



# HOW DO YOU KNOW WHEN YOU'VE REVOLUTIONIZED AN INDUSTRY?

ASHOKA'S APPROACH TO ASSESSING IMPACT

# ASHOKA

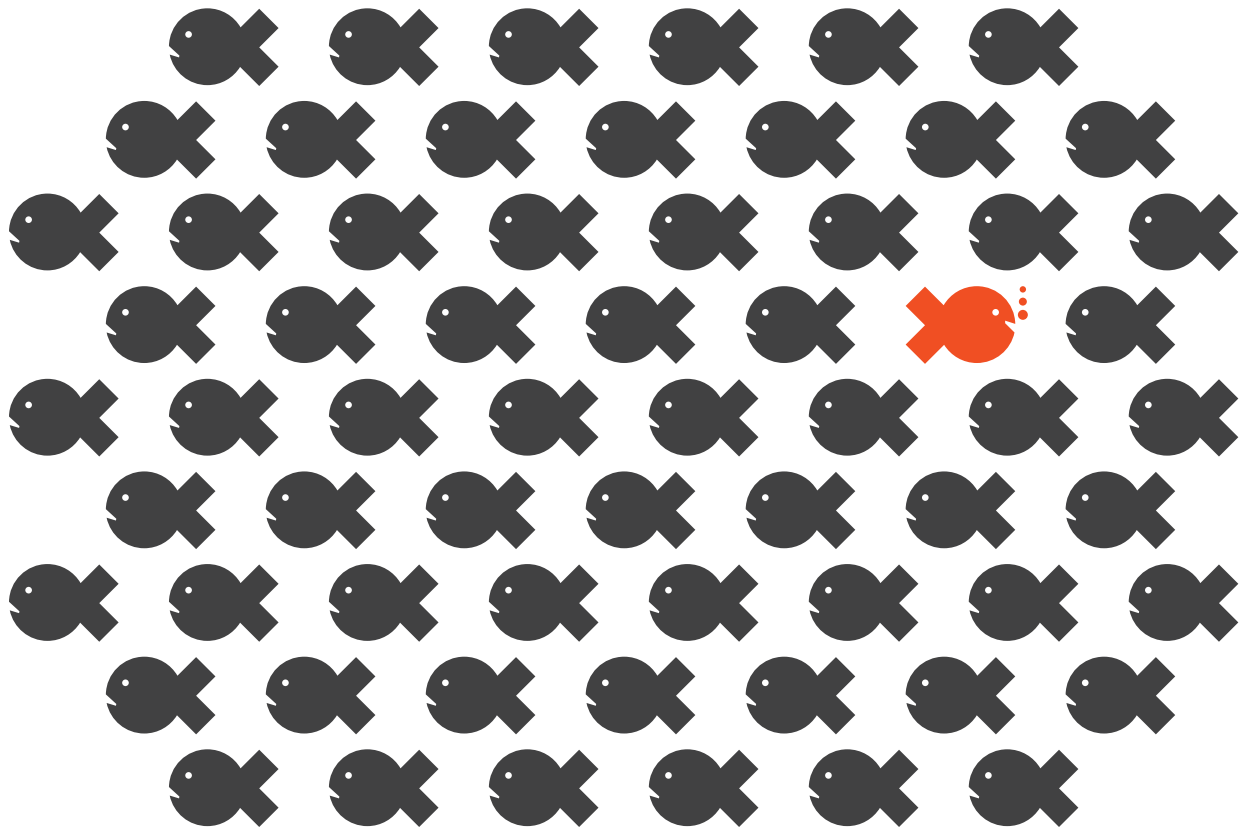
- World's largest community of leading social entrepreneurs (over 3000) across 70 countries
- Supports people not projects
- Sector and issue agnostic
- Builds an *eco-system* by connecting social and business sectors

