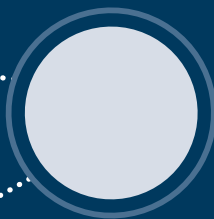
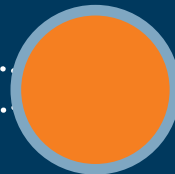
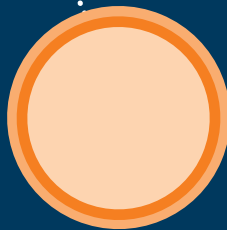
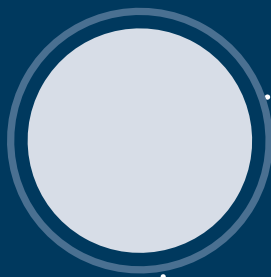


# ASHOKA

## IN SWITZERLAND

2018-2019



ASHOKA

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

Bill Drayton, Ashoka Founder and CEO

# WELCOME

*Dear friends,*

*What an impressive journey for Ashoka Switzerland over the last few years!*

*Five years after the launch of Ashoka in Switzerland, it is time to take a look back and to highlight our key achievements. We are proud to have contributed to the emergence and professionalization of the social entrepreneurship sector in Switzerland, built up a flourishing and innovative ecosystem around our community of talented changemakers and pushed forward system-change approaches.*

*We now count on a larger and stronger community of Ashoka Fellows, surrounded by a multitude of promising entrepreneurial organizations, foundations, companies, investors, public entities and international organizations with whom, on a daily basis, we experiment creative pathways to bring new solutions to social and environmental issues and scale up their impact, be it in Switzerland, in Europe or elsewhere in the world. Whether it is about co-creating with businesses, building up hybrid models, accessing new types of financing or setting up system-change strategies, we have experimented, showcased, and replicated numerous projects aiming at creating societal changes.*

*We are very excited to continue this journey and to keep strengthening in the upcoming years the positioning of Switzerland as an international hub of social innovation. We strive to collaborate with everyone who wants to create an “Everyone a Changemaker” world.*

*The Swiss team is very grateful to its partners, supporters and everyone who contributed to this challenging but successful journey and we look forward to a new exciting year together!*

Olivier Fruchaud, Director Ashoka Switzerland

# ABOUT ASHOKA

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

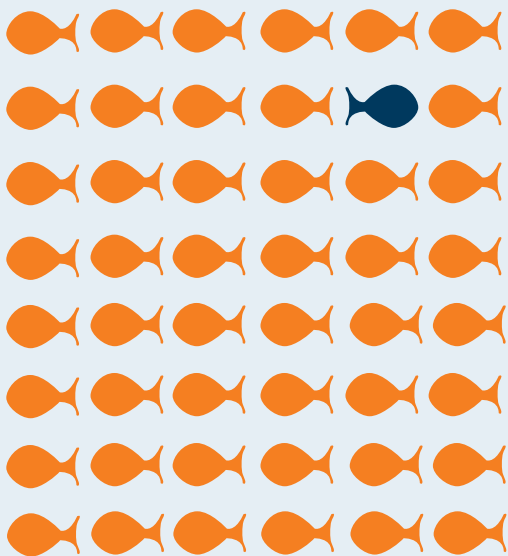
**We call them Ashoka Fellows.**

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

# OUR VISION

An **Everyone A Changemaker™** world is a world where more and more people respond efficiently and imaginatively to social problems, and where each person has the confidence, skills, and support to drive effective change. This world is both more resilient and more inclusive because each person – regardless of age or background – will play a role in shaping the future.

The new paradigm has massive implications for how children grow up and learn, how cities organize for the future, how companies think about talent and strategy, how philanthropists think about impact, and how societies define success and development.



## WHAT IS A SOCIAL ENTREPRENEUR?

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

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

Bill Drayton, Ashoka Founder and CEO

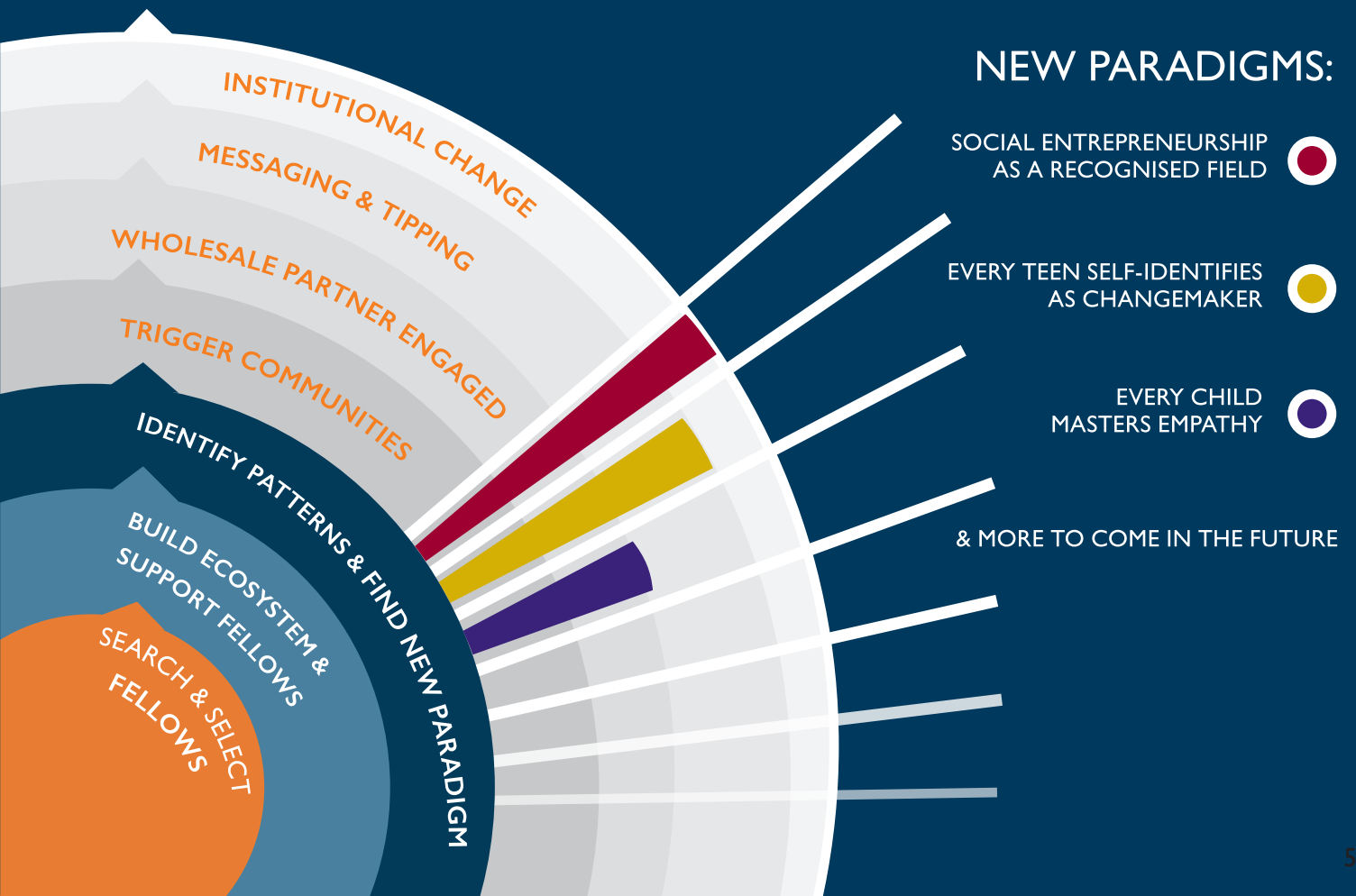
# OUR GLOBAL STRATEGY

Ashoka's mission is about **Changemaking for the good of all**. Ashoka is uniquely positioned to identify new paradigms, by sourcing them from its community of social entrepreneurs and demonstrating them through its broader network of social impact leaders (in schools, universities, companies, media, etc.).

The social entrepreneurs of the Ashoka network (the "Fellows") are at the front edge of change, working to solve the world's most pressing issues. They are **great role models** who put into perspective underlying trends and "how-tos" for working and confidently contributing in a world which is increasingly defined by change rather than repetition.

That is why, in addition to its **core business of selecting and supporting innovative social entrepreneurs**, Ashoka's strategy will increasingly focus on the identification and acceleration of some of these trends put into perspective by a critical mass of Fellows. This enables us to understand the upheaval to come in a field and announces the new paradigms of changemaking for the good of all.

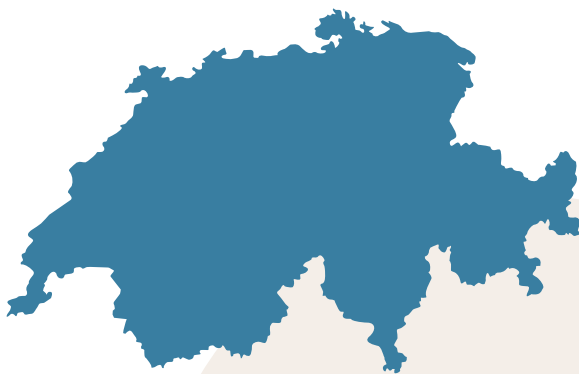
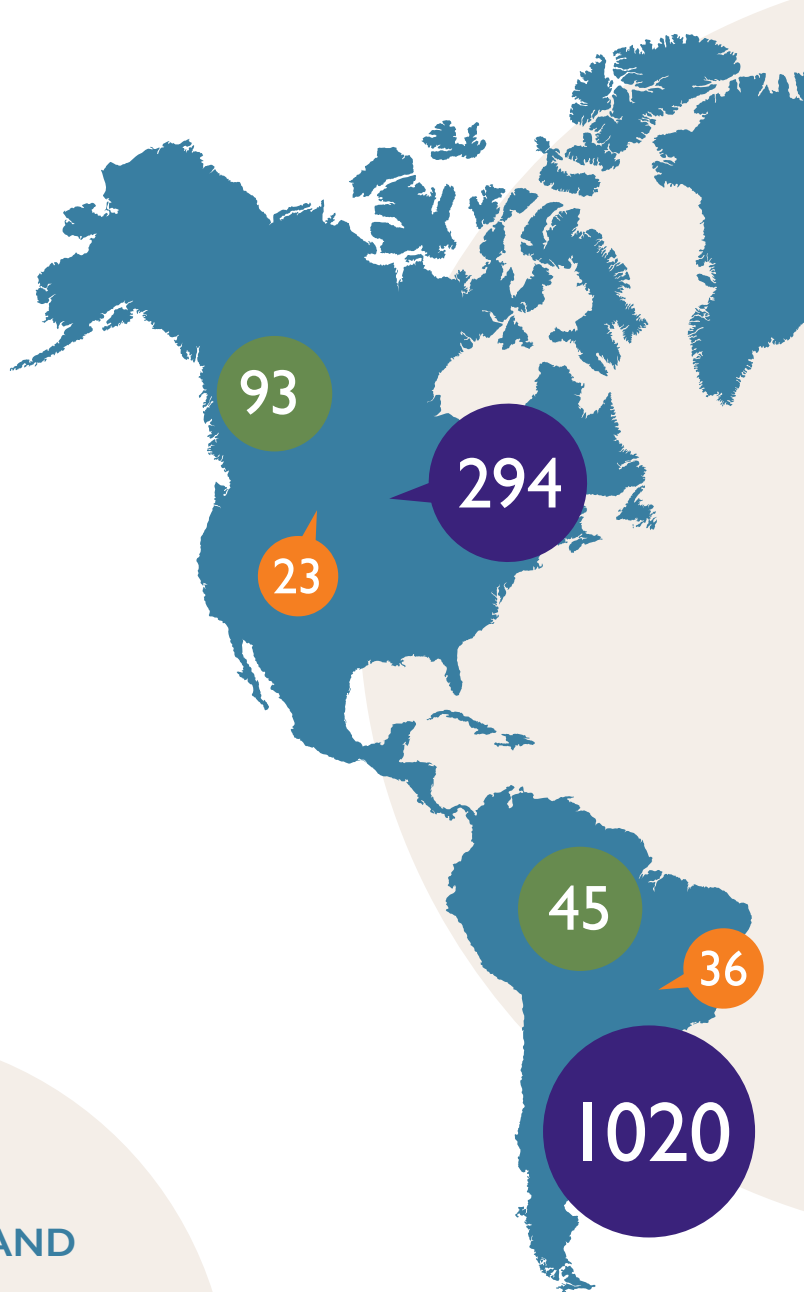
## CHANGEMAKING FOR THE GOOD OF ALL



