



SYSTEMIC AND EMPOWERING

**SOCIAL ENTREPRENEURSHIP IN THE
TIME OF PHILANTHROCAPITALISM**

MAY 2020





ABOUT ASHOKA

Ashoka, founded in 1980, is the world's leading network of social entrepreneurs. Our founder Bill Drayton coined the term *social entrepreneurship*. Every year, we spot over 100 leading social entrepreneurs worldwide with the best system-changing ideas to address social problems and change society for the better. Our selection process focuses on five criteria: the new idea, creativity, entrepreneurial quality, social impact of the idea, and the ethical fiber of the candidate. We elect the social entrepreneurs as new *Ashoka Fellows* into our global network that now supports over 3,600 social entrepreneurs in over 90 countries.





Photo courtesy of Ashoka Globalizer

ABOUT THE ASHOKA LEARNING AND ACTION CENTER

The Learning and Action Center is a European Ashoka think tank started in 2018. Its research cuts across all Ashoka programs and initiatives. It screens and analyzes our knowledge about social issues, Ashoka Fellows and system-changing new ideas, and makes the insights actionable for collective solutions.

ABOUT ASHOKA GLOBALIZER

Ashoka Globalizer is an in-house strategy accelerator program that helps advanced social entrepreneurs from the Ashoka network around the world maximize their impact by moving beyond organizational growth, focusing on opening up and changing systems.



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EXECUTIVE SUMMARY

There is vigorous debate about the shortcomings of philanthropy and various private initiatives emerging in the social sector, including social entrepreneurship.

Authors have raised questions regarding accountability, democratic practice, and equity in addressing social challenges. Criticisms also include mission drift, not engaging perpetrators, building parallel structures to government institutions, and others.

With this report, the Ashoka Learning and Action Center and the Ashoka Globalizer teams show how social entrepreneurs can contribute to meaningful social change in a way that counters common criticisms.


Without diminishing the importance and the relevance of the critical points raised, we highlight practitioners that—through their core work—show how social change can be promoted by private actors in a way that meets critics' demands for equity and accountability. The goal of this report is to use these concrete examples to better equip the social sector to address the shortcomings of organizational practices that critics articulate.

The social entrepreneurs featured in this report engage whole societal groups to apply empathy in new ways, to self-organize, and to

play a more active role for the common good. At Ashoka we call people with these qualities *changemakers*. The case studies highlight an important insight:

Promoting social change in a way that stands up to current criticisms of philanthrocapitalism goes hand in hand with enabling people to be changemakers and connecting them within systemic approaches. Empowering others to be changemakers is a powerful principle for creating legitimacy and accountability for systems change work.

As intermediary organizations, practitioners, funders, and philanthropists, we all must reflect on our current practices and the long-term negative impact that some of them can trigger. We can learn from the best practices of social entrepreneurs and embed them in our own thinking and acting.



The five case studies in this report show how we can:

- **Adopt a systemic approach** in developing our programs, activities and funding practices;
- **Use the power of “everyone a change-maker”** as a guiding principle for systems change work;
- **Ensure accountability and legitimacy** of our work by closely engaging a variety of actors in our fields—citizens, government bodies, non-profits and companies—and making our work and processes as transparent, inclusive, and responsive to feedback as possible;
- **Shift power dynamics** between the social groups that we are working with to benefit a more equitable power distribution;
- **Leverage data and scientific research** in addressing embedded power imbalances in various industries;
- **Transform a potential perpetrator group** into and ally and part of the solution for a social problem;
- **Improve existing public systems**, rather than building parallel structures, by providing expertise, ensuring alignment of stakeholders, and using technology.

We invite you to reflect on these seven principles when making decisions about how you engage with social problems. Avoid the pitfalls at the core of critical discussions about

the current state of philanthropy and private solutions in the social sector by applying these principles.



INTRODUCTION

There is vigorous debate about the shortcomings of philanthropy and various private initiatives emerging in the social sector, including social entrepreneurship. Authors¹ have raised questions regarding accountability, democratic practice, and equity in addressing social challenges. Criticisms also include mission drift, not engaging perpetrators, building parallel structures to government institutions, and others.

With this report, the Ashoka Learning and Action Center and the Ashoka Globalizer teams show how social entrepreneurs can contribute to meaningful social change in a way that counters common criticisms. Without diminishing the importance and the relevance of the critical points raised, we highlight practitioners that—through their core work—show how social change can be promoted by private actors in a way that meets critics' demands for equity and accountability. The goal of this report is to use these concrete examples to better equip the social sector to address the shortcomings of organizational practices that critics articulate.

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MAIN MESSAGES FROM THE REPORT

This report briefly summarizes the main points in the critical discussion taking place in the fields of philanthropy, social entrepreneurship, and social change. The report then provides positive examples of how social entrepreneurs address these critical discussion points through their work.

In the following pages we encourage you to:

- **Read** an overview of the main criticisms raised over the last few years regarding the system of philanthropy and the way social problems are being addressed by private actors, with a focus on social entrepreneurs;

- **Learn** from five social entrepreneurs with diverse contexts who are aware of these pitfalls and counter them;
- **Observe** how these social entrepreneurs support the development of government and public services, shift power relations between different social groups and actors, change economic incentives, and distribution patterns;
- **Understand** how these social entrepreneurs enable whole societal groups to be changemakers, and how this ensures accountability and legitimacy of the entrepreneurs' efforts;
- **Comprehend** how social entrepreneurs systemically act and build broad coalitions from a variety of stakeholders including target groups, experts, government officials, business representatives, and the public;
- **Reflect on how you and your organization can learn from these examples.**
- **Ensure accountability and legitimacy** of our work by closely engaging a variety of actors in our fields—citizens, government bodies, non-profits, and companies—and making our work and processes as transparent, inclusive, and responsive to feedback as possible;
- **Shift power dynamics** between the social groups that we are working with to benefit a more equitable power distribution;
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- **Transform a potential perpetrator group** into an ally and part of the solution for a social problem;
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The five case studies in this report show how we can:

- **Adopt a systemic approach** in developing our programs, activities and funding practices;²
- **Use the power of “everyone a change-maker”** as a guiding principle for systems change work;

We invite you to reflect on these seven principles when making decisions about how you engage with social problems. Avoid the pitfalls at the core of critical discussions about the current state of philanthropy and private solutions in the social sector by applying these principles.

MAIN CONCEPTS USED IN THIS REPORT

A **social entrepreneur** is an “individual who conceives of, and relentlessly pursues, a new idea designed to solve societal problems on a very wide scale by changing the systems that undergird the problems. This definition includes two critical components. First, the entrepreneur must seek to create impact on a wide societal scale; they will not rest until the new idea has been broadly adopted at

the national—and even international—level. Second, the entrepreneur must seek systemic change, defined as the fundamental reform of existing societal systems and/or the creation of new ones.”³

A **changemaker** is anyone who takes action to address a problem, activates others, and works towards solutions for the good of all.⁴

The social entrepreneurs featured in the case studies use systems change approaches. This report defines **system change** as “addressing root causes rather than symptoms by altering, shifting and transforming structures, customs, mindsets, power dynamics, and rules through collaboration across a diverse set of actors with the intent of achieving lasting improvement of societal issues on a local, national, and global level.”⁵



ONGOING DEBATE

Criticism has focused on the shortcomings of how philanthropy is currently being conducted and of various private initiatives emerging in the social sector. Developments over the past decade have raised questions around the promotion of social justice and of upholding democratic principles through philanthropic work in the social sector. These questions are essential for funding practices and social entrepreneurs’ development of solutions for social issues. As an intermediary organization and network of social entrepreneurs, in this report we examine these issues from the perspective of practitioners.

