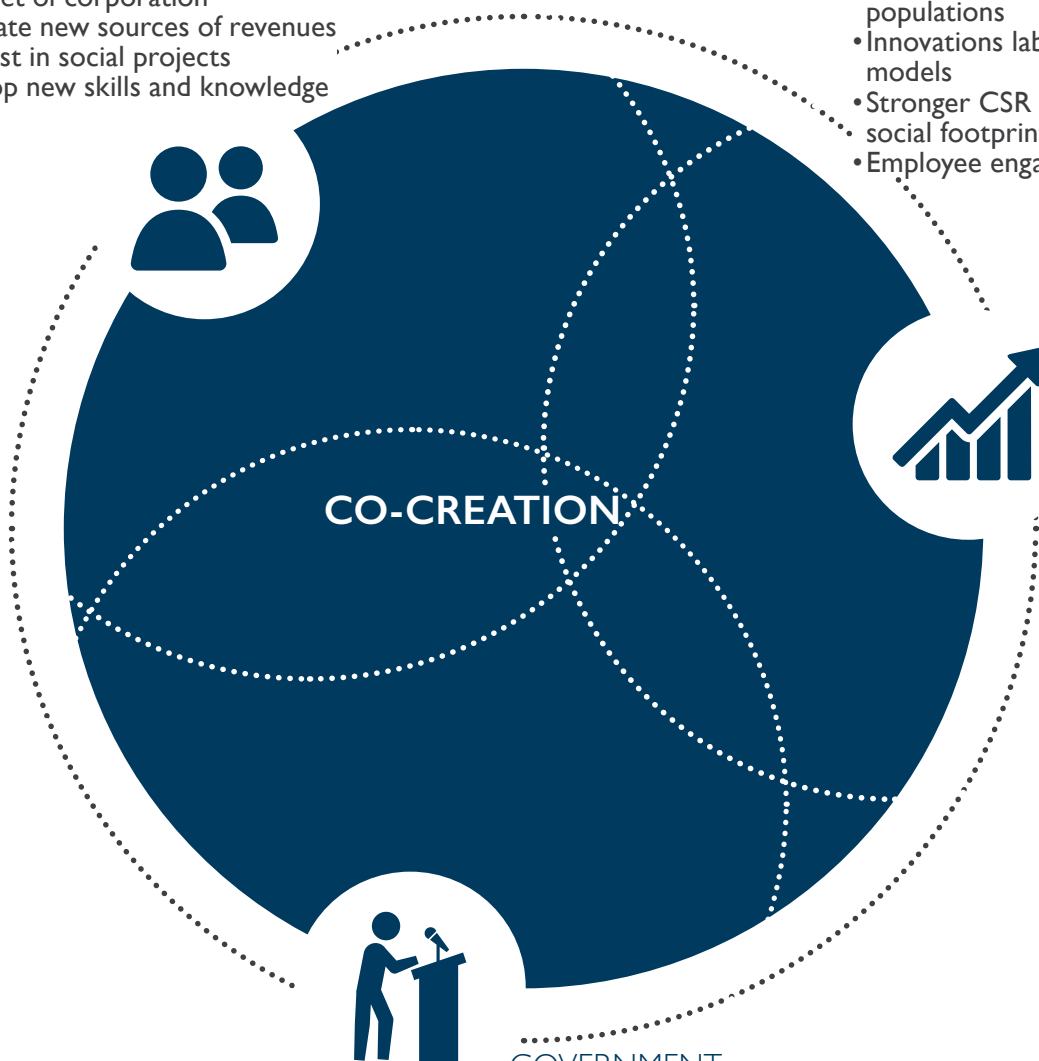
## A WIN-WIN IN A WORLD WHERE SECTORS ARE OFTEN TOO SILOED

### SOCIAL ENTREPRENEUR

- Expand social impact by leveraging the asset of corporation
- Generate new sources of revenues to invest in social projects
- Develop new skills and knowledge

### BUSINESS

- New markets including vulnerable populations
- Innovations labs for business models
- Stronger CSR positioning and social footprint
- Employee engagement



### GOVERNMENT

- ROI of social programs
- Savings on public spending
- Reinforcement of “a positive economy”

## EUROPEAN SOCIAL & BUSINESS CO-CREATION COMPETITION

In 2014, Ashoka and its partners the Zermatt Summit Foundation, Fondation Guilé, DPD and Boehringer Ingelheim launched an unprecedented online collaborative competition, **Social & Business co-creation: collaboration for impact** to source, highlight and catalyze innovative co-creation projects in Europe, led by social-mission organizations, traditional businesses and public institutions.