# A GLOBAL NETWORK OF SOCIAL ENTREPRENEURS

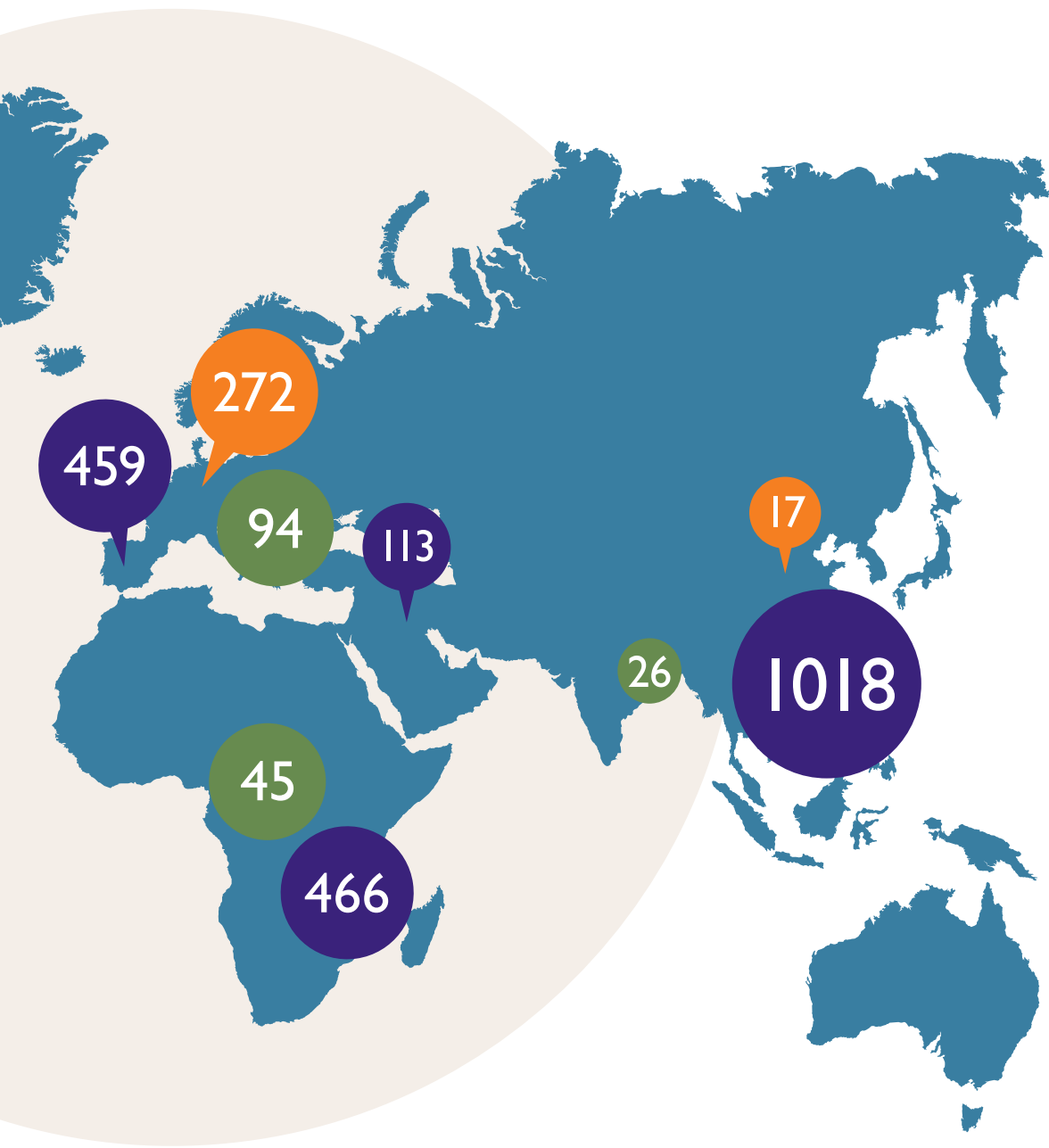
ASHOKA: A CATALYZER FOR SOCIAL CHANGE

- **FELLOWSHIP:**  
More than 3'500 Fellows  
in 93 countries
- **CHANGEMAKER SCHOOLS:**  
297 schools in 35 countries
- **ASHOKA SUPPORT NETWORK:**  
334 business leaders support  
Ashoka in 28 countries



## ASHOKA SWITZERLAND

- **14** Swiss Fellows: elected in Switzerland
- **16** Localized Fellows: elected abroad with activities in Switzerland
- **9** Ashoka Support Network members
- **4** Staff members  
| Geneva Office



### FELLOWS BY SECTOR

17% Human Rights



17% Education



20% Economic Development



17% Civic Participation



17% Health



11% Environment



# LOOKING BACK

## FROM GLOBAL TO LOCAL

1981



**1981** Bill Drayton founded Ashoka.

2004

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



2006



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

2009

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

2011

**2011** Launch of the Swiss Re Foundation partnership to address health issues in India through nutrition (still active after 8 years).



**Swiss Re**  
Foundation

2012



**2012-2016** Impact Program in Switzerland. A social impact booster aiming at building Swiss social enterprise leaders' capacity.

2013

**2013-2017** Cartier Charitable Foundation partnership to support communities at the heart of natural ecosystem restoration.

Charitable Foundation  
*Cartier*

2014

**2014-2018** Supporting Social Entrepreneurship in Latin America with a consortium of actors, Hystra, New Ventures and SDC.



**HYSTRA**  
hybrid strategies consulting



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

**2014-2015** Social & Business Co-Creation European Competition & Award Ceremony in Zermatt to source and identify innovative co-creation projects in Europe led by social-mission organizations, traditional businesses and public institutions.



**ZERMATT**  
**SUMMIT**  
HUMANIZING GLOBALIZATION

**2014** 5 business cases and 5 teaching cases on co-creation models published.



2014

**2014** Creation of a partnership with Boehringer Ingelheim  
Making More Health: Co-Creating a Healthier World.



**2014** Publication of 'The Guide to the 7 key questions all social entrepreneurs should ask themselves', available in English, German, French and Italian.

2015

**2015** Swiss Changemakers program  
Monthly workshops & public events supporting 10 Changemakers.



**2015** Unlocking Blended finance events in Geneva and Bern to discuss solutions on how to bridge the gap between philanthropy and social impact investors and investees.

**2015-2019** Fabric of Change partnership with C&A Foundation



2016



**2016-2017** Transforming Education in Cocoa Communities (TRECC) program in Ivory Coast with the Jacobs Foundation.

**2016-2019** 3rd edition of Experiencing Social Entrepreneurship Program  
a partnership for change matching J.P. Morgan mentors with Ashoka Social Entrepreneurs.



**2016-2017** UBS Social Innovators program to support leading social entrepreneurs to scale with the expertise of UBS & Ashoka mentors in 4 regions (EMEA, APAC and CH).

2017



**2017-2021** CSV Prize Partnership. Search, select and support leading social innovators within Nestlé value chain.

**2017** Election of Dan Acher as an Ashoka Fellow in Switzerland



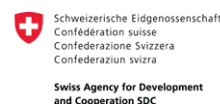
2018

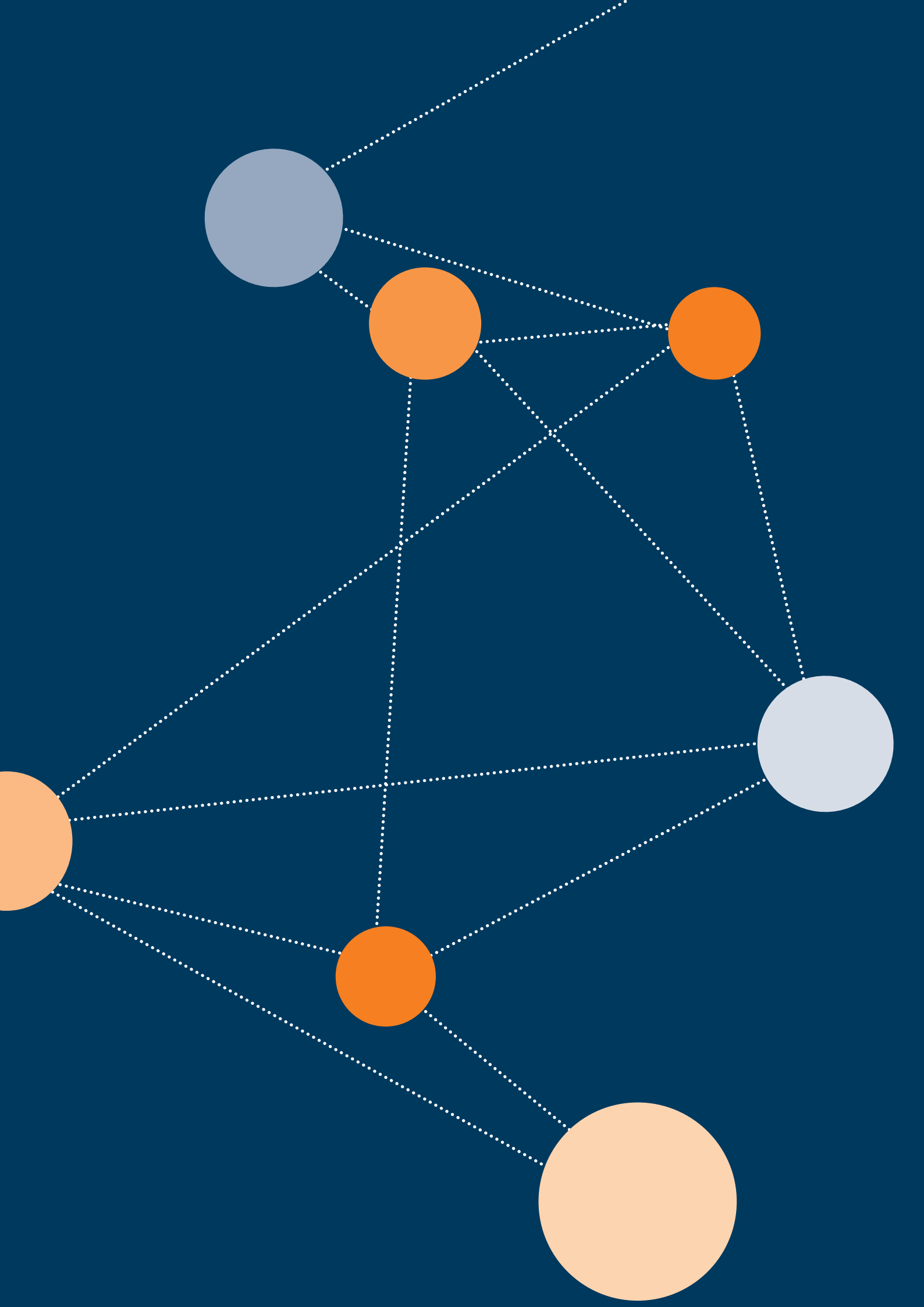
**2018** Launch of the global change leaders program.  
A partnership to support a community of pioneers who are building "Learning ecosystems" that empower everyone to live for a better world and be change makers.



