



EVERYONE A CHANGEMAKER

2010 SUMMARY OF RESULTS

Our Vision & Mission

Ashoka **envisions** an Everyone A Changemaker™ world. A world that responds quickly and effectively to social challenges, and where each individual has the freedom, confidence and societal support to address any social problem and drive change.

Ashoka **strives to shape** a global, entrepreneurial, competitive citizen sector: one that allows social entrepreneurs to thrive and enables the world's citizens to think and act as changemakers.

Cover Image

In India there is a need for 24.7 million homes for the urban poor. Developers cannot serve people without pay stubs — even if they have reliable income from, for example, selling vegetables every day. The citizen sector understands such people but is hopeless in real estate development. The two sectors have never talked. An Ashoka collaborative entrepreneurship team devoted to tearing down the walls between sectors has shown that, by getting the developers to build in partnership with citizen groups who handle selling and administration, everyone profits and the needed homes are built. This picture shows a staff colleague of Ashoka India Fellow Rajendra Joshi selling new units to some of these hardworking families. In 18 months, 10,000 units (\$120 million privately financed) have closed, opening a \$240 billion opportunity in India alone.

Message from our President

At this historic moment it is clear that many of the old ideas have failed, and more than ever before, Ashoka is a place where people can find answers to the world's most pressing questions.

The world is looking to new leaders and new kinds of leadership with qualities we have always sought in our social entrepreneurs, our global team and our partners. Global events continually demonstrate the need for **empathic and ethical leaders** dedicated to addressing systemic problems in creative ways. Ashoka seeks to be a community for just this type of person, and with the many examples in our ever-growing community, we hope to inspire the rest of the world's citizens to be changemakers.

Ashoka recognizes that the quickest way to solve a major global issue is to invest in a critical mass of social entrepreneurs who can work together to transform a field or sector. More importantly, we begin to see patterns which allow us to take the next step collectively through collaborative entrepreneurship.

We hope to inspire the rest of the world's citizens to better understand how to most effectively engage in social change and to be effective changemakers. With the ever-increasing rate of change before us, it is now more critical than ever to ensure more individuals are mastering the skills and concepts to be changemakers.



Sincerely yours,

A handwritten signature in blue ink that reads "Diana Wells".

Diana Wells
President

Pioneering the Field of Social Entrepreneurship

Identify, Help Launch, Support

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 entrepreneur together to tip the world.

Structural Support

An Everyone A Changemaker™ world and its cutting-edge social entrepreneurs need new institutions. Ashoka's structural contributions include **smarter seed financing** and capital, bridges to the business and academic sectors, and strategic partnerships.

“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, Chairman & CEO

Ashoka continues to identify and support people with **system changing ideas**. These people are incredibly focused on achieving their goals:*

93%

of Ashoka Fellows are pursuing their **original objective** after 10 years

83%

of them are seen as **leaders in their field**

91%

of their **ideas** are replicated by other groups

* Ashoka Global Study 2009

Impacting Society through System Change

We define **impact** as system changes resulting from the social entrepreneurs, the ideas and networks we support that affect—or have the potential to affect—large numbers of people.

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

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

83%

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 & Value Chains

48%

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

Public Policy & 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 & 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 & Social Entrepreneurship

44%

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 over **2,700 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
- Bolivia
- Brazil
- Canada
- Chile
- Colombia
- Costa Rica
- Ecuador
- Guatemala
- Mexico
- Nicaragua
- Paraguay
- Peru
- United States
- Uruguay
- Venezuela

Europe

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

Asia

- Bangladesh
- East Timor
- India
- Indonesia
- Nepal
- Singapore
- Sri Lanka
- Thailand