The competition made awards to 5 winners and finalists with successful co-creation examples reflecting the progress of this powerful practice and demonstrating the great potential of co-creation to invent tomorrow's society:

- La Microfranchise OA: **ADIE & O2 Homes services**
- Autism at Work: **Specialisterne & SAP**
- Ana Bella Social School for Women Empowerment: **Ana Bella Foundation & Danone**
- Affordable drugs for underserved patients: **EspeRare & Merck Serono**
- The Farmers Club: **TABIT & Vodafone**

## CO-CREATION BUSINESS & TEACHING CASES

Following the European Social Business co-creation competition, and thanks to the support of the Zermatt Summit Foundation, Ashoka developed academic cases and pedagogical tools on co-creation models in order to **share with a wider audience these leading initiatives and inspire more organizations to explore the frontiers between business and social.**

Ashoka has partnered with three Swiss universities (HEC Lausanne, HEG Fribourg and the University of St. Gallen) and a consulting firm to respectively produce a series of 5 business cases and 5 teaching cases highlighting the co-creation models of the finalists and winners of the competition. While these cases stem from different industries, what they have in common is leveraging the power of social entrepreneurs and corporations to accelerate the resolution of some of the biggest societal problems, creating value for society and value for business in terms of innovation, growth and stakeholders' engagement.

### CASE STUDY

#### Affordable drugs for underserved patients

Social entrepreneur: EspeRare

Corporate partner: Merck Serono SA

EspeRare is accelerating the cost-effective development of unexplored treatments for rare diseases, acting as a philanthropic knowledge and technical broker between patients, pharmaceutical industry and regulators to bring treatments for these underserved patients. With its pharma partner, Merck Serono, the foundation is enabling a dormant drug, with a high therapeutic potential for children affected by a rare incurable disease, to be developed.



*"For the project to be successful, it has to be a win-win for EspeRare, for our commercial partner and most importantly for the patients we serve. It's definitely what we were able to achieve with Merck and our first program in Duchenne muscular dystrophy."*

Caroline Kant

#### The co-creation model: turning challenges into value

##### Societal issue

- Lack of incentive for the pharmaceutical industry to invest in the early R&D for orphan drugs, particularly for drug repositioning opportunities that have lower financial potential.
- Because of the small market size, the price for orphan drugs has remained high, if they are available at all.



##### Value proposition

- EspeRare gives a chance to high potential but dormant therapeutic opportunities to be developed in a de-risked and accelerated way for rare diseases.

##### Business issue

- Due to the low number of affected patients, developing treatments for rare diseases has not been a focused area for pharmaceutical companies.
- Pharmaceutical companies have not focused on repositioning drugs due to low commercial incentives and their lack of agility to engage all actors in the orphan landscape.