# EACH ASHOKA FELLOW MEETS 5 CRITERIA:

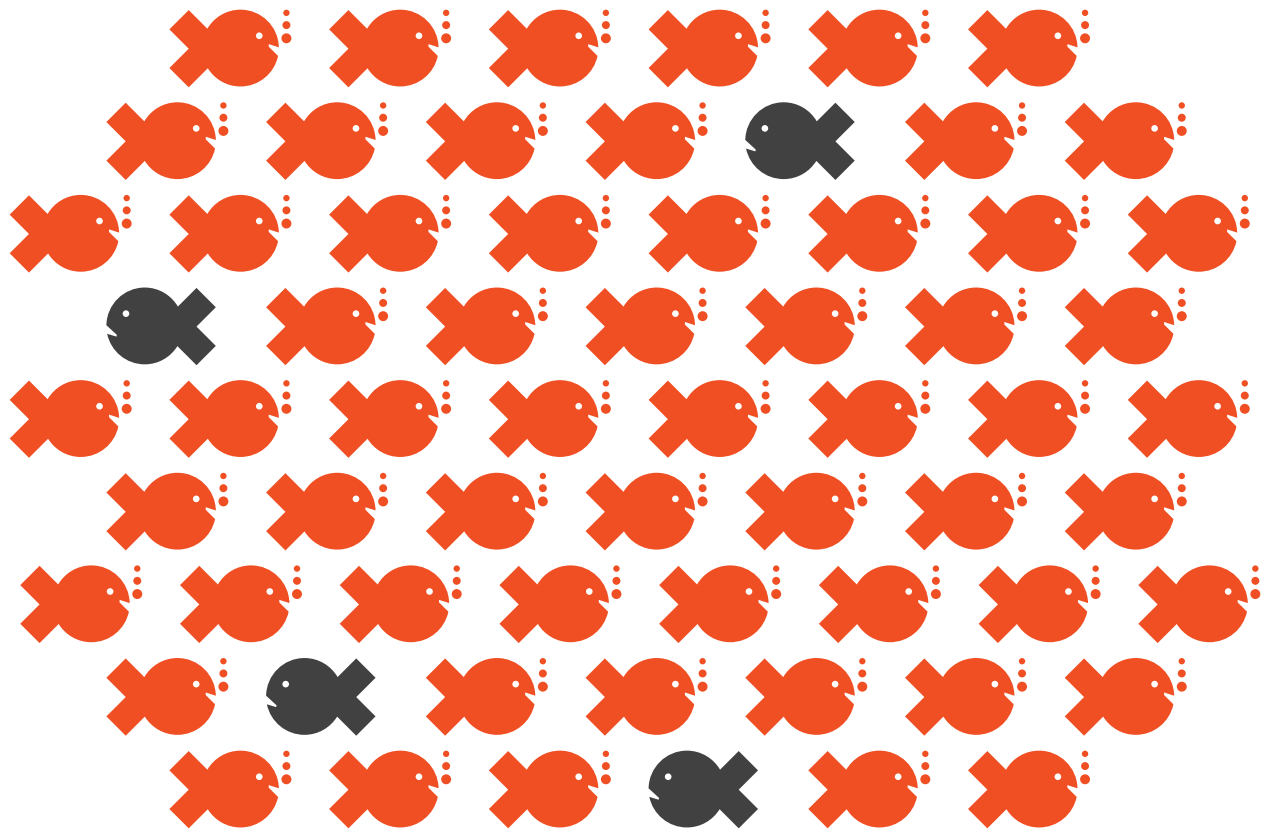


“Social entrepreneurs are not content just to give a fish, or teach how to fish. **They will not rest until they have revolutionized the fishing industry.**”

*Bill Drayton, Ashoka Founder and CEO*



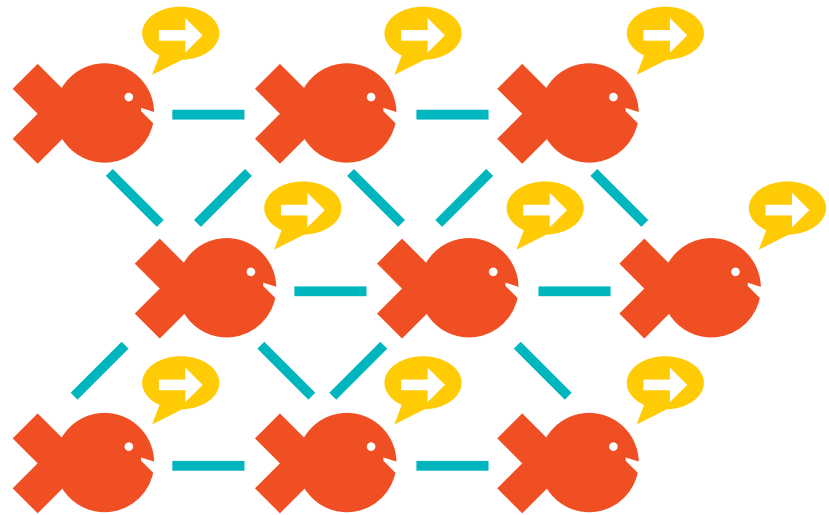
**How do you know when  
you have revolutionized an  
industry? How do you know  
when a system is changed?**



