



**ASHOKA**  
*Innovators For the Public*

## **2012 Annual Report**



### **About us:**

Ashoka is the largest 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 1980, we have elected and funded about 3,000 leading social entrepreneurs in more than 70 countries, providing them with living stipends, professional support, and access to a global network of peers. Rather than building one school or clinic in one community, Ashoka Fellows work at the systemic level, transforming the way children learn or creating new healthcare delivery systems. Our Fellows inspire others to adopt and spread their innovations - demonstrating to all citizens that they too have the potential to be powerful changemakers. Being at the center of this network provides us a deep understanding of the key levers for bringing about structural social change in society, across industries and sectors. We see patterns that show where interventions are most needed in society and where fields are ripe for change. Ashoka then distills action-principles that cut across the work of these social entrepreneurs and creates frameworks for collaborative entrepreneurship to drive global change.

### **Mission**

To support social entrepreneurs who are leading and collaborating with changemakers, in a team of teams model that addresses the fluidity of a rapidly evolving society. Ashoka believes that anyone can learn and apply the critical skills of empathy, team work, leadership and changemaking to be successful in the modern world.

### **Vision**

To advance an Everyone a Changemaker world, where anyone can apply the skills of changemaking to solve complex social problems.



## **What We Do:**

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

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

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

## **Where we Work:**

### **Sub-Saharan Africa:**

- Kenya
- Nigeria
- Senegal
- South Africa
- Uganda

### **Asia:**

- India
- Indonesia
- Japan
- Singapore
- South Korea
- Thailand

### **North America:**

- Canada
- United States
- Mexico (serving Central America)

### **South America:**

- Argentina
- Brazil
- Chile
- Colombia
- Peru
- Venezuela

### **Europe:**

- Austria
- Belgium
- France
- Germany
- Ireland
- Hungary
- Poland
- Portugal
- Spain
- Sweden
- Switzerland
- United Kingdom

### **Middle East/ North Africa:**

- Egypt
- Israel
- Turkey

### **Countries where Ashoka is raising money to launch/re-launch programs:**

- Bangladesh
- China
- Greece
- Haiti
- Malaysia
- Nepal
- Pakistan
- Peru
- Philippines
- Portugal
- Sri Lanka
- United Arab Emirates



## INTERNATIONAL BOARD OF DIRECTORS

Ashoka's Board of Directors serves the specific needs of both Ashoka and the social entrepreneurship movement. Membership requires deep understanding of and commitment to our vision and values and to our "everyone a collegial entrepreneur" culture.

Over half the board members are social entrepreneurs, and the others possess mastery of designing, leading and managing institutions. The board works closely together to contribute to Ashoka's strategy and institutional evolution into an Everyone a Changemaker™ institution. The board also exercises financial control oversight.

### **William Drayton** > Chairman & CEO, USA



Bill founded Ashoka in 1981. Bill is Ashoka's Chair and Chief Executive Officer. He is also chair of three other organizations; Youth Venture, Community Greens, and Get America Working! Bill has won numerous awards and honors throughout his career. As one of three members of the Leadership Team, his special responsibilities are leadership of the new group entrepreneurship and social financial services programs as well as staff search and marketing functions.

Before founding Ashoka, Bill Drayton was the Assistant Administrator of the US Environmental Protection Agency from 1977 to 1981. Elected a MacArthur Fellow in 1984, he also founded Get America Working!, Environmental Safety, Community Greens and Youth Venture. Mr. Drayton previously worked with McKinsey & Co. and taught at Stanford Law School and the Kennedy School of Government. In 2005, he was selected one of America's Best Leaders by US News & World Report and Harvard's Center for Public Leadership. Other awards include the Yale Law School's highest alumni honor, the National Wildlife Federation's Conservation Achievement Award International; and the National Academy of Public Administration National Public Service Award.

### **Mary Gordon** > Ashoka Fellow – Roots of Empathy, Canada



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, USA



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



**Kyle Zimmer** › Founder – First Book, USA



Kyle Zimmer co-founded First Book, a US based organization that supplies millions of poor children across the US with their first books. Kyle Zimmer has earned a reputation as a leader in the fight to end illiteracy. Kyle and two colleagues founded First Book in 1992, and Kyle serves as President of the organization. First Book recently celebrated the distribution of its 40 millionth book through its network in more than 3,000 communities domestically and is in the process of expanding globally. 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.

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



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. Fred was one of the very early Ashoka Fellows. Fred chairs Ashoka Indonesia and has played many roles in Ashoka -- from selection panel chair to member of the board Executive Committee.

**Roger Harrison** › Newspaper Executive & Journalist, U.K.



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. Roger also has also served as Chairman of Asylum Aid (helping asylum seekers in the UK), a council member of Goldsmiths College (a university in South London), and a trustee of many diverse charities. He is currently the Chairman of the Royal Academy of Dance (RAD), an influential dance education and training organizations that operates in 80 countries.



## In Memory of Gloria de Souza › Ashoka Fellow – Parisar Ashe, India



The Board of Directors, Fellows and Staff of Ashoka deeply mourn the passing of our friend and colleague Gloria De Souza. Elected in 1982 as the first Ashoka Fellow, Gloria de Souza was the founder and Director of Parisar Ashe, an environmental education center in Mumbai, India. She found an educational system that deadened student’s creativity, motivation to learn, problem-solving capacity, and faith in India. Ms. de Souza 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.

Her core contribution was not to invent modern education but to adapt it to make it attractive in non-Western settings. Her patient work of adoption, persuasion, training, and organizing spread her impact widely. Eventually the government of India introduced her work into other districts, and UNICEF asked her to help first in Sikkim and then beyond. Other areas of India, in Bangladesh, Sri Lanka, and the Middle East asked Gloria to extend her program to their areas.

Ashoka CEO Bill Drayton, expressing his sadness at her passing, said “Gloria’s life touched all of us very deeply. She loved us, and every day, expressed her faith and her love and respect in action—for us and for all. It would be impossible not to be touched by that gift. It allowed and challenged us to live bigger, more loving lives. She gave all of us the greatest gift—the ability, at all levels, to give.” Gloria expressed her deep faith, her love and her values by taking action to help the most vulnerable; a legacy that will inspire us each and every day through the work of Ashoka. We are humbled by her work, thankful for her wisdom and appreciative of her service to the Ashoka Board. She will be greatly missed.