CONTEXT

This debate is happening against the backdrop of market and business principles that are increasingly adopted to address social issues.⁶

Private players—such as corporations, foundations, and social businesses—increasingly engage with public problems that are traditionally handled through government action and public policy.⁷

According to various practitioners and scholars,⁸ this manner of involvement comes with challenges that affect both funders and practitioners, including:

- Lack of transparency in how interventions are decided upon and funded;
- Limited public accountability of private players;
- Insufficient diversity and representation in these programs and organizations, which reduces deep understanding of the complex situations being addressed;

- Limited engagement of actors with policy and governments, which can lead to the creation of parallel systems few constituents can access.

FUNDERS

Critics intensely scrutinize funders and philanthropists for questionable funding practices. The sums going towards philanthropy can sometimes be small compared to the fortunes made by those philanthropists that might perpetuate the very same problems that they now want to solve.⁹

This extends to funders' investments. Funder investment portfolios do not always align with their stated funding goals. Counterintuitively, some funders invest in industries that actively oppose their social goals, but then invest those returns in combatting the negative effects of those very industries in which they are invested. This begs questions of integrity and the genuine commitment of these players in changing a social, economic, and political situation that ultimately advantages them.

PRACTITIONERS

One main criticism of practitioners is that the solutions developed by private players mostly address symptoms of complex social problems rather than root causes. These solutions often do not address power dynamics between social groups, thus failing to achieve true systemic changes.¹⁰

Another issue raised in the debate is the democratic component of private actors engaging in social problems.¹¹ There is an increase in thinking and addressing social issues at a global level. Critics point out that global fora where

elites make decisions risks bypassing nationally elected governments. The disconnect between local and international communities continues to increase as the focus from community-based action shifts towards a more fluid and internationally loose engagement with social problems.

Finally, there is also an argument in the debate regarding knowledge and research and the way they support these trends.¹² Critics differentiate between critical research and thought leadership. Critical research is aimed at advancing and challenging our understanding of the status quo with the goal of improving it. On the other hand, thought leadership is understood as a celebration of current private efforts and ideas without significant critical reflection or challenge to current institutional arrangements.

By encouraging thought leadership rather than critical research, practitioners merely reinforce current power structures and practices. Critics argue that, because of this, practitioners fail to generate more fair and inclusive systems for tackling social issues.

It is important to mention that these points of criticism apply in varying degrees to different institutional contexts. Although much of the criticism is leveled at philanthropic practices in the United States, there are equally valid elements in other contexts. Similar trends are visible throughout the world, thus strengthening the need for this debate.

The concerns raised must be taken seriously, discussed, and used to improve the efforts and work done in building better societies.



CASE STUDIES

We address some of the above-mentioned criticisms regarding practitioners in the field through case studies that showcase best practices of social entrepreneurs who proactively tackle these concerns. Social entrepreneurs are themselves private actors that address social issues in innovative ways.¹³

The focus of the social entrepreneurs featured in this report is on empowering multiple societal groups and individuals to advance social change through a systemic approach.

The following five case studies will show how:

- Joseph changes power structures in the coffee value chain;
- Flaviano empowers local communities through data and research to legally challenge big corporate players;
- Kendis turns a potential perpetrator group into an ally for addressing human trafficking;
- Biplab embeds a technological solution in public structures, rather than creating a parallel market for the solution;
- Klára changes public regulatory structures to increase inclusion and equality of chances for children.



Photo courtesy of Source International

JOSEPH NKANDU AND NUCAFE

Joseph Nkandu empowers coffee farmers to take ownership in the value chain through the Farmer Ownership Model. This results in increased economic gains for farmers and it also changes traditional power structures in the coffee industry.



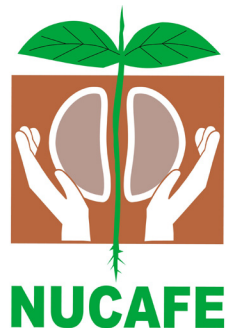
Fellow Name	Joseph Nkandu
Organization	National Union of Coffee Agribusinesses and Farm Enterprises ¹⁴ (NUCAFE), founded in 2003
Country of Impact	Uganda
Website	http://nucafe.org
Budget	\$2 million
Number of Employees	53 (plus 250 farmer associations in the field)

The work of NUCAFE, which is the national association of coffee farmers in Uganda, illustrates how social entrepreneurs use systems change approaches to change power dynamics. NUCAFE's work has produced significant benefits for millions of people throughout Uganda and beyond.

Over the past two decades, NUCAFE reshaped the entire coffee production value chain in Uganda through an innovative business model known as the Farmer Ownership Model. Instead of selling coffee as flowers or red cherries to processors, farmers pay a service fee to these processors and stay in control of

the coffee as it gets refined to ungraded, graded, or even roasted beans. These latter products sell at much higher margins, allowing farmers to increase their income by 250% on average, compared to the traditional model.

NUCAFE is a relatively small organization with 53 employees. Still, 1.5 million coffee farmers—



about 90 percent of coffee farmers in Uganda—are part of the Farmer Ownership Model and organized in structures that were set up by NUCAFE.

THE WORK OF THE SOCIAL ENTREPRENEUR

Over 220 million working people in sub-Saharan Africa live on only USD 2 per day, according to the International Labour Organization (ILO). Most are primarily involved in agricultural production that employs 60 percent of the population.¹⁵ Despite all this, agricultural value chains currently deprive farmers of over 90 percent of the retail value of their produce. This exposes the majority of the population to financial catastrophe since they cannot accrue savings or reinvest and improve their livelihoods.¹⁶ It is therefore imperative that farmers' roles are enhanced and expanded along the commodity value chain if economic transformation is to be achieved.¹⁷

Central to the Farmer Ownership Model developed by NUCAFE is the idea that farmers, by changing how they understand their role, can take control of their own future. In the model, farmers organize themselves to assume as many roles and responsibilities as possible at different nodes of the coffee value chain, thereby increasing their social and economic power. This includes establishing partnerships with customers at different stages of the value chain.

Traditionally, individual farmers are organized into groups and groups are then organized into associations or cooperatives. The associations/cooperatives provide some services, such as bulking, primary processing of coffee, and delivery to the central hub at the level of the national farmer organization, NUCAFE in

this instance. NUCAFE then facilitates further value addition and other business services, such as secondary processing and manufacturing, training, marketing, information dissemination, and advocacy.

The Farmer Ownership Model contrasts traditional farming models in that the roles of the farmer organization and its member associations and partners changes. Farmers are transformed from mere raw material suppliers into contributors to as many different segments of the industry as possible.

