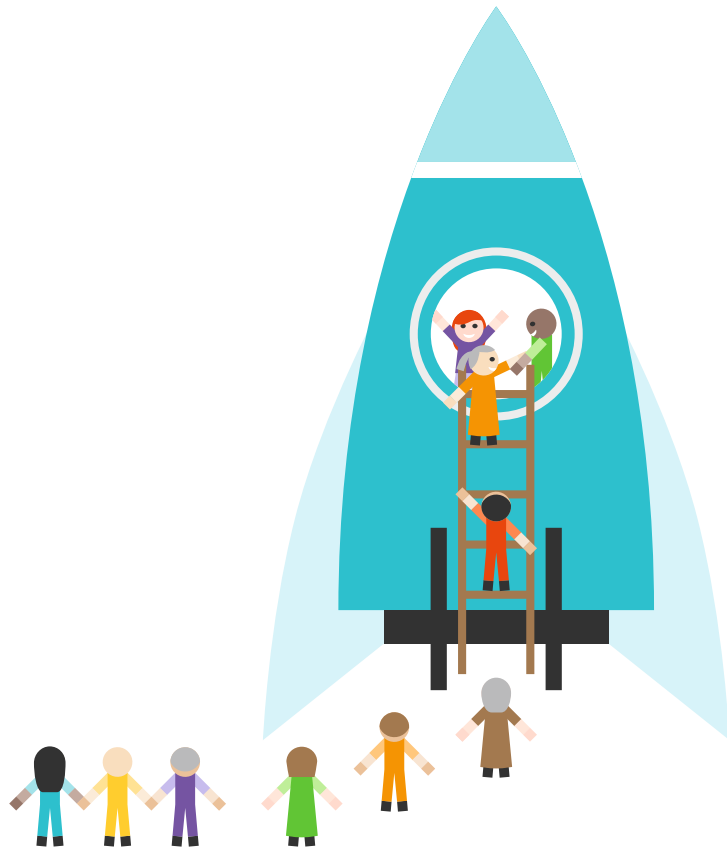


# WELCOME ABOARD!



[www.ashoka-cee.org](http://www.ashoka-cee.org)



# YOU ARE INVITED



# A JOURNEY TO SOCIAL IMPACT

WELCOME TO THE WORLD OF ASHOKA



**ASHOKA**

**WHAT  
WE DO  
AND  
WHY**

**BOOK 1**

# WELCOME TO ASHOKA

What does Ashoka do and why?

This is probably the most common question that we are asked.  
In a nutshell,

**ASHOKA CREATES NETWORKS OF SOCIAL INNOVATORS  
TO TACKLE THE WORLD'S MOST PRESSING PROBLEMS.**



However, it always takes more than one sentence to give the full picture,  
often a whole conversation, and sometimes even five books.

Once you have understood, deeply understood **what drives Ashoka** and what we  
strive for, you will never forget it. Because it springs from a rooted motivation,  
follows a clear vision and is **fed by inexhaustible energy: humanity.**

# A WORLD OF SYSTEMS



**The universe** we live in is a complex system, as is **nature** around us. These systems are composed of different **actors and roles interacting** with each other, they are governed by certain **rules and produce results from given resources**.

