MEASURING EFFECTIVENESS

A SIX YEAR SUMMARY OF METHODOLOGY AND FINDINGS

Executive Summary

Ashoka seeks to build an entrepreneurial and competitive citizen sector across the globe. Ashoka Fellows, the world's leading social innovators, are the backbone for achieving this vision. By supporting these social entrepreneurs and their new ideas for solving social problems, and by connecting them to one another, Ashoka helps spread society's best innovations and positions a group of leaders to stand at the forefront of citizen sector development.

In 1997 Ashoka designed a system to measure its impact around the world as a tool for both external communication and internal reflection. Since then, each year's "Measuring Effectiveness" study has focused on a class of Fellows elected five or ten years prior. This report synthesizes data from the first six years of Ashoka's Measuring Effectiveness project.

Part One of this report reviews the importance and difficulties of measuring the impact of social entrepreneurs. It examines Ashoka's solution to these challenges — one based on the use of indicators of success — and includes a discussion on the benefits and limitations of this methodology.

Part Two examines Ashoka's continued contact with Fellows over time as well as the response rate for Measuring Effectiveness. The former ranges from 97% for fellows five years post election to 70% of Fellows ten years post election while the latter varies from 83% for Fellows five years post election to 68% for Fellows ten years post election.

Part Three reviews Ashoka's key indicators of social impact beginning with three measures of the strength of a Fellow's new idea: Is the Fellow still working toward his or her original vision (83% ten years post election and 94% five years post election)? Have others replicated the idea (93% ten years post election and 82% five years post election)? Has the idea influenced public policy (56% five years post election and 71% ten years post election)? A second indicator gauges the strength of a Fellow's institution — What position does the Fellow's institution hold in the field? (54–66% are seen as leaders in the field).

Part Four examines the value of Ashoka's relationship with each Fellow, first through Fellows' self-identification as social entrepreneurs and then by looking at specific aspects of this relationship. A series of charts highlight how, through variables ranging from the Fellow selection process to moral support from staff, Ashoka has enhanced Fellows' work.

Ashoka Fellow Arturo Garcia has created a successful model of campesino-owned and operated cooperatives that help small farmers obtain real economic power in Mexico.

Measuring Social Change

Measuring Effectiveness provides a tool for Ashoka to better understand the changes that social entrepreneurs — with the help of the Ashoka Fellowship — are making in their societies. This information is valuable both as means of communication with Ashoka's partners and as a vehicle for reflection on institutional practices. But determining impact is not easy. Social entrepreneurs create complex changes in their societies, often working from multiple angles and on several levels to solve a problem. The approaches of individual entrepreneurs, working in an array of field and toward varied aims, make it even more difficult to design a standardized tool for measuring Ashoka's impact.

The case of Mexican Fellow Renata Arantes Villella and her organization Flor Amarela illustrates some of the challenges in quantifying and evaluating social change for the work of even a single entrepreneur. Renata joined the Ashoka Fellowship in 1995 for her efforts to implement a comprehensive model for the education, rehabilitation, and social integration of disabled people of all ages. The following information comes from a case study conducted by an Ashoka staff member in 2000:

• Renata directly serves the 200 students attending her school in rural Mexico.

• Renata worked with local hospitals to introduce a test for newborn children that ensures early diagnosis and thus opens the door for prompt treatment. Hospitals now register disabilities and refer qualified children to Renata's school.

• Renata convinced her local municipality and state governments to invest in special education programs.

• An estimated 600 people have participated in workshops on pre-natal care, nutrition, and alcoholism – key causes for disability.

• Renata broadcasts a monthly radio program reaching 5,000 people.

Valuing Numbers

The simplest approach to impact assessment begins with the most basic of questions: how many? But even a quick analysis of Renata's work highlights the limitations of any purely quantitative approach. Numbers alone fall short of describing the diverse set of changes set forth by Renata's work. Consider the following:

• The 200 students enrolled in the Flor Amarela School will live profoundly improved lives, each individual functioning more independently and as part of a family and community that recognizes his or her humanity and potential. These students come from a total of 150 families, each with multiple members that will directly experience this change in their newly independent son, sister, or cousin.

• Hospital-based programs both broaden and deepen Renata's impact. Early diagnosis improves outcomes for all children diagnosed through the procedure, but even more so for those then referred to Renata's school. The hospital registry, through its mere existence, profoundly alters the traditional Mexican paradigm around disability. Before Renata's registry, many disabled people remained hidden in their homes while others were ignored by society and left to beg or wander the streets. This treatment becomes untenable when a respected

public institution — such as the hospital — and a group of revered professionals — the local doctors — officially acknowledge and record disability. Moreover, each hospital's success encourages other hospitals to follow down the same path, thereby promoting expansion of these interventions.

• Policy changes, and especially the number of people they ultimately reach, can be particularly difficult to quantify. The funds available from Renata's municipality, along with money trickling down from the state level, clearly enable her local success. State funding also reaches untold numbers outside this local context.

• Renata's work on prevention constitutes a separate level of impact. Downstream indicators, such as rates of birth defects or demand for prenatal care, could provide some indication of the project's reach. With a widely dispersed audience, the influence of Renata's work becomes difficult to identify. For those whom it reaches, program effects may vary widely – some mothers will entirely avert birth defects, while others will marginally improve their infant's health.

Numbers alone represent just one dimension of a rich set of changes in the way society functions. But in the context of broader stories, they provide a sense of scale and enhance understanding of a Fellow's work. While these stories and their embedded numbers are helpful for analyzing independent cases, they can not be aggregated across social entrepreneurs.

Systemic Change

Each of Renata's successes independently represents a critical step toward integrating disabled individuals into society as productive and respected members. Together, however, they create a new system for dealing with disabilities on the community level. Renata does not single-handedly seek out individuals with disabilities and draw them into her program. Instead, through her work in local hospitals, she has created a systematized process that allows the medical community to perform that function for society. Nor does she independently raise the money needed to maintain her program; instead she has changed policy on the state and local levels to free necessary funds. To complement this, Renata has created local institutions to carry out her mission. The school she initiated functions independently to teach children with special needs and Flor Amarela, the organization that Renata currently leads, serves as a central point for implementing her vision.