A system “is an interconnected set of elements that is coherently organized in a way that achieves something.” *Donella Meadows*

A system consists of  
3 major components:

1. Elements
2. Interconnections
3. Purpose



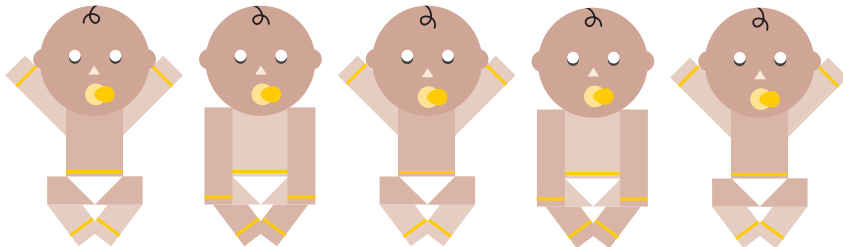


We define **impact** as the **system changes** that result from the fellows, ideas, and networks we support.

# FROM NOW ON, THERE WILL BE CHILD CARE IN BANGLADESHI GARMENT FACTORIES.

Suraiya Haque developed a self-sustaining model for child care services in Bangladeshi factories.

How do we measure the impact of her work? The numbers of children currently in child care? The children served 5 years from now? The women who are able to earn better incomes? All the women and children served by those who COPIED Suraiya Haque's model?



# WE TALKED TO OUR FELLOWS...



From 42 countries (Lithuania to Palestine to Namibia).

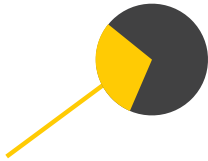


Completed the survey in 13 languages.

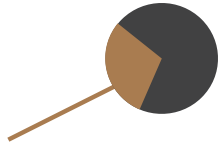


# WE SURVEYED OUR FELLOWS ELECTED 5 AND 10 YEARS AGO.

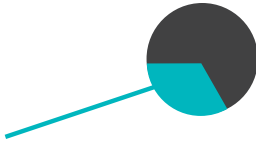
(217 Fellows surveyed of 3000 total)



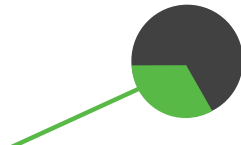
Over 30% of Fellows work on education.



Over 30% of Fellows work on economic development.



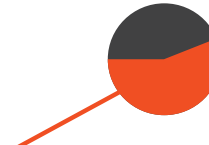
1/3 of Fellows work on environment engagement.



1/3 of Fellows work on the civic engagement.



70% work with urban populations.



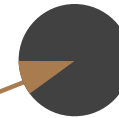
60% of Fellows work with youth.



24% of Fellows are working with the elderly,



19% with conflict or disaster victims.



10% work with people discriminated due to sexual orientation.

**...OF THE  
FELLOWS  
WE  
SURVEYED**  
("REVOLUTIONIZING A FIELD")

- 1. MARKET DYNAMICS AND VALUE CHAINS**
- 2. PUBLIC POLICY AND INDUSTRY NORMS**
- 3. FULL INCLUSION AND EMPATHY**
- 4. BUSINESS-SOCIAL CONGRUENCE**
- 5. CULTURE OF CHANGEMAKING**

# 1. MARKET DYNAMICS AND VALUE CHAINS

54% of Fellows have changed market dynamics at a national level within 5 years of election.