Africa

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

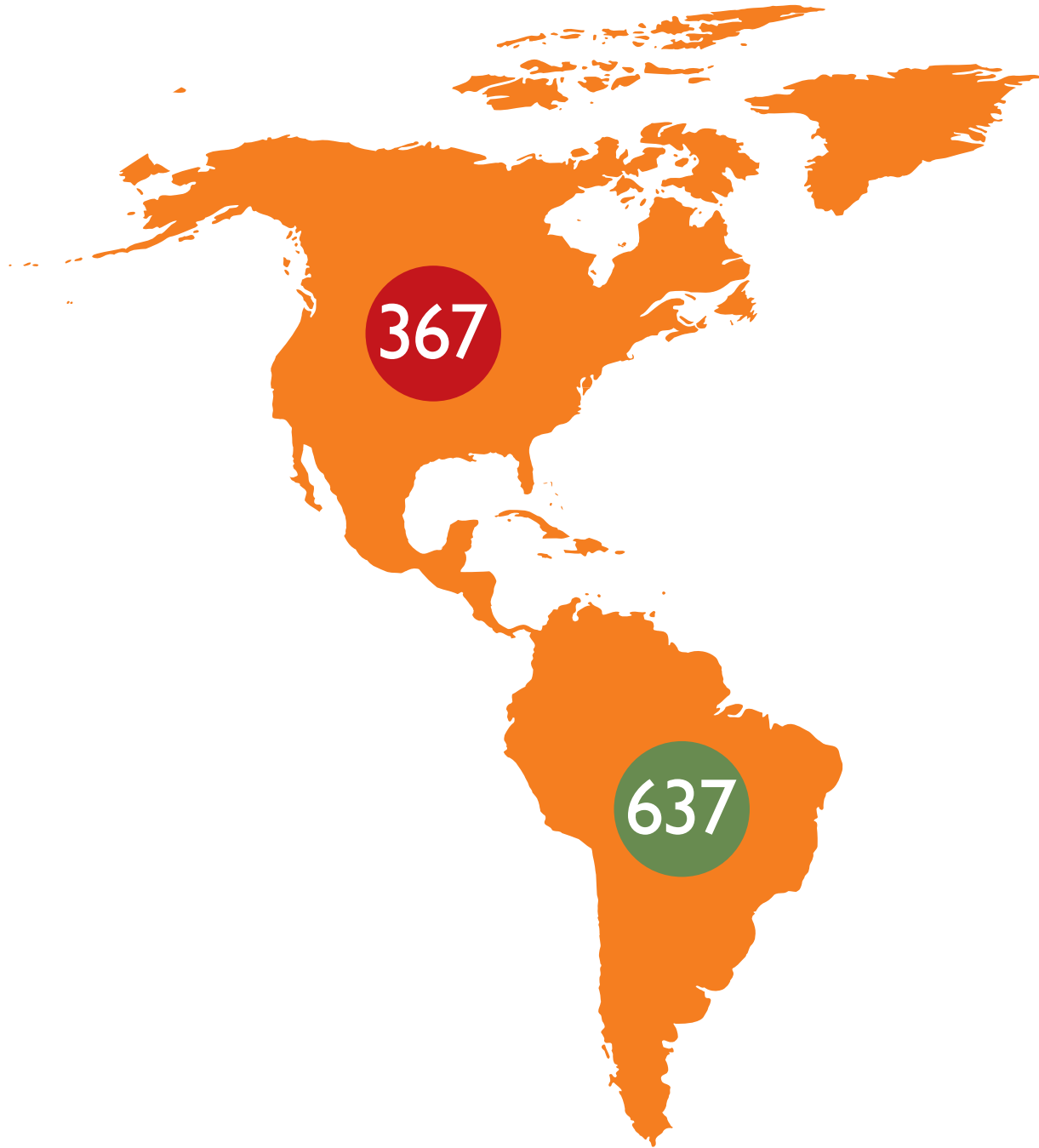
Middle East/North Africa

- Afghanistan
- Egypt
- Kuwait
- Lebanon
- Pakistan
- Saudi Arabia
- Jordan
- Turkey