Renata has built a new system that empowers both disabled individuals and their communities (doctors, families, etc…) to change the way disabilities are treated. Over time, this system creates a more enabling environment by changing the community mind set toward disability. Renata reports clear signs that attitudes have changed within the larger community — people with disabilities are now widely viewed as productive members of society. As stereotypes dissolve, individuals with disabilities face a friendlier environment with more opportunities and less dismissal.

Spread and Trajectory

According to her 2000 interview, Renata began by locally demonstrating her work to create a replicable model. However, at the time of the interview, she had not yet spread that model beyond the area served by her school. This raises the third critical difficulty in measuring social impact. Ashoka specifically selects for individuals with broad visions for changing nation-wide systems. This change takes time. As with many social entrepreneurs, we can not judge Renata's overall trajectory by the achievements of her first five years alone.

Methodology:
Ashoka's Solution to Measuring Impact

Ashoka designed its Measuring Effectiveness study to specifically address the difficulties of assessing impact. Each Fellow in that class receives a multiple-choice, self-response questionnaire and a cross section participate in in-depth interviews.

Design

Proxy Indicators: The multiple-choice questionnaire relies on a series of "proxy indicators" that serve as measures of Ashoka's successes toward strengthening civil society by supporting social entrepreneurs, their ideas, and institutions.

Does the idea persist and has it spread?
- Are you still working toward your original vision?
- Have others replicated your original idea?
- Have you had impact on public policy?

Has an institution been created or expanded?
- What position does the institution currently hold in the field?

Has the Fellow's relationship with Ashoka "enhanced" his or her work?
- Do you identify yourself as a social entrepreneur?
- Have specific aspects of your relationship with Ashoka enhanced your work?

Timing: The Measuring Effectiveness study captures a snapshot in time. Ashoka expects Fellows' trajectories to change as they develop new strategies and improve their ability to spread their ideas.

Qualitative information: In-depth interviews supplement the surveys and provide a basis for understanding Fellows' work. These case studies carried out by Ashoka staff introduce some of the richness lost by quantitative and multiple-choice responses alone. The reader learns, for example, which groups of citizens have been impacted, the systemic nature of the change, and the proposed strategies for long-term spread.

Ashoka Fellow Elna Kotze is reversing South Africa's unjust and environmentally destructive land-use practices by creating local "land-use fora" organized around water catchment areas.

Limitations

The methods used for Ashoka's Measuring Effectiveness project introduce some limitations.

Self Reporting: All of the information presented here is reported directly by Fellows themselves. Fellows are encouraged to respond honestly and are explicitly told that the Measuring Effectiveness study does not evaluate their success but rather Ashoka's impact on the field.

Internal Process: Ashoka staff around the world execute all steps of the Measuring Effectiveness project from design to analysis. Ashoka has maintained this internal process both because it reduces resource intensity relative to external evaluation and because it allows the study to account for Ashoka's particular perspective on social change.

Irregularities: This report includes work done over six years in more than 20 countries. The questionnaire was refined slightly through the years but without fundamental change. Translation naturally introduces some distortions. While most Fellows were contacted and responded via e-mail, a portion responded to survey questions over the phone or in person.

Working in the favelas of Rio de Janeiro, Ashoka Fellow Vera Cordeiro and her organization, Saúde Criança Renascer, provide emergency assistance to ill children from low income families during and immediately after hospitalization.

The Fellowship

Once elected, leading social entrepreneurs join the Ashoka Fellowship for life. Most Fellows stay connected to Ashoka but, over the course of years, the Fellowship loses a few of its members.

Fellows in Active Contact with Fellowship

5 Years Post Election

97%

In contact
with Fellowship

10 Years Post Election

70%

In contact
with Fellowship
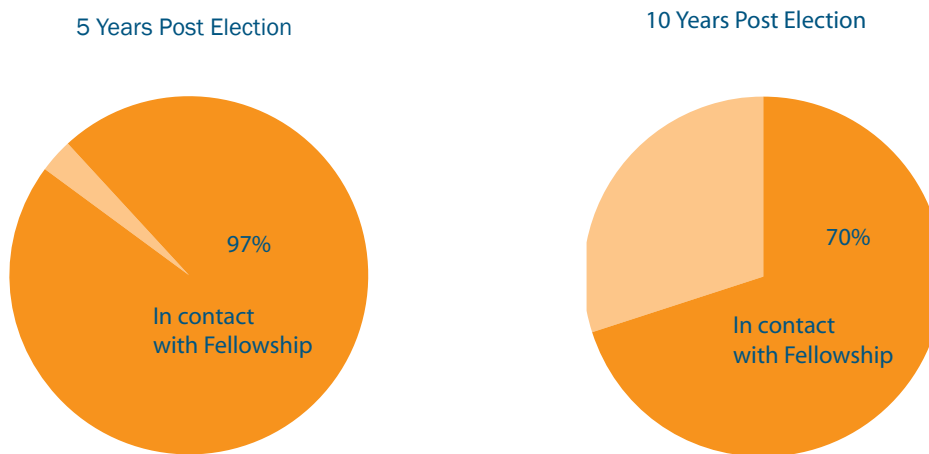
What the Numbers Mean