This means that they have:

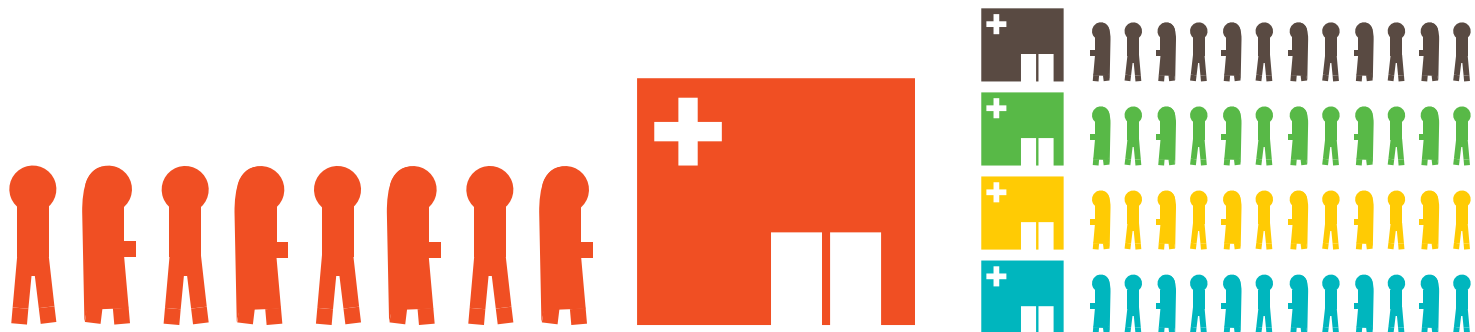
- Increased access to goods and services
- Created new markets
- Created value where a value didn't exist
- Generated income for the poor
- Changed the flow of market information



# CHANGING MARKET SYSTEMS: EXAMPLE

THE POOREST OF THE POOR CAN HAVE HEALTH INSURANCE AND QUALITY HEALTH CARE.

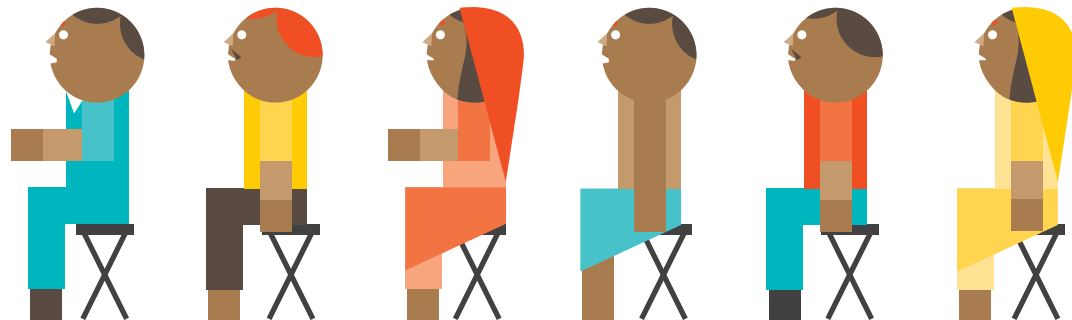
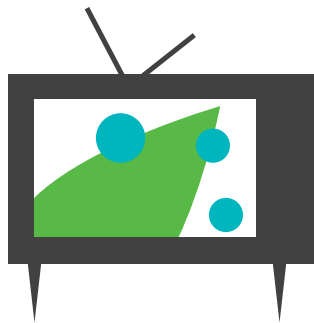
Mukteshwari Bosco has provided insurance coverage to over 75,000 very poor families in 5 states and over 60 hospitals in India.



# CHANGING MARKET SYSTEMS: EXAMPLE

AGRICULTURAL EXTENSION SYSTEMS WILL BE AMPLIFIED TO GIVE FARMERS THE LATEST TECHNOLOGY AND PRACTICES.

Through Rikin Gandhi's Digital Green, farmers have produced over 2400 videos viewed by over 120,000 farmers in India with 48% of farmers adopting the new practice.





# CHANGING MARKET SYSTEMS: EXAMPLE



SMALL PRODUCERS OF  
FRUITS AND VEGETABLES  
CAN BE CERTIFIED AS FAIR  
TRADE AND COMPETE ON THE  
INTERNATIONAL MARKET PLACE.