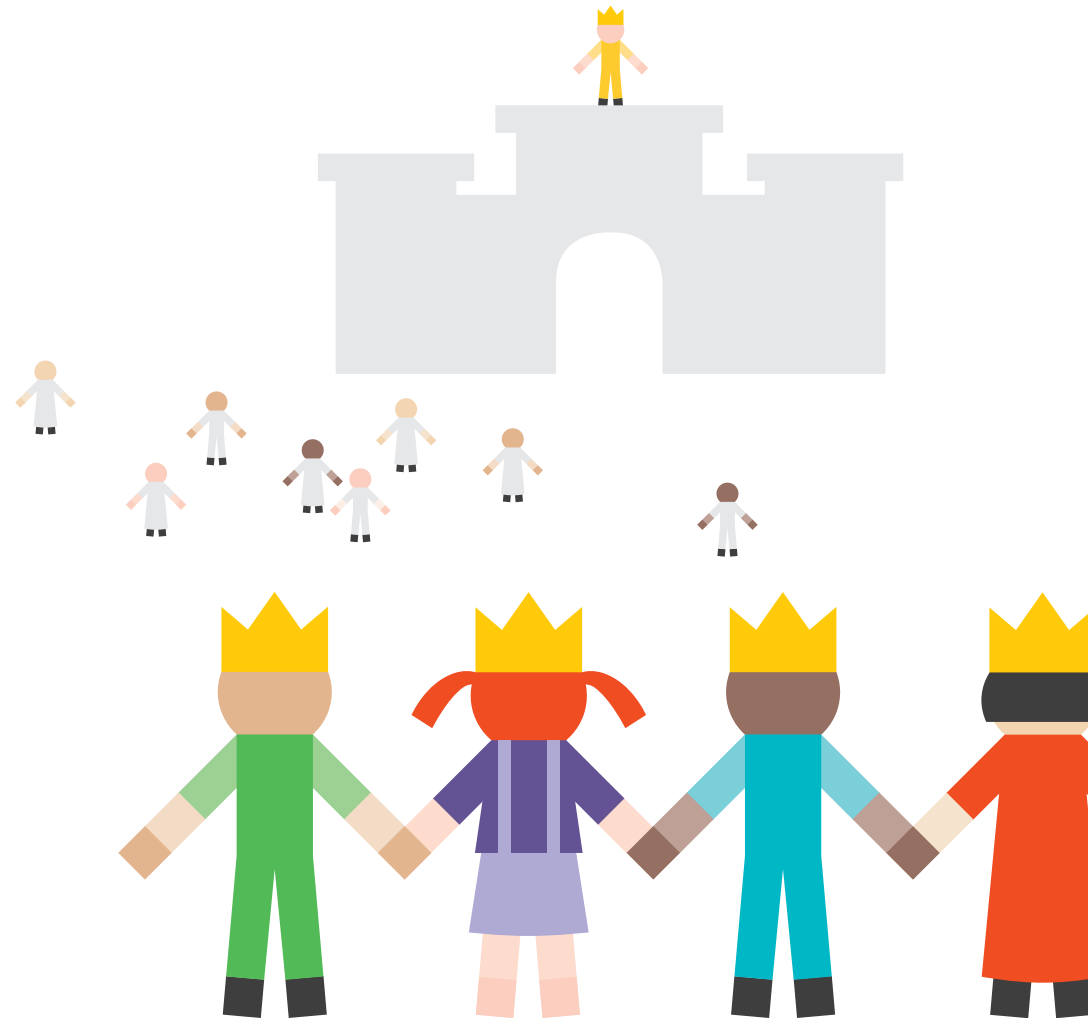
Humankind has also managed to develop **its own sophisticated systems**. Systems such as healthcare, education or social security have been designed to provide for the comfort and security of our lives.

**The complexity of man-made systems is further increasing** with time and technological advances. However, some systems do not always serve the needs of all well enough. They require improvements, and sometimes they **need to be re-designed**.

Re-designing a system is **no easy task**.



# THE OLD GAME IS OVER



**How can we organize ourselves** to re-design and improve systems?

Relying on centralized decision-making and rigid hierarchies in which a few command the many is no longer effective or even desirable.

**SUCH AN APPROACH FAILS TO UNLEASH THE CREATIVE ENERGY OF CITIZENS AROUND THE WORLD.**

For social problems to be addressed effectively, citizens **need to understand** the mechanics of change and be ready to **take up the responsibility** for solving them.

# THE NEW ORDER OF THINGS

The complexity of social challenges requires us, citizens, to become self-empowered.