## Leadership Team

**William Drayton** › CEO

**Diana Wells** › President



Diana joined the organization after graduating from Brown University in 1988 with a degree in South Asian Studies. As an undergraduate, her year-long study abroad in Varanasi, India led her to see the need for local solutions to solve global problems. This insight inspired her to pursue an internship at Ashoka, where she created one of its core programs, Fellowship Support Services, (now Fellowship) which expanded the resources available to Ashoka's social entrepreneurs to connect them to one another. When Diana took a leave to pursue a Ph.D. in anthropology from New York University (2000), she was named both a Fulbright and Woodrow Wilson scholar. Her ethnographic research on understanding how social change happens as a local articulation of a global social movement resulted in her dissertation: 'Between the Difference: The Emergence of a Cross Ethnic Women's Movement in Trinidad and Tobago.'

Ph.D. in hand, Diana returned to Ashoka as a leader in the worldwide process of selecting social entrepreneurs to be Ashoka fellows. Additionally, she was given responsibility for Ashoka's geographic expansion and during her tenure, there was a significant increase of Fellow elections, allowing Ashoka to reach its current total of 3,000. She became the President of Ashoka in 2005. She has contributed significantly to the field of social entrepreneurship by implementing one of the first, and now widely respected, tools to measure the impact of social entrepreneurship.

She is on the Advisory Board for the Center for the Advancement of Social Entrepreneurship (CASE) at Duke's Fuqua School of Business and on the Board of GuideStar International. She has taught at Georgetown University on Anthropology and Development and has authored and edited numerous journal and book publications, including two compilations on social movements in the United States.

In 2007, Diana was celebrated as one of 10 winners of the first annual Women to Watch award, by Running Start. She also received the first Social Innovation Champion Award at George Mason University's Accelerating Social Entrepreneurship (ASE) conference in 2011. Since then, in 2012, her alma mater, Brown University, honored her with its highest distinction for graduates, the Williams Rogers Award, in recognition of exemplifying Brown's mission to prepare alumni for lives of "usefulness and reputation."

**Sushmita Ghosh** › President Emeritus

After completing a five-year term as President of Ashoka, Sushmita continues to serve as Ashoka's, President Emeritus, a member of Ashoka's Leadership Team, and the Chair of Changemakers, which she founded.

After graduating at the top of her class at the University of Delhi,





Sushmita served as a Sub-Editor, Research Director and Executive Director of Maneka Gandhi's national Indian news magazine Surya from 1979 to 1982. She went on to pursue a successful career in freelance journalism, working with every major mainstream publication in India, including The Times of India, The Hindustan Times, Business Standard, Sunday Magazine, and others.

Following her career in journalism, Sushmita served as Ashoka's country representative for India from 1989 – 1997. During that time, she helped Ashoka launch its new programs in Latin America and directed its European efforts. In 1992, Sushmita founded Changemakers, which she evolved from a magazine for social entrepreneurship to an online platform for open source problem solving. That service now offers instruction in changemaking for social change organizations and ordinary citizens, ultimately aspiring to form a self-energizing community of changemakers. Subsequently, she became Ashoka's International Vice President and the Executive Director of Changemakers. She later served as President of Ashoka from 2000 to 2005.

Now, in addition to chairing Changemakers, she also leads Ashoka's Global Academy of Social Entrepreneurship that recognizes and connects the top tier of the world's social and business entrepreneurs. She is also a board member of several non-profit organizations around the world, including the Consumer Unity and Trust Society (India), the Energy Environment Group (India), and Gender Action and Advisory (USA), Communications for Social Change (USA) and a council member at the American India Foundation. Sushmita's leadership drives Ashoka's growth and its support programs for the global citizen sector.

### **Anamaria Schindler** › Co-President Emeritus



Anamaria first joined Ashoka in 1996 to launch a joint venture, "The Training Center for Social Entrepreneurs," between Ashoka and McKinsey & Company to bridge the business and social sectors globally. After leaving Ashoka for a period in 2008 Anamaria returned in 2011 in her current capacity.

Anamaria was born in Germany but grew up and currently lives in Brazil. She earned both a Masters (1988-1992) and a Doctorate (1993-1996) in Sociology from the University of São Paulo (USP), Brazil. From 1988 to 1995, Anamaria worked on human rights and violence issues in various public and private institutes throughout Brazil. During that period, she contributed to the launch of the Center for the Study of Violence as USP, Brazil, which focuses on developing public policy projects on human rights violations and democracy in Latin America.

After completing her formal education, she started at Ashoka, eventually serving as Vice-President for Strategic Partnerships and as Ashoka's Co-President between 2005 and 2007. She has been an important part of leading Ashoka's shared vision process across the organization. While at Ashoka, she also wrote a monthly column at the Brazilian business newspaper Valor Econômico from 2000 to 2005. Anamaria then left Ashoka to launch the Instituto Arapyáú in Brazil in 2008 and led its implementation and strategy until 2011. The Institute is a social impact investment venture founded by Brazilian leading business entrepreneur Guilherme Leal of Natura Cosmetics with a focus in education in sustainability and sustainable development. During this period, Anamaria also launched a national movement "Movimento Brasil Sustentável," with a group of 50 leading business and social entrepreneurs. Anamaria has participated actively in the Brazilian Presidential Campaign in 2010 as an advisor for Marina Silva and



Guilherme Leal, candidates for President and Vice-President respectively.

In 2011, she returned to Ashoka as a member of the Leadership Team, and contributed to shaping the “Everyone a Changemaker” vision and leading the efforts to build the South America Diamond and spread Everyone a Changemaker across South America. She is also a member of the boards of several citizen sector organizations in Brazil and Latin America, including the Avina Foundation, Conectas Human Rights and the Fundo Nacional de Direitos Humanos (National Fund for Human Rights).