Rather than buying coffee, NUCAFE's focus is on being process facilitators by providing services that enable farmers to take part in the more profitable segments of the coffee value chain. As a facilitator, NUCAFE provides farmers with affordable services that would otherwise be extremely difficult to obtain from conventional brokers who are the traditional buyers of raw materials.¹⁸ The principle of not buying coffee from the farmers helps to avoid a conflict of interest: NUCAFE becomes a trust broker instead of a competitor. The entire aim is to increase the value of the coffee to the farmer by allowing farmers to remain the owners of the coffee during the value addition process, whether it is performed by outsourced service providers or inhouse processing.

Just rewards for farming production occur if farmers demonstrate responsibility for high-level value chain processes. NUCAFE shows that when farmers practice ownership by taking responsibility, making investments, leveraging collective entrepreneurship, incentivizing via performance-related pay, and operating in a conducive policy environment, farmers drastically increase their profitability.



Photo courtesy of NUCAFE

NUCAFE implements the Farmer Ownership Model with a farmer-owned pyramid structure:

- **Locally:** 25-35 farmer households are organized in groups. This ensures that farmers know each other on a personal level and have cohesive interests. At this level, farmers collect and share information about individual farms and bulk local production for easier processing.
- **Regionally:** about 10 local groups are organized in a farmer association. At this level, farmers develop relationships with processing facilities and help local groups with planning and capacity building. They also raise awareness for topics like poverty cycles and power imbalances within the

coffee value chain.

- **Nationally:** all farmer associations are organized within the national umbrella organization NUCAFE. It develops relationships to exporters, roasters, and input suppliers. It also coordinates farmers' advocacy efforts, makes sure that development money goes directly to farmers, and supports research efforts by universities and think tanks.

NUCAFE's organizational model allows coffee farmers to assume as many value-adding roles as possible within the value chain. Their focus is on value-adding steps like processing, packaging, and branding. This is different from conventional development approaches that

tend to focus more on agricultural processes and production.

The inclusive model allows farms of any size to participate. It promotes high product quality, increases productivity, promotes traceability, and influences policymakers to create a conducive business environment. As a result, farmers don't just improve their earning potential; they also gain more decision-making power and control over their own development.

ADDRESSING SYSTEMIC IMBALANCES

Before NUCAFE introduced the Farmer Ownership Model, coffee marketing boards with special legal privilege could process and export coffee. Coffee cooperatives needed that status too, which required them to follow the buy-from-farmers model.

NUCAFE's campaign to change this functioning model started in 2008 and in 2009 it signed a memorandum of understanding with the Italian company Caffé River who was willing to buy coffee from NUCAFE. In 2010 the first export container left for Italy via a partner in Uganda who had the necessary license. This was proof to the government that the new model worked. This added pressure for the ulterior policy change in 2013. As a result, cooperatives and farmers could now also directly process and export coffee.

NUCAFE followed a five-step approach for setting up their national platform:

1. They deeply understood the current situation by analyzing the value chain, making

the case for the Farmer Ownership Model, and prioritizing villages for early adoption on a local level.

2. They built the base by starting the first farmer organizations and developing local leadership capacity. They acted as a community organizer and mobilizer instead of a competitor, which helped people trust NUCAFE's role in the value chain.
3. In 2003 they stimulated action by developing a vision and business plan for a new coffee value chain on a national level in collaboration with farmers. With USAID support they officially founded the NUCAFE organization, raised awareness, and built credibility for the model.
4. They implemented regional and national structures based on pilot programs and with support from more and more active local farmer organizations.
5. They institutionalized the Farmer Ownership Model by linking local, regional, and national farmer organizations and by advocating for policies that make the model possible.

NUCAFE has worked to shift power dynamics within the coffee value chain in Uganda through important policy changes and by covering about 90 percent of coffee farmers in Uganda. They are still deepening their impact by including topics like solar technologies, eco-friendly farming, and their own alternative to Western fair-trade and eco-labels.

Going forward, NUCAFE is exploring how to replicate the Farmer Ownership Model to other countries and commodities. NUCAFE is encouraging partnerships with academia, researchers, regulatory agencies, development

organizations, and policymakers in its future expansion. To that end, they follow a three-pronged strategy:

- Train replicators: NUCAFE publishes guides and manuals as open-source materials; they train and actively support other organizations internationally in setting up their own Farmer Ownership Models;
- Engage universities: integrate the Farmer

Ownership Model in the curricula of universities (agriculture, management, and international development), as well as developing incubation programs;

- Involve governments: improve chances of getting support from governments by getting the Farmer Ownership Model mentioned in UN whitepapers and at policy conferences; further improve policies for coffee farmers in Uganda.

AT-A-GLANCE

“Systemic impact requires power mapping and time to study the ecosystem” - Joseph Nkandu

KEY INSIGHT

Joseph and NUCAFE destabilize deeply unequal social structures and shift power relations between social groups through their work.

- The NUCAFE Farmer Ownership Model changes the fundamental operating principles of a key industry in Uganda—coffee farming and production. It changes the classic ownership model by empowering farmers to maintain ownership of the coffee throughout more stages along the processing chain.
- The model not only increases economic returns for coffee farmers organized in co-operatives and associations, it also changes traditional power structures between farmers, buyers, and public authorities. Farmers can now make decisions on the production, sales, and marketing processes.
- NUCAFE institutionalized the model by advocating for policy changes that allow farmers and cooperatives to conduct production and sales activities as well as by engaging other stakeholders such as international organizations and universities.



Photo courtesy of NUCAFE

FLAVIANO BIANCHINI AND SOURCE INTERNATIONAL

Flaviano and Source International support local communities around the world in collecting detailed data on environmental and health effects of extracting industries. They use the data and research in litigation, advocacy, and activism against big corporate players, with the purpose of changing industry practices towards human rights compliance.



Fellow Name	Flaviano Bianchini
Organization	Source International, ¹⁹ founded in 2012
Countries of Impact	Guatemala, Mexico, Italy, Peru, Honduras, Mongolia
Website	www.source-international.org
Budget	\$250,000
Number of Employees	5 full-time employees (+ volunteers)

source

Source International provides technical and scientific support to communities around the world to assess health and environmental damage, as well as human rights violations, caused by extracting industries. Relevant data can come

from water and soil analyses, biological and epidemiological analyses, human rights impact assessments, and other techniques. Communities leverage these data in negotiations and lawsuits to receive compensation. The data are also used in political campaigns to promote policy changes to prevent further damage.

Data collected with the help of Source International played a significant role in high-level court cases and decisions taken by supranational organizations.²⁰ Some examples of this

include a decision from 2006 by the Supreme Court of Honduras to declare 13 articles of Honduras' mining law as unconstitutional; an order from 2010 by the Inter-American Commission of Human Rights that requires Guatemala to implement better safety standards for mining companies; a USD 50 million compensation to the community of Carrizalillo (Guerrero) for pollution and misuse of land; the Buruljult valley getting the status of protected land by the government in Mongolia; and the government of Peru declaring a state of environmental emergency in the municipality of Simon Bolivar and forcing a mining company to reduce its environmental impact in 2017.