**BEING SELF-EMPOWERED MEANS THAT WE PAY ATTENTION, TAKE RESPONSIBILITY, LEAD IN OUR COMMUNITIES AND COLLABORATE WITH OTHERS TO MAKE LIFE BETTER...**

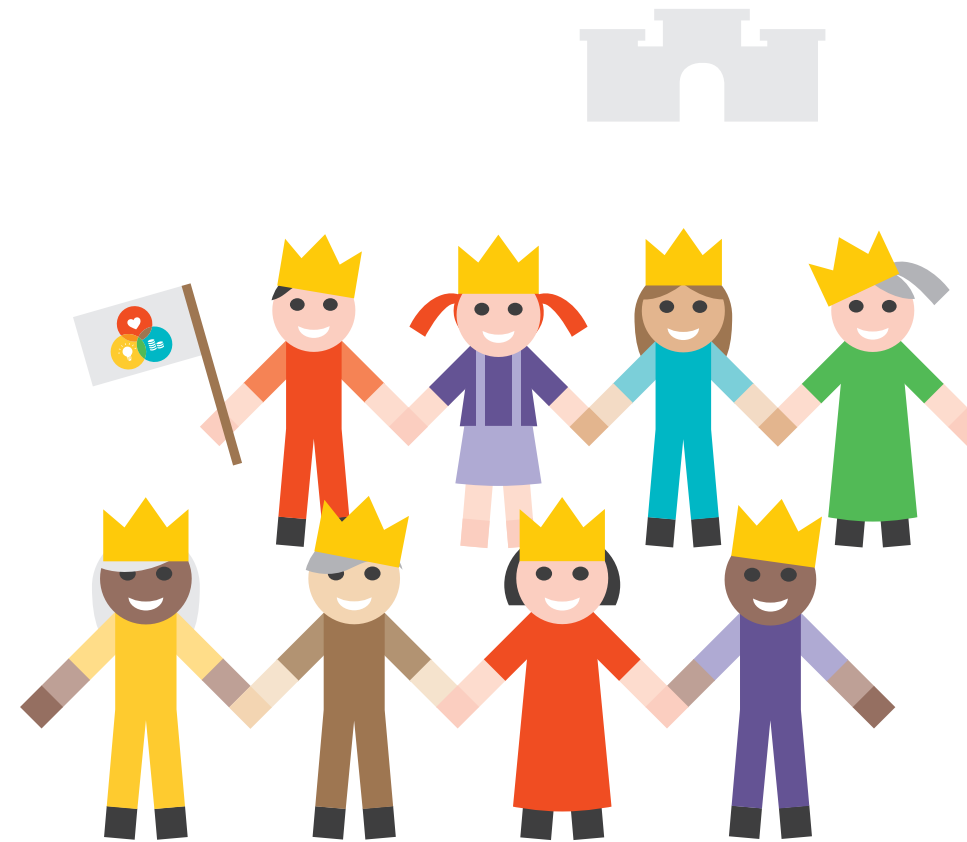
for ourselves, for our families and friends, for our communities, for humanity and for our planet.



The good news is that throughout human history and across all regions, there have always been those **creative problem-solvers**, those willing to stick their necks out on behalf of others, those we can look up to as **role models**.

**WE CALL THESE PEOPLE CHANGEMAKERS.**

# CHANGE- MAKERS TAKE ACTION



Who are **changemakers**?