**Romanus Berg** > Chief Information Officer



As VP, CIO and a member of Ashoka's Leadership Group, Romanus joined Ashoka from Oceana, which he helped grow from a small start-up in 2001 into an international institution working to ensure successful stewardship of our World's Oceans. Romanus began his career developing the online communications toolset that supported the successful privatization of the U.S. Uranium Enrichment Corporation (USEC.) In addition to helping shift the focus of uranium enrichment from military to civilian use in both the U.S. and Russia; it was, at the time, the largest successful government initial public stock offering in U.S. history. Romanus currently serves on NetHope's board, which works to share social solutions across citizen, government and private sectors.

## 2012 Partners







**ASHOKA**  
**STATEMENTS OF FINANCIAL POSITION**  
**AUGUST 31,**

Assets:	<u>2012</u>	<u>2011</u>
Cash and cash equivalents	\$ 14,100,383	\$ 13,881,753
Unrestricted/Temporarily restricted investments (Note 5)	6,131,500	7,764,573
Unconditional promises to give (Note 4)		
Unrestricted	2,188,241	4,195,905
Restricted	31,823,344	38,794,844
Other receivables	84,995	183,942
Prepaid expenses	37,124	97,267
Security deposits	81,897	70,702
Permanently restricted investments (Note 5)	19,985,716	20,381,918
Fixed assets, net of accumulated depreciation of \$890,803 and \$808,379 (Note 6)	<u>239,692</u>	<u>157,008</u>
<b>Total assets</b>	<b><u>\$ 74,672,892</u></b>	<b><u>\$ 85,527,912</u></b>
 Liabilities and net assets:		
Accounts payable	\$ 23,332	\$ 147,519
Accrued expenses	957,827	659,353
Line of credit (Note 7)	83,171	-
Fellowship obligations (Note 8)	<u>13,222,475</u>	<u>12,368,901</u>
Total liabilities	<u>14,286,805</u>	<u>13,175,773</u>
 Net assets:		
Unrestricted:		
Designated for endowment purposes (Note 1c)	1,097,549	1,097,549
Undesignated	<u>(6,495,474)</u>	<u>(914,033)</u>
Total unrestricted	<u>(5,397,925)</u>	<u>183,516</u>
Temporarily restricted (Note 2)	45,798,296	51,786,705
Permanently restricted (Note 1c)	<u>19,985,716</u>	<u>20,381,918</u>
Total net assets	<u>60,386,087</u>	<u>72,352,139</u>
 Total liabilities and net assets	<b><u>\$ 74,672,892</u></b>	<b><u>\$ 85,527,912</u></b>



**ASHOKA**  
**STATEMENT OF ACTIVITIES**  
**YEAR ENDED AUGUST 31, 2012**

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
<b>Support and Revenues:</b>				
Contributions	\$ 4,618,434	25,908,332	131,600	\$ 30,658,366
Contributed services	2,181,565			2,181,565
Received from federated campaigns	13,019			13,019
Income from investments	190,257		437,142	627,399
Realized gains (losses) on investments	1,955		(30,126)	(28,171)
Unrealized gains (losses) on investments	15,187		(934,818)	(919,631)
Miscellaneous income	7,136			7,136
Net assets released from restrictions:				
Satisfaction of program restrictions	31,272,645	(31,272,645)		-
Endowment income to unrestricted (Note 1c)	-			-
Allowances for losses on promises to give		(624,096)		(624,096)
<b>Total support and revenue</b>	<u>38,300,198</u>	<u>(5,988,409)</u>	<u>(396,202)</u>	<u>31,915,587</u>
<b>Expenses:</b>				
Program services:				
Leading social entrepreneurs	14,419,799			14,419,799
Idea spread and education	959,887			959,887
New architecture	11,241,873			11,241,873
Group entrepreneurship	10,192,921			10,192,921
<b>Total program services</b>	<u>36,814,480</u>	<u>-</u>	<u>-</u>	<u>36,814,480</u>
Supporting services:				
Management and general	2,472,311			2,472,311
Fund raising	3,163,809			3,163,809
<b>Total supporting services</b>	<u>5,636,120</u>	<u>-</u>	<u>-</u>	<u>5,636,120</u>
<b>Total expenses</b>	<u>42,450,600</u>	<u>-</u>	<u>-</u>	<u>42,450,600</u>
Increase (decrease) in net assets from operations	(4,150,402)	(5,988,409)	(396,202)	(10,535,013)
Foreign exchange gains (losses) (Note 13)	(1,431,039)			(1,431,039)
Increase (decrease) in net assets	(5,581,441)	(5,988,409)	(396,202)	(11,966,052)
Net assets, beginning of year	183,516	51,786,705	20,381,918	72,352,139
<b>Net assets, end of year</b>	<u>\$ (5,397,925)</u>	<u>\$ 45,798,296</u>	<u>\$ 19,985,716</u>	<u>\$ 60,386,087</u>

**ASHOKA**  
**STATEMENT OF ACTIVITIES**  
**YEAR ENDED AUGUST 31, 2011**

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
<b>Support and Revenues:</b>				
Contributions	\$ 7,432,195	\$ 43,632,572	\$ 3,250	\$ 51,068,017
Contributed services	2,574,121			2,574,121
Received from federated campaigns	18,830			18,830
Income from investments	207,960		360,187	568,147
Realized gains (losses) on investments	1,180			1,180
Unrealized gains (losses) on investments	115,706		1,648,063	1,763,769
Miscellaneous income	11,532			11,532
Net assets released from restrictions:				
Satisfaction of program restrictions	26,432,765	(26,432,765)		-
Endowment income to unrestricted (Note 1c)	707,219		(707,219)	-
Allowances for losses on promises to give		(145,319)		(145,319)
Total support and revenue	<u>37,501,508</u>	<u>17,054,488</u>	<u>1,304,281</u>	<u>55,860,277</u>
<b>Expenses:</b>				
<b>Program services:</b>				
Leading social entrepreneurs	13,631,698			13,631,698
Idea spread and education	776,923			776,923
New architecture	10,845,790			10,845,790
Group entrepreneurship	8,612,159			8,612,159
Total program services	<u>33,866,570</u>	<u>-</u>	<u>-</u>	<u>33,866,570</u>
<b>Supporting services:</b>				
Management and general	2,463,759			2,463,759
Fund raising	1,799,755			1,799,755
Total supporting services	<u>4,263,514</u>	<u>-</u>	<u>-</u>	<u>4,263,514</u>
Total expenses	<u>38,130,084</u>	<u>-</u>	<u>-</u>	<u>38,130,084</u>
Increase (decrease) in net assets from operations	<u>(628,576)</u>	<u>17,054,488</u>	<u>1,304,281</u>	<u>17,730,193</u>
Foreign exchange gains (losses) (Note 13)	<u>679,435</u>			<u>679,435</u>
Increase (decrease) in net assets	50,859	17,054,488	1,304,281	18,409,628
Net assets, beginning of year	132,657	34,732,217	19,077,637	53,942,511
Net assets, end of year	<u>\$ 183,516</u>	<u>\$ 51,786,705</u>	<u>\$ 20,381,918</u>	<u>\$ 72,352,139</u>