A small set of circumstances account for most cases of Fellows losing contact with the Fellowship. In some instances death, ethical concerns, Fellow request, or career change are responsible. Most often however, Fellows have simply lost touch with Ashoka as they moved beyond their original venture.
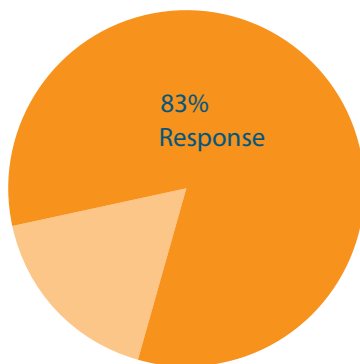
The evolution of Ashoka's Fellowship program suggests a major reason for the disparity between Fellows elected five and ten years ago. Since 1981 Ashoka has increasingly institutionalized Fellow engagement. The inception of funding for collaboration, along with a greater emphasis on creating a global community of leading social entrepreneurs, likely spurred greater Fellow involvement and better communication in all of the post-stipend years.
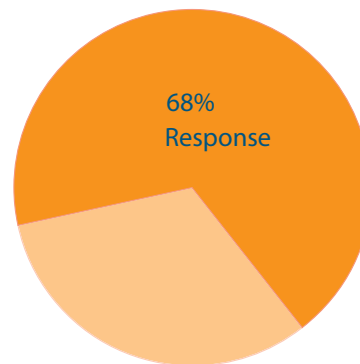
Response Rates

Each year, the majority of Fellows from the survey class respond to the Measuring Effectiveness survey. The numbers below indicate the percentage of Fellows contacted by their local representative who subsequently responded to the survey.

5 Years Post Election

83%
Response

10 Years Post Election

68%
Response

What the Numbers Mean

Fellows elected more recently tend to participate in Fellowship activities and have a closer relationship with their local country offices. As mentioned earlier, Ashoka has increased staff contact with Fellows and opportunities for collaboration within the Fellowship, initially through the global Fellowship Support Services and later through local Fellowship programs. In the mid- to late-1990s Ashoka introduced a series of programs that further engaged Fellows including the Environmental Innovations Initiative and the Innovative Learning Initiative. Most recently, Fellow exchanges and collaborations, designed to spark an active association of social entrepreneurs, have become core to Ashoka's mission. Ashoka expects Fellow response rates to continue to rise as a result.

Ashoka Fellow Laxman Singh is building water conservation and natural resource management systems for rural communities in drought-prone districts of Rajasthan state in western India.

The Idea: The Original Vision

Ashoka seeks out social entrepreneurs with a lifelong commitment to their vision for the future. This continued dedication signals a Fellow's ongoing effort to spread a new idea or practice in society.

Are you still working toward your original vision?

Fellows Working Toward Original Vision

% Respondents

94% — 5 years post election
83% — 10 years post election
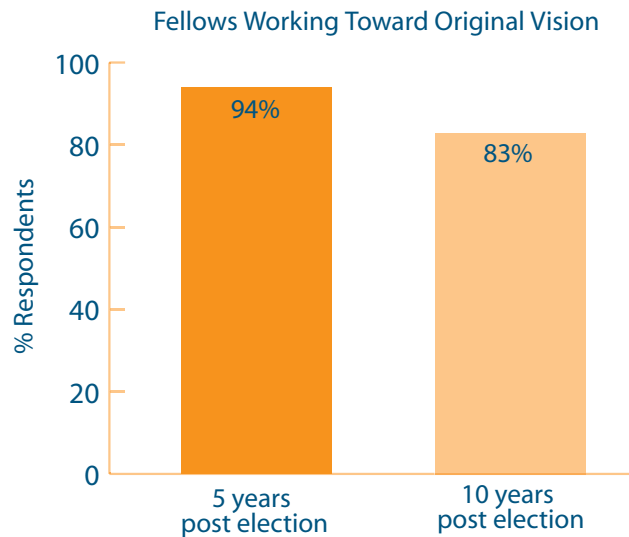
What the Numbers Mean

How might Fellows five or ten years post election continue working toward their vision? These stories illustrate some common variations:

Fellows establish sustainable institutions and continue in an advisory role
Anna Johanson entered the Fellowship with a plan to change the treatment of disabled children in Mexico through a system including comprehensive therapy at the Piña Palmera center and participatory outreach to families and communities. Her spread strategy prioritizes these basic principles rather than the specific model for their implementation, and occurs through workshops, visits to the Piña Palmera site, and participation in larger forums on disability issues. Anna began planning for the end of her leadership as soon as she was elected to the Ashoka Fellowship, increasingly handing over decision making power to other leaders and democratizing the institutional structure. In 2003, she passed on her last responsibility in the institution and moved to Oaxaca City where she remains on the organization's board as a consultant.

Fellows change strategy but continue toward vision

When Didit Adidananta began working with street children in Indonesia, his work had an internal focus - helping the street children conceive of an alternative way of life and dealing with their individual problems. Today, he looks to change the environment in which these children live by involving all members of society in solving their problems. Local forums connect youth to their communities, education efforts build awareness about the problems faced by street children, shelters provide a safe space for these youth, and the federal Child Protection Agency is now responsive to their needs. Didit continues working toward a better world for street children but through dramatically different strategies than he initially conceived.

Fellows form domestic institutions and move to coalition-building for the field

When elected to the Ashoka Fellowship, Halidou Ouédraogo was setting up a national organization empowering the citizens of Burkina Faso to work toward protecting their own human rights. This institution continues to thrive, but Halidou has shifted his focus to helping outside pressure groups influence governments. Rather than relying on traditionally western-based groups to fill this role, Halidou has built a pan-African coalition of over 40 Human Rights organizations.

Fellows continue in a consulting role after private sector adopts the new idea

Ashoka Fellow Suraiya Haque founded the organization Phulki to prove to Bangladeshi factories that opening childcare facilities would be profitable in the long run. To achieve this goal, Suraiya built and implemented a sustainable model for factory child care centers, harnessing resources from garment manufacturers, mothers, garment buyers, donors, and government, and using those resources to demonstrate the net profitability of in-factory child care. Rather than acting as a child care provider itself, Phulki aimed to have factories themselves take on this role as a part of their business strategy. As demand for her model increased, Suraiya became a consultant to factory owners who wished to implement her program.

Carlos Vargas García, a doctor, is developing and implementing new strategies to provide safe, affordable, and healthy childbirth services to poor families in Mexico.