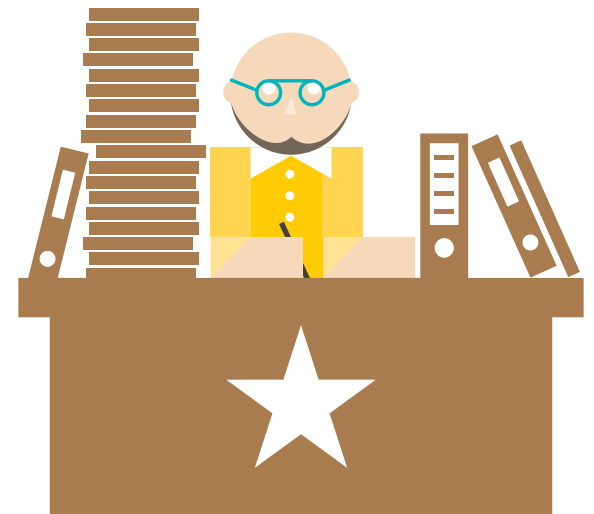
Through Fairtrasa, Patrick Struebi has created a hybrid certification systems that gives small scale producers access to international markets, increased production capabilities, and brought new products into the international marketplace.

## 2. PUBLIC POLICY AND INDUSTRY NORMS

57% of Fellows have contributed to changed national policy within 5 years of election. This number has remained consistent since tracking began in 1998. They do this by:

- Drafting legislation 35% of Fellows
- Providing testimony or research 48% of Fellows
- Organizing citizen action 46% of Fellows

52% of Fellows have achieved changes in the code of conduct, mission statement, or official policy of a large organization or industry at a national level within 5 years of election



# CHANGING INDUSTRY NORMS: **EXAMPLE**

**RATS WILL SAVE LIVES BY  
DETECTING LAND MINES.**

Bart Weetjens and Apopo have trained rats to find over 2,063 landmines and create over 3.1 million square meters of mine-free land.





# CHANGING PUBLIC POLICY: **EXAMPLE**

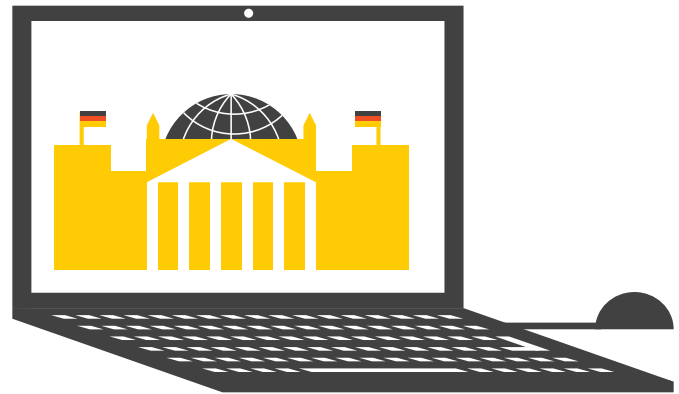
**THE AMAZON REGION CAN BE MANAGED SUSTAINABLY AND PROFITABLY AND MONITORED BY SATELLITE.**

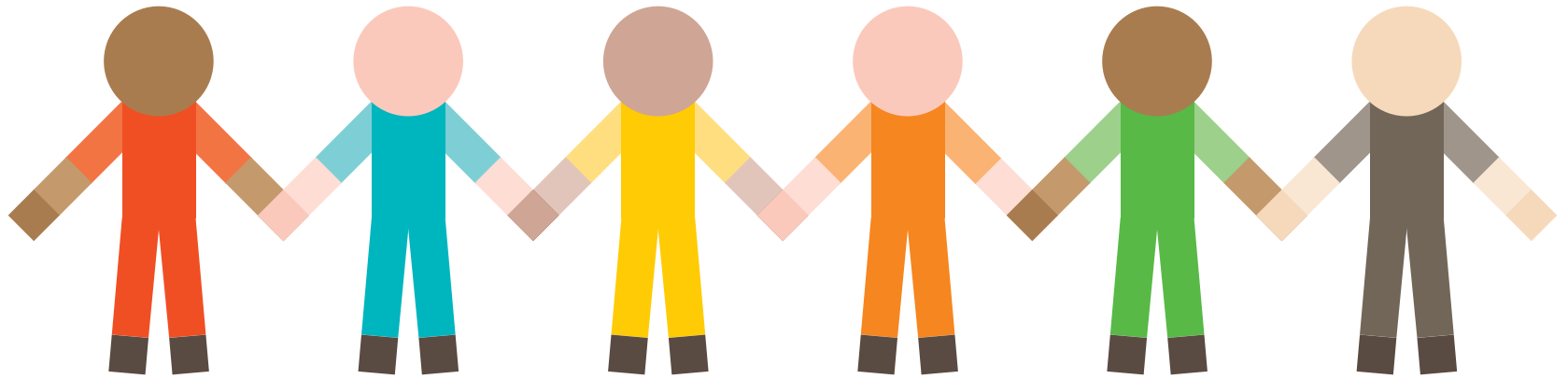
Adalberto Verissimo led the passing of the first ever 2006 Law of National Forest Preserves and designation of 25 million hectares of National Forest Reserve.