**CHANGEMAKERS ARE PEOPLE WHO, NO MATTER HOW OLD THEY ARE OR WHAT THEIR PROFESSION IS, FEEL EMPOWERED TO LEAD A CHANGE FOR THE COMMON GOOD.**

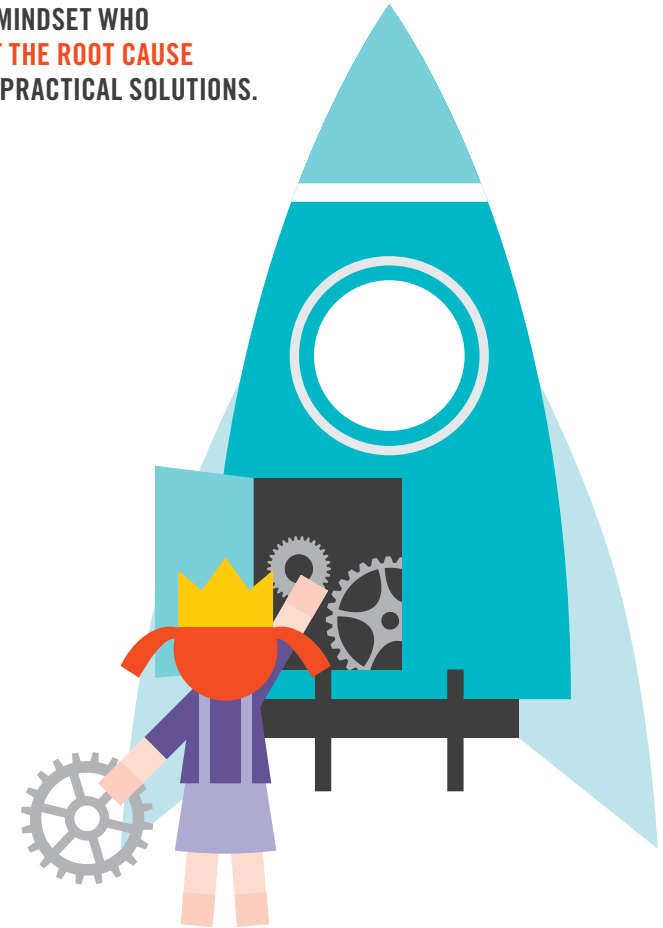
They may stand up to a bully, run a campaign, organize a march, or write a series of provocative articles. Some of them **build organizations** that deliver services improving the lives of many.

# SOCIAL ENTRE- PRENEURS CHANGE SYSTEMS

Among changemakers, there are people who go beyond building one organization and developing important services. **They undertake systemic measures to address a deep rooted problem**, for example, by changing rules that govern a flawed system.

We call these people **social entrepreneurs**.

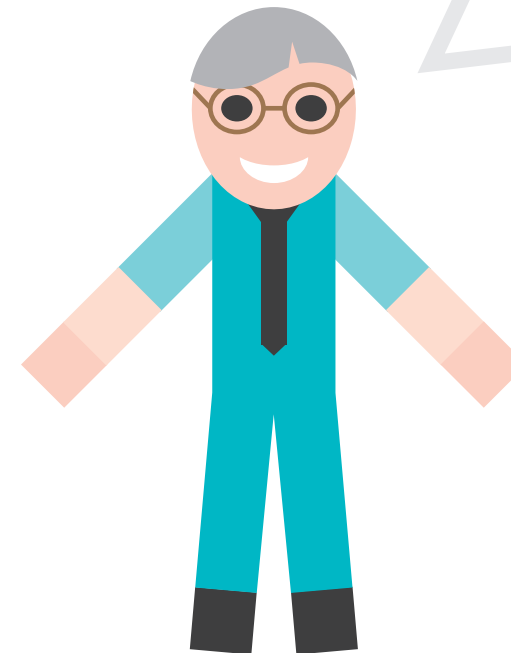
**SOCIAL ENTREPRENEURS ARE INDIVIDUALS WITH AN ENTREPRENEURIAL MINDSET WHO TACKLE SOCIAL PROBLEMS AT THE ROOT CAUSE WITH THEIR INNOVATIVE AND PRACTICAL SOLUTIONS.**



Think, for example, of Florence Nightingale and her contribution to humanity. Back in the 19th century, she **established standards** for sanitation and hospital management that have shaped norms worldwide. As a result, people everywhere can enjoy safer hospital care today.