## Commentary on 2012 Financial Position

Ashoka's \$6 million decrease in temporarily restricted net assets in 2012 should be considered in light of:

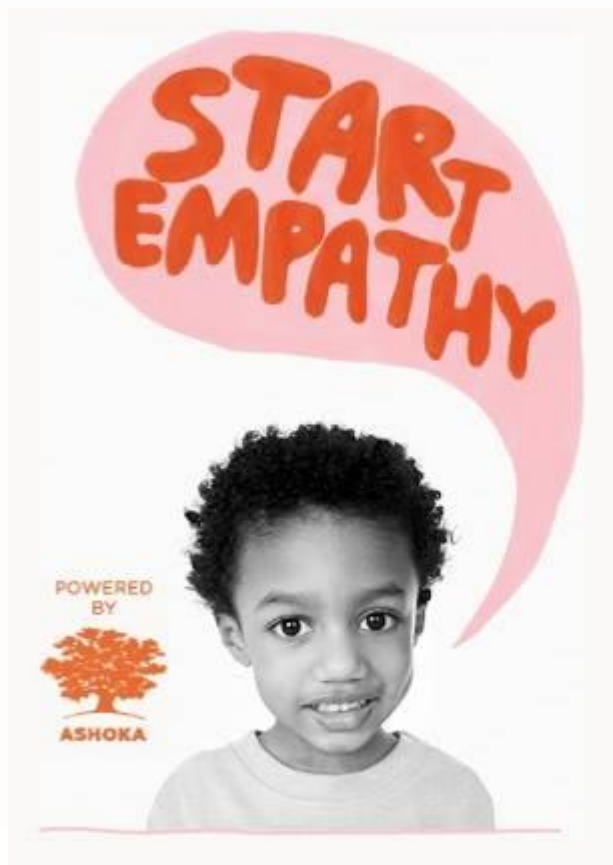
- A \$6.8 million increase in total net assets in 2011, due primarily to a large pledge from Boehringer Ingelheim (which also accounts for the \$55.8 million in revenue in 2011, compared to \$31.9 million in 2012). Ashoka is able to release this revenue (from temporarily restricted to unrestricted) to pay expenses only when we have implemented programs and fulfilled donor's wishes, e.g., implementing the activities of the large grant from Boehringer Ingelheim.
- The spending down of 2011's extraordinary net assets will occur over several years as we deliver on portions of the work promised to our partners.
- A significant increase in total assets in one fiscal year is frequently followed by a decrease in assets in the following years, as staff capacity shifts from fundraising to delivering on the partnership.

An additional reduction in net assets of \$3.6 million was primarily due to a \$2.8 million loss in Ashoka's Changemakers program

- The Changemakers program has been financially very strong for the last number of years and appears strong again as we just closed FY13 recently (8/31/13).
- In 2012 Changemakers began a major shift in its business model in 2012, with major investments in web development. Management felt this shift was essential for the long-term impact and sustainability
- At close of FY12 this shift had yet to gain sufficient traction to recoup the initial investment.
- The remainder of the operational decrease was largely due to other budget shortfalls from programs in transition.



## 2012 Activities and Program Updates



### Ashoka's Empathy Initiative

Start Empathy, an initiative of Ashoka, is a community of individuals and institutions dedicated to building a future in which every child masters empathy.

*Empathy is the ability to understand the feelings and perspectives of others and to use that understanding to guide one's actions. It is critical both to individual human development and to our collective ability to solve problems and build a stronger society. Start Empathy is not out to build a single program, curriculum, or silver-bullet fix. Rather, we're working to unleash demand for empathy as the core 21st century skill—collaborating with social entrepreneurs, educators, parents, and key players in the media, business, and academic sectors to make empathy as essential as reading and math in early education. Success will take all of us and will require rethinking how we parent, educate, and raise our children in a world that is changing faster than ever before.*

Empathy not only helps us understand and treat one another better: it's a key currency in a world defined by

connectivity and change. We know that a child who masters empathy at the age of six is less likely to bully ten years later, and for students, having one supportive relationship with an adult outside the family can be the difference between success and failure. And we know that far from being a "nice-to-have," empathy—and the various skills it entails—is increasingly critical to our success at home, in the workplace, and in the world.

At Ashoka, we have a three-fold strategy to our Empathy initiative: changing the conversation about empathy in education through maven engagement, electing leading social entrepreneurs who are innovating empathy education worldwide, and tipping elementary schools to recognize empathy as the fundamental skill to ensure success.

For more, visit us at [www.startempathy.org](http://www.startempathy.org) and [www.empathy.ashoka.org](http://www.empathy.ashoka.org)

#### Highlights of 2012:

- Over 600 innovations sourced through the [Activating Empathy: Transforming Schools to Teach What Matters](#) competition and over one million Twitter followers reached.
- Eleven new "Empathy Fellows" selected to join the Ashoka Fellowship, recognizing their fit with Ashoka's long-standing Fellow selection criteria and the powerful insights they bring to our emerging framework. They include: Dana Mortenson (World Savvy), Ellen Moir (New Teacher Center), David Lubell (Welcoming America), Scott Hartl (Expeditionary Learning), Ai-jen Poo



(Caring Across Generations and National Domestic Workers' Alliance), Mike O'Brien (iMentor), Jeff Edmondson (Strive Network), Philipp Schmidt (P2PU), Sarah Hemminger (Incentive Mentoring Program), Kendis Paris (Truckers Against Trafficking), Catherine Rohr (Defy Ventures)...and more currently in our selection process.