#### The key ingredients to success



Collaborative partnership



EspeRare as a foundation



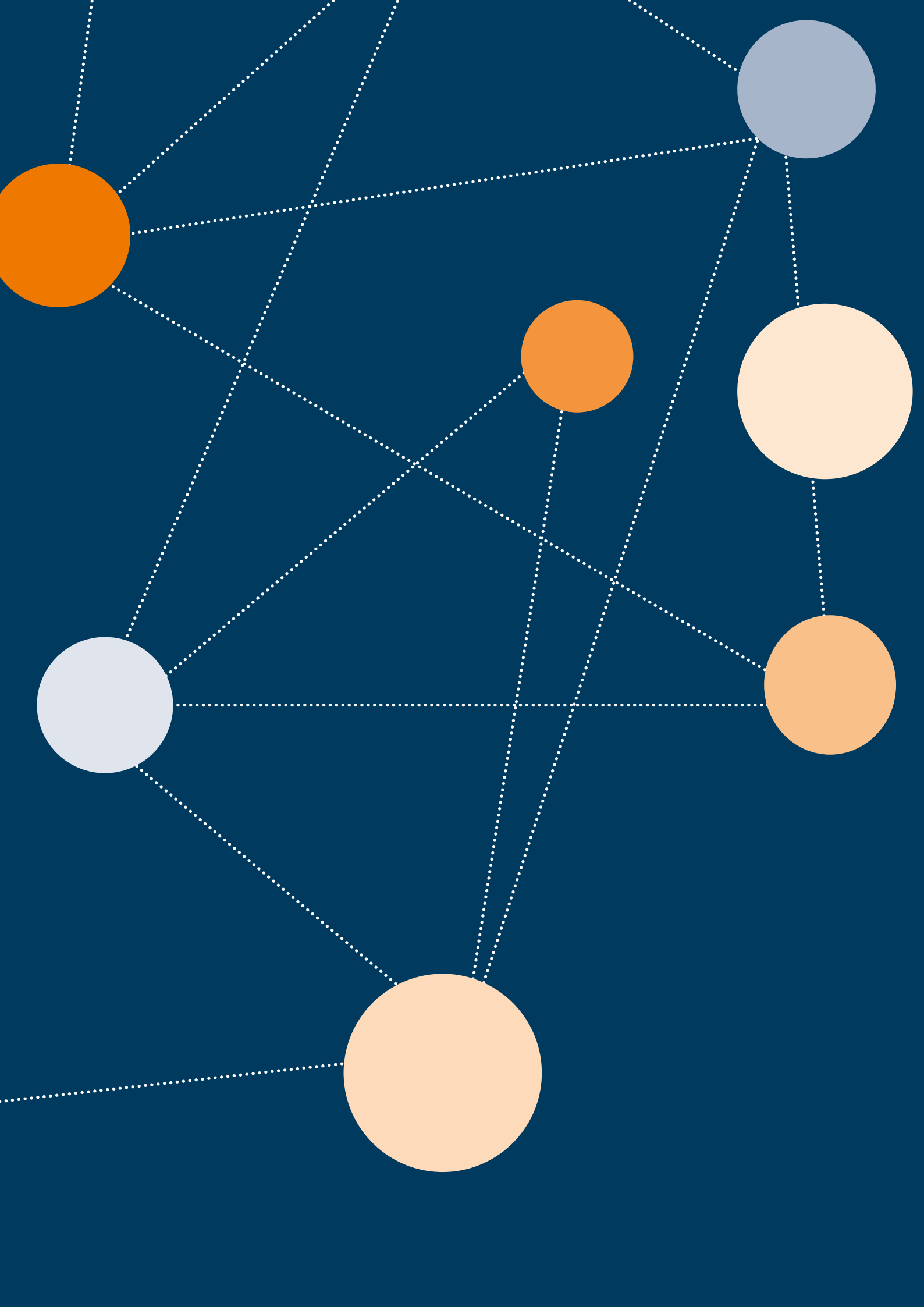
Achieving a common vision



Strong support from the top



Strong and diverse Board





# SKILLS & EDUCATION

# TRANSFORMING THE EXPERIENCE OF EDUCATION

## HELPING YOUNG PEOPLE GROW UP TO BE CHANGEMAKERS

We believe that anyone can become a Changemaker. We want every young person to have the capacity and the drive to make change for the better, be it within their family, in their community, their country or across the whole world. In order to empower every young person to become a Changemaker, we need to change the way we educate young people.

### WHAT IS ESSENTIAL TO CREATE AN ECOSYSTEM THAT NURTURES CHANGEMAKERS:



# OUR INVITATION TO COLLABORATE

With few natural resources, accelerating economic, social and environmental pressures, young people in Switzerland urgently need a new kind of educational experience that properly equips them to innovate solutions that improve quality of life for all.