**2018** Election of Jonas Staub as an Ashoka Fellow in Switzerland

**2018-2021** The SEA-Change partnership, supporting Social Entrepreneurship in Africa, with a consortium of actors, LeFil consulting, Venture Capital for Africa and SDC.







# ASHOKA FELLOWS

# VENTURE: THE SEARCH AND SELECTION OF NEW ASHOKA FELLOWS

## HOW DO WE IDENTIFY LEADERS CHANGING SYSTEMS ?

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

*"Entrepreneurial quality - is by far the toughest (criterion for a social entrepreneur). For every one thousand people who are creative and altruistic and energetic, there's probably only one who fits this criterion, or maybe even less than that. By this criterion we do not mean someone who can get things done. There are millions of people who can get things done. There are very, very few people who will change the pattern in the whole field."*

Bill Drayton, Ashoka Founder and CEO

### NEW IDEA

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



### CREATIVITY

Does the individual approach opportunities and obstacles creatively?



## 5 SELECTION CRITERIA

### SOCIAL IMPACT

Has the project the ability to solve the social challenges and transform society?



### ENTREPRENEURIAL SKILLS

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



### ETHICAL FIBRE

Is the individual trustworthy and does he have the highest ethical standards?

## WHAT MAKES A FELLOW UNIQUE ?

Ashoka Fellows are **visionaries** who develop innovative solutions that fundamentally change how society operates. They find what is not working and address the problem by changing the system, spreading the solution, and persuading entire societies to take new leaps forward. Much like the rare, top business entrepreneurs who redefine industries, entrepreneurs persist however long transformation takes. They are **creative yet pragmatic**, constantly adjusting and changing, with a committed vision that endures until they have succeeded.

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

Olivier Fruchaud, Ashoka Switzerland

## THE SELECTION PROCESS



### 1. NOMINATION

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

### 2. FIRST OPINION

**Due diligence and first interview:**

The Venture team researches nominees, their ideas and the problems they are tackling. Short-listed candidates are invited to a first interview.

### 3. SECOND OPINION

**Second Interview:**

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

### 4. PANEL

**Panel Interview:**

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

### 5. BOARD

**Profile submission:**

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

**92%**

of Fellows report that Ashoka was a leader in founding the field of social entrepreneurship in their country.

**93%**

of Fellows report that the selection process helped to strengthen and articulate their idea.

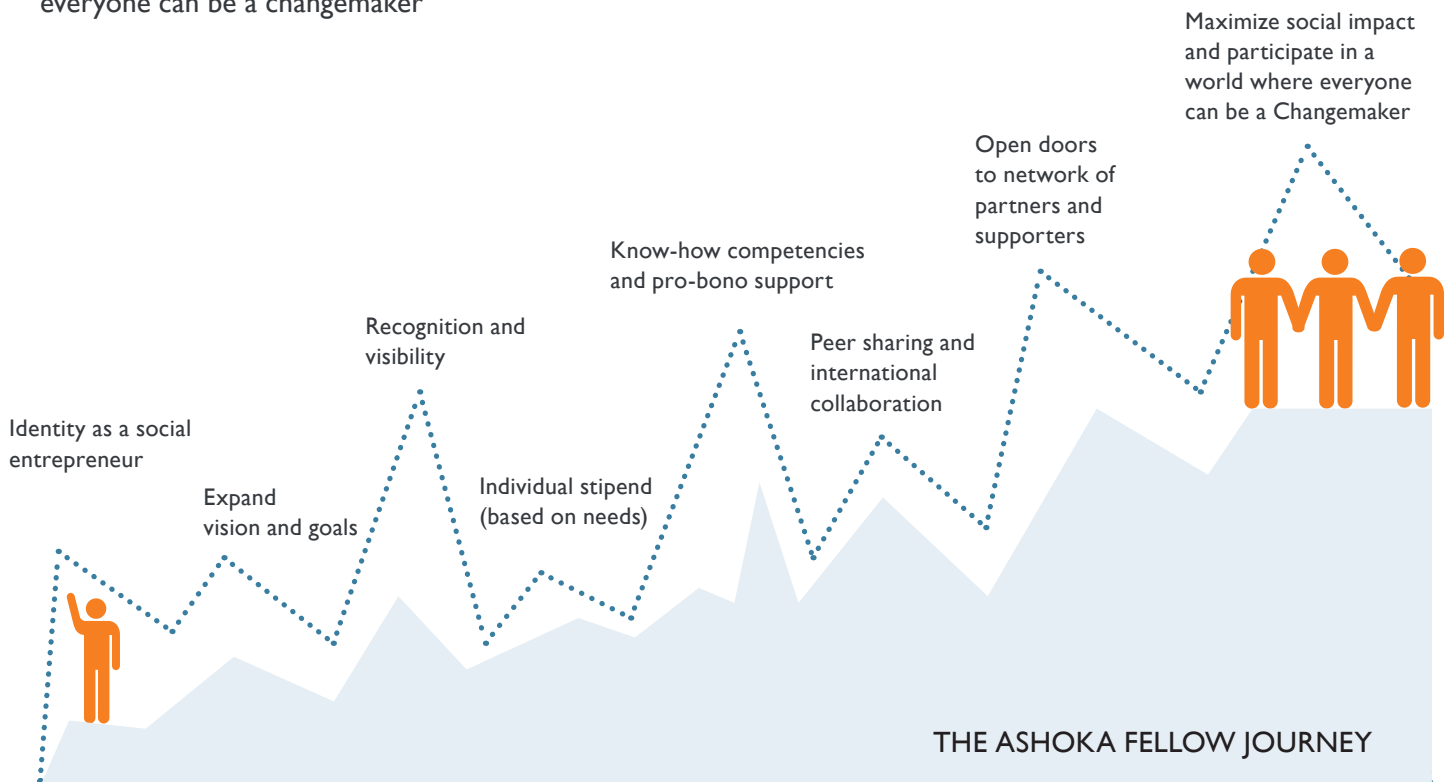
**89%**

of Fellows report that Ashoka changed how they see themselves as a leader.

# THE FELLOWSHIP

## HOW DO WE PUT THE NETWORK TO WORK?

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



FIND

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



ACCOMPANY

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



CONNECT

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

## MEASURING THE IMPACT OF OUR FELLOWS

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



**84%** of the fellows report that Ashoka helped them increase their impact



**74%** of the fellows have collaborated with at least one other fellow



**90%** of Fellows report that their idea has been replicated by other groups or institutions



**91%** of Fellows are still pursuing the idea for which they were elected

### COACHING FROM ASN MEMBERS

ASHOKA  
SUPPORT  
NETWORK



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

Christophe Dunand, Ashoka Fellow

### PARTICIPATION TO LOCAL SUPPORT PROGRAMS



*“Joining the Ashoka family has been a huge boost. The greatest impact came from the concept of “Thinking global”. This means not thinking anymore about my projects for a specific city, region or country, but how they can be developed all around the world. The playing field completely opened up for me. Secondly, meeting international Fellows has been both humbling and inspiring. Those are some of the most amazing people I’ve ever met. I have made new friendships and we are starting to collaborate globally.”*

Dan Asher, Ashoka Fellow

# ASHOKA FELLOWS

14 FELLOWS  
ELECTED IN SWITZERLAND

Showcasing social change  
across different sectors



Education



Human Rights



Civic Engagement



Environment



Economic  
Development



Health



**JONAS  
STAUB**  
**BLINDSPOT**  
ELECTED IN 2017

#### IDEA

With Blindspot, Jonas is creating a culture of inclusion of people with disabilities by showing inclusion for what it ultimately is – an easy, natural process that everyone can engage in. Blindspot is the first organization of its kind in Switzerland. Having started its work by bringing children with and without disabilities together through sport, Blindspot is now positioned as a leader in the field and innovating several new efforts to reach beyond children to drive a broader societal shift toward a culture of inclusion.

#### IMPACT

Jonas's activities started with organizing winter and summer camps that both children with and without disabilities can attend. Blindspot now only holds a couple of camps a year themselves because the model has been copied at over 200 youth camps across the country. Jonas then started partnering with local sports clubs and schools to host joint sports days. When Blindspot began this work, schools for students with disabilities in Switzerland were fully separate from mainstream schools. Now, he works with 40 schools in 5 districts across the country.



#### PERSON

From an early age, Jonas proved to have a strong sense for justice, often getting into trouble for defending other children from bullies. While working in several institutions during his studies, he started to develop doubts about the way the system worked. After an incident with a 15-year-old he worked with, Jonas's colleagues called meetings with everyone except the young person himself, Jonas realized we needed a system where people with disabilities did not have to be so dependent on social workers. He felt strongly that this would be possible if only we didn't separate people with disabilities from those without. On that insight, he founded Blindspot in 2004 and has been a pioneer for authentic inclusion ever since.



**DAN  
ACHER**  
**HAPPY CITY LAB**  
ELECTED IN 2017

#### IDEA

The uniqueness of Happy City Lab, Dan's organization, lies in the constant exposure of citizens to events and installations that slowly expand their comfort zone. Since the interventions rely heavily on the participation of passers-by, this pushes community members into an active role. Because people are repeatedly confronted with new ways of revitalizing their city, they are not only inspired to participate in such activities, but to organize similar initiatives, facilitated by Happy City Lab, through either coaching or Do-It-Yourself-Guides.

#### IMPACT

For Neighborhood Exchange Boxes, a box is installed in a neighborhood where neighbors can share every-day items with their neighbors. More than 80 Neighborhood Exchange Boxes have been set up. "Play Me, I'm yours" is a social and artistic project by Luke Jerram, which has been organized in Switzerland since 2011 by Happy City Lab. Now, the project counts around 60 pianos all over the city. Finally, CinéTransat is a very well known Open-Air Cinema held during the summertime in various cities in Switzerland and France of which more than 90'000 people attend every year.



#### PERSON

Dan's first major project was to organize Critical Mass (coincidental cycling, a movement where people come together to reclaim the city by bike, protesting the predominance of cars). Dan first organized it by himself in New Zealand and later, upon his return home, in Geneva. In 2010, Dan was commissioned to organize the official New Year Eve Event for Geneva. It was a deeply human celebration on a large scale and a great success. After this success, Dan received many commissions from the City of Geneva and neighbouring towns. In order to meet the demand, he started Happy City Lab as a tool to transform public spaces into areas of interaction and connectivity among citizens.