- First Ashoka Changemaker Schools selected in July 2012: Lake Forest Park School (public, Seattle, WA), Prospect Sierra (independent, El Cerrito, CA), Georgetown Day School (independent, Washington, DC), Center for Inspired Teaching Demonstration School (public charter, Washington, DC), and Mission Hill School (public pilot, Boston, MA).
- [Stop Bullying. Start Empathy. Youth Venture campaign](#) launched in conjunction with the Bully Project and the release of the film *Bully*, to encourage young people to develop their own solutions to stop bullying by advancing empathy.
- Version 1.0 of [StartEmpathy.org](#) launched as a content aggregator and community platform, with more than 185,000 unique visitors in its first 9 months.
- [Empathy Community Changelog](#) launched as an online community and growth platform for Empathy innovators.

#### Partners:

- Ashoka launched the Empathy Initiative in the U.S. in 2011 with the support from the Einhorn Family Charitable Trust.
- The Einhorn Family Charitable Trust's mission is to help people get along better. The Trust proactively seeks partners for strategic investment, working with its portfolio of grantees to build nurturing environments where individuals can better develop and practice prosocial behaviors, such as empathy, kindness, cooperation, and civility in today's schools, universities, and communities. By investing in evidence-based programs and in partnership with national organizations, the Trust seeks to inspire a movement of empathic citizens who, with mutual respect and understanding, ultimately build an increasingly civil society.
- Partnerships with the [Greater Good Science Center](#), the [Bully Project](#), the [Christian Science Monitor](#), [PBS Parents](#), [Prezi](#), and [TeacherTube](#). Many other media partnerships in development.
- ["Adding Empathy to the Curriculum" Lab](#) hosted in partnership with Insight Labs.

#### A Glimpse at What's Ahead:

- Grow the network of Changemaker Schools to 60 schools in the next 18 months.
- Develop and pilot an educator toolkit, comprised of best practices for cultivating empathy in the classroom sourced from across our network (Spring 2013).
- Feature empathy and changemaking prominently at the [Ashoka Future Forum](#) in May 2013.
- Launch nation-wide activation campaign, to include a combination of videos, online and offline resources, and community mobilization, designed to drive awareness of empathy as a critical learning tool, spread adoption of proven tips and practices, and advance dialogue among educators and principals interested in jumpstarting empathy education in their own schools and classrooms.



## Ashoka's Youth Venture



Youth Venture aims to help an entire generation of young people develop as changemakers who will improve their communities as well as their own life trajectories, now and in the future. Youth Venture inspires and supports teams of young people to launch and lead their own civic-minded organizations and businesses. Youth Venture teams are able to access workshops, tools, fundraising support, adult allies and a global network of like-minded young changemakers to establish their own ventures that solve problems around them.

Youth Venture was created by Ashoka, the global pioneer of the social entrepreneurship sector and the world's biggest network of changemakers. Youth Venture and Ashoka share a Everyone a Changemaker™ vision that every individual in society has the self-permission and the societal support to address a problem, develop a solution, take initiative and create positive change for the greater good. A changemaker is an individual who, through his or her own ideas, initiative and effort, creates positive change for the greater good. We believe that the greatest contribution we can make to the world is to increase dramatically the number of changemakers today and in every future generation.

Ashoka's Youth Venture seeks to create impact by transforming:

1. The youth participant, through the enabling experience of starting a social venture.
2. The youth team, as they learn important life skills and realize that they can create change.
3. The community, as growing numbers of Youth Venture teams “tip” the local culture toward greater youth leadership.
4. Society at large, by fundamentally redefining the role of young people as leaders of social change.

For more, visit us at <http://youthventure.org/>

### Highlights of 2012:

- Has launched nearly 6,000 youth-led social ventures, mobilizing 150,000 young changemakers
- Is operating in 16 cities in the US and in 22 countries
- Partnered with 20 multinational companies to support changemakers
- Partnered with over 20 universities to make changemaking part of the university experience
- Has been replicated by 35 independent organizations
- **Summit 2012:** The annual Youth Venture Summit took place at in Washington, DC in June 2012. The Summit brought together 200+ participants for 3 days. At the Summit attendees participated in skill-building and Venture-strengthening workshops, engaged in meaningful dialogue to share experiences and perspectives, and had a chance to network with





each other to identify common areas of interest and ways to collaborate. In 2012 the Summit added a pre-conference opportunity for visitors to explore DC, further developed our Adult Track and added a new University level Track.

### Partners:

- *Consumers Bankers Foundation:* The Consumer Bankers Foundation (CBF) and banks from all across the country partnered with Ashoka's Youth Venture for the 2nd year to bring the Banking on Youth competition to life. Banking on Youth is an exciting opportunity for young people to showcase their idea for a venture that directly benefits society. In the summer of 2012, the first Banking on Youth competition resulted in over \$50,000 in awards to help support the work of fifty Youth Venture teams. In the second competition, the top six entrants, chosen by the CBF and Youth Venture, will win an all-expenses-paid trip to the Ashoka Future Forum, in Washington DC in May 2013 to learn more about the retail banking industry and to compete in a Pitch Off for the Audience Choice Award of \$5,000 and the Grand Prize of \$15,000!
- *BI:* The Youth Venture-Boehringer Ingelheim Making More Health partnership, which commenced in 2010, supports young people ages 12-24 globally to launch community ventures, thereby helping them to develop important life skills and be part of the solution instead of the problem. In total, MMH Youth Venture programs are running in Argentina, Indonesia, USA, Portugal, Spain, Germany, Mexico, and Brazil, supporting over 300 youth-led ventures focused on addressing issues related to health that they identify in their communities. Boehringer Ingelheim employees support the young people in the role of coaches, panelists, and mentors and pass on their knowledge, encouragement, and networks.
- *Accenture:* Accenture and Youth Venture are partnering to support a Talent Consortium to be comprised of employers and social entrepreneurs. The purpose of the Consortium is to find and deploy the best innovations to skill up workers to meet employers' needs, build their capacity for growth, implement in key markets, and then scale nationally – and eventually globally. In addition to sourcing and scaling proven approaches in upskilling and workforce development, the Consortium will create an open marketplace of innovation for the employer consortium to adapt and leverage these human capital innovations, and create a pool of funds from Consortium members to invest selectively in scaling these solutions.
- *United Way:* Youth Venture was able to continue the growth of our signature United Way Youth Venture program, a partnership that aims to scale Youth Venture to local communities across the United States. In 2012, the United Way of Treasure Valley in Boise, Idaho was selected to receive seed capital to launch a Youth Venture program in the community through an annual competition supported by funding from one corporate sponsor, SimplexGrinnell. Through this partnership, UWTV has been able to engage over 100 young people in three local schools.
- *University Partnerships:* Youth Venture partners with universities aligned with Ashoka's "Everyone a Changemaker™" vision to enhance the social entrepreneurship experiences of their undergraduate students. Youth Venture's higher education strategy reflects a strategic commitment to creating a world of Changemakers by investing in and demonstrating the value of youth-led innovation and Changemaker skill development on campuses across the United States & globally. Youth Venture's goals for universities are 1) for every student to have a Changemaker experience in college, 2) for Changemaker skills to ultimately be weighed as importantly as SATs and GPA for college admissions, and 3) for the universities with whom we partner to play a greater role in society and become leaders in demonstrating the power of these Changemaker experiences at the undergraduate level. Youth Venture has supported the dissemination to changemaking programs and experiences across more than 20 college and university campuses.