Changes Over Time

As shown above, Fellows five years post election (94%) are significantly more likely than their ten year counterparts (83%) to report continued work toward their original vision.   This may be due in part to the simple passing of time –— all else equal, Fellows are more likely to leave the work for which they were elected as more time passes. A look at the data suggests that this is not the only reason.

**Fellows Working Toward Original Vision:
10 Years Post Election**
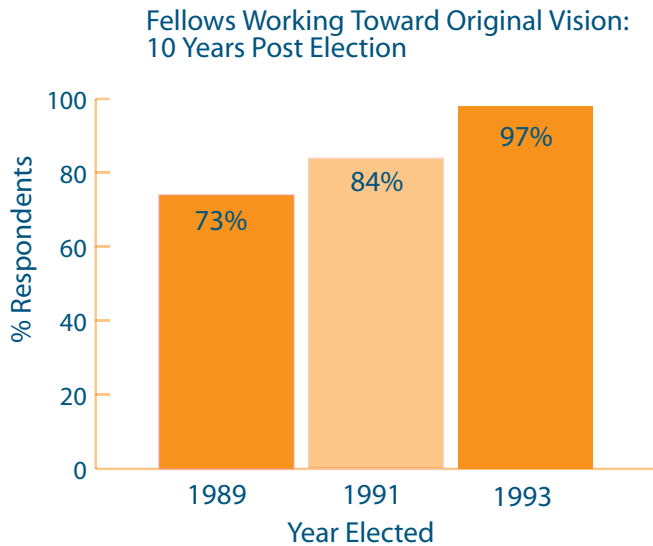
Fellows elected more recently are increasingly likely to continue working toward their original vision 10 years after their election.

FELLOWSHIP CHANGES OVER TIME

Two independent factors account for differences between Fellows interviewed five and ten years post election: 1) Fellows move further beyond the launch stage of their work, 2) Fellows were elected at different points in Ashoka's evolution.

Several facts suggest that the latter explanation plays at least some role in this disparity. First, as shown above, Fellows are increasingly working toward their original vision ten years after their election. Second, as illustrated on page 12, Fellows five years post election report independent replication more than those ten years post election. This trend cannot be the product of Fellows moving beyond the early stages of their work. Possible explanations corresponding to the evolution of Ashoka and its environment over time include:

Change within Ashoka

- Ashoka has improved the application of its criteria for election to the Fellowship.
- As the Fellowship grows, Ashoka's network of social entrepreneurs becomes an increasingly powerful resource.
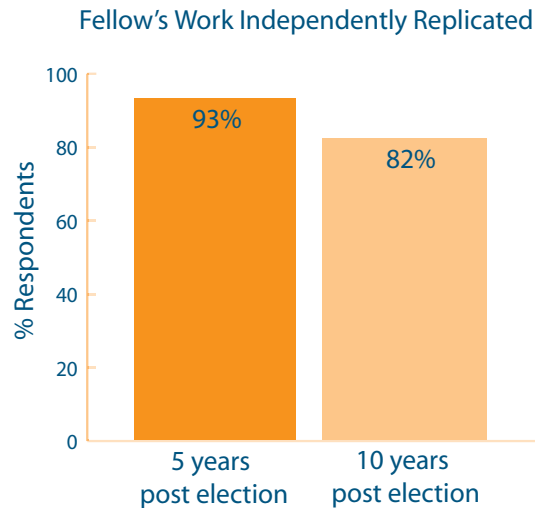
External Changes

- Stronger civil societies around the world have created a more enabling environment for social entrepreneurship.
- Increasing bridges to other sectors and better communication within the sector make replication and the spread of ideas more feasible.
- More resources are available for the citizen sector worldwide.

The Idea: Replication

Replication is not the only sign that an idea has spread. But it is one indication that an idea has taken root. Fellows who succeeded on this front have moved beyond their direct impact to influence the way other groups in society approach an issue.

Has your work been replicated by an individual or group that you did not lead?

Fellow's Work Independently Replicated

[Bar chart: Y-axis "% Respondents" from 0 to 100. "5 years post election" = 93%, "10 years post election" = 82%]

What the Numbers Mean

How does replication happen independently of a Fellow's leadership? Here are a few examples:

Vera's organization (ACSR) has replicated its model in 14 other public hospitals (11 in the Rio de Janeiro area and remaining 3 in other Brazilian states). ASCR supports this network of "sister" organizations through capacity-building workshops, information exchange, and contacts. Sometimes ASCR helps with fundraising but each "sister" is independent. Approximately 20,000 people have been reached directly through the network of ASCR and its sister organizations.

--Vera Cordiero, Brazil 2003, 10 years post election

Celia's organization AVERMES has attracted considerable media attention for successfully helping its clients obtain legal redress for losses suffered as a result of medical malpractice or inadequate services in state-operated clinics and hospitals. The growing public awareness of AVERMES work has spawned at least five organizations in other parts of Brazil that are pursuing similar aims.

--Celia Marina Destri Dos Santos, Brazil 1998, 5 years post election

Petra's organization spreads its work through informal collaboration with other institutions. It does not create these organizations, but they learn and are inspired by her work.
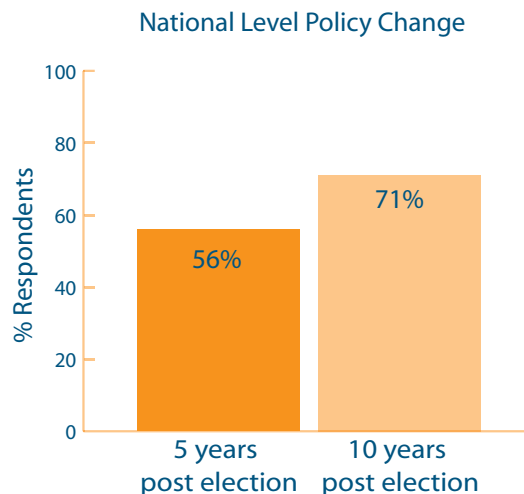
--Petra Vitousova, Czech Republic 2000, 5 years post election

The Idea: Policy Change

Changes in government policy signal the adoption of a Fellow's idea in the public sphere. Through policy change, existing systems in society can be broadly reformed.