**NICOLA FORSTER**  
**FORAUS**  
 ELECTED IN 2016

**IDEA**

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

**IMPACT**

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

 **PERSON**

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



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

**IDEA**

Credible accountability for atrocities such as war crimes, genocide and crimes against humanity requires criminal justice professionals, trained to work internationally, who can be on the spot rapidly to obtain and preserve evidence. Yet national and international institutions often cannot find people with such specialized training quickly. As a lawyer and diplomat, Andras saw how a lack of quality investigations was undermining the effectiveness of international justice, and set out to change it.

JRR provides criminal justice professionals rapidly, wherever needed, to help ensure investigations and fact finding missions are credible, impartial and prompt. Since 2009, JRR has brought together the public and private sector to recruit, train and certify experts to a roster and make them available for rapid deployment. The JRR model strengthens the capacity of the international community to hold perpetrators accountable for the world’s worst crimes.

**IMPACT**

Currently JRR has over 100 participating states and institutions. In seven years of operations JRR has assisted more than 110 times, through a roster of more than 630 experts from 50 professional categories. They come from 106 countries, 42% from the global South, and 54% of them are women. With JRR, Andras has built a flexible and cost-effective means to help credible investigations restore a belief in the rule of law and thus break recurring cycles of violence around the world.

 **PERSON**

Andras is a child of Holocaust survivors. After studying law, he joined the Canadian diplomatic service. He has been involved in international justice for two decades. Andras was the first Chair of the Sierra Leone Special Court’s Management Committee and helped set up the International Criminal Court. He has been a part of JRR’s leadership since its inception.



**CHRISTOPHE DUNAND**  
**RÉALISE**  
 ELECTED IN 2014

**IDEA**

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

**IMPACT**

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

 **PERSON**

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



**CAROLINE  
KANT**  
ESPERARE  
ELECTED IN 2014

**IDEA**

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

**IMPACT**

After 4 years, EspeRare has shown the value of its model by mobilizing 7 millions Euros of philanthropic and private grants to develop a portfolio of 5 therapeutic assets in 4 life-threatening rare diseases affecting more than 2 million children worldwide.

 **PERSON**

Caroline studied in Geneva and California and holds degrees in molecular biology, design and product development. Prior to founding EspeRare, she participated in the launch of a software company in Silicon Valley, and served six years in leadership roles at the pharmaceutical company Merck Serono. In 2015, she was appointed Swiss CFE woman entrepreneur of the year. Today she is also advising the ICRC and the UN to find ways to apply venture philanthropy to other health challenges.

Caroline's personal and professional drive and purpose also stems from her own experience as a mother, having a daughter affected by an unidentified rare disease.



**CARSTEN  
RÜBSAAMEN**  
BOOKBRIDGE  
ELECTED IN 2013

**IDEA**

We believe in a world where people do what they really are. We empower people to become self-confident responsible citizens by running experiential learning programs which result in the setup of learning centers as social enterprises.

BOOKBRIDGE builds business and leadership skills through experiential learning. In our Capability Programs, candidates from the Global North join hands with talents from the Global South to learn state-of-the-art business skills and develop as responsible leaders while creating community-based learning centers as tangible social enterprises.

We are a fully financially self-sustained social enterprise. We are proud to offer the only leadership development program in the world in which you create a worthwhile tangible business as a real entrepreneur.

**IMPACT**

Since 2009, BOOKBRIDGE has established 25 learning centers in Mongolia, Cambodia and Sri Lanka. 164.000 rural community members benefitted from increased life and job chances in 2016. 205 next-generation leaders have been trained in the Capability Program. See our impact wall at [www.bookbridge.org/wall](http://www.bookbridge.org/wall) for video statements on how we changed people's life.

 **PERSON**

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



**JERÓNIMO  
CALDERON**  
EUFORIA  
ELECTED IN 2012

**IDEA**

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

**IMPACT**

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

 **PERSON**

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



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

**IDEA**

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

**IMPACT**

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

 **PERSON**

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



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

**IDEA**

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

**IMPACT**

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

 **PERSON**

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



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

**IDEA**

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

**IMPACT**

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

 **PERSON**

Markus was born in a small village in Switzerland and is the first child of two teachers. When he was young, he was very active with the Boy Scouts and by the time he turned 28, he had created a new nationwide train-the-trainer curriculum for Boy Scout supervisors. Because Markus was one of only four “village children” admitted to his local high school, he was often disregarded by middle-class students and teachers. This experience of being treated like an inferior had a great impact on Markus’s life, inspiring him to be more self-determined in society. After high school, Markus graduated as a math teacher.



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

**IDEA**

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

**IMPACT**

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

 **PERSON**

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



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

**IDEA**

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

**IMPACT**

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

 **PERSON**

Marie-Dominique created an international solidarity organization in 1984, “For them, together with them”, focused on nutrition and education issues in Colombia. As a mother of four children (two of them adopted), she personally experienced numerous problems relating to the psychological and relational consequences of an improperly handled adoption. This is why she chose to return to her studies in educational and social sciences. It was during that time that she began forming a method for helping children suffering through hardships, following which she created As'Trame. Marie-Dominique is now retired.



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

**IDEA**

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

**IMPACT**

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

 **PERSON**

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

# 15 LOCALIZED FELLOWS

In addition to Fellows elected in Switzerland, we also count in the network other Fellows who expanded their impact in or from Switzerland and received ad-hoc support, from light engagement with local partners to more sophisticated support in replicating their venture, raising funds, or setting up a foundation.



**MARY GORDON**  
ELECTED IN CANADA IN 2002

## ROOTS OF EMPATHY

Roots of Empathy builds caring, peaceful and civil societies through the development of empathy in children and adults. With a baby as 'a' teacher, the school-based program has been shown to reduce child-hood aggression and increase social emotional competence. Roots of Empathy was launched in Zürich in 2015 and had been since helping over 1000 children in the German speaking part of Switzerland.



**ROSE VOLZ-SCHMIDT**  
ELECTED IN GERMANY IN 2008

## WELLCOME

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



**PATRICK STRUEBI**  
ELECTED IN MEXICO IN 2008

## FAIRTRASA

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



**BART WEETJENS**  
ELECTED IN TANZANIA IN 2008

## APOPO

APOPO is a global non-profit organization that trains giant pouched rats (nicknamed HeroRATs) to detect landmines in Angola and Cambodia and Tuberculosis in Tanzania, Mozambique, and Ethiopia. APOPO is also present in Switzerland where its Geneva-based foundation raises awareness around the landmine issue through its Education Initiative.



**KARL-HENRIK ROBERT**  
ELECTED IN SWEDEN IN 2009

## THE NATURAL STEP

The Natural Step brings together the disparate strands of environmentalism (scientific, social, economic, etc.) to assist companies, institutions, and governments with creating and implementing concrete sustainability strategies. The Natural Step in Switzerland is based in Winterthur.



**JOACHIM KÖRCEL**  
ELECTED IN GERMANY IN 2009

## KISS

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



**JOHANN OLAV KOSS**  
ELECTED IN CANADA IN 2009

## RIGHT TO PLAY

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



**FRANK HOFFMANN**  
ELECTED IN GERMANY IN 2010

## DISCOVERING HANDS

Dr. Frank Hoffmann pioneers a diagnostically superior, personal, low-cost breast examination method by training blind people as skilled diagnosticians. Frank's approach integrates them into the primary health care infrastructure, while enhancing women's health care experience and opening an entirely new professional path to a differently-abled constituency.



**MICHAELA NACHTRAB**  
ELECTED IN GERMANY IN 2011

### VERBAVOICE

Michaela Nachtrab envisions a society in which accessibility for hearing disabled and deaf citizens is the norm rather than the exception. VerbaVOICE promotes seamless communication in educational and professional environments, and expands access to information, events, and all kinds of media for the hearing-impaired.



**GUILHEM CHÉRON**  
ELECTED IN FRANCE IN 2013

### LA RUCHE QUI DIT OUI

“La Ruche qui dit Oui” was founded in 2011 in France by Ashoka Fellow Guilhem Chéron, and aims to provide consumers with access to small-scale, environmentally-sustainable supply systems for local products. Today, over 1300 ‘Ruche’ shops exist in 9 countries. Switzerland now counts 23 “Ruche” and is expanding extremely fast.



**NATHANAËL MOLLE**  
ELECTED IN FRANCE IN 2014

### SINGA

Through a nominator network comprised of major citizen and public asylum organizations, Nathanaël identifies refugees with entrepreneurial skills and supports them in the creation of small enterprises. He developed and replicated his model in Morocco, Belgium, Germany, Quebec, Australia and in Switzerland.



**JEREMY LACHAL**  
ELECTED IN FRANCE IN 2015

### BIBLIOTHÈQUES SANS FRONTIÈRES

Isolation and inactivity among marginalized communities, such as for instance in refugee camps, can have dramatic consequences: violence, physical and mental health problems. In response, Bibliothèques Sans Frontières is defining a new standard for libraries in the 21st Century, repositioning their role in communities as key vectors of economic and human development.



**GERNOT JOCHUM MÜLLER**  
ELECTED IN AUSTRIA IN 2015

### ALLMENDA

Gernot is restoring the declining social capital in communities through a complementary time-based currency system that strengthens regional economies and solidarity among people. His organization Allmenda creates important cooperations for a healthy future in the European region, including Switzerland.



**KLAUS CANDUSSI & WALBURGA FROHLICH**  
ELECTED IN AUSTRIA IN 2015

### ATEMPO

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



**BACH KIM NGUYEN**  
ELECTED IN BELGIUM IN 2015

### BEEODIVERSITY

Beeodiversity helps companies and public bodies to design and implement environmental projects and innovative solutions based on our natural capital that have a positive impact on products and services, territory and stakeholders. The Beeomonitoring tool for instance enables various actors to monitor biodiversity, pesticides and pollution on large surfaces thanks to bees. Beeodiversity is currently having an active project in Lausanne and is looking for more opportunities throughout Switzerland.



**FRÉDÉRIC BARDEAU**  
ELECTED IN FRANCE IN 2015

### SIMPLON.CO

Since 2013, Simplon.co offers free training in digital skills for disadvantaged and young people across France, with a strong focus on women. This project aims to reduce the digital divide and provide a skilled workforce to help build the EU digital economy. Simplon and its Swiss partner and Ashoka Fellow Réalise are launching a new web development training in Geneva which will start in November 2018. The goal of this operation will be to train 25 people to web development skills and jobs.

# EU EVENTS

## PRESENTING DAN ACHER TO THE FRENCH COMMUNITY

Dan Acher has been presented as an Ashoka fellow, both in Swiss and at the European Level, in Paris induction night (Ashoka annual event in France, presenting the most innovating social innovators in front of more than 300 selected key actors of the ecosystem).

As a Ashoka fellow, Dan benefit from strategic support for the scaling of his impact: peer to peer meetings and connections, skill based workshop to strengthen his business model and scaling strategy, individual and collective discussions with members of the Ashoka Support Network to help him solve essential challenges...

Ashoka spread the word about fellows actions, produced a video on Dan Work and, thanks to Ashoka PR work, increase media visibility.

Dan Acher is now part of Ashoka network, and will be engaged within this network of change-makers among life.