Currently, Youth Venture partners with University of Florida, New York University, University of Connecticut, Arizona State University, and Wheaton College.

- *Credit Suisse*: The three-year grant partnership with the Credit Suisse EMEA Foundation is providing support for building out the Youth Venture programs in Germany, France, Spain and the Netherlands, enabling thousands of young social entrepreneurs to start and lead their own social ventures. In its second year, the partnership has supported 100+ new youth-led ventures and engaged 2000+youths in four countries. With Credit Suisse funding, Ashoka's Youth Venture was able to launch two major competitions, one in France and one in Spain, aiming to engage hundreds of young people to participate in changemaking. Combined, the two competitions received more than 400 entries, reached 1,000+ young people and launched 30 youth-led ventures.
- *Accelor Mittal*: In 2012, ArcelorMittal and Youth Venture had the opportunity to support 80 youth-led ventures focused on addressing social challenges that they identified in their communities. Over the course of 2012, six YV country programs – Argentina, Mexico, Brazil, Venezuela, South Africa, and Canada – have been working locally to support such youth teams (comprising two or more young people) in designing solutions for their communities and launching ventures with YV's support. Examples of ventures ranged from those focused on self-esteem to career skills development. A Canada-based venture, Kitchen, focuses on creating spaces for dialogue by simulating a cafeteria-like environment as a way to facilitate nontraditional exchanges among peers in non-intimidating settings. A Mexico-based venture, Eco-Muebles, focuses on the recycling and re-harvesting of goods toward the manufacturing of furniture, as chairs, tables, and armchairs. The furniture is sold to the school communities and the proceeds are reinvested to support the continued work of incorporating environmentally friendly practices and approaches.
- *MAC Campaign and MTV*: MAC AIDS Fund, MTV and Ashoka Youth Venture have partnered again to launch a 2nd Edition of Take the Lead Against HIV/AIDS, a Latin American-wide Campaign seeking to mobilize and support young changemakers across the region in taking action against HIV/AIDS. Youth will be able to access mentorship, seed capital and special cash-prizes to launch or scale their projects. Top entrants will win an all-expenses-paid trip to the next Latin American Changemakers Summit in Mexico in mid-2013 and the opportunity to have their story featured on MTV-LA.



# ASHOKA U



Ashoka U is catalyzing innovation in higher education by growing a global network of students, faculty, administrators and community leaders who work together to solve real-world problems in new and creative ways.

Rather than accepting a higher education system that often creates barriers to innovation and change, we're fostering cultures of change and innovation. Drawing on Ashoka's 30 years of experience changing systems, we're bringing more relevance to higher education—encouraging entrepreneurial thinking and cross-pollination among disciplines and across campuses.

We empower emerging leaders with the freedom, confidence and support to address social problems and drive change. We connect these Changemakers with other students, faculty, administrators and community leaders to share inspiration, ideas and resources.

Twenty-two campuses around the world are at the forefront of social innovation in education. The Changemaker campuses include: Arizona State University, Babson College, Brigham Young University, Brown University, College of the Atlantic, Duke University, George Mason University, Johns Hopkins University, Marquette University, Middlebury University, Portland State University, Rollins College, Tecnologico de Monterrey, The New School, Tulane University, University of Colorado at Boulder, University of Maryland, University of San Diego. As our Changemaker Campus network expands to 30 diverse institutions by 2015, we will continue to inspire generations of Changemakers to change higher education and solve real-world problems.

For more, visit us at <http://ashokau.org/>

## Highlights of 2012:

- 2012 Exchange hosted by Arizona State University – brought together 400 people including 90 institutions, 7 Ashoka Fellows, and representatives from all 19 Changemaker Campuses.
- 4 new universities (Brigham Young University, Brown University, Portland State University, and Rollins College) designated Changemaker Campuses
- The first Ashoka U Changemaker Campus selection panel, composed of leaders in social innovation and higher education:
  - Judith Cone, Special Assistant to the Chancellor for Innovation and Entrepreneurship at University of North Carolina – Chapel Hill
  - Derek Ellerman, *Founder of Polaris Project and Shift.org, and Ashoka Fellow*
  - Kevin Hovland, *Senior Director of Global Learning and Curricular Change, Association of American Colleges & Universities (AAC&U)*
  - Ariane Hoy, *Senior Program Officer, The Bonner Foundation*
  - Rich Leimsider, *Director of Fellow and Alumni Programs, Echoing Green*





- Margaret Meagher, *Program Manager of Youth Learning, The MasterCard Foundation*
- Kim Meredith, *Executive Director, Stanford Center for Philanthropy and Civil Society and Stanford Social Innovation Review*
- Diana Wells, *President, Ashoka: Innovators for the Public*
- Co-hosted by the University of Maryland and George Mason University, the inaugural Ashoka U Influencer brought together higher education experts and innovators to form “design teams” to compile new ideas, intervention and strategy recommendations. The design teams addressed issues from the civic mission of the university and student access and success to cost and funding challenges and the workforce connection. Insights were fed into a collectively authored innovation brief, titled Making the Case: Social Innovation for Higher Education.
- Ashoka U brought together Dr. Martha Kanter, Under Secretary, US Department of Education, Bill Drayton, Founder and CEO, Ashoka, Dr. Angel Cabrera, President, George Mason University, and Aleta Margolis, Ashoka Fellow; Founder and Executive Director, Center for Inspired Teaching, and asked them to share their vision for education in the age of innovation to a crowd of 200 thoughtleaders in higher education.