A Snap Shot of History

- 1978 › Founding members do exploratory work in India, Indonesia, and Venezuela with over 300 social and other leaders
- 1980 › Bill Drayton founds Ashoka
- 1981-82 › First Ashoka Fellow is elected in India, and Ashoka is launched in Asia
- 1986 › Ashoka launches in South America (Brazil)
- 1987 › First Fellows elected in Mexico, Bangladesh, Thailand, and Nepal
- 1990 › Ashoka launches in Africa (Zimbabwe)
- 1991 › Ashoka launches in South Africa and Nigeria
- 1995 › Ashoka launches in Central and Eastern Europe
- 1996 › Ashoka launches Youth Venture and the Ashoka/McKinsey Center for Social Entrepreneurship is started in São Paulo, Brazil
- 1997 › Launch of Changemakers.com and first Fellow elected in Pakistan
- 2000 › First Fellows elected in United States
- 2003 › Ashoka launches the Middle East/Northern Africa region, beginning with Egypt
- 2004 › The Full Economic Citizenship program is piloted in Mexico
- 2005 › Ashoka launches in Western Europe (France, Spain, Germany, and Ireland)
- 2006 › The Ashoka Support Network is founded in France and launched in the United Kingdom
- 2007 › Launch of Social Investment Entrepreneurs, electing social entrepreneurs working in finance
- 2008 › Launch of Ashoka's Changemaker Campuses
- 2009 › Ashoka launches in Israel
- 2010 › First Ashoka Globalizer Summit is held in Vienna and Ashoka launches in Japan and Scandinavia