*"The event in Paris was really well done. The format was dynamic, the host really well prepared and each one of us, new fellows, did pretty good on stage, I'd say! The fact that we all had a video presenting our work using the same canvas allowed for each interview to get more personal and fun. Full house, a welcoming crowd, this was an event to remember."*

Dan Acher

## WEEKEND ASN FELLOW 2017 (WAF)

The first European WAF took place in May 2017 thanks to UBS:

**22 FELLOWS and 18 ASN from 7 different countries**

Contributed to the success of this inspiring and multi-cultural Ashoka weekend.

**THIS ASN AND FELLOWS WEEKEND** is a unique opportunity to gather different Ashoka communities from all around Europe, the intention is to initiate European alliances for system change.

The outcomes of the first European WAF were :

- Connect our European and Regional Communities
- Engage our network for the coming years (organize the second European WAF)
- Propose useful content for our Fellows/ASN.



## EUROPEAN CHANGEMAKER SUMMIT 2017

The European Changemaker Summit brought together

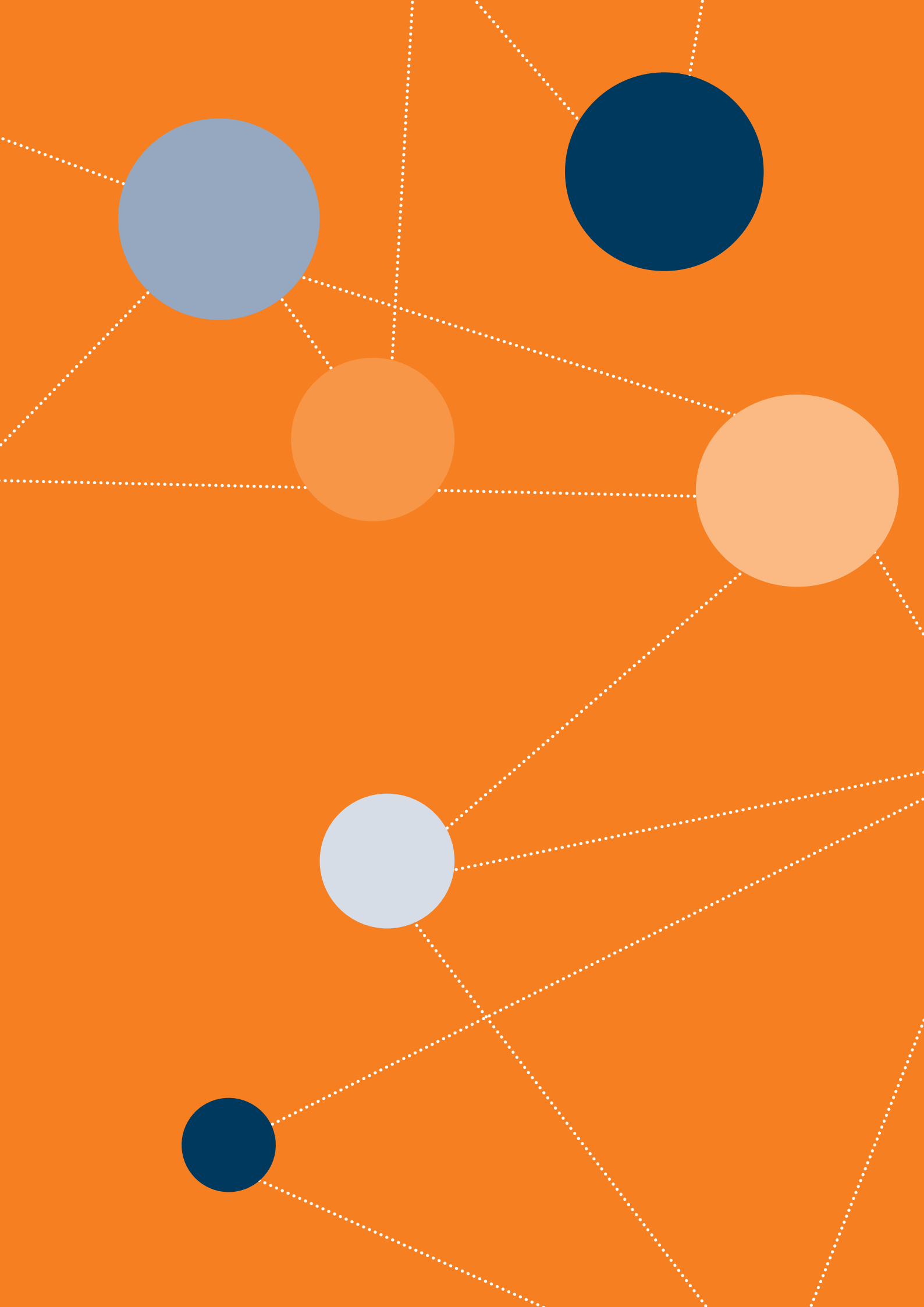
- 240 participants from 27 countries worldwide
- 36 leading social entrepreneurs from 16 European countries working on climate and biodiversity, future of work, (un) employment, democracy and protest, digital platforms, housing and urbanity, migrants and refugees, education and public health.
- 20 workshops on social innovations, system change and impact orientation.

During the European Changemaker Summit, several workshops were offered on social issues where the entrepreneurs could dive deeper into their work connect with participants from other organization. The topics that were covered were diverse:

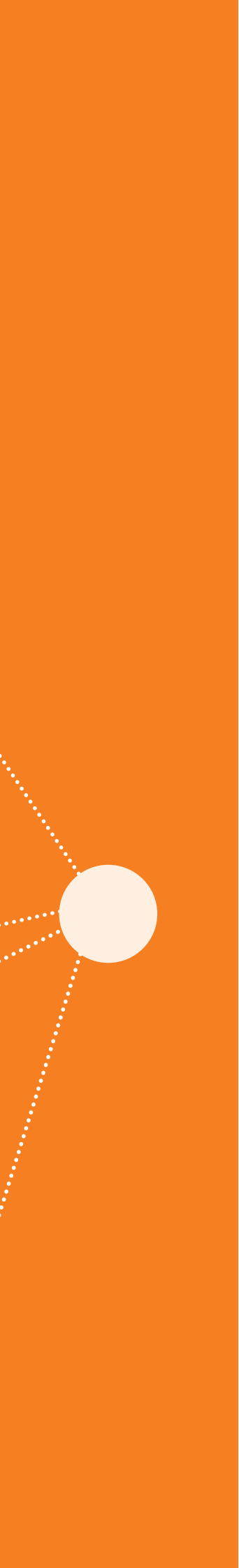
Climate and biodiversity, future of work, (un) employment, democracy & protest, digital platforms, housing and urbanity, migrants and refugees, changemaker education and public health.

Change paragraph pour : Social innovation trends in Europe were highlighted at the Summit, and the five important dimensions in social entrepreneurship that Ashoka is working on were announced:

- 1) Impact orientation: empowered to plan and act with emphasis on the impact
- 2) System change: equipped to capture impact change
- 3) Scaling: Aware about how to scale impact
- 4) New leadership: inspired to lead collectively
- 5) Wellbeing: Aware about the importance of wellbeing









# THE ASHOKA SUPPORT NETWORK

## CONNECTING BUSINESS LEADERS TO THE ASHOKA NETWORK

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

### LEADERS

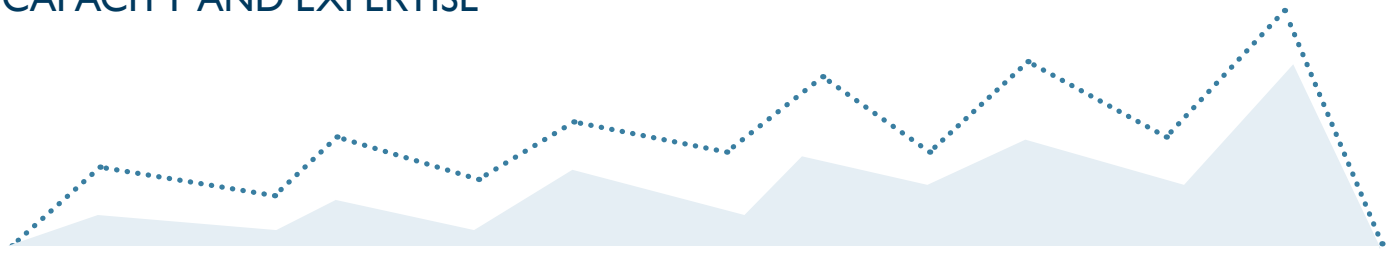
### PEERS

### MENTORS

The ASN forms an elite membership club of 350 innovative business leaders



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



- ▲ Share your network.
- ▲ Participate in the various Ashoka meetings and exclusive events.
- ▲ Share your experience as an entrepreneur.
- ▲ Accompany social entrepreneur in the long run. Join an advisory committee.
- ▲ Build bridges between your company and Ashoka to develop hybrid collaborations. Become ambassador.
- ▲ ....

## MEET 2 ASHOKA SUPPORT NETWORK MEMBERS IN SWITZERLAND



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

Yann Borgstedt, ASN member since 2009

## ASN BARCELONA EVENT

On November 23rd and 24th 2017, Barcelona welcomed the 2017 European ASN Forum, which gathered about 60 members of Ashoka (Ashoka Support Network Members, Ashoka Fellows, Ashoka Changemaker School Leaders, Ashoka Staff and the wider Ashoka community). The two days were focus on understanding the role of the Ashoka Support Network in accelerating a world of innovators. The forum also included the visit of Col·legi Montserrat, a school founded by Ashoka Fellow Montserrat del Pozo and considered as one of the most innovative schools in Spain. The event helped the ASN to not only connect with Fellows from all around the world, but also to discuss more in depth about their role within the ecosystem of Ashoka.







# ALLIANCES & CO-CREATION

# REDESIGNING PARTNERSHIPS FOR GREATER IMPACT

While social entrepreneurs have powerful solutions and insights on social issues, “scaling up” and reaching a larger audience remains a significant challenge. On the other hand, corporations are known for their capacity to operate at a large scale but have little knowledge about social issues or disadvantaged communities. It is therefore vital to find ways to pool together the different strengths of stakeholders.

Today, we can accelerate history by connecting the world’s most powerful network of social entrepreneurs with Changemakers from the private and public sectors to tackle social challenges at a large scale.

## A WIN-WIN IN A WORLD WHERE ORGANIZATIONS ARE STILL SILOED

### SOCIAL ENTREPRENEUR

Generate new sources of revenues to invest in social projects



### BUSINESS

Stronger CSR positioning and social footprint



CO-CREATION



### GOVERNMENT

Reinforcement of “a positive economy”

## 2014: SOCIAL & BUSINESS CO-CREATION EUROPEAN COMPETITION

to source and identify innovative co-creation projects in Europe led by social-mission organisations, traditional businesses, and public institutions. Five winners & finalists awarded at a Ceremony in Zermatt.

## 2016: 5 BUSINESS & TEACHING CASES ON CO-CREATION MODELS

published. These academic cases and pedagogical tools, developed in partnerships with PwC, HEC Lausanne, HEG Fribourg and the University of St Gallen are now available to a wider audience and aim at inspiring more organizations to explore the frontiers between business and social.