THE WORK OF THE SOCIAL ENTREPRENEUR

Large mining and oil extraction activities cause untold environmental problems and have major negative social impact. For instance, in just eight years, the percentage of land granted to multinational oil corporations has risen from 8 percent in 2004 to over 80 percent of the entire Peruvian Amazon region in 2013. The Latin America Observatory of Mining Conflicts lists 17,000 mining conflicts in Latin America alone. Conflicts stem from human rights violations and the negative impact on traditional ways of life for indigenous

Photo courtesy of Source International



populations.²¹

Although mining and oil extraction projects can potentially boost economic growth and social welfare, more often instead local and/or indigenous communities suffer serious environmental and health problems due to insufficient environmental protection. Since 1994 pollution from more than 80 oil wells has affected the indigenous communities of Canaan de Cachi-yacu and Nuevo Sucre in the Peruvian Amazon forest, for example. The median life expectancy in these two communities is 28 years, while the expectancy at the regional level is 57 years and 62 years at the national level.²²

The impact of mining projects also poses serious health consequences. In the Syria Valley in central Honduras, close to the San Martin gold mine, 98 percent of the population of the communities suffer from skin diseases. The infant mortality rate there is 25 times higher

than the national average. 5 percent of infants get osteoarthritis, a disease that under normal circumstances no longer occurs.²³

Still, extractive practices do not have to automatically translate into negative impact. They are also drivers of economic growth and job generation for communities. The goal of Flavia-no Bianchini and Source International is to empower communities to advocate for their rights, for environmental and healthcare standards to be respected, and to ensure the well-being of communities where these industries operate.

Source International invests in building the capacity of communities affected by extractive industries. They support communities in becoming watchdogs of industry activities, in systematically collecting relevant data, and using that data in litigation, advocacy, and political processes.²⁴ The organization aims



Photo courtesy of Source International



Photo courtesy of Source International

for the data collection and usage tools to be adopted by as many players as possible, thus generating a movement around monitoring and holding the industry, corporations, and governments accountable.

Accurate data collection

Source International gathers detailed data on the effects that extractive industries have on the quality of air, water, soil, and food in affected regions. It also regularly tests the health in communities by looking at mineral levels of inhabitants. Source International empowers communities by teaching them to monitor these indicators and analyze the data themselves. Additionally, Source International also analyzes and studies the broader social consequences of extractive industries such as violence, con-

flict, substance abuse, and prostitution.

Supporting communities in legal procedures and legislative changes

The results of the research conducted using these data are then used directly in court, in advocacy processes with governments and in negotiations with mining and oil companies.

Currently, in Cerro de Pasco, Peru Source International is conducting a series of studies that are intended to prove the impact mining activity has on the city—especially concerning heavy metals levels affecting people. A negotiation process is ongoing with the central government. The next step is to use the evidence to push for the implementation of restorative measures.

In Guatemala Source International is currently

working with local indigenous communities to assess the damages caused by extensive cultivation of palm oil and sugar cane to produce biodiesel. The plantations have deviated the river in more than 30 points and left the local population without water. Together with a local partner, Utz'Che, Source International is pursuing legal measures against the perpetrating companies in order to stop the deviation of the river.

Due diligence for responsible investors

The organization's approach meets the needs of companies and investors aspiring to shift towards environmentally and socially responsible practices. Source International promotes themselves as an organization capable of performing due diligence analysis in the extractive sector. Their main competitive advantage is the provision of first-hand reliable and scientific data. Source International uses the data and the research to advise businesses and investors on how to improve their supply chain and how to select investees. This helps ensure respect for human rights and environmental standards.

Environmental education

Source international also conducts environmental educational activities to cultivate understanding of the extraction industry's role in pollution and human rights violations. Together with environmental organizations, they co-develop workshops on these topics—especially in European schools.

ADDRESSING SYSTEMIC IMBALANCES

Source International has run 21 projects in 11 different countries on 5 continents to date. Gov-

ernments and supranational organizations from Mexico, Peru, Honduras, and Guatemala have changed standards and practices for extractive industries, which has led to compensation for affected communities as a result of Source International's work.²⁵

The organization has been implementing a human rights damage monitoring system for extractive industries around the world. The system monitors environmental and social repercussions of mining and oil industries. The organization has developed devices and scientific best practices that help track violations. They have also developed advocacy methods that local communities, NGOs, and grassroots organizations can use.

Since public agencies sometimes fail in their watchdog role, communities can assume this role and ensure the adherence to and improvement of human rights and environmental laws and regulations. Through this, the organization disrupts power relations between local communities and corporations. It also shifts information flows between important stakeholders in the industries, such as investors, corporations, governments, courts, and media.

In the short-term, the systemic results of their work are related to legislative changes and compensatory practices. But in the long-term, their work aims to fundamentally change the principles of how extractive industries function by using a strong scientific approach that supports the prioritization of maintaining health, environmental, and social standards.

The systemic approach of Source International is also visible in their proactive engagement with private investors and corporations. They incentivize and advise these players on the

improvement of their supply chains and funding practices by making use of their detailed data via their monitoring system. The system oversees the extraction activity throughout the project's lifespan. Source International wants to embed this practice into the work of corporations as early as possible.

The monitoring system and the advocacy and consulting best practices developed by Flaviano and Source International are trans-

ferable to other industries. They are currently thinking about replicating the model to address negative impacts caused by the textile industry. This industry is recognized as the second-most polluting industry worldwide—cotton production alone uses 10 percent of the world's pesticides.²⁶ Workers' rights, water pollution, and other human rights issues are very much related in this sector, which makes the model developed by Flaviano and his team particularly relevant and adaptable to this industry.

AT-A-GLANCE

“Of course, in 99 percent of cases our ‘inconvenient’ data is questioned. Our main defense here is that we carefully abide by the strict international research standards and can prove it, whereas when we ask the counterparts to prove us wrong—they are unable to do so.” - Flaviano Bianchini

KEY INSIGHT

Flaviano and Source International use the power of data and scientific research to address embedded power imbalances in various industries. To this end they support citizens in becoming data collectors, analysts, and watchdogs in their communities that are affected by extractive industries.

- By providing local communities, courts, governments, corporations, and investors with thorough analyses based on detailed local data, Source International

strengthens the justification for improvements in health, environmental, and social protection of local communities affected by extractive industries.

- Source International engages civil society and corporate and public entities using the data and research conducted. This increases attention to common interests regarding the preservation of human rights and creates new information and dialogue flows between stakeholders with contentious relationships.

KENDIS PARIS AND TRUCKERS AGAINST TRAFFICKING

In the domestic logistics system in the US, truckers assume the role of potential witnesses that activate law enforcement to prevent human trafficking.



Fellow Name	Kendis Paris
Organization	Truckers Against Trafficking ²⁷ (Chapter 61 Ministries in 2009, 501c3 in 2011)
Country of Impact	USA
Website	https://truckersagainstrafficking.org/
Budget	\$1.5 million
Number of Employees	17

Truckers Against Trafficking (TAT) turns truck drivers into strong allies that recognize and report human trafficking activities along US highways. As of August 2019, TAT's network includes over 770,000 truckers. This is in part due to policy changes. For example, 11 US states have mandated TAT's trainings for all entry-level commercial driver's license holders.

In 2018 alone, truckers dispatched 359 calls to the National Human Trafficking Hotline, compared to almost no calls in 2009 when TAT started. As a result of these calls, approximately 90 human trafficking cases were opened and approximately 180 victims were identified.