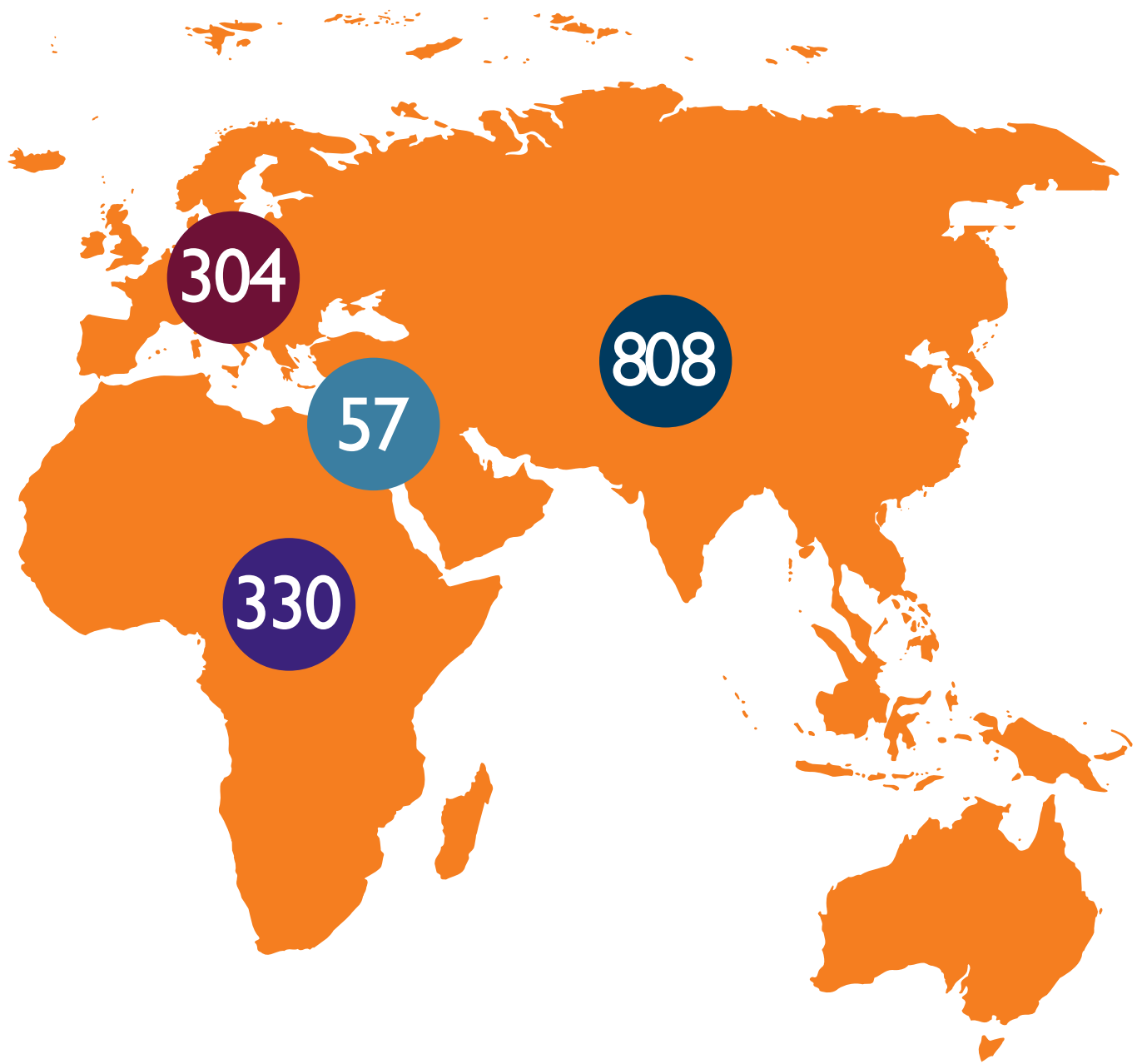
Ashoka Fellows Worldwide*



● Africa
● Asia

● Europe
● North and Central America

● South America
● Middle East/North Africa



*as of 2010

Program Summaries

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 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 2010, Ashoka welcomed over 100 new Ashoka Fellows in 33 different.

Changemakers

Changemakers applies the “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 2010 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 this past year. This publication showcased the hybrid value chain framework that Ashoka has identified, developed and facilitated as a new operating framework 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.

Last summer, Staples and Ashoka's Youth Venture launched the fourth annual Youth Social Entrepreneurship Competition to celebrate young changemakers who are creating impact through their youth-led social change ventures. The competition received a total of 520 entries from 52 countries and successfully fostered fellowship among the young changemakers.

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 2010 Ashoka U increased the geographic diversity of its Changemaker Campus Consortium, including important campuses from the South, Midwest and Southwest regions (Arizona State University, Duke University, and Marquette University) and also 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 2010 Ashoka launched the Ashoka Globalizer 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 2010, Ashoka chose four volunteers and matched them with Ashoka Fellows around the world that required their specific expertise. In 2011, 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 2010, 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.

“As a business entrepreneur you rarely get the opportunity to use your experience in supporting social change. Ashoka allows me to do just that, by becoming a resource to some of the brightest social entrepreneurs. These are the visionaries who understand the challenges of tomorrow’s world and find the right solutions to solve society’s toughest problems. Bringing my expertise to bear is deeply satisfying and impactful.”

- Anousheh Ansari,
First Female Private Space Explorer
Globalizer Panelist

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 the quality 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

Kara Andrade, Guatemala Habla Guate



Kara is developing a citizen-based information sharing platform throughout Central America, HablaCentroCentro.com, where contributors, especially young people, from each country share and discuss information in various languages.

Built on mobile phone networks and Internet "hub" sites, Kara's HablaCentro model has rapidly spread through the region, as grassroots demand for a reliable source of information has surged.

Frank Hoffman, Germany Discovering Hands



Dr. Frank Hoffman is pioneering a diagnostically superior, personal, low-cost breast examination method by training blind people to become Medical Tactile Examiners (MTEs) that both integrates them into the primary health care

infrastructure and enhances women's health care experience. Whereas a doctor is able to spend only a few minutes on each examination, MTEs can commit a half hour due to their lower labor costs. The program has been acclaimed a success by both patients and practitioners in Germany and health services across the world have shown interest in launching an equivalent systems.

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

Selected Ashoka Investors and Business Entrepreneurs

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

Selected Global Corporate Partners

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

Selected University Partners

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

Selected Foundations

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

Partner Highlights

JPMorgan Chase Foundation Partners With Ashoka To Launch Japan

Ashoka CEO Bill Drayton met with Japanese Prime Minister Yukio Hatoyama in February to further the development of this year's launch of Ashoka Japan. The program is supported in part by a \$230,400 grant from the JPMorgan Chase Foundation to foster youth social entrepreneurship throughout the country and will be instituted through the Youth Venture program. The foundation's grant will allow Ashoka to introduce in Japan its model of enabling young people to learn the skills of teamwork, leadership and empathy that they need in order to be successful future leaders.

“[T]he changes we are facing in the world are changes every country has in common. Japan is not an exception. If you really want to, you can change. Japan is standing at its entrance.”

Bill Drayton,
Ashoka Founder and CEO

Gates Foundation and Ashoka Bring Social Innovation to Agriculture in Africa and India

The Bill and Melinda Gates Foundation pledged \$15 million to support social innovation and entrepreneurship in agricultural and sustainable rural development. The foundation's grant will allow Ashoka to elect more than 90 Fellows who will spread promising innovations aimed at helping small farmers living in poor, rural communities in Sub-Saharan Africa and India move out of poverty. Agricultural and rural sustainable development initiatives supported by Ashoka will be oriented around key issues such as new technologies, farmer productivity, key agricultural policies, and connections between smallholder farmers and markets.