**Partners:**

- Ashoka U and the Cordes Foundation launched the Ashoka U – Cordes Innovation Awards to highlight the most high-impact and replicable models for social entrepreneurship education. To date, twelve innovations have been selected and featured on an interactive website portal, including in-class, hands-on, research, leadership, and research models. The campaign for replication has been supported by a series of published articles on Forbes.com and the Stanford Social Innovation Review.
- George Mason University partnered with Ashoka U to launch “Ashoka U Online” which one of the first social entrepreneurship Massive Open Online courses. The inaugural Ashoka U online course featured Entrepreneurship and Globalization, a graduate level course that attracted over 800 students globally. Guest speakers included Matt Flannery, CEO of Kiva.com and Marc Nager and Franck Nouyrigat, co-founders Startup Weekend.
- Ashoka U partnered with PhotoWings to create and launch Advancing Changemaking Skills Through Photography, an online seminar to support the exploration of changemaker skills through photography. Its objective is to help participants develop a better understanding of their own motivations, self-identity, unique perspectives, and the importance of historical context as a foundation for creating effective social change.



## FULL ECONOMIC CITIZENSHIP (FEC)



Full Economic Citizenship (FEC) is one of Ashoka’s global initiatives striving to enable an environment where every citizen has the opportunity and the capacity to exercise his or her economic, social and cultural rights. To achieve FEC, a citizen must at a minimum have access to the essential products and services – food, water, housing, energy, health, education, financial – required to enable their activity as a consumer, producer and holder of assets.

Ashoka’s goal is for every individual to have the ability and choice to play a role in local and global economies, as consumers, producers and creators of wealth.

Through system change innovations, Ashoka’s FEC initiative seeks to end the exclusion of two-thirds of the world’s population from global markets and to catalyze government, business and CSO actions that will create the enabling conditions for everyone to exercise Full Economic Citizenship.

For more, visit us at <http://www.ashoka.org/fec>

### Partners:

Alliances are fundamental to everything we do. Currently Ashoka FEC is partnering with leading businesses and citizen sector organizations to address basic human needs in Brazil, India, Colombia, Egypt, and Mexico. These collaborations function as Hybrid Value Chains (HVCs) in various untapped markets worldwide. The landscape includes, yet is not limited to markets in housing, health care, agriculture , finance and energy.



## **A Glimpse at What's Ahead:**

By end of 2012, we had repurposed our lessons for frame-change goals: a new name and brand identity – ASHOKA ONE – we look to 2013 to spread the new narrative and a clear vision of what a walls-no-more world looks like, how it enables all of us to develop breathtaking innovations that will outpace the challenges of exponentially accelerating change. Our purpose is to build the community of foremost changemakers globally to work with us as ONE to bring inclusion, empathy, teamwork, new leadership and changemaking skills to retrofit organizations to thrive in the 21<sup>st</sup> century – building new prosperity and social value



## RURAL INNOVATIONS AND FARMING (RIF)

The Rural Innovation and Farming (RIF) Program of Ashoka is focused on identifying the key entrepreneurial leverages that will increase the overall livelihood and quality of life of small farmers and rural inhabitants (while sustaining food security). In partnership with The Bill and Melinda Gates Foundation, the Rural Innovation and Farming (RIF) program has sought out and elected leading social entrepreneurs working in fields from agriculture and nutrition to health and public policy in Sub-Saharan Africa and India. Since the beginning of the partnership in 2009, RIF has elected more than seventy fellows. By engaging with these fellows, RIF hopes to generate framework-changing new insights and perspectives that can significantly advance the work of practitioners in the field.



To achieve this vision:

- Ashoka Fellows in Sub-Saharan Africa and in India will have created successful models of entrepreneur-centered innovations that use agriculture and sustainable rural development as the basis for economic growth.
- Significant innovations in agriculture will have been launched, grown and spread, and firmly established in the Sub-Saharan region of Africa and in the poorest states in India. Ashoka expects that the innovations we source will contribute to diminishing rural poverty and increase the quality of livelihoods of people in rural societies.

For more, visit us at <http://farming.ashoka.org/> or <http://www.changemakers.com/nutrientsforall>

### Highlights of 2012:

With the support of the Bill and Melinda Gates Foundation, RIF elected 10 fellows in FY 2012. Building off of this momentum, we engaged with and scaled the work of more than thirty fellows in Globalizers in Nairobi and Geneva.

### Partners:

Thanks to a generous 5-year grant from the Bill and Melinda Gates Foundation, aimed at bringing lasting agricultural solutions to India and Africa and expanding access to financial and information services for the poor, RIF has been able to elect more than seventy fellows to date. In addition to electing and scaling fellows, the grant has allowed for the creation of AshokaHub, an online platform that allows for collaboration of ideas and best practices amongst fellows. Moreover, the partnership has granted access to Gates' network and thus allowed Ashoka to reflect on how movements in other fields, such as health and nutrition, are impacting rural innovation and farming.



## A Glimpse at What's Ahead:

### “Nutrients for All”

Ashoka’s RIF program is promoting a new movement towards: Nutrients for All. This new vision is an overarching effort to connect the four areas of focus which we see leading social entrepreneurs beginning to transact and build delivery systems based on the actual flow of nutrients. What is Ashoka’s vision for a Nutrients for All world? In short, public health, food production, agriculture and the environment will focus on a critical need: life-sustaining, absorbable nutrients for all beings and ecosystems. We’ve learned this from a great many Fellows who are transforming systems to create, transfer, and preserve nutrients – in ecosystems, farms and landscapes, crops, food, and humans.