Other hotlines like 911 do not track if the call was made by a trucker, so the actual numbers of calls and victims identified are likely much higher.

TAT shows that social entrepreneurs can effectively address a root cause of a social problem by targeting potential perpetrator groups. The organization builds new alliances around the issue of human trafficking by both supporting law enforcement with hundreds of thousands of additional witnesses, and by turning former potential buyers of commercial sex into protectors of prostituted people.

THE WORK OF THE SOCIAL ENTREPRENEUR

Numbers on human trafficking are hard to come by. According to the United Nations Office on Drugs and Crime, countries in North America identify about 1.4 victims per 100,000 people or about 4,000 in the US.²⁸ The estimated number of unknown cases is of course much higher. Some NGOs estimate that there are over 100,000 victims in the US, but that number is contested. Homeland Security simply notes that “thousands of human trafficking cases are reported, but many more go unnoticed.”²⁹ Most victims come from within the US (~70 percent), are female (~85 percent), and exploited as prostitutes (~70 percent).

The problem persists due to a steady demand for commercial sex and a lack of awareness and competence of law enforcement and bystanders. In terms of awareness, TAT shifts the mental model from “she’s just a prostitute” to “she’s a potential victim.” In terms of competencies, TAT ensures that trafficking activities are spotted and immediately reported. TAT runs four core programs for that purpose:

- The Industry Training Program teaches professional drivers about domestic sex trafficking and how they can combat it. TAT has partnered with hundreds of trucking

companies, public and private trucking schools, major truck stops, all state trucking associations, and every major national trucking association. A new program called Busing on the Lookout is replicating the program for bus drivers.

- The Coalition Builds program brings law enforcement agencies at all levels of government together with the general managers of truck stops, representatives of trucking companies and state trucking associations. This results in a significant increase in anti-trafficking activity in a local area.
- Advocacy efforts ensure that TAT’s trainings and materials are incorporated into state policies.
- The most recent addition, the Man-to-Man program, is an awareness campaign to reduce demand for commercial sex. It includes billboards and social media channels, discussion groups between men, and a training video designed specifically to address the role demand plays in the perpetuation of sex trafficking. This program also encourages TAT’s industry partners to adopt anti-trafficking in human resource policies with a demand reduction focus, i.e. company work time and work product cannot be used to purchase commercial sex.

ADDRESSING SYSTEMIC IMBALANCES

TAT’s trainings and messaging are key components of the Iowa Motor Vehicle Enforcement (MVE) model, a comprehensive policy package against human trafficking activities. Among other things, MVE stipulates special trainings for law enforcement officers and professional



drivers. They also distribute leaflets at rest areas. 20 US states have fully adopted MVE, and another 26 have adopted at least some of these policies.³⁰

TAT's journey demonstrates the importance of finding allies in systems that need changing and listening to their expertise. In 2010, there was already generic advice available on how to spot and react to human trafficking activities. It took TAT two years to tailor and deliver these messages in such a way that they resonated specifically with truckers. Since it was clear that TAT would not be able to reach a relevant number of truckers themselves, the team decided to invest in their network, using a simple message: "You are the experts; tell us how our intervention could be useful to you."

The breakthrough came when the Iowa Attorney General's Office, after hearing a presentation Kendis made at a conference, introduced her to David Lorenzen, Chief of Motor Vehicle Enforcement for the Iowa Department of Transportation (DOT). Chief Lorenzen immediately saw the potential of TAT's approach and drafted a policy framework around it.

With this precedent established, TAT continued its networking and advocacy campaign around the country. Again, Chief Lorenzen was a crucial ally. Not only did he use his contacts to arrange meetings and speaking opportunities for TAT; it was because of his expertise that the different elements of the Iowa policy were designed in such a way that they required only minor tweaks to existing processes at law enforcement and

the DOT. This made the model appealing to other states. Another selling point was the interplay between small tweaks at government bodies, the support of private industry associations, and the truckers themselves as a community—a coalition that social entrepreneurs are uniquely positioned to bring together.

TAT is now also influencing policy on a national level. After TAT testified before the US Chamber of Commerce, their legal counsel contacted Kendis. She suggested the Combating Human Trafficking in Commercial Vehicles Act be amended to include formation of an expert group to write a report that highlighted best practices for every mode of transporta-

tion and state DOTs. As a result, the United States Department of Transportation Advisory Committee on Human Trafficking was formed, and she chaired the Training and Awareness subcommittee, alongside important partners of TAT. The report was published in July 2019 and sent by the Secretary to every governor and state DOT.

TAT depicts the way in which social entrepreneurs strengthen individuals to act for social change and how they facilitate alliances across stakeholder groups to address a social issue. The organization has been successful at improving human trafficking prevention by combining a strong grassroots approach among

AT-A-GLANCE

“A proven intervention is only the beginning. Listen to industry experts to figure out how you can institutionalize it!” - Kendis Paris

KEY INSIGHT

Kendis and TAT empower the professional group of truck drivers to act and become integral for preventing human trafficking, thereby turning a potential perpetrator group into allies, protectors, and whistleblowers for potential victims in dangerous situations.

- TAT also gathers allies in industry associations, law enforcement, and government agencies in order to change policies and

practices addressing human trafficking. They invest heavily in establishing these relationships and then bring this diverse group of stakeholders together.

- TAT relies on the expertise of their partners in order to institutionalize their ideas. They gain input and improve their campaigns and methods based on the insights both of professional drivers and expert civil servants.

BIPLAB PAUL AND NAIREETA SERVICES PRIVATE LIMITED

In the national system of rural irrigation in arid areas of India, Biplab works to enable communities of low-income rural farmers to become self-sufficient with water supply for most of the year. Biplab and his organization increase the government's capacity to roll out a community-based technological solution.



Fellow Name	Biplab Paul
Organization	Bhungroo ³¹ , Naireeta Services Private Limited, founded in 2011
Countries of Impact	India, Ghana, Bangladesh, Vietnam and expanding in Zimbabwe, Togo, Madagascar, Sri Lanka, Nepal, Laos, Cambodia.
Website	https://www.naireetaservices.com/
Budget	\$225,000
Number of Employees	9 full-time employees + 32 external consultants



During the monsoon season, up to 70 percent of Indian farmers can lose their monsoon crop due to water logging for 10–15 days straight. At the same time, households are not able to grow cash crops because of drought during

the dry season. This endangers food security and economic stability for entire families on a long-term basis. Biplab Paul and his organization developed a technology to help farmers overcome these extremes.

Through the Bhungroo technology, Biplab Paul and his organization Naireeta Services have developed a system of community-based subsoil augmentation of rainwater during monsoon. This system allows farmers

to collect water during the rainy periods that can be used for irrigation during drier periods, thus giving them access to an affordable irrigation system for their crops.

The solution has been implemented and continuously developed over a period of 20 years. It currently serves more than 20,000 marginal farmers and over 100,000 dependent family members in India. These results were made possible only through close collaboration with government, with eight Indian states as partners, and many more government bodies and international organizations working around adopting the technology. It is important to note that the main drivers of the solution's implementation are groups of women from low-income households whom Naireeta Services empowers and trains to take up the coordination.

The case of Naireeta Services depicts the way in which social entrepreneurs do not focus on creating parallel systems by developing purely marketable technologies, but rather wish to strengthen existing public systems through technology. They also do so by strongly engaging communities and empowering them to adopt the most appropriate solutions for their contexts.