Social entrepreneurs like Nightingale initiate **a new order of things**, contribute to a more peaceful world and help us keep pace with global problems.

# FOUNDED TO SUPPORT SOCIAL ENTRE- PRENREURS



“SOCIAL ENTREPRENEURS  
DON’T JUST GIVE PEOPLE FISH,  
OR TEACH THEM HOW TO FISH.  
THEY BUILD NEW AND BETTER  
FISHING INDUSTRIES.”

Bill Drayton

In 1980 a man called Bill Drayton felt that people tackling society’s problems at the systemic level **went largely unnoticed**, had almost **no support** and were not viewed as role models. At that time, a name for such individuals did not exist.

It was Bill Drayton who saw the entrepreneurial-like qualities of these individuals and created the term “**social entrepreneur**.”

**HE FOUNDED ASHOKA, AN ORGANIZATION TO  
IDENTIFY AND SUPPORT LEADING SOCIAL ENTREPRENEURS,  
AND HELP THE WORLD RECOGNIZE THEIR ACHIEVEMENTS.**

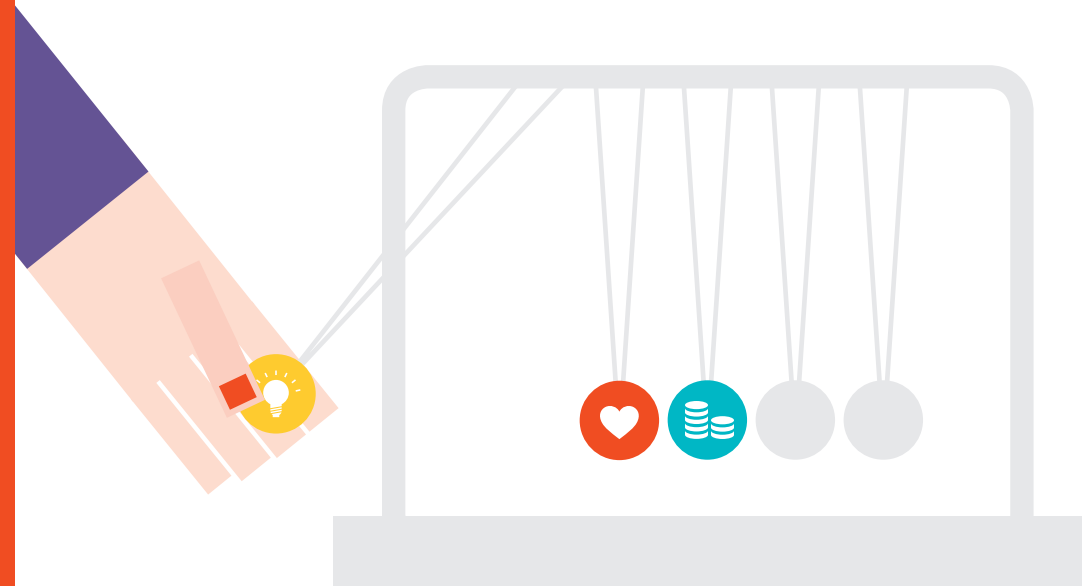


# THE PROCESS SET IN MOTION

Over the last four decades, Ashoka's network of social entrepreneurs has grown into a powerful community of **3,500 members** – or **Ashoka Fellows** as we call them – **from over 80 countries**.

**SOCIAL ENTREPRENEURS TODAY HAVE BOTH  
A NAME AND A VALUED PLACE IN SOCIETY.**

Their contributions to improving the lives of millions of people around the world are clearly **recognized and celebrated**.