After conducting an intensive analysis of the Swiss education ecosystem we will start to find and select changemaking pioneers in Switzerland. New Fellows working in the field of education, Changemaker schools, and other initiatives with changemaking at their heart.

## THEORY OF CHANGE

To catalyze the transformation of education systems, our aim is to create sufficient energy and critical mass to tip systems. This is consistent with the diffusion of innovations theory, which shows that you need around 16% market penetration of pioneers (innovators and early adopters) before the system starts to tip towards mass market acceptance of an idea.

And by adopting the collective impact theory we recognize that schools must be active in driving change, because they are the backbone of education systems and the places in which we make our most systematic attempts to develop young minds.

But we must also recognize that a young person's experience in school is heavily influenced by people beyond the walls of the school. Therefore, to tip education systems irreversibly towards a future in which every school is a Changemaker school and every young person is becoming a Changemaker, we are:

- Swissifying the skills strategy for Switzerland. Doing this with the full participation of non-formal education providers and other key actors from across the educational ecosystem.
- Building a critical mass of schools that put changemaking at their heart.

## 3 SWISS FELLOWS WORKING ON EDUCATION

with whom the Ashoka team is working to swissify and implement together the education strategy in Switzerland.



JERÓNIMO  
CALDERÓN  
EUFORIA



CHRISTIANE  
DAEPP  
BUREAU OF IDEAS



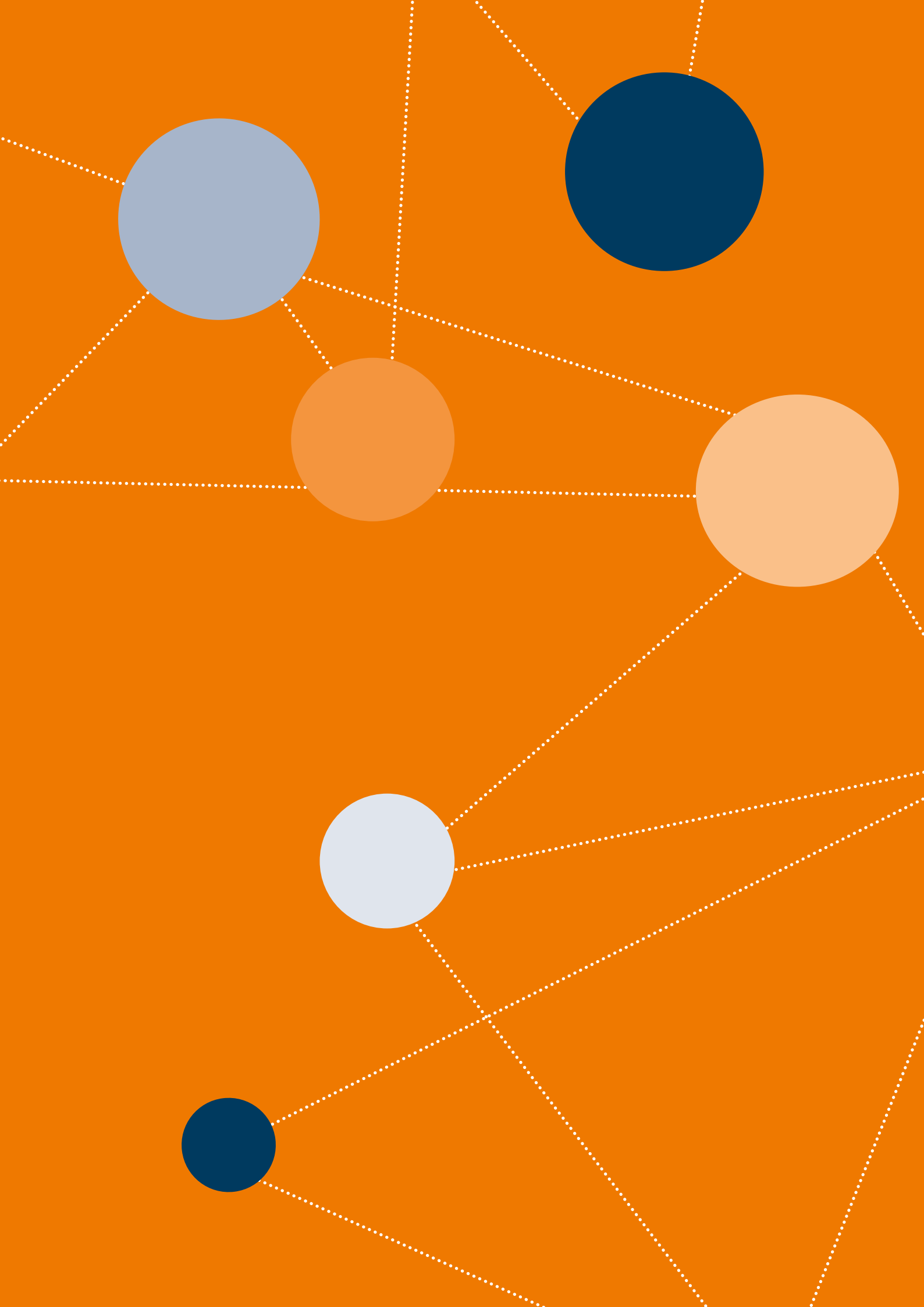
MARKUS  
GANDER  
INFOKLICK.CH

*“The world’s becoming more complicated... the capacity for new thinking and for turning old ideas into new applications has really never been more important... our kids ought to recognize how deep their capacities for creativity are.”*

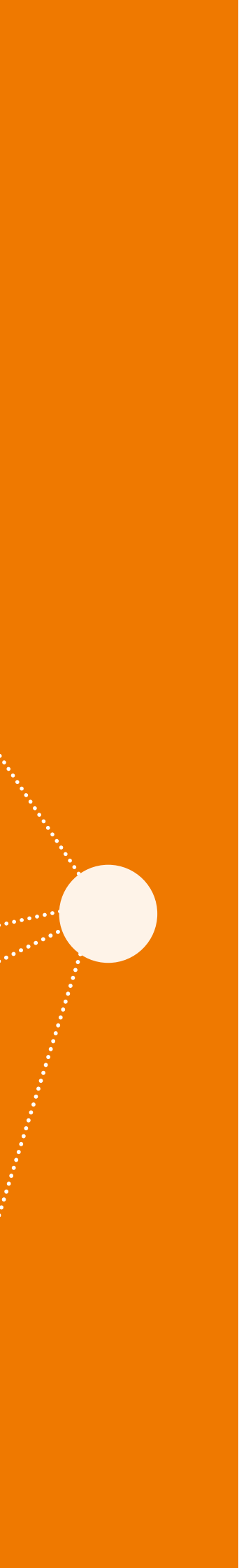
Sir Ken Robinson at an Ashoka event in June 2015

## NEXT STEPS

- 1 Find and gather the innovators and early adopters of changemaking practice in Switzerland. To this end, we are working on a Changemaker Map to identify them and conducting different workshops to co-create our Education strategy with the local ecosystem.
- 2 Organise teams that will make moves that create maximum impact with minimum resources. The objective is to eventually tip the system towards a future in which every young person is becoming a changemaker. Start selecting schools.
- 3 Work together towards changing the mindsets of the influencers, for them to integrate the critical paths and change their practices and policies.







# THE ASHOKA SUPPORT NETWORK

## CONNECTING BUSINESS LEADERS TO THE ASHOKA NETWORK



The Ashoka Support Network (ASN) is a global community of successful, innovative leaders from a variety of fields, who connect with the world's leading social entrepreneurs to accelerate positive social change. They support Ashoka financially as well as strategically, offering their time, networks and expertise.

### LEADERS



### PEERS



### MENTORS



ASN has an elite membership of over 350 innovative leaders.