THE WORK OF THE SOCIAL ENTREPRENEUR

The Bhungroo technology addresses the root problem of having no functional public system of irrigation water supply in rural areas combined with the fact that private systems were too expensive considering farmers' low income. Farmers also lack the knowledge to capture and store rainwater for irrigation in-

dependently, as well as funds to access other available technological solutions.

Biplab started piloting the solution for capturing and storing water in various villages and districts of the Gujarat state in West India. The technology was based on accumulating rainwater, filtering it and injecting it to underground formation, a process that clears the topsoil for cultivation. The stored water can then also be used for the next 7–8 months for irrigation. This solution required significant testing and simulation, as it had to fulfill several criteria: ensuring water storage and supply, low price, and upfront investment and accessibility for illiterate farmers.

Biplab also realized fast that the only way in which the solution would become widely available for farmers would be through government programs and support. The goal therefore was to refine the solution and at the same time access a state and national level of implementation for it.

ADDRESSING SYSTEMIC IMBALANCES

Biplab estimates that there are 6.7 million very low-income farmers who are desperately in need of this solution and further 50 million low-income farmer households who can greatly benefit from Bhungroo.³² In order to reach this large group, Biplab and his team had to increase the coverage of the solution through government support. It was first necessary to ensure credibility of the solution, and then to develop government receptiveness and capacity for largescale implementation of it.



Legitimizing the solution

Biplab and Naireeta Services invested significant time and energy in legitimizing their technology solution through recognition from external bodies with strong reputations. Biplab applied to and was awarded various prizes for his solution. A prize for innovations in poverty reduction awarded by the Asian Development Bank and the state government of Gujarat helped build state-level visibility. This was followed by the “Social Innovation for Poverty Reduction” World Bank Award that gave them recognition at the national level. Together with other achievements in the organization, this led to Naireeta Services becoming an official partner in policy for the national government. Bhungroo has been therefore recommend-

ed for implementation to all states in India. Furthermore, the solution also received international endorsement by being awarded at the COP Summit in Peru, in the documents of the US Department of State and by being replicated in various other countries from the Global South. All these international steps were explicitly used as arguments for further domestic implementation of the solution. Legitimacy for Bhungroo was needed, however, also inside the administration in India. Biplab applied to evaluations and awards for the Self-governance Ministry, the Rural Development Ministry, and the Department of Science and Technology. The purpose was to have the effectiveness, applicability at scale, and innovativeness of Bhungroo also recognized by various national administration bodies.

Supporting the government in implementation

Building on this legitimacy, Naireeta Services began collaborating with government entities in implementing Bhungroo in communities. Although Naireeta Services was also directly still providing the technology in the communities, it also equipped a few government partners with the technological design and manuals that allowed them to provide the initial funding and implementation support to other communities interested in the solution. Selecting the states where Bhungroo was rolled out was done based on meteorological and geological data that allowed them to assess which locations had a more pressing need for the technology. This advancement in rolling out the solution was accompanied by a further development of the technology itself. Based on the different geological and climate conditions present in different locations, Naireeta Services developed 17 technology designs that were adapted to these conditions. This scientific approach was also highly appreciated by the government counterparts.

Naireeta Services organized the systemic adoption of Bhungroo by the government by remaining financially independent from public entities. Most of their revenue came from direct implementation for commercial entities, consulting fees paid by international bodies, prize money, and other international grants. This ensured that they would not face any corruption suspicion and that they would maintain independence from state and political interests in developing and broadening the technological solution.

Consulting and quality assurance for government entities

Over time, Biplab's organization has moved from a service provider role towards a consulting and quality assurance role in implementing the Bhungroo technology. As more and more government entities have begun rolling the solution out, Naireeta Services has become a know-how provider by training government officials, providing implementation consulting, and ensuring quality of the process and the technology used. As the capacity for one-on-one support was very limited for Naireeta Services, Biplab then decided to make all the manuals and instructions around Bhungroo available to any government entity in the eight partner states. This created a process of clarifying terms of cooperation, intellectual property rights, criteria for selection of implementing partners, etc. in order to maintain the quality focus.

Digital tool for increased government involvement

In terms of results, based on thorough government evaluations, the yearly family income of beneficiary farmers increased from USD 210 to USD 700, and in the last 5 years, even a 500 percent increase in family incomes was recorded.³³ This was cumulated with a reverse of migration of farmers to urban areas due to more food security, a reduction in school dropout rates, as well as rejuvenation of local biodiversity and reclaiming of over 6,000 acres of land from rapid desertification in the vicinity of the Thar desert.³⁴

But to reach the millions of farmers and their families still in need of help, Biplab is working on the next stage for Bhungroo. This involves a digital tool that would both allow government extension workers on the ground to get more detailed video instructions for the solution and receive automated local-specific consultations and instructions based on their local

data and conditions in seven languages. This digital tool can also collect more accurate data that can lay the foundation for better services. It is expected to be used by many more government entities, as Naireeta Services is also in the process of developing partnerships with five other Indian states for the implementation of Bhungroos.

AT-A-GLANCE

“All the knowledge on technological design and experience with community organizing to accompany the technology has been made accessible for those who are willing and able to take it ahead in local geographies.”
- Biplab Paul

KEY INSIGHT

Biplab and Naireeta Services use technology to develop and strengthen existing public systems. They do not simply put yet another product on the market or build parallel structures; rather, they engage with local communities and with government structures in order to achieve the intended systemic change.

- Naireeta Services does not intend to market yet another technology, but a new technology that better suits local contexts, needs, and can be widely used in a public format by a variety of communities. The focus is on increasing the capacity and

effectiveness of local communities and public bodies in addressing issues.

- Biplab and Naireeta Services draw attention to the importance of supporting local, regional, and national governments throughout their learning curves, and of ensuring quality in the implementation process. It also emphasizes the adaptation of solutions and technologies to local contexts and needs. Lastly, it shows how building legitimacy and credibility through the **evaluation of domestic and international experts can strengthen partnerships and open the way for systemic action.**

Uniqueness of Bhungroo

- Locally available materials & skill sets
- Joint Asset Ownership (typically among 7 farming families)
- Involvement of women farmers
- Standard operating protocols are ready & independent of levels
- Self sustaining with minimal maintenance cost



KLÁRA LAURENČÍKOVÁ AND ČOSIV (CZECH PROFESSIONAL SOCIETY FOR INCLUSIVE EDUCATION)

Klára, her team, and partners have been working to strengthen Czech schools' capacity to provide quality education for children with special educational needs. They have done this by ensuring that government regulation introduces additional resources to enable the implementation of inclusive environments in schools.



Fellow Name	Klára Laurenčíková
Organization	ČOSIV ³⁵ (Czech Professional Society for Inclusive Education), founded in 2011
Country of Impact	Czech Republic
Website	https://cosiv.cz/en/
Budget	\$83,000
Number of Employees	3.5 FTEs

Klára and her team are working to address the longstanding pattern of segregated classrooms in the Czech Republic. Their vision is of equal access to a quality education for all students regardless of their social, racial, economic background, or health status.