Have you contributed to policy change on the national level?

National Level Policy Change

What the Numbers Mean

How do Fellows influence national policy? The following illustrate a number of ways:

In 1984, Halidou contributed to changes in Burkina's sentencing laws, moving from a system with mandatory minimum sentences to one which allows for flexibility. Then, in 1990, Halidou drafted Burkina Faso's new constitution, which was later ratified and adopted by the government. Years later, in 1997, Halidou was involved in the codification of laws regarding violence against women.

--Halidou Ouedraogo, Burkina Faso 2000, 5 years post election

The Indonesian government has created the LPA (Child Protection Agency) along with Didit's help and consultation. This institution will focus on ways to protect children and will have branch offices in each province. Didit notes that street children cannot gain access to government services because they do not have official ID cards. He believes that this has to be addressed through policy change. Didit hopes that his advocacy work to raise awareness in the general public will put pressure on the government to pass laws that are supportive of childrens' rights.

--Didit Adidananta, Indonesia 1998, 10 years post election

Michal launched his "Water for the 3rd Millennium" program in 1993 and a Slovak government adopted it as part of the state's official water management policy in 1994. The program incorporates community voice into decision making on water issues.

*--Michal Kravcík, Slovakia 1998, 5 years post election*

Institution: Institutional Status

The prevalence of strong institutions serves as a gauge of growth in the citizen sector. As Fellows develop stable institutions that lead their fields, they not only spread their own ideas, but also reinforce broader social-sector activity.

How has your institution evolved since you were elected to the Ashoka Fellowship?

1) **The institution is recognized as a leader in its field**
2) **The Institution has grown and stabilized**
3) **The institution still exists but faces major challenges**
4) **The institution has ceased to exist**

Institutional Status: Leader in Field

% Respondents

- 5 years post election: 54%
- 10 years post election: 66%
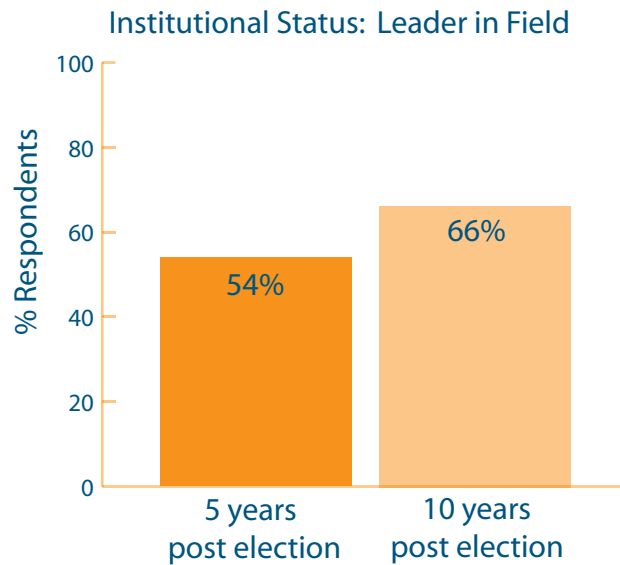
What the Numbers Mean

Institution Recognized as a Leader in it's Field

Fellow Ismael Ferreira's institution APAEB covers 15 towns with a total population of approximately 450,000 inhabitants, 65 percent of whom still live in the countryside (in accord with the institutions goals). With revenues of US $7 million and 980 workers directly employed, APAEB is not only the second-largest employer in Valente, but it has also transformed the economy of the region where an estimated 500,000 people depend on sisal. 750 farmer families are members of APAEB and about 2,000 sell sisal fibers to the association. Overall, APAEB has contributed to reducing migrations to urban centers and has greatly improved farmers' incomes and livelihoods in the region. It has become a leading model for all rural development organizations in Brazil.

Institution has Ceased to Exist

Fellow Beaulah Thumbadoo's strategies to promote literacy in South Africa through her organization ERA (Everyone's Reading in Africa) were adopted by the national government after a period of tireless lobbying. In the ensuing years, Beaulah disolved ERA and has worked as an advisor to the government to improve its implementation of her ideas.

Relationship with Ashoka: Self Identity as a Social Entrepreneur

Ashoka works to build social entrepreneurship as a viable profession in order to catalyze the growth of a competitive and entrepreneurial citizen sector. Ashoka Fellows publicly set the standard for entrepreneurial practice in the social sector and challenge others to act and address the social problems around them.

In what situations do you identify yourself as a social entrepreneur?

1) **With the press**
2) **Socially**
3) **Professionally**
4) **Other**
5) **Do not identify as a social entrepreneur**

Fellows Self Identify as Social Entrepreneurs

97%
Yes
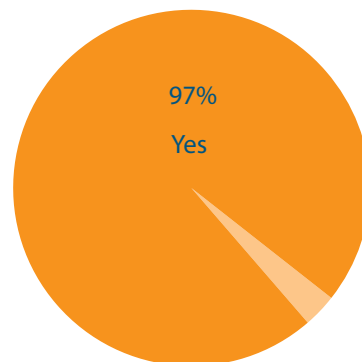
What the Numbers Mean

Vera reports that before she was elected, she did not know what she was. She was a doctor that didn't practice medicine in the traditional way. She didn't know that there was a profession called social entrepreneurship: "Ashoka gave me an identity. I used to love to say that I was an Ashoka Fellow in all environments - even when no one knew what it meant. I'd explain it to them and then more people would know."

--Vera Cordiero, Brazil 2004, 10 years post election

"Having identified myself as a social entrepreneur was truly significant. It defined my role and gave me the security of belonging to a network of people with similar abilities and vocations."