## A TAILORED ENGAGEMENT THAT FITS VARIOUS INTERESTS, CAPACITY AND EXPERTISE



## THERE ARE 12 ASHOKA SUPPORT NETWORK MEMBERS IN SWITZERLAND MEET 2 OF THEM



**YANN BORGSTEDT**

Yann Borgstedt is a Swiss entrepreneur who manages a range of businesses in real estate development, relocation and storage in England, France and Switzerland. He is also a member of the Young Presidents' Organization (YPO) in Geneva and London and is involved in the YPO's Economic Development Network and Disadvantaged Kids Network. In 2005, Yann started the Womanity Foundation, which focuses on women's education, training and development in Afghanistan, Palestine, Israel and Morocco.



**ALAIN NICOD**

Alain joined the Ashoka Support Network in 2009 and was the first member in Switzerland. Alain has supported many Fellows and is also a member of our board. He is the managing partner of VI Partners. He is mostly active in the IT sector but also contributes through his entrepreneurial background to critical decisions within other portfolio companies. Between 1989 and 2002 he invested in various companies in the medical instrumentation and in the IT sectors. Prior to that, he consulted leading telecom operators on issues related to cable television, interactive services and M&A transactions. Alain started his career at Arthur Andersen and McKinsey. He holds a business degree from HEC Lausanne and an MBA from INSEAD, Fontainebleau.

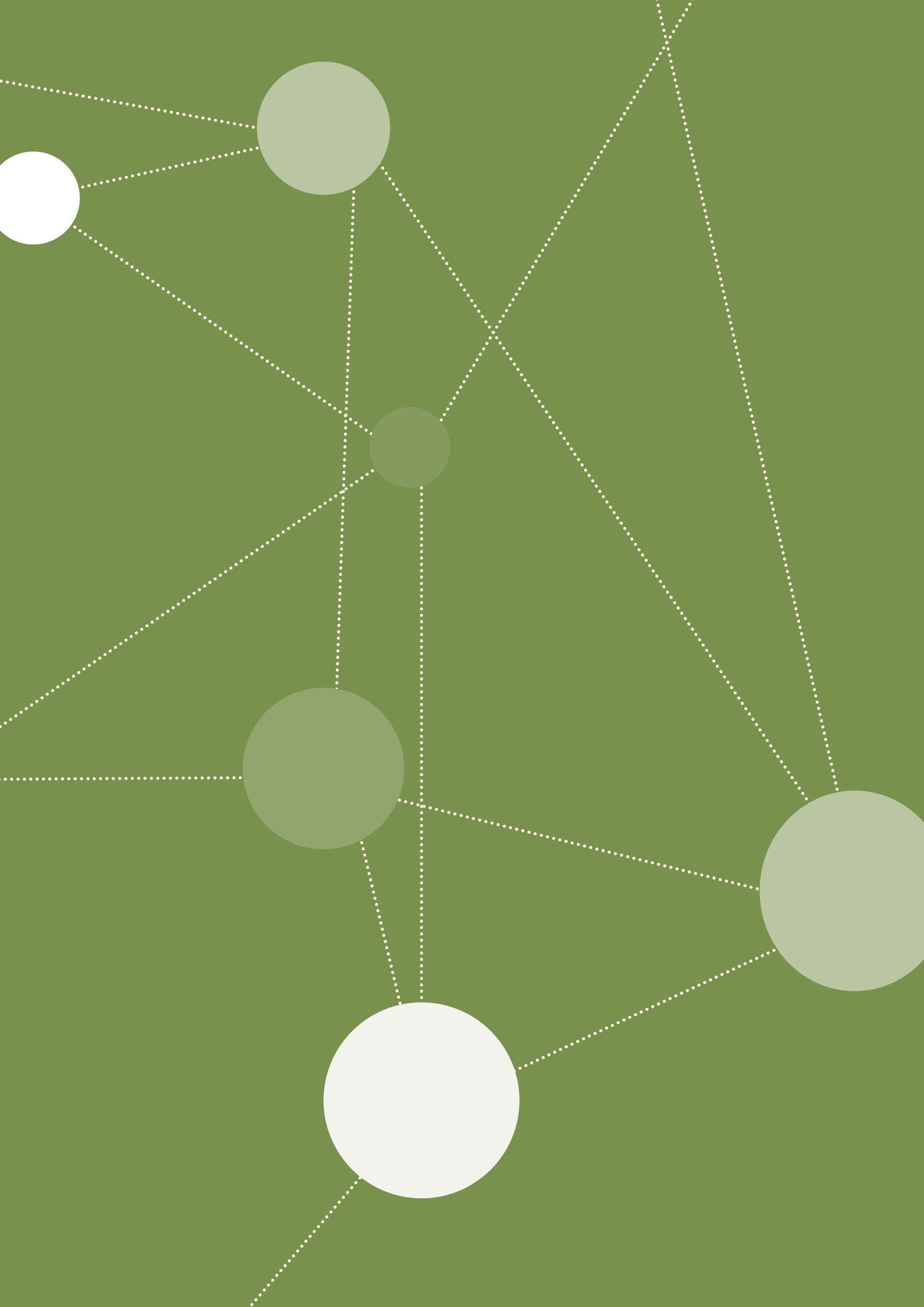
*"I am a big fan of Ashoka as I believe that entrepreneurship has a big role to play in solving social issues. Through Ashoka I have met and worked with amazing social entrepreneurs tackling issues such as housing and employment creation that are dear to my heart."*