“This partnership underscores that the most important change must be to empower humans from passive recipients of solutions to initiators and champions of innovation in the social sector.”

Diana Wells,
Ashoka President

The Brin Wojcicki Foundation Leverages Social Entrepreneurship with \$1 Million Matching Grant to Ashoka

The Brin Wojcicki Foundation, established by Google co-founder Sergey Brin and Anne Wojcicki, co-founder of 23andMe, rewarded Ashoka with a \$1 million grant this past year. The Brin Wojcicki Foundation used the form of a matching grant with the goal of triggering more donations and support.

“The world needs more social innovations. That is why we want to get more people involved with Ashoka. I think the more people know about Ashoka the more they are inspired to make a difference in their own lives.”

Anne Wojcicki,
Co-Founder 23andMe Inc.

The Financials*

Statement of Activities

	2009 Total	2010 Total
Public Support, Revenue & Gains		
Public Support	40,263,157	29,071,813
Revenue & Gains (Losses)	2,128,288	(308,148)
Total Support & Revenue >	\$42,391,445	\$28,763,665
Expenses		
Program Services		
Leading Social Entrepreneurs	14,937,081	10,806,571
Idea Spread and Education	1,211,225	815,836
New Architecture	10,741,954	9,592,858
Group Entrepreneurship	8,072,773	7,843,654
Total Program Services	34,963,033	29,058,919
Supporting Services		
Management & General	3,139,253	2,794,035
Fundraising	2,476,805	2,673,067
Total Supporting Services	5,616,058	5,467,102
Foreign Exchange (Gains) Losses	460,590	617,069
Total Expenses >	\$41,039,681	\$35,143,090
Increase (Decrease) in Net Assets	1,351,764	(6,379,425)
Net Assets, beginning of year	58,970,172	60,312,936
Net Assets, end of Year >	\$60,321,936	\$53,942,511

Statement of Financial Position

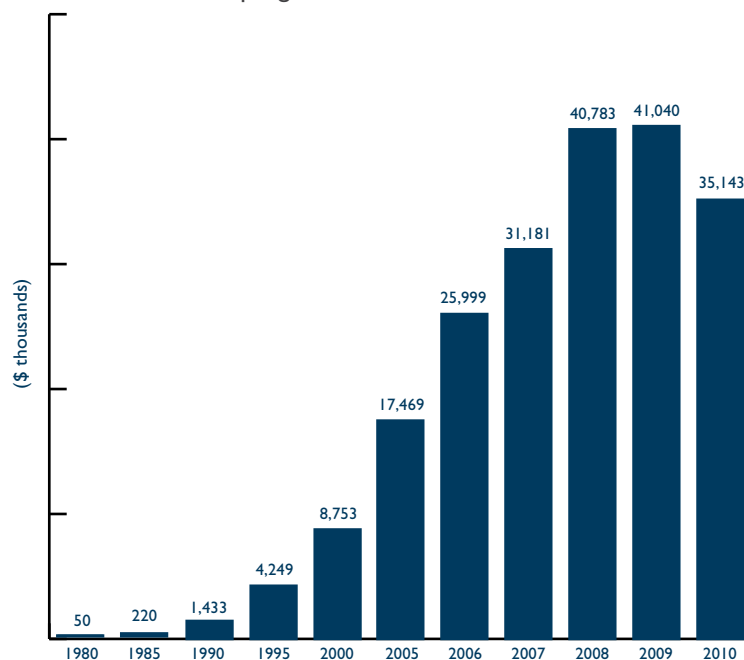
	2009 Total	2010 Total
Assets		
Cash	8,344,887	8,163,860
Pledges Receivable	37,649,308	30,980,971
Investments	32,236,470	28,737,725
Other Assets	824,034	830,411
Total Assets >	\$79,054,699	\$68,712,967
Liabilities		
Accounts Payable & Accrued Expenses	371,760	667,513
Fellowship Obligations	18,361,003	14,102,943
Total Liabilities >	\$18,732,763	\$14,770,456
Net Assets		
Unrestricted	2,270,899	132,657
Temporarily Restricted	38,685,779	34,732,217
Permanently Restricted	19,365,258	19,077,637
Total Net Assets	60,321,936	53,942,511
Total Net Assets & Liabilities >	\$79,054,699	\$68,712,967

* Based on Cleveland & Gotliffe independent auditor's report Fiscal Year 2010

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.