### “The Nutrient Economy”

We see tremendous social and business opportunity throughout the value chains for food and environmental commodities. Envision a world where consumers and health professionals value foods based on how well they deliver nutrients to the body, with wellness and productivity increasing as a result. Imagine food processors and commodity traders valuing agricultural crops based on nutrients provided, in addition to factors like bulk, calories and storage. Consider farmers and investors paying more for land with high nutrient availability, and nurturing ecosystems that sustain soils to begin with, increasing productivity and opening new income channels like carbon financing. And consider financial



vehicles for underwriting such “nutrient banks” to diversify income and reduce weather and labor risks in supply chains. Combined, these innovations might form a “Nutrient Economy” that transforms our interaction with the natural environment from extraction to generation of a new kind of wealth — nutrients in soil, food, and body. This goes beyond “sustainability,” instead creating food systems and business operations that actively improve public health and economic productivity.





## SOCIAL FINANCIAL SERVICES (SFS)

Ashoka SFS seeks to create an entrepreneurial financial ecosystem. A financial ecosystem that is receptive to new ideas, enables social entrepreneurs to scale their impact, and supports any person who gives themselves permission to solve a social problem.

Ashoka SFS is an entrepreneurial team that works collaboratively to find the highest leverage approach to harnessing market forces for social good. We do this through a process of *rigorous experimentation*. Ashoka SFS is in a unique position to surface innovations.



Today, SFS continues to identify system-changing new innovations to connect capital to impact by supporting Social Investment Entrepreneurs (SIE's) – a subset of 42 Ashoka Fellows who innovate in this area.

In addition, SFS collaborates with leading business and financial institutions to develop new strategies in the field of social finance. Recent examples of successful Ashoka SFS partnerships include:

- Working with a leading global asset manager to develop the pipeline strategy for a \$250MM social investment fund focusing on infrastructure-like investments in Latin America, Sub-Saharan Africa, and India.
- Engaging with the G20 to identify 14 innovative approaches to scale financing to SMEs and helping mobilize the G20 to commit \$500MM in funding to those approaches.

For more, visit us at <http://sfs.ashoka.org/>

### Highlights of 2012:

When the G20 was seeking to mobilize funding for small and medium size enterprises (SMEs), Ashoka worked with changemakers within national governments to help introduce a new approach. Rather than funding specific projects to use existing models to deliver funding to SMEs the G20 launched an open source collaborative competition to identify the most promising new innovations and then engaged the multi-lateral development banks to deploy a \$558 million fund they had committed to support those ideas.

The new insight: The idea behind this effort was simple: whenever heads of state gather to address the most pressing issues of the day, they should be able to engage the best thinking from social entrepreneurs on the ground around the world and act at large scale. And the idea is beginning to take hold. Social entrepreneurs have played this role at 3 of the last 4 G20 Summits, and it looks like this will continue into the future.

At the closing ceremony of the G-20 Summit in Seoul Korea, the G-20 agreed to commit a total of US \$528 million to scale up the winning proposals to increase financing for small and medium enterprises (SMEs) from the online G-20 SME Finance Challenge. The Group of 20 and Ashoka, with support from



the Rockefeller Foundation, selected the 14 best worldwide models of catalyzing finance for SMEs through an online competition hosted by Ashoka.

Korea, the U.S., Canada, and the Inter-American Development Bank (IDB) were the key supporters behind launch of the SME Finance Innovation Fund. The form of funding provided to the winning proposals has varied based on individual requirements, including grants for technical assistance and capacity-building, risk sharing and first-loss capital, mezzanine capital, and traditional debt and equity investment capital.

“The G-20 Steering Committee moved into uncharted waters as it looked for new ways to find the leading emerging innovators in SME Finance. We partnered with Ashoka because of its 30-year history mapping the landscape of social change and identifying the world’s leading social entrepreneurs... Together, we have unlocked the potential to scale innovative strategies to help tackle humanity’s most pressing problems and accelerate change.”

-Nancy Lee, Deputy Assistant Secretary for the Western Hemisphere, US Department of Treasury



## **Press Perspectives**

### **World Bank Institute**

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

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

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

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

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

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

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

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

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



## Learn more!

Get the latest updates on Ashoka's innovations or see what we are doing through our blogs, monthly newsletter, Twitter, Facebook, and more!

- Ashoka News (<https://www.ashoka.org/news>)
- Facebook (<http://www.facebook.com/pages/Ashoka/66279444793>)
- Twitter (<https://twitter.com/Ashoka>)
- LinkedIn (<http://www.linkedin.com/company/ashoka>)
- Ashoka-Forbes Page (<http://www.forbes.com/sites/ashoka/>)
- Ashoka-Virgin Page (<http://www.virgin.com/author/ashoka>)

## Invest in Ashoka!

Ashoka provides a variety of ways you can contribute financially to support our work:

- Give to Ashoka (<https://www.ashoka.org/donate>)
- Invest in Innovation (<http://ashoka.connect2need.com/>)

*Invest in Innovation will allow you to directly donate to help launch your favorite up-and-coming Ashoka Fellows and their high-impact projects, helping them launch their careers in the social good sector. With donations as small as \$10, it's an easy and economical way to help Ashoka help these creative changemakers take their ideas to scale faster than ever before.*

## Engage with Us!

- **Join Our Team** › Learn about career, internship, and volunteer opportunities. Go directly to our online application (for internships and jobs). ([www.ashoka.org/getinvolved/team](http://www.ashoka.org/getinvolved/team))
- **Nominate a Fellow** › Help us identify social entrepreneurs. If you know someone you think fits the profile of an Ashoka Fellow, please tell us about them! ([www.ashoka.org/nominate](http://www.ashoka.org/nominate))
- **Join the Ashoka Support Network (ASN)** › Engage with Ashoka, committing time and resources to support the work of social entrepreneurs. ([www.ashoka.org/asn](http://www.ashoka.org/asn))
- **Partner with Us** › Ashoka is constantly building collaborative partnerships with leading global organizations to provide its partners an opportunity to engage with the citizen sector. ([www.ashoka.org/become-our-partner](http://www.ashoka.org/become-our-partner))