## FOCUS ON A CASE STUDY

### Affordable drugs for underserved patients

Social enterprise: EspeRare  
Corporate partner: Merck Serono SA

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



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

Caroline Kant

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

#### Societal issue

- 250 million people worldwide suffer from a rare disease and only 54% of rare diseases have approved therapeutic solutions.
- Lack of incentive for the pharmaceutical industry to invest in the early R&D for orphan drugs, particularly for drug repositioning opportunities that have lower financial potential.
- Because of the small market size, the price for orphan drugs has remained high, if they are available at all.



#### Value proposition

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

#### Business issue

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

### The key ingredients to success



Achieving a common vision



EspeRare as a non-profit



Patient-centered collaborative partnership



Strong support from the top



Driven & multi-disciplinary leadership

# SOCIAL BUSINESS COCREATION IN SWITZERLAND: BAROMETER AND WOKSHOP

In 2017 and 2018, Ashoka and the School of management Fribourg (HEG led the first study in Switzerland of how companies co-create with impact-first organisations. Through surveys conducted by GFS, this study explores how 140 Swiss companies of different sizes and sectors perceive and achieve social impact alongside profit – driven not just by social responsibility, but also

growth and innovation. The two partners then hosted a workshop about raising awareness on the power of co-creation and participants shared their individual challenges and learnings and connected with like-minded people. The workshop was the first step of a longer journey to engage stakeholders in co-creation.

## FOR MORE INFORMATION

Co-creation pools complementary skills and expertise of social entrepreneurs, businesses and public authorities to meet challenges that none of these actors could solve alone, to create value for all and gain access to new strategic opportunities. Through co-creation:

- Social entrepreneurs expand social impact by leveraging the strength of corporations and the public sector, to access skills and knowledge and to find revenue sources to grow their impact.
- Corporations have access to new markets including last mile populations, develop innovation labs to challenge their current organizational models, integrate social footprint into their core business, and empower employees through new skills learning.
- Governments collaborate with private and social actors to tackle societal challenges together, reducing public spending, and reinforcing a “positive economy” as well as achieving a more sustainable model to achieve social impact inspired by social entrepreneurship.

A real shift is hitting companies today: the social impact footprint of a company has moved far beyond basic regulatory compliance or pure communications strategy, to an opportunity to drive innovation and growth. Forward-thinking companies are taking advantage of consumers’ growing social & environmental awareness to create new value propositions, build a more transparent and sustainable supply chain that reduces business risk, and attract top talent who seek to align their work with their personal values.



**53** participants across all sectors divided into 12 working groups



**36** action plans designed to engage in co-creation



**250** connections made in 1 day





## BAROMETER SOCIAL BUSINESS CO-CREATION

### 2017 Survey Highlights



78% of company leaders agree that profit and social impact are compatible



88% of companies are satisfied with their experience with co-creation



A majority of company leaders interviewed identify as Changemakers



Perceived barriers are significantly lowered once companies actually engage in co-creation

### Top 3 Objectives of co-creation are



Customer expectations



Responsible image



Engaging employees





# INTERNATIONAL PARTNERSHIPS

# ASHOKA SWITZERLAND AROUND THE WORLD

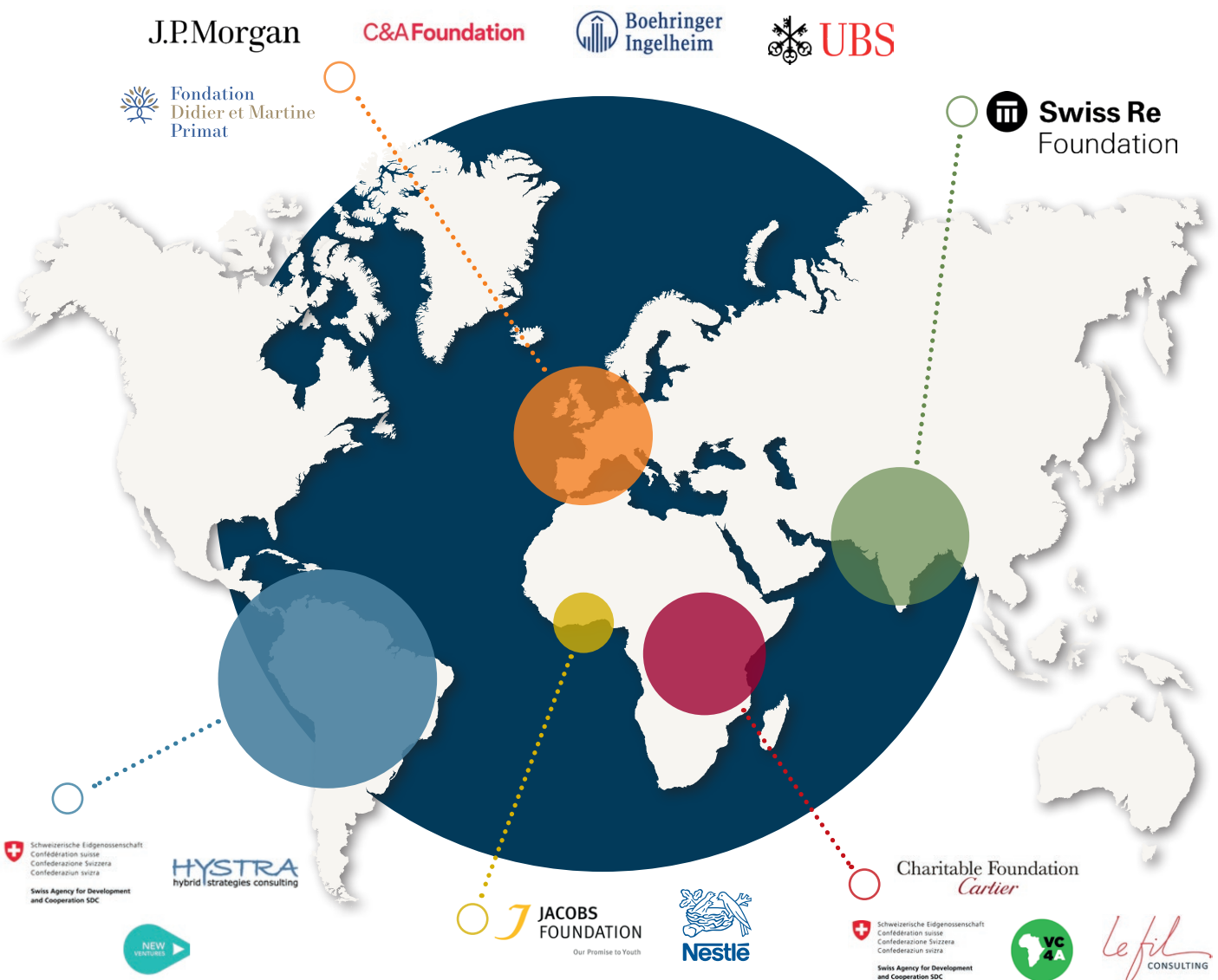
## INTERNATIONAL PARTNERSHIPS

Since 2009, Ashoka Switzerland works on contributing to the development of the social innovation ecosystem and the social entrepreneurship field in Switzerland, as well as all over Europe, Latin America, Africa and India.

Thanks to the power of Ashoka Global network and the international ecosystem in Switzerland, **Ashoka Switzerland has played a key role in securing international partnerships supporting social entrepreneurs all around the world.**

*“Over the past few years, we have been able to surround ourselves with a network of high quality partners committed to maximize the social impact. The strength of this network has allowed Ashoka Switzerland to become a powerful hub to support social entrepreneurship locally, but also to become more strategic in the development of social innovation on the international scene. For instance, our partnerships with Swiss-based organizations has contributed to a large spectrum of activities ranging from nutrition in India, to ecosystem preservation in Africa and economic development in Latin America.”*

Arnaud Mourot, Co-Director Ashoka Europe



# PROMOTING SOCIAL ENTREPRENEURSHIP IN LATIN AMERICA (2014-2018, IN DISCUSSION TO EXTEND IT TO 2022)

Photo ?



The programs aim at reducing poverty, improving livelihoods and enhancing economic inclusion, by supporting social entrepreneurship to grow their impact. As a result:

- More low-income customers/clients are served
- More is bought from low-income producers
- More low-income employees are given income opportunities

## MAIN OUTPUTS/ACTIVITIES

- Support of 84 social entrepreneurs in 20 countries and 15 sectors, including:
  - Identification, election and start-up support to 20 new entrepreneurs as Ashoka Fellows
  - Investment readiness support to 40 established social entrepreneurs
  - Support to 24 social entrepreneurs for their systems change strategy, through the Ashoka Globalizer program
- Sectorial studies, e.g. agro-business or access to energy
- Knowledge dissemination through events

## IMPACT ACHIEVED SO FAR

**790 000**  
additional direct beneficiaries

**2.7 million**  
additional indirect beneficiaries

**29.6 million USD**  
additional income and savings for beneficiaries

**53.1 million USD**  
additional capital raised by social entrepreneurs supported through the program

High cost effectiveness: **6.2m CHF**  
investment generated almost 5x additional income/savings and over 8x new capital



Poverty reduction



Economic inclusion



Livelihoods



Employment

# SEA-CHANGE

Supporting Social Entrepreneurship in Africa

## SEA-CHANGE SUPPORTING SOCIAL ENTREPRENEURSHIP IN SOUTH, EAST AND NORTH AFRICA (2018-2021)



The programs aim at reducing poverty, improving livelihoods and enhancing economic inclusion, by supporting social entrepreneurs to grow their impact. As a result:

- More low-income customers/clients are served
- More is bought from low-income producers
- More low-income employees are given income opportunities

### MAIN OUTPUTS/ACTIVITIES

- We aim to support 40 social entrepreneurs across countries and sectors at different growth stages. Our activities include:
  - Identification and support to early stage entrepreneurs as (election as Ashoka Fellows)
  - Support to fast growing social entrepreneurs that are looking to raise investment through the African Social Investment Accelerator
  - Support to mature social entrepreneurs for a systems change growth, through the Ashoka Globalizer program
- Sectoral studies
- Knowledge dissemination through events

### IMPACT OBJECTIVES

As the program has just kicked off, no actual impact has been recorded yet. The objective is to reach the following impact:

**1 million**  
direct and indirect beneficiaries

**5 million USD**  
Net additional income for low-income beneficiaries

**Min 50 000**  
additional low-income households are provided with more essential products and services following the program



Poverty reduction



Economic inclusion



Livelihoods



Employment

# NESTLÉ: SUPPORTING SOCIAL ENTREPRENEURSHIP IN NUTRITION, WATER AND RURAL DEVELOPMENT (2017-2021)



Ashoka and Nestle collaborated to redesign and relaunch the Creating Shared Value Prize in order to identify promising social innovations for Nestlé’ businesses, accelerate these social ventures to scale their impact and explore collaborations with Nestlé brands and markets.

## MAIN OUTPUTS/ACTIVITIES

Main activities include:

- Search for the most innovative social ventures around the globe: an exceptional outreach in the search for promising social innovations: 1072 applications from 106 countries in 4 languages, with more than 50 dissemination partners.
- Identification and support to early stage entrepreneurs (election as Ashoka Fellows)
- Support to fast growing social entrepreneurs that are looking to raise investment through the African Social Investment Accelerator
- 78 employees involved in the programs and support of social entrepreneurs

*“Through the collaboration with Ashoka in the scope of the CSV Prize and the African Social Investment Accelerator, Nestlé employees have opened up to the world of social innovation & entrepreneurship. We value the passion and ideas that the partnership generates, taking another step towards turning the CSV Prize into a source of inspiration for Nestlé.”*

Christophe Vousvouras,  
Public Affairs Specialist at Nestlé

## IMPACT ACHIEVED SO FAR

CSV Prize 2018: A strong cohort of 6 Finalists that impact the lives of 58 600 people participated in a 2 days skills Bootcamp in Brasilia, connected with Nestlé ecosystem and received a money prize.