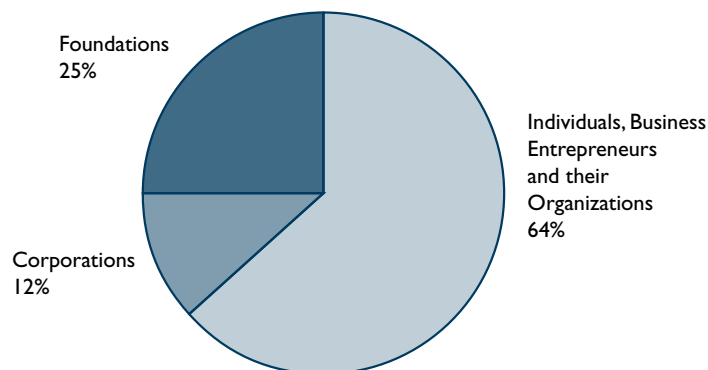
Annual Global Operating Expenses

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



International Board of Directors



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, DC 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.



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.



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.



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 earlier worked with McKinsey & Co. and taught at Stanford Law School and the Kennedy School of Government.

Press Perspectives

Chosun Ilbo

Korea

The power of Ashoka comes from the network of Ashoka Fellows, the great social entrepreneurs selected through a thorough and difficult selection process. Just imagine the scene of more than 2,800 social entrepreneurs from more than 70 nations discussing and sharing their ideas thoughts and innovations on social change.

Clase Ejecutiva

Argentina

A new-age cycle rickshaw that is light on both the pockets and the calf muscles of rickshaw pullers; mobile games designed to battle life-threatening diseases like HIV/AIDS and TB; and a low-cost computer that enables visually challenged students to read textbooks. Each one of these innovations is the brainchild of Ashoka Lemelson Fellows from India, who along with over 100 [Ashoka] entrepreneurs from across the globe, converged at the Indian School of Business (ISB), Hyderabad...to showcase their innovations.

The Huffington Post

United States

Ashoka has just taken a giant step forward. They've introduced their Globalizer Program - designed to help 25 of the world's leading social entrepreneurs go global. Under this new program, these pioneering folks will get the intellectual and financial support they need to take their ideas to the next level and to more people... And the first Ashoka Globalizer group will pay it forward. They'll help other social entrepreneurs learn how to scale their ideas.

CNN

Latin America

FEC by its acronym in English (Full Economic Citizenship) is an initiative of Ashoka, which through the hybrid value chain model (HVC) seeks to promote large-scale changes in collaboration between social entrepreneurs and business where the combination of capabilities along the value chain can bring products and services to low-income communities at a fair price, through a model that combines the best practices of both companies and the social sector.

Indian Express

India

Ashoka Changemakers, a global community of social entrepreneurs, the G20 Seoul Summit and the Rockefeller Foundation on Friday introduced 14 innovative finance models dedicated to unleashing the potential of small and medium-sized enterprises (SMEs) in emerging markets...

This is a tremendous accomplishment and an important step in strengthening the global economy by boosting the SME sector through organized and well-served scope for investments and financing. The impact of these finance models covers a wide range of strategies, including training, visibility, risk management, and access to new markets.

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**. You can find out more about ways to engage with us at www.ashoka.org/getinvolved.

- **Invest in Ashoka** › Ashoka provides a variety of ways you can contribute financially to support our work.
- **Join Our Team** › Learn about career, internship, and volunteer opportunities. Go directly to our online application (for internships and jobs).
- **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!
- **Join the Ashoka Support Network** › Engage with Ashoka, committing time and resources to support the work of social entrepreneurs.
- **Become a Member** › Join a group of likeminded individuals and receive special communications, event invitations, and more from Ashoka.
- **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

“Ashoka is bringing down the walls that have historically separated social entrepreneurs and the business sector. Combining the power of these two forces will radically accelerate progress against many of the toughest social issues of our time.”

—Todd Park, Co-Founder, athenahealth

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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