# CHANGING INDUSTRY NORMS AND PUBLIC POLICY: **EXAMPLE**

THERE WILL BE AN IMPARTIAL ONLINE PLATFORM THAT ENABLES DIRECT, PUBLIC DIALOGUE BETWEEN INDIVIDUAL CITIZENS AND THEIR ELECTED REPRESENTATIVES.

Through Candidate Watch and Parliament Watch, Gregor Hackmack increases the trust and communication between the public and elected officials by tracking voting records and allowing people to post public questions.

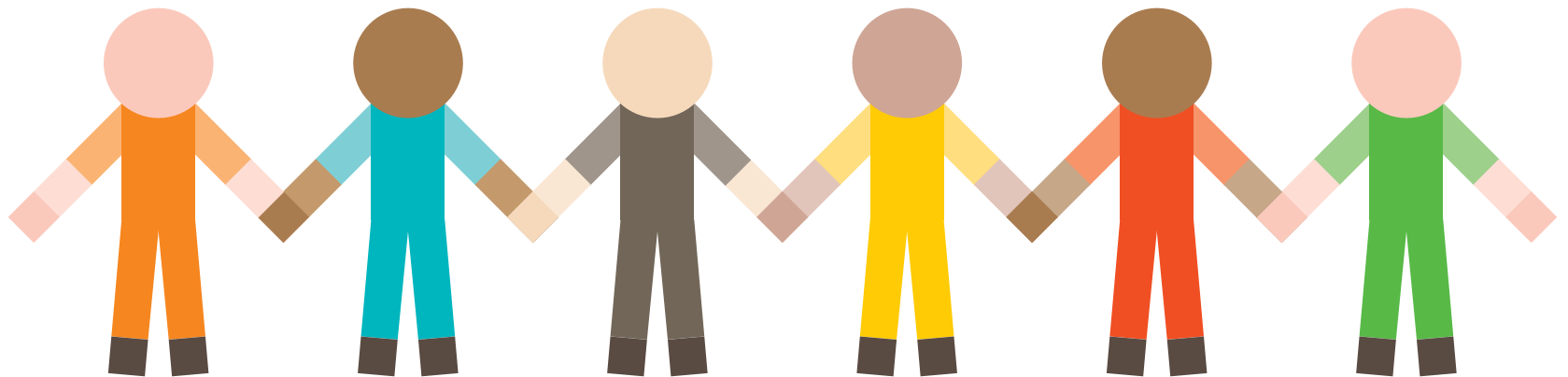




## 3. FULL INCLUSION AND EMPATHY

• **54%** of Ashoka Fellows achieved national impact to fully include marginalized groups in society within 5 years of election.

• **54%** of Ashoka Fellows see empathy as a major focus of their work



# FULL INCLUSION AND EMPATHY: EXAMPLE

COMPANIES WILL VALUE THE UNIQUE SKILLS OF  
PEOPLE WITH AUTISM.

Thorkil Sonne is working to create 1 million jobs for people with autism by working with companies who need people with outstanding memories or extreme attention to detail.