Yann Borgstedt

### ADVISORY COMMITTEE

Caroline Kant was elected in 2014 for her work with Foundation EspeRare in accelerating the cost-effective development of treatment for rare diseases. François Bernardeau, Marco Liguori and Denis Mortier joined EspeRare's advisory committee as core ASN members to help its development. The three of them have been mentors to Caroline providing support and advice with their

own specific expertise, respectively in technological development, rare diseases drug development and finance. Together they also shaped a strategic plan to scale EspeRare's activities. In addition, using their professional networks, they introduced Caroline to people who could spread the word and support fundraising.



JOIN THE MOVEMENT

ENGAGE

# WAYS TO ENGAGE

## BE INVOLVED IN FURTHERING OUR WORK

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.

### DONATE TO ASHOKA

Ashoka provides a variety of ways you can contribute financially to support our work.  
[www.ashoka.org/donate](http://www.ashoka.org/donate)

### NOMINATE A FELLOW

Help us identify new Fellows. If you know someone you think fits the profile, please tell us about them!  
[www.ashoka.org/nominate](http://www.ashoka.org/nominate)

### JOIN THE ASHOKA SUPPORT NETWORK

Commit resources (time and money) to support the work of system-change social entrepreneurs.  
[www.ashoka.org/asn](http://www.ashoka.org/asn)

### JOIN OUR TEAM

Learn about career, internship, and volunteer opportunities.  
[www.ashoka.org/getinvolved/team](http://www.ashoka.org/getinvolved/team)

### ENGAGE ONLINE


Get the latest updates on Ashoka's innovations and do not miss any of our activities by subscribing to our newsletter, join discussions on social innovation on LinkedIn, Twitter and Facebook, and read Ashoka's articles on Medium in English and in French.

#### ASHOKA SWITZERLAND

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Visit our website: [switzerland.ashoka.org](http://switzerland.ashoka.org)

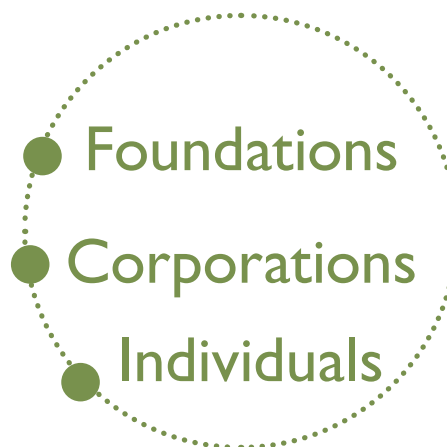
WE'D LOVE TO HEAR  
FROM YOU:

Ashoka Switzerland  
c/o Lenz & Staehelin  
Route de Chêne 30  
1207 Geneva  
Switzerland

[switzerland@ashoka.org](mailto:switzerland@ashoka.org)

## ✓ PARTNER WITH US

Ashoka is constantly building collaborative partnerships with leading global organizations, companies and foundations to provide its partners with an opportunity to engage with the citizen sector.