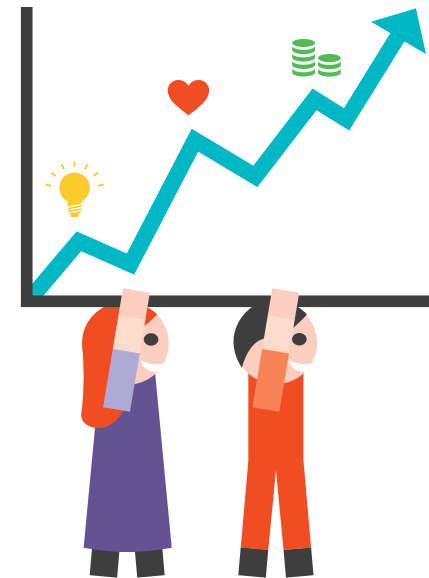


# WE ARE NOT ALONE

More and more influencers from the public and private sectors have added the term “social entrepreneur” to their vocabulary. Many people see **investing** in such individuals as a credible avenue for achieving impact. More and more young people choose social entrepreneurship as their **career path**. Bill Drayton, a social entrepreneur himself, has been an important engine behind this change.

**Supporting social entrepreneurs** on their way to maximizing social impact has become **the first pillar of Ashoka’s work**. And although we at Ashoka and other organizations worldwide have a lot more work to do in developing support infrastructure for social entrepreneurs further,

**THE SOCIAL ENTREPRENEURSHIP FIELD HAS ALREADY  
DEVELOPED IN IRREVERSIBLE WAYS.**



“Ashoka conceived and, with great skill and persistence over decades, spread the subtle but deeply empowering realization that social entrepreneurs are powerfully changing the world for the good. That idea has changed what many of our best students will do.”

Prof. Merit E. Janow,  
Dean, School of Internal and Public Affairs  
Columbia University

“We [Europe] have always been a continent of creative social entrepreneurs who have designed systems to enhance education, health, social inclusion and the well-being of citizens... Social innovation is more important than ever to build a smart, sustainable and inclusive growth.”

José Manuel Durão Barroso,  
President of the European Commission  
(2004 – 2014)

# EVERYBODY'S GAME NOW

Today Ashoka's vision has grown more ambitious.

We not only envision social entrepreneurs to be supported and recognized.

**WE WORK TOWARDS A WORLD WHERE  
EVERY CITIZEN HAS THE SKILL AND THE WILL  
TO BE A CHANGEMAKER.**



**How** can we get to this world?

What helps us understand it is **the experience of social entrepreneurs** in our network. Observing the **personal journeys** of Ashoka Fellows around the world and the way they build **social movements**, we started seeing **patterns of how people can become changemakers**.

We have realized that we at Ashoka can empower more individuals to raise hands as solvers of social problems by:

- fostering cooperation between representatives of **different sectors of society** and
- changing **the way we bring up our children**.





# PREPARING THE YOUNG

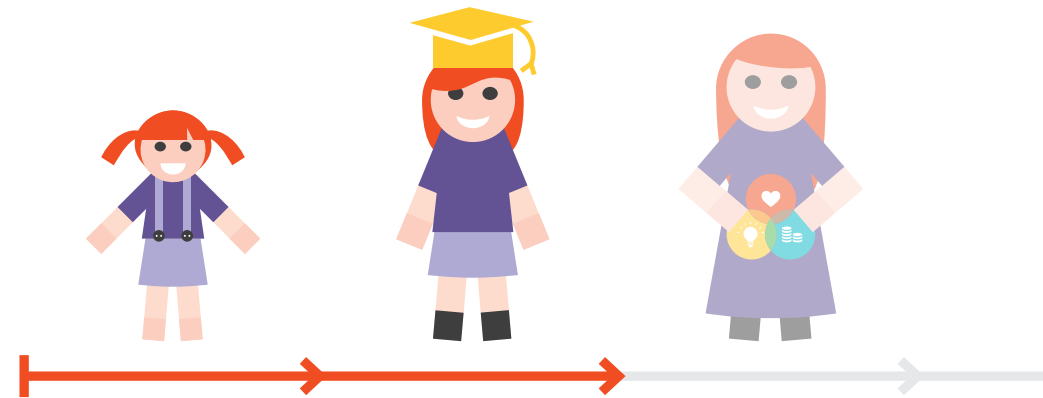
Another insight about empowering people to become changemakers stems from how social entrepreneurs describe their **journey to who they are today**.