African Social Investment Accelerator has just been launched in September 2018, 12 social entrepreneurs supported by 36 mentors for a 6-month Acceleration Program. We aim to support at least 3 ventures in raising successfully investment.



Nutrition  
Water



Rural  
Development



Employability



Economic  
Inclusion



## EXPERIENCING SOCIAL ENTREPRENEURSHIP THROUGH AN ONLINE MENTORING PROGRAM (SINCE 2016 - 3RD EDITION)

J.P.Morgan



Social  
impact

In 2017, Ashoka and JP Morgan, renewed their partnership for the third time to support social entrepreneurs in growing their impact around the world. This unique program is tailor-made to engage JP Morgan employees to discover the world of social entrepreneurship and the power of cross-sector collaboration as well as support leading innovators to tackle their most pressing organization issues.

### MAIN OUTPUTS/ACTIVITIES

This program was implemented in 2016, 2017 and 2018.

- In 2017, 15 social entrepreneurs have been paired with JP Morgan volunteers to help solve a specific challenge. 44 JP Morgan employees were engaged for a 4-month mentoring program from June to September 2017: 8 mentors from the Zurich office, 36 mentors from the Geneva office and 50% of mentors had over 10 years of experience with the bank.
- In 2018, over a quarter of mentors renewed their experience. 11 social entrepreneurs and 33 mentors are engaged in solving organizational challenges. Ashoka and JP Morgan also introduced a new component to the partnership: The JP Morgan Foundation has financed one swiss-based Ashoka Fellow to help grow local impact. Christophe Dunand, founder of Réalise, received a grant to run a feasibility study to explore collaborations with the French Fellow Frédéric Bardeau, founder of Simplon. Christophe also benefited from high level consulting with JP Morgan Country Director Nick Bossart.

### IMPACT ACHIEVED SO FAR

- Over 50% of mentees are more confident with their financial sustainability
- 100% of mentees feel more confident to roll out their change agenda thanks to the support provided by the program
- 70% of mentees are more confident in the ability of their operation model to support the vision of their organization
- 80% of mentees have entered into new partnerships since the end of the program
- 100% of mentees have grown their positive impact on society – 70% of them say the program was critical to that growth

**Examples of concrete projects launched through the program:**

- Launch of a new product to help a social enterprise in their sustainability journey
- Launch of a new online appointment system to give access to mental health support globally
- Design of a new business plan to diversify the income generating activities of the social enterprise



# EDUCATION: GLOBAL CHANGE LEADERS



Photo ?

Ashoka and FDMP are supporting a community of pioneers who are building “learning ecosystems” that empower everyone to live for a better world and be changemakers.

Our objectives in this partnership (2017-2019) are structured around three pillars:

1. Organize an international Summit on Education in Lyon to build a community
2. Support 10 to 15 “pioneers” through a 6-months acceleration course
3. Accelerate the transformation of the Lyon Metropolis in France into an “innovative educational territory”

## MAIN OUTPUTS/ACTIVITIES

- **Aligning:** Connecting and aligning community members to a shared vision, mission and narrative.
- **Collaborating:** Forming and fostering teams that share impact goals, resources, processes and opportunities.
- **Being systemic:** Learning to accelerate and amplify our impact together.

## IMPACT ACHIEVED SO FAR

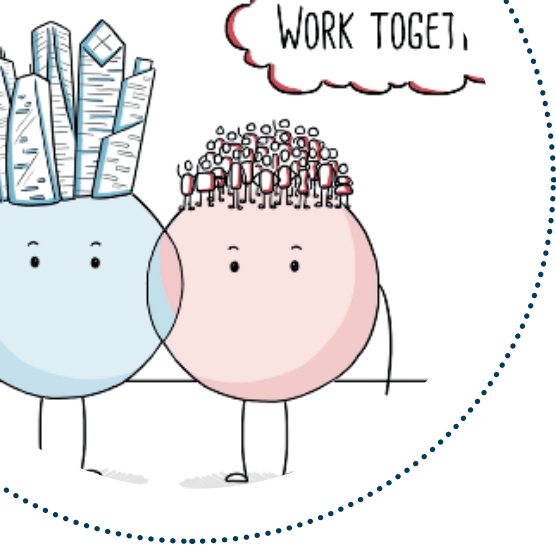
250 Change leaders from 47 countries participated in the education summit, around 1000 participated in the wider Lyon Learning Festival events. 84% participants made valuable connections, 76% gained valuable insights, 64% made progress on collaborations.



Social  
impact



Education and  
leadership



## MAKING MORE HEALTH (MMH) - BOEHRINGER INGELHEIM



MMH aims to build a world in which there is greater health access for people, animals and their communities by fostering and supporting an ecosystem of social entrepreneurial solutions for complex health challenges. Our strategy is achieved through distinct yet interconnected pillars of change: Social Innovation, Changemaker Talent and Social and Business Co-Creation.

### IMPACT ACHIEVED SO FAR

**87 MMH Fellows**  
in 37 countries, 9 013 878 direct beneficiaries.

**61%**  
of the MMH Fellowship network are increasing access to health through the creation of a new service. 25% through the creation of a new product. 14% through a new business model.

**€8.55 Million**  
invested directly into Social Entrepreneurs.

### MAIN OUTPUTS/ACTIVITIES

- **Changemaker Talent:** Since 2011, more than 5000 Boehringer Ingelheim employees around the world (10% of their work force) have showcased their intrapreneurial skills and helped to bring the social and business sectors together in “win-win” opportunities.
- **Social & Business Co-Creation:** Making More Health has launched 3 global online challenges to source ideas for social health innovation. As a result, we’ve uncovered more than 800 new ideas in healthcare.
- **Ecosystem of Social Innovation:** In October 2017, Boehringer Ingelheim welcomed the global community of Making More Health collaborators, innovators, intrapreneurs and changemakers to the Boehringer Ingelheim campus in Ingelheim, Germany for the 2017 Making More Health Convention. More than 250 participants – including 23 MMH Fellows, gathered for 2 days of knowledge exchange and celebration.



Access to  
Health

## NOURISHING SCHOOLS PROGRAM



In 2011 Ashoka and the Swiss Re Foundation started their journey on exploring how to improve the health status in India with the Nourishing Schools program. Nourishing Schools partners with organizations with school networks, agricultural organizations, and the government to instill lifelong nutrition-seeking habits within school children aged between 9 and 14. This is done in the following ways:

- Educating students about nutrition and how to properly cook food
- Conducting activities such as tending to a school garden, association games, and storytelling
- Partnering with mid-day meal programs to improve the nutritional value of food served in schools.
- Encouraging community participation through farmer groups, by encouraging the cultivation of nutritious foods
- The core of the program are the Nourishing Schools toolkits which are given to the schools and comprise different complementing media and teaching aids such as games, comics and academic curriculum on nutrition for a holistic approach.



### MAIN OUTPUTS/ACTIVITIES

- Ashoka has partnered with Ashoka Fellow Sunanda Mane's organization Lend-A-Hand India, Ashoka Fellow Prema Gopalan's organization Swayam Shikshan Prayog, Ashoka Fellow Deep Jyoti SonuBrahma's organization Farm2Food Foundation and Karnal Vikas Nidhi to roll out Nourishing Schools in Maharashtra, Assam & Haryana in a total of 80 schools.
- 5 Fellows elected and supported in India.
- The program is also being piloted in Zimbabwe with Ashoka Fellow Dumisani Nyoni's organization ORAP.

### IMPACT ACHIEVED SO FAR

- The program covers over 120 schools in India and 6 schools in Zimbabwe.
- Ashoka has also been invited by the Government of Rajasthan to cover over 1400 schools in the state and begun rollout.
- The recent impact assessment survey covering 14 schools in Maharashtra, India shows:
  - 7.6% reduction in the percentage of severely thin schoolchildren
  - 8.9% reduction in the percentage of thin schoolchildren
  - 5.8% reduction in the percentage of severely anemic schoolchildren.



## PUTTING COMMUNITIES AT THE HEART OF NATURAL ECOSYSTEM PRESERVATION

Charitable Foundation  
*Cartier*

Launched in 2013, the Cartier Charitable Foundation and Ashoka Switzerland have partnered to:

- Select and support social entrepreneurs whose models contribute to protecting the environment while improving food security, health and livelihoods.
- Develop a collaborative group of social entrepreneurs working on these specific issues and strengthen their collective impact.



Food security, health and resources management

Over 2016, with the support of The Cartier Charitable Foundation, Ashoka initiated a collaborative group of Fellows focused on the topic of nutrition in West Africa. Together, they gathered 17 social entrepreneurs leading nutrition innovations in West Africa over a three-day period, resulting in a joint project to combine supply chains to promote local and nutrient-rich food product.

## TRANSFORMING EDUCATION IN CACAO COMMUNITIES IN IVORY COAST



Youth education and employment

**JACOBSON**  
FOUNDATION  
Our Promise to Youth

The Jacobs Foundation launched the Transforming Education in Cocoa Communities program (TRECC) in Ivory Coast to organize and catalyse private sector interests, government and civil society organizations around a common goal: to ensure the sustainable development through quality education. To this end, JF has partnered with ASHOKA and R4D for the implementation of this ambitious program.

Ashoka contributed to the identification of the challenges and opportunities through our empirical experience and the knowledge of the Ivorian context. Based on this analysis, Ashoka shortlisted and documented 18 Fellows for Jacobs Foundation's selection. Ashoka also contributed to the series of webinars organized by the Foundation to promote the selected innovations to a range of key players and potential partners.



## INNOVATING FOR A SUSTAINABLE APPAREL INDUSTRY

### C&A Foundation

Fabric of Change, a partnership between Ashoka and C&A Foundation, envisions a fair, sustainable apparel industry in which all stakeholders are empowered to ensure that people and the planet are respected.

The global apparel industry is an important driver of economic growth, and provides economic opportunities for over 60 million people around the world—75% of whom are women. However, the industry has often turned a blind eye toward its environmental and social impacts. The apparel industry is recognized as the second-most polluting industry worldwide, while cotton production alone uses 10% of the world's pesticides. 7 new leading social innovators were selected as Ashoka Fellows and supported to accelerate the adoption of their solutions to achieve better working conditions, insurance coverage, and transparency in global supply chains.



Sustainable textile industry

## SUPPORTING SOCIAL ENTERPRISES WITH INNOVATIVE SOLUTIONS FOR SOME OF SOCIETY'S MOST PRESSING CHALLENGES



UBS Social Innovators is UBS's signature programme for identifying, selecting and supporting social enterprises with innovative solutions for some of society's most pressing challenges.

Applications closed on 31 August, with more than 1200 Social Enterprises looking to take part. After careful consideration 12 shortlisted social enterprises from each region were invited to join at Regional Bootcamps and Summits in October. The Bootcamps, provided an opportunity for all the regional shortlisted candidates to convene, network and collaborate. They were attended by UBS employees, UBS partners and experts from Ashoka who act as coaches and mentors to the shortlisted candidates.