*--Ximena Abogabir, Chile 1998, 5 years post election*

Relationship with Ashoka: Ashoka's Added Value

By helping Fellows succeed, Ashoka spreads society's best new innovations and positions a group of leaders to stand at the forefront of citizen sector development

How has your relationship with Ashoka contributed to the success of your work?

1) **Has made a critical difference**
2) **Has made a significant difference**
3) **Has made some difference**
4) **Has made no difference**

Fellows five years post election valued particular aspects of Ashoka more than Fellows ten years post election. However, those who had been in the Fellowship longer saw Ashoka overall as more important than did their more recently elected counterparts.   The charts on pages 16 to 19 indicate the percentage of Fellows responding that each aspect of their relationship with Ashoka had a critical or significant impact on their work (1 or 2 out of 4).

Ashoka's Impact: Fellow Stipend
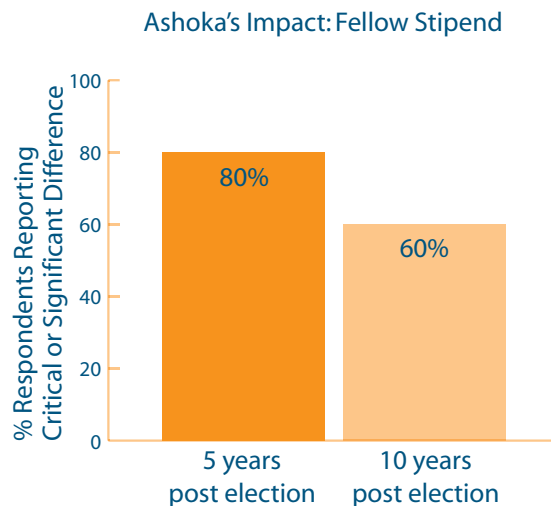
Ashoka's Impact: Fellow Stipend

Critical Difference

Being a Fellow was important because Diva had three years to work full time on her idea. She was able to build legitimacy as a leader in the Black movement. Before this, her constituents saw her as more of a technician than as a strong force for change. Now she has a structured institution and is doing rather than simply talking. In many ways, this exposure allowed her to build an impressive institution and create the impact she has achieved to date.

--Diva Moreira, Brazil 1999, 10 years post election

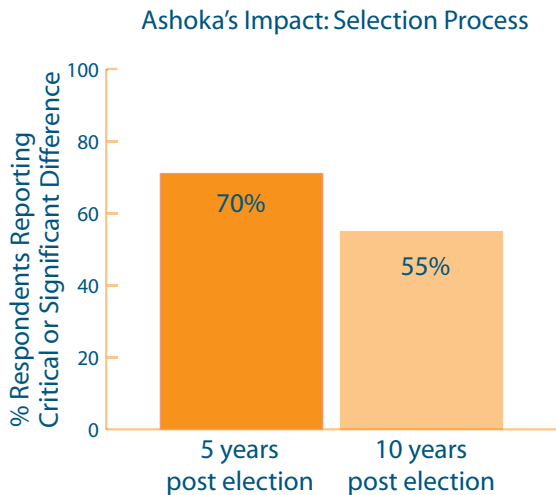## Ashoka's Impact: The Selection Process

Critical Difference

"The best part was contact with Ashoka staff member Ryszard before I was elected. We corresponded over mail for 1 to 2 years. He asked good questions about my project that made me think about things. For example, Ryszard wanted to know why I did not start an organization. I thought that I didn't need one, but then, three years ago, I realized we needed to be an independent body and I started my organization. He also asked me details about the project, what I want to have done in ten years. The process of sitting down and writing, going through good arguments was important and much more difficult than just talking in circles."

-Jack Shindler, Poland 2000
5 years post election

Significant Difference

"That panel was practically a doctoral exam. I confronted many questions that I had never before considered."

-Judith Santos, Mexico 2000
5 years post election

Ashoka's Impact: Selection Process

% Respondents Reporting Critical or Significant Difference

- 5 years post election: 70%
- 10 years post election: 55%

## Ashoka's Impact: Moral Support

Critical Difference

"Ashoka was the first organization to express confidence in my plans, which gave me the courage to continue working on my project."

--Anuradha Kapoor, India 2000
5 years post election

Some Difference

Celia notes that her election as an Ashoka Fellow was a significant "affirmation of the importance of her work" and a source of "the courage needed to overcome difficult obstacles."

--Celia Destri, Brazil 1998
5 years post election

Ashoka's Impact: Moral Support

% Respondents Reporting Critical or Significant Difference

- 5 years post election: 70%
- 10 years post election: 58%
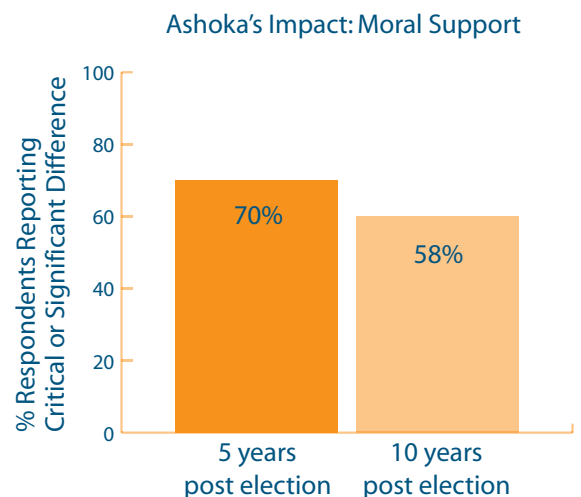
Ashoka's Impact: Communication

Significant Difference
Cida Bento specifically talks about the "accompaniment" or follow-through that Brazil directors Cindy Lessa and Monica de Roure provided to her following her election. Monica's support was particularly important in terms of helping Cida on strategic planning for the growth of her organization.

--Maria Aparecida Bento, Brazil 2000
5 years post election

Some Difference
"Comments on quarterly reports from Bill Drayton and other head office staff were useful for strategizing and field level testing."