# FULL INCLUSION AND EMPATHY: EXAMPLE

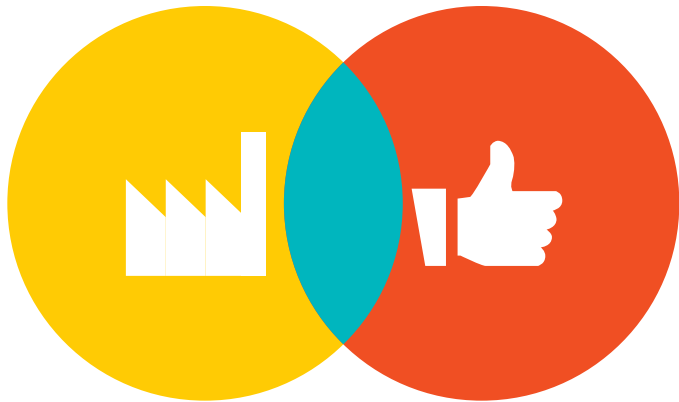
NON-LITERATE PEOPLE CAN LEARN TO READ USING SAME LANGUAGE SUB-TITLES ON TV SHOWS.

Brij Kothari sub-titles popular Indian TV shows allowing viewers to connect the written and spoken languages, a method shown in research to be very effective in developing literacy.





# 4. BUSINESS-SOCIAL CONGRUENCE



**56%** of Ashoka Fellows have achieved business-social congruence at a national level within 5 years of their election. This means that:

**61%** Fellows receive revenue through a for-profit element providing an average of **41%** of their budget.

**28%** of Fellows have a joint venture with a business.

# BUSINESS SOCIAL CONGRUENCE: EXAMPLE

BUSINESSES WILL BE CELEBRATED WHEN THEY SEE DISABILITY AND DIVERSITY AS A CORPORATE ASSET AND KEY TO SUCCESS.

Through the Ability Awards, Caroline Casey and Kanchi are focusing on the value of the 1 billion disability demographic as customers, employees, suppliers and members of the community. There are 230 Ability companies In Europe.



# BUSINESS SOCIAL CONGRUENCE: EXAMPLE

SLUM DWELLERS WILL USE TOILETS THAT ENABLE DIGNITY,  
ARE CLEAN AND EVEN PROFITABLE.

David Kuria worked with communities to build pay-per-use toilets and showers, staffed with youth who maintain them and linked them with small businesses to provide private, dignified facilities in a sustainable business model.



# 5. CULTURE OF CHANGEMAKING

**66%** of Ashoka Fellows have created cultures of changemaking at a national level within 5 years of their election.





# CULTURE OF CHANGEMAKING: EXAMPLE

CHILDREN WILL SOLVE SOCIAL PROBLEMS AND  
RESOLVE CONFLICTS PEACEFULLY.

Eric Dawson and Peace First have trained over 40,000 young people and seen a 60% average reduction in incidents of violence, and a 70-80% increase in instances of peacemaking.

# CULTURE OF CHANGEMAKING: EXAMPLE

AFRICAN-AMERICAN  
WOMEN WILL SUPPORT  
THEIR “*SISTERS*” TO  
DELIVER HEALTHY  
BABIES.

Kathryn Hall-Trujillo and  
the Birthing Project help  
women to understand  
their own power to create  
change - shifting the  
average birth weights  
from 6.5 lbs to 7.5 lbs.



# VALUE OF ASHOKA

% of Fellows reporting somewhat or critical difference.



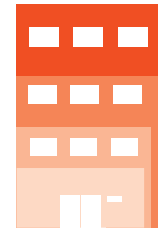
# HOW DO FELLOWS SCALE THEIR IMPACT



**61%** of Fellows scale their impact through changing policy



**46%** are using open source strategies



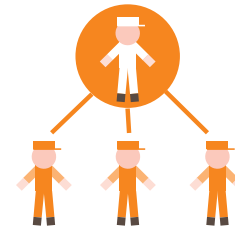
**39%** will expand the size of their organization



**57%** are creating a grassroots movements



Over **40%** of Fellows plan to use a media campaign



Only **7%** of Fellows have used franchising



# HOW DO FELLOWS PREFER TO BE SUPPORTED?

Percent of Fellows  
saying this type of  
support is important  
or critical



85%

Providing non-restricted funding

84%

Facilitating contacts with other  
potential funders

80%

Providing grant support to build  
and strengthen networks that  
further your mission

**“Everyday I give thanks that I am an Ashoka fellow. As a grassroots African American woman living in the US, Ashoka opens doors that I would never have had access to and has connected me to a global community of ideas and allies.”** *Kathyn Hall-Trujillo, US Fellow*