At each Bootcamp, 4 Regional Finalists were selected and invited to pitch their social enterprise at the Finals. There, the jury selected 1 UBS Social Innovator and 3 runners-up in each region.

The 4 finalists received a 12-month package tailored to their specific needs, using the brightest minds from UBS and Ashoka to help scale and innovate their solution in 2017.

1 winner in each region received a cash grant of USD 40,000 and had the opportunity to get feedback from leading social investors and philanthropists at a UBS event in Switzerland at the end of 2016.



Social Impact



# INTERESTED IN ADVANCING CHANGEMAKER BUSINESS?

JOIN THE MOVEMENT AND PARTNER WITH US!

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

## TO SOURCE social innovations

Identify fresh and new approaches to key challenges, already part of the Ashoka network and/or waiting to be discovered.

## TO MAP and analyze trends and needs

Conduct research to map innovation opportunities and trends, and the barriers against the identified topics of interest.

## TO AMPLIFY social impact of Changemakers

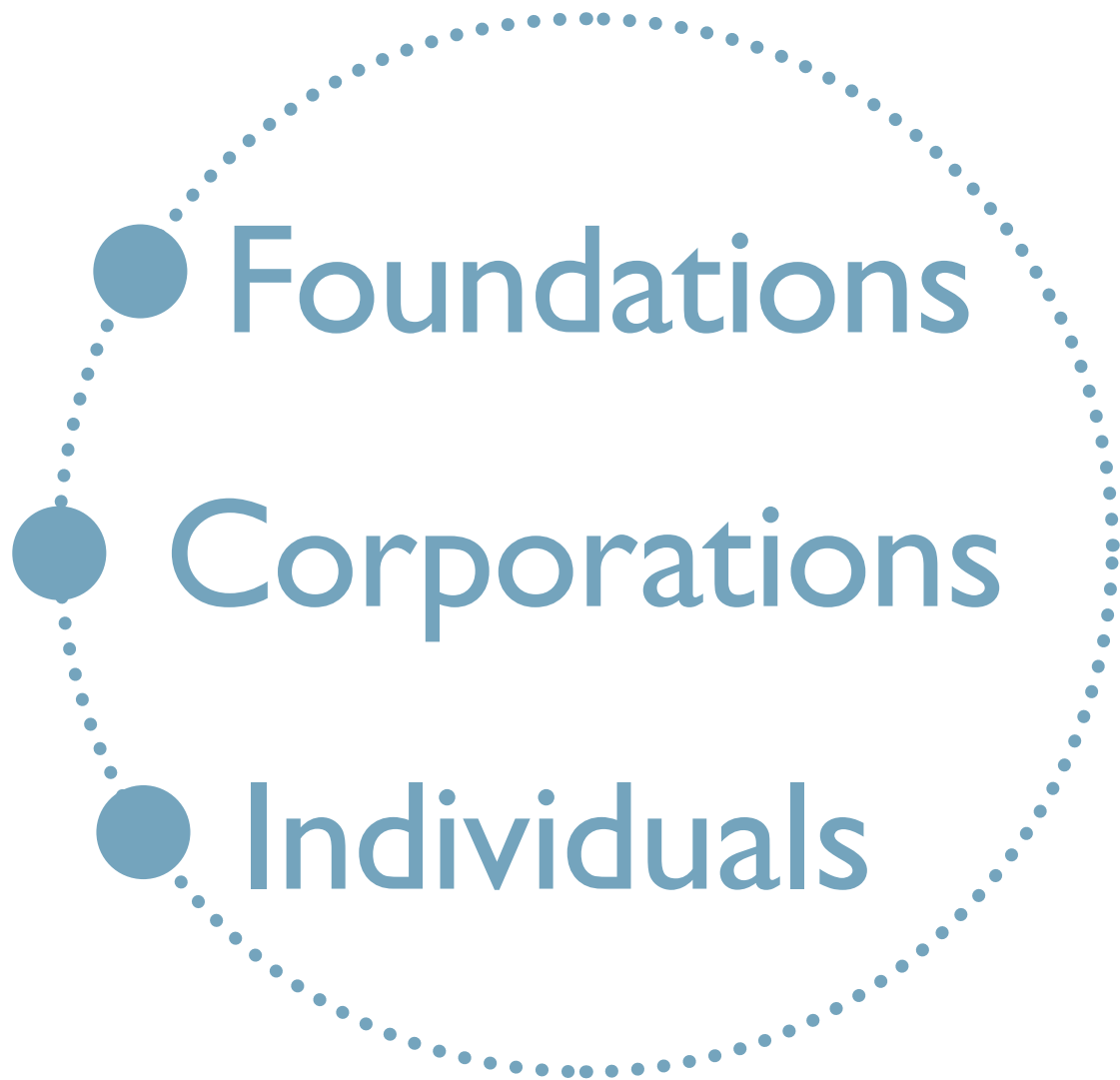
Prepare mature social entrepreneurs with proven models to scale their impact by expanding or replicating their model.

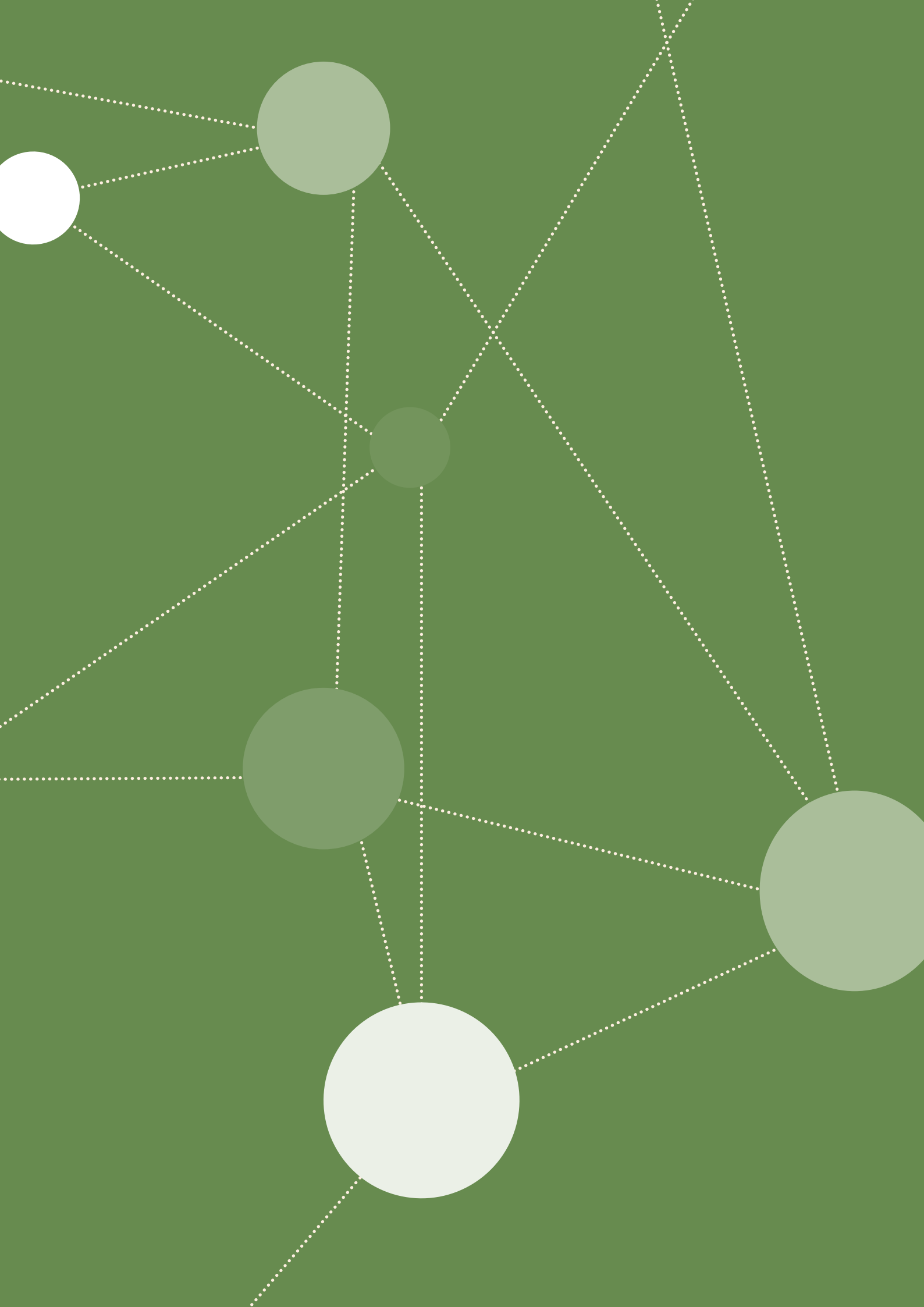
## TO ENGAGE collaborators to develop talents

Develop talents and master changemaking skills and break the siloes between social and business.

## TO CO-CREATE with social entrepreneurs

Accelerate co-creation between the organization and social entrepreneurs, and bring unique and complementary expertise on joint initiatives.







JOIN THE MOVEMENT

ENGAGE

# WAYS TO ENGAGE

## BE INVOLVED IN FURTHERING OUR WORK

Ashoka strives to fulfill our vision of Everyone a Changemaker™ by encouraging people from all over the world to be involved in furthering our work.

*“Here’s my advice: The first step to becoming a changemaker (the only secure job going forward) is to give oneself permission, i.e. to ignore — politely, of course — all those who say ‘Don’t do it’”*

Bill Drayton, Ashoka Founder and CEO

### ✓ DONATE TO ASHOKA

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

### ✓ NOMINATE A FELLOW

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

### ✓ JOIN THE ASHOKA SUPPORT NETWORK

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

### ✓ JOIN OUR TEAM

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

### ✓ ENGAGE ONLINE

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

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## CORE TEAM



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**STEFANIA  
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DIRECTOR<sup>1</sup>



**LUCIE  
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**EMILIE  
ROMON**  
PARTNERSHIP  
MANAGER<sup>1</sup>



**PAULINE  
VERHAEGHE**  
SENIOR PROGRAMME  
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## PARTNERSHIP TEAM

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(SWISS RE)

**YELEKA BARRETT**  
(BI)

**SARAH JEFFERSON**  
(BI)

**SANJANA JANARDHANAN**  
(SE IN AFRICA)

**MARIA JOSÉ CESPEDES**  
(SE IN LATAM)

**STEPHANIE HAAPALAINEN AMBAR**  
(NESTLÉ)

**ROSS HALL**  
(PRIMAT)

**THOMAS BLETTERY**  
(PRIMAT)

<sup>1</sup> Based in Switzerland  
<sup>2</sup> Supporting us from abroad

## BOARD OF DIRECTORS



**ALAIN NICOD**



**LUCY PERKINS**



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**ODA HEISTER**



**SUSANNE WITTIG**

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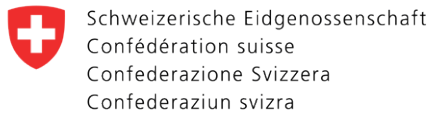
## INTERNATIONAL PARTNERS



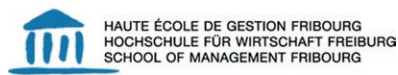
**C&A Foundation**



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**ASHOKA**

SPECIAL THANK YOU  
TO KELLY & AGATHE

**THANK YOU**

# NOTES







ASHOKA