--Mohammad Zakaria, Bangladesh 1999
10 years post election

Ashoka's Impact: Communication

% Respondents Reporting Critical or Significant Difference

5 years post election	10 years post election
52%	39%
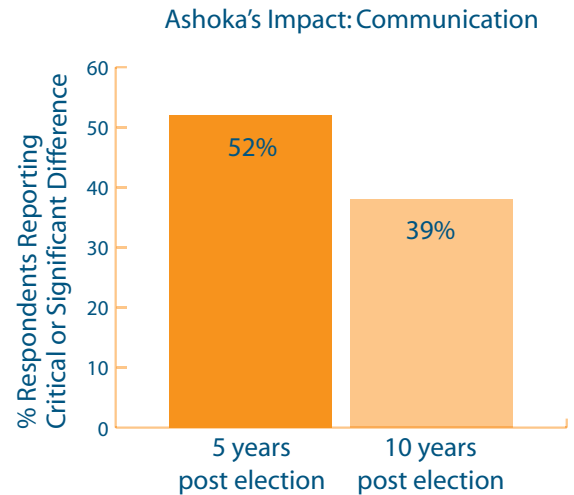
## Ashoka's Impact: Fellow Collaboration

Critical Difference
Joel feels that his exchange of ideas with other Fellows working on housing issues across Asia have been absolutely critical to his success in transforming South Africa's own housing situation.

--Joel Bolnick, South Africa 1998
5 years post election

No Difference
Cheik reports that there was no follow-up from attending Fellows after the Resine Challenge Pot workshop in Dakar that included eight environmental Fellows from West Africa.

--Cheik Amala Taboure, Mali 2000
5 years post election

Ashoka's Impact: Fellow Collaboration

% Respondents Reporting Critical or Significant Difference

5 years post election	10 years post election
49%	35%
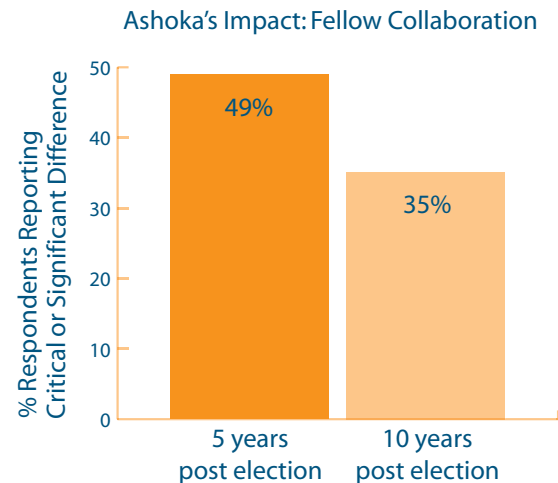
Ashoka Fellow Ercan Tutal of Turkey offers citizens of all ages with disabilities the opportunity to confront and overcome challenges through sports.

Ashoka's Impact: Door Opening

% Respondents Reporting Critical or Significant Difference

48% — 5 years post election

43% — 10 years post election

Ashoka's Impact: Opening Doors

Critical Difference

Although Ashoka opened doors in some but not all social sector circles in Mexico, Pati sees power not in the Ashoka brand but in the specific, personal connections available through high-level channels. Pati believes that the GEF funding — now the cornerstone of her impact — came about in large part due to her association with Ashoka. After her election, Bill Drayton served as a reference for Pati in the GEF selection process. In this sense, the most important development for her organization would not have happened if Pati had not been an Ashoka Fellow.

-----Pati Ruiz Corso, Mexico 2000, 5 years post election
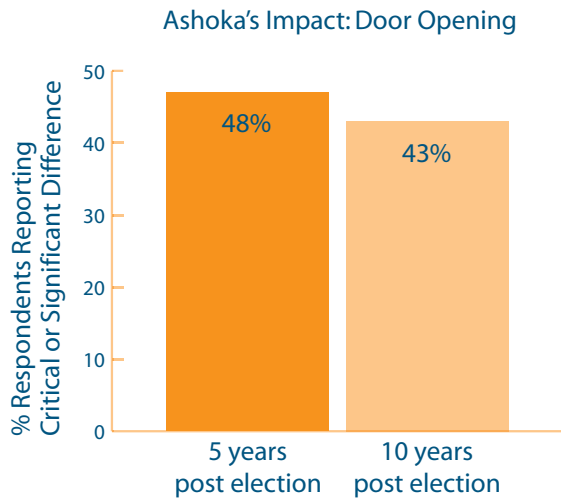
Significant Difference

Larry Silberman reports that Ashoka has a brand recognition that suggests quality and trustworthiness. Ashoka doesn't yet mean much for many funding sources, but it did with the Ford Foundation and most recently people associated with the Rockefeller Group. And he is sure that as he goes fundraising for his expansion plans, he will brandish the Ashoka connection and with international foundations, at least, it will help him.

--Larry Silberman, Mexico 2000, 5 years post election

Ashoka Impact: Overall Support

% Respondents Reporting Critical or Significant Difference

56% — 5 years post election

77% — 10 years post election

Ashoka's Impact: Overall Support

Critical Difference

"The international support was very important to me psychologically… The fact that someone in another country who did not know me had the confidence to fund me for three years is really incredible. I think it is such an amazing idea. It was my defining moment professionally. But it was ironic going from a stranger funding me in full confidence to local funding that came with so many questions. I don't know what would have happened if Ashoka never came along."

-Petra Vitousova, Czech Republic 2000
5 years post election
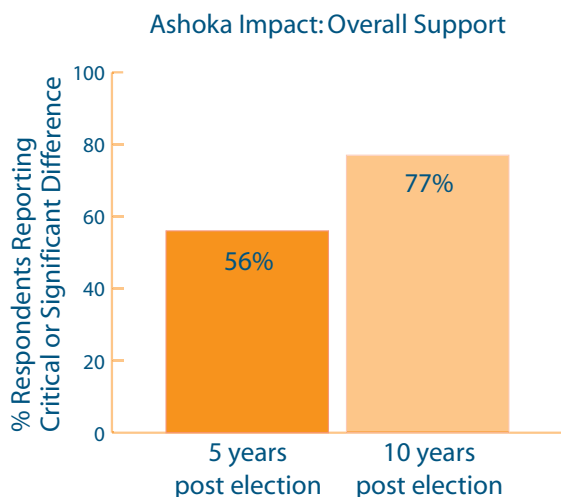
"The valuing of my work, motivation, and commitment has never been as well recognized as with Ashoka, benefiting my self esteem and renewing the commitment I had made for my life."