The Czech Professional Society for Inclusive Education (ČOSIV), which Klára founded, has been creating a national movement of pro-inclusion advocates engaging students, teachers, parents, alumni, school headmasters, policymakers, and other stakeholders.



Together with partners, they aim to strengthen the capacity of all Czech public schools to provide quality education for children with Special Educational Needs (SEN).

To achieve quality education for children with SEN, Klára and her team have been building up public awareness, acceptance and support for inclusion in education. They have also been lobbying the government to embrace a more supportive stance for inclusion and introduce additional legislative, financial, and capacity resources to enable the implementation of inclusive environments in schools. The case of ČOSIV depicts the way in which social entrepreneurs focus on improving existing regulatory and legislative public systems to guarantee access to quality public service for everybody.

THE WORK OF THE SOCIAL ENTREPRENEUR

Three percent of Czech school children are educated in separate “special” schools. This is not only due to their health status, but also social, racial, and economic backgrounds. Every third child in such “special” schools is Roma, despite the fact that Roma represent a much smaller minority in the total population.³⁶ Children at “special schools” have little opportunity to interact with other children, and acquire stigma that will follow them for the rest of their lives. This inhibits further personal and professional development.³⁷

The root causes for this problem are manifold. On the one hand, they are connected to strong stereotypes perpetuated by the lack of opportunities for in-person interaction with “different” children. On the other hand, there has been little understanding of inclusion in education—historically thought of as “simply putting all children in one room”—and its potential benefits for society among the general public. Czech citizens, therefore, have not been demanding the furtherment of inclusion.

The lack of clear data on the state of segregation and children with special education needs has also given the government few incentives to introduce legislative changes, develop financial measures, or methodological support for schools. The lack of systemic methodological support and equipment for teachers and headmasters at public schools, combined with the lack of human resources devoted to children with SEN at schools, has also led to the fact that inclusion has only been practiced by an interested few within the public school system.

Klára’s organization and their partners—Open Society Fund Prague, People in Need, Amnesty International, and Rytmus—have recognized that broad implementation of inclusive education could be achieved only if the public education system of the Czech Republic became the prime carrier of the solution. To achieve this, in 2011, ČOSIV together with the growing pro-inclusion movement, set off to simultaneously raise public and governmental awareness about the problem of segregation and move the government to act on the issue. This would include changing the Education Law, ensuring budget allocation for the support of inclusive education at schools, and building capacity of education officials and teachers on the ground through methodological manuals and training.

ADDRESSING SYSTEMIC IMBALANCES

Data and media attention as a key driver of awareness

Given the context of almost no official data on segregation in the Czech Republic and no public awareness about it, Klára and her part-



Photo courtesy of ČOSIV

ners started to both collect and amplify existing scattered information and develop their own research in close conjunction with academics. One important finding from the research has been that the space segregation and discrimination of Roma children indeed takes place.³⁸

Klára strongly emphasized not only the need for data collection but also for data communication. Their communications strategy consisted of: simplifying long and complicated reports for busy public officials; highlighting conclusions; visualizing data via infographics and good design; showcasing stark differences between the Czech Republic and countries that are considered aspirational; and engaging multiple opinion-leaders and mainstream media for communicating findings via a series of lively public events, have all allowed the topic

to enter the minds of the general public and government officials.

As luck would have it, the research of the Czech pro-inclusion movement was released approximately at the same time as the ruling of the European Court of Justice that shamed the Czech government for the state of segregation in its schools and requested action upon the issue. These external and internal reports have amplified each other's effect and helped move the government to action.

Collective impact for a stereo-advocacy

Parallel to working with data, Klára used the systems change approach of investing significant effort into cultivating a strong representative movement of pro-inclusion advocates,

which created a stereo effect for decision-makers. To create this effect, she first connected separate networks of pro-inclusion teachers and headmasters, children with SEN and their families, academia, opinion-leaders, government officials, and policymakers of different levels. She then began to bring them together and help align demands with proposed solutions. The combination of several sectors is critical to Klára and the movement's longevity.

This coordination put ČOSIV in an important position. ČOSIV has taken up the role of a backbone organization. It has directed communication flows in the large community and created shared experiences, such as visiting best practice examples and reflecting on them together. As a result of this regular multi-stakeholder communication, the pro-inclusion solution proposals shaped within this movement were building on the practical wisdom of all participating parties; thus, they could not be accused of one-sidedness, which is a key systems change practice.

On one hand, ČOSIV has thus become more attractive to decision-makers. On the other hand, the broad human base of the movement has allowed for an omnidirectional advocacy for solution proposals. This has a stereo-effect on decision-makers.

Changes in the national law and budget allocations

Once Klára and her team observed advances in the government's awareness of the problem, willingness to act, and receptiveness to a proposed solution, the next step was to assist the government in introducing and implementing the reform. Building the government's capacity

to execute the solution meant assisting policymakers in making changes to the Education Law and budget allocation. This required ČOSIV to negotiate, write, and edit draft proposals for the amendments.

The changes in the Education Law introduced in 2016 implied that within a few years 26,812 children with SEN could be educated in regular schools and classrooms. Moreover, it was the responsibility of schools to provide the teacher capacity to enable the process.³⁹ The amended Education Law also guaranteed an additional state-funded teacher assistant for classrooms where children with SEN are educated. Additionally, schools where teachers have little experience with inclusive education can access state-funded trainings from regional school counseling centers.

For all these changes, special budget allocations amounting to USD 236 million over several years have been made.⁴⁰ The Education Ministry also recognized the necessity for every region to have support centers for teachers on inclusion and to develop local action plans that further advance inclusion. Today, Klára plays an active role in the executive committee of the reform, so that the stakeholders on the ground have methodological support in implementing the changes.

According to the impact evaluation,⁴¹ financing inclusive classrooms is no longer a major obstacle for 72 percent of headmasters. 80 percent of teachers and headmasters are willing to use the methodological support of regional school counseling centers, cooperation between teachers. Moreover, 84 percent of teachers positively evaluated the newly created role of teacher assistant.

Klára's work going forward focuses on ensuring the reform is not reversed by opponents of inclusive education, as well as on decreasing

the administrative burden connected to having SEN children in classrooms.

AT-A-GLANCE

“When advancing a specific solution, technicalities (like knowing the decision-making processes, information flows and roles within the government), of course, play a very important role. But perhaps 50 percent of success rests upon our ability to cultivate trustful and cooperative relationships between multiple stakeholders.” - Klára Laurenčíková

KEY INSIGHT

Klára and The Czech Professional Society for Inclusive Education (ČOSIV) aim for the broadest possible coverage of their solution for inclusive education. They focus on using expertise and alignment of stakeholders to strengthen the existing public system and institutional infrastructure rather than building parallel private structures for children with special educational needs.

- The team generates and communicates previously missing data on the problem of inclusion. This information and analysis are key levers to move the general public and the national government to action.
- ČOSIV highlights how a concerted effort of all stakeholders involved in the problem—parents, teachers, students, government officials, researchers, and the broader public—is instrumental for advocacy efforts' success. Building trust and strong communication flows strengthens the common claims of all stakeholder groups and empowers them all to push towards a common goal.
- Klára's work demonstrates that it is important to both ensure legislative, regulatory, and budget changes at the national level, and to support the consequent implementation of these changes on the ground.