### TO SOURCE social innovations

Identifying fresh and new approaches to key challenges, already part of the Ashoka network and/or waiting to be discovered. By selecting a critical mass of social entrepreneurs, you can have a unique perspective on new models and innovations that can revolutionize a sector.

### TO MAP and analyze trends and needs

Conducting research to map innovation opportunities and trends, and the barriers against the identified topics of interest; sharing insights and encouraging dialogue across sectors.

### TO AMPLIFY social impact of Changemakers

Preparing mature social entrepreneurs with proven models to scale their impact by expanding or replicating their model, through tailored support via the Ashoka network & expertise.

### TO ENGAGE collaborators to develop talents

Developing talents and mastering changemaking skills, which are increasingly necessary. Breaking the siloes between social and business to encourage a culture of entrepreneurship within the organization.

### TO CO-CREATE with social entrepreneurs

Accelerating co-creation between the organization and social entrepreneurs, bringing unique and complementary expertise on joint initiatives beyond the boundaries of individual organizations; building innovative business models that address societal challenges at scale.

## FOCUS ON A KEY PARTNERSHIP

*“Looking through the lens of social entrepreneurs means anticipating market changes for the good of all.”*

Christian Boehringer,  
President of the shareholders committee



### MAKING MORE HEALTH

**Case Study: How Ashoka partners with a global healthcare company, Boehringer Ingelheim, to align social and business purpose.**

Making More Health, launched in 2010, is a global initiative run by Ashoka and Boehringer Ingelheim, a leading pharmaceutical company, to identify, support and scale entrepreneurial solutions that improve access to healthcare. MMH works across 3 integrated pillars (Ecosystem of Social Innovation, Employee Changemaker Talent, and Social and Business Co-Creation). It is structured as a hybrid model, with impact on both society and Boehringer Ingelheim's business, and with support from Boehringer Ingelheim's Board of Directors and Family Members.

More info on [www.makingmorehealth.org](http://www.makingmorehealth.org)

## OUR TEAM



**ARNAUD  
MOUROT**  
CO-DIRECTOR ASHOKA  
EUROPE



**CAROL  
SCHAFROTH**  
GERMAN-SPEAKING  
DEVELOPMENT



**CAROLINE  
LE VIET-CLARKE**  
FRENCH-SPEAKING  
DEVELOPMENT



**FABIENNE  
ODERMATT**  
GERMAN-SPEAKING  
DEVELOPMENT



**OLIVIER  
FRUCHAUD**  
DIRECTOR ASHOKA  
SWITZERLAND



**RÉMI  
FRÉMONT**  
ADMINISTRATION  
& FINANCE

## BOARD OF DIRECTORS



**ALAIN NICOD**



**LUCY PERKINS**



**MEIKE BETTSCHIEDER**



**ODA HEISTER**



**STEPHANIE SCHMIDT**

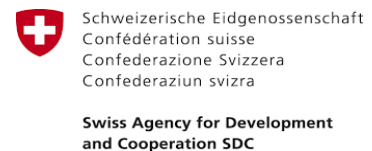


**SUSANNE WITTIG**



# WE ARE GRATEFUL TO OUR PARTNERS

## INTERNATIONAL PARTNERS



## NATIONAL PARTNERS



## PRO-BONO & NETWORK PARTNERS

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Nice Future  
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International and Development Studies  
HEG Fribourg  
HEC Lausanne  
University of St. Gallen  
University of Geneva  
MyImpact  
Ana D. Lombard Photography

SPECIAL THANK YOU  
TO LAURINE HAUCHARD  
FOR THE GRAPHIC DESIGN



**ASHOKA**  
**THANK YOU**



ASHOKA