--Dante Pesce, Chile 1998, 5 years post election

Conclusions:

Ashoka envisions a world where all people are changemakers – individuals who feel empowered to create change when they see a need in society. Toward this end, it acts to promote an active, entrepreneurial civil society across the globe. Ashoka Fellows, the world's leading social entrepreneurs, create systemic changes in their societies. Through their leadership, both as individuals and through their ideas and institutions, they create the spaces and conditions that empower individuals to become changemakers. This type of leadership, and the systemic change it accompanies, can be difficult to measure and even describe. But the data in this report suggests that Ashoka Fellows, with Ashoka's support, are increasingly fomenting fundamental changes in their societies. The following points summarize the basis for this conclusion:

- Ashoka has made concrete efforts to reengage older Fellows and to formalize Fellowship activities. As a result, more recently elected Fellows tend to have higher levels of engagement in the Fellowship and have been more likely to respond to the Measuring Effectiveness survey.

- Fellows that remain in contact with Ashoka continue working toward their original vision in very high numbers. The growing network of dedicated and experienced Leading Social Entrepreneurs serves as a broadening base for both systemic social change and for collaboration toward that change.

- As Fellows advance beyond their stipend period, their institutions are more likely to lead their fields and their work is more likely to influence public policy. Again, this implies a growing richness as more Fellows move beyond their initial stipend period.

- Fellows elected more recently have their work replicated by other institutions in higher numbers than their counterparts elected earlier in Ashoka's history. They also continue working toward their original vision for change well beyond their election to the Fellowship in greater numbers. The root of this change remains unclear. It may include improvements in Ashoka's search and selection process, more support from the growing Ashoka network, or the stronger civil contexts in which Fellows operate. But the implications of these trends are clear: the Ashoka Fellowship is becoming stronger over time.

Measuring Effectiveness not only allows Ashoka to assess and communicate its impact, but it also provides a stream of information for directing its institutional development. Because of this type of feedback, the election of Leading Social Entrepreneurs is now only one facet of Ashoka's effort to build more entrepreneurial

Ashoka Fellow Rodrigo Baggio is spearheading a rapidly growing movement to equip young people in low-income communities with computer skills and to expand their access to modern society.

civil societies around the world. As Ashoka Fellows have highlighted the potential value of a well-connected global network of social entrepreneurs, Ashoka has responded with concrete efforts to reengage older Fellows, formalize Fellowship activities, and create opportunities for collaborations between Fellows.

This report highlights areas for further improving Ashoka's work. One example is found in the Fellows' own evolving recognition of Ashoka's contribution to their work. Newly elected Fellows tend to value individual aspects of their relationship with Ashoka while Fellows further beyond their stipend period tend to value their overall relationship with Ashoka. This suggests more targeted ways Ashoka can support and engage social entrepreneurs over their life cycle.

Like Ashoka itself, Measuring Effectiveness is a work in progress. This summary of the first six years of Ashoka's impact assessment provides an important tool for reflection on the current methodology. Efforts are currently underway to strengthen the study by incorporating qualitative information more consistently, developing new indicators of systemic change, and improving implementation of the in-depth, case-study portion of the project.

Appendix A: Fellow Survey

MEASURING EFFECTIVENESS QUESTIONNAIRE

This questionnaire is designed to help measure Ashoka's overall impact so that we can communicate this to our supporters and at the same time continue to improve Ashoka's performance. We are very grateful to you for taking the time to answer the following questions which relate to your work and supporting institution (if you have one), the spread of your idea, and your relationship with Ashoka. This year we are surveying Fellows elected in 1993.

Name _____ *Country*_____

YOUR IDEA AND SUPPORTING INSTITUTION

Are you still working on the original idea/social problem for which you were elected an Ashoka Fellow?

__Yes
__No

In what sector is your work primarily focused?

__NGO/Non-profit sector
__For-profit sector
__Government sector
__Academia

How has the institution evolved since 1993? (Please check one only)

__Institution has ceased to exist
__Institution still exists but faces major challenges
__Institution has grown and stabilized
__Institution is recognized as a leader in its field

SPREAD OF YOUR IDEA

Has your work brought about legislative or policy changes directly/indirectly?
(please select all that apply)

__Yes (National policy changes)
__Yes (State policy changes)
__Yes (Local policy changes)
__No policy change

(a) Have other independent groups (not directly managed by you) replicated your idea/project?

__*Yes*
__*No*

(b) Please provide information on the number of sites at which your idea/project has been replicated by other independent organizations (not managed by you), businesses, and/or governments:

IMPACT OF ASHOKA'S SUPPORT ON YOU

In what settings do you identify yourself as a social entrepreneur?

__Professional settings
__Social gatherings
__With the press
__Other (please explain)
__ I do not identify myself as a social entrepreneur

Ashoka would like to learn more about your relationship with our organization and how we can improve our services to you in the future. What impact/difference have the following services made in your growth as a social entrepreneur?

ASHOKA SERVICE	Critical Difference	Significant Difference	Some Difference	No Difference	Not Applicable
Selection Process (application, interview)					
Financial Stipend					
Collaborations with Fellows within your country					
Public recognition as an Ashoka Fellow					
Communication from Ashoka offices (newsletters, phone calls, email)					
Personal affirmation and moral support from Ashoka staff					
Introductions/door opening from Ashoka staff					
Other (please explain					
OVERALL impact of Ashoka support on your work					