LOOKING AHEAD

Through these five case studies we showcased how social entrepreneurs use systemic approaches to shift power structures, strengthen public systems, rally stakeholders around solutions, and ensure accountability and legitimacy of their work by engaging and empowering a multitude of people in the process. Through this, they avoid the mistakes and negative effects that can unfold in the social sector when implementing private solutions to public problems.

As intermediary organizations, practitioners, funders, and philanthropists, we all must reflect

on our current practices, their flaws, and the long-term negative impact they might trigger. We can learn from the best practices of social entrepreneurs and embed them in our own thinking and acting.

The five case studies in this report show how we can:

- **Adopt a systemic approach** in developing our programs, activities, and funding practices;⁴²

- **Use the power of “everyone a change-maker”** as a guiding principle for systems change work;
- **Ensure accountability and legitimacy** of our work by closely engaging a variety of actors in our fields—citizens, government bodies, non-profits and companies—and making our work and processes as transparent, inclusive, and responsive to feedback as possible;
- **Shift power dynamics** between the social groups that we are working with to benefit a more equitable power distribution;
- **Leverage data and scientific research** in addressing embedded power imbalances in various industries;
- **Transform a potential perpetrator group** into an ally and part of the solution for a social problem;
- **Improve existing public systems** rather than building parallel structures by providing expertise, ensuring alignment of stakeholders, and using technology.

We can all use these seven principles to reflect on how to make better decisions for our activities and engagements with social problems. The critical debate surrounding philanthrocapitalism pinpoints essential areas that need revising in the social sector. We can begin improving them already by advancing our systemic approaches and by making sure that a variety of people and social groups are empowered to get involved and contribute their expertise and experience.



Photo courtesy of Ashoka Changemakers

METHODOLOGY

This report aimed to connect the work of social entrepreneurs adopting a systemic approach to the current debate on philanthropy, the social entrepreneurship field, and the role of private initiatives in solving social problems. In order to identify the main points of the criticism towards the philanthropic sector and the private initiatives emerging in the social sector, we have briefly reviewed some of the key publications from previous years that we considered to be representative of the discussion:

- Giridharadas, A. (2019). *Winners take all: The elite charade of changing the world*. Vintage.
- McGoey, L. (2015). *No such thing as a free gift: The Gates Foundation and the price of philanthropy*. Verso Books.
- Ramdas, Kavita. (2011). Philanthrocapitalism Is Not Social Change Philanthropy. *Stanford Social Innovation Review*. (Online) Available at: https://ssir.org/articles/entry/philanthrocapitalism_is_not_social_change_philanthropy (Accessed April 7th, 2020)
- Reich, R., Cordelli, C., & Bernholz, L. (Eds.). (2016). *Philanthropy in democratic societies: History, institutions, values*. University of Chicago Press.
- Villanueva, Edgar. (2018). *Decolonizing Wealth: Indigenous Wisdom to Heal Divides and Restore Balance*. Berrett-Koehler Publishers.

We then clustered and summarized the main points of criticism in the “Ongoing debate” section of this report.

We selected the social entrepreneurs and their organizations for the case studies from a selection of 25 Ashoka Fellows that took part in the Ashoka Globalizer program or worked with the Globalizer team members on their strategies. The selection criteria on the basis of which we selected the five Fellows included in this report were:

- Geographic diversity: we selected one Ashoka Fellow from each continent where Ashoka operates;
- Social issue diversity: we selected Ashoka Fellows working on different social issues (human rights, economic development, education, etc.);
- Gender diversity: we selected both women and men social entrepreneurs;
- Diversity of systemic approach: we selected social entrepreneurs that address different systemic imbalances and that also develop different avenues of addressing these imbalances (technological, policy-based, knowledge-focused, etc.);
- Addressing several criticism points: we aimed to select Ashoka Fellows that could depict the ways that social entrepreneurs are aware and address a variety of critical

points expressed in the debate around philanthropy and private developments in the social sector.

An overview of the case studies' characteristics can be found in the table below:

We gathered information from various data sources to write the case studies. The primary data used were: strategic documents developed by the organizations as a result of the Globalizer process; materials resulting from the selection process and profile-writing for the Ashoka Fellows; semi-structured inter-

Ashoka Fellow	Organization	Country of Operation	Social Issue Addressed & Systemic Approach	Connection to Main Criticism
Joseph Nkandu	NUCAFE	Uganda	Empowers coffee farmers to take ownership in the coffee value chain through the Farmer Ownership Model. This increases economic gains and changes traditional power structures in the coffee industry.	Shifts power dynamics in the coffee value chain
Flaviano Bianchini	Source International	Nicaragua	Uses data and research in litigation, advocacy, and activism to change industry practices towards human rights compliance.	Uses the power of data and scientific research in addressing embedded power imbalances in various industries.
Kendis Paris	Truckers Against Trafficking	USA	In the domestic logistics system in the US, truckers assume the role of potential witnesses that activate law enforcement to prevent human trafficking.	Turns a potential perpetrator group into part of the solution.
Biplab Paul	Bhungroo	India	Enables communities of low-income rural farmers to become self-sufficient with water supply for most of the year by increasing government's capacity to roll out a community-based technological solution.	Uses technology to develop existing public systems, not just to put another product on the market or build parallel structures.
Klára Laurenčíková	COSIV (Ceská odborná společnost pro inkluzivní vzdělávání)	Czech Republic	Strengthens the capacity of Czech schools to provide quality education for children with special educational needs through new legislation, regulation, and financial structures.	Uses expertise and alignment of stakeholders to improve existing public systems, not create parallel systems and structures.

views conducted with the social entrepreneurs around their strategy and its evolution, main milestones, fact checking, etc. We also used secondary data in the form of website content, media reports, articles, assessments of the organization, and impact reports that could provide additional context and information for each case.

The data was written up by three members of the Ashoka Globalizer and Learning and Action Center teams. The draft versions of the case studies were shared with the social entrepreneurs for feedback and accuracy checks.

LIMITATIONS AND NEXT STEPS

This report does not comprehensively cover all critical points made in the ongoing debate, nor does it aim to. It also does not aim to put forward generalizable counterarguments, but rather

to provide positive counterexamples to the negative tendencies underlined in the literature. The report also does not have the main purpose of measuring the systemic impact of the social entrepreneurs, but rather to illustrate best practices and explain main approaches that social entrepreneurs use when acting systemically. In further reports and studies, a more in-depth analysis of the approaches of the Ashoka Fellows can be conducted in order to pinpoint where exactly in their work they manage to change long-term, systemic conditions in their fields. Learnings from these insights could then be explicitly targeted towards support organizations, funders, intermediaries, and other social sector organizations, so that they may incorporate this knowledge into their programmatic work. Further analyses can also be conducted regarding the critical points not addressed directly through the case studies.

ENDNOTES

- ¹ Giridharadas, A. (2019). *Winners take all: The elite charade of changing the world*. Vintage.
- McGoey, L. (2015). No such thing as a free gift: The Gates Foundation and the price of philanthropy. Verso Books.
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- Reich, R., Cordelli, C., & Bernholz, L. (Eds.). (2016). *Philanthropy in democratic societies: History, institutions, values*. University of Chicago Press.
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