They often report a defining experience with **empathy and changemaking** already in their **young years**. That experience of changing somebody's life for the better, even if in something really small, allowed them to see they can bring about a positive change. An experience that got them "hooked" and prepared them to confidently step up when life calls upon them.

This insight led Ashoka to understand that in order to nurture **the next generation** of changemakers, we need to enable every young person to have such an experience.

This is why the third pillar of Ashoka's work today is:

**MAKING SURE THAT PRACTICING EMPATHY  
AND CHANGEMAKING EARLY ON BECOMES AN ORGANIC PART  
OF BOTH FORMAL AND INFORMAL EDUCATION.**



# CHANGING PERSPECTIVE

The main pillars of Ashoka's work today are:

- 1 Supporting social entrepreneurs and changemakers** to maximize the positive impact of their work
- 2 Nurturing collaboration of changemakers** from different sectors
- 3 Ensuring that young people grow up practicing changemaking and empathy**

**WE KNOW THAT BEFORE DOING THINGS DIFFERENTLY,  
ONE HAS TO SEE THEM DIFFERENTLY.**

Therefore, in order to achieve our bold goals,  
Ashoka supports people in:

- 1 Seeing their roles in society as powerful and creative problem-solvers**
- 2 Perceiving their counterparts from other sectors in society as partners and co-creators and**
- 3 Believing that learning empathy and changemaker skills is key for every child.**

But how is it possible to influence the mindsets of millions of people?





# LET'S WORK TOGETHER!

Ashoka has a much broader and more ambitious vision than ever before. Just like the social entrepreneurs in our network, **we seek to achieve systems change** in how changemakers are perceived and supported in the world, and how any citizen can become a changemaker.

We know this mission is **too big for us to achieve on our own** – we need key stakeholders across sectors as partners in this work.

Does our “Everyone a Changemaker” vision paint a picture of the world you want yourself and your children to live in? And if so, would you like to contribute to building this world?

## WE INVITE YOU TO JOIN US!

Let's get to know each other better and explore ways we can work together to:

- **support people** in becoming effective changemakers,
- **build bridges** between sectors and
- **encourage youth** to step up.



**TO COLLABORATION  
FOR THE COMMON GOOD!**

Best,  
Ashoka Central and  
Eastern Europe team



**HOW  
WE FIND  
SOCIAL  
ENTRE-  
PRENEURS**

**BOOK 2**

# THE CORE OF WHAT WE DO

If you have heard about Ashoka before, you probably know us for our ability to select the **world's leading social entrepreneurs...**



...and it is true. Today our network counts 3,500+ members, or **Ashoka Fellows**, in over 80 countries. 177 of them come from Central and Eastern Europe.

Finding and supporting exceptional social entrepreneurs who are tackling social problems at a systemic level **remains at the core** of everything we do.

**THIS BOOK IS HERE TO HELP YOU BETTER UNDERSTAND  
THE PEOPLE WE CALL SOCIAL ENTREPRENEURS  
AND TO EXPLAIN HOW WE FIND THEM.**

# WE KNOW IT WORKS

In 1980 Ashoka developed criteria and a **rigorous selection process** meant to guarantee that only the highest quality of social entrepreneurs would enter Ashoka's network.

Ever since, we have been **diligently and universally applying these criteria and processes** across all countries where we elect Fellows. Today we are confident in the quality of the social entrepreneurs identified by this process.

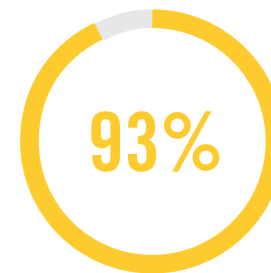


of Ashoka Fellows see their solutions replicated independently by other organizations or used by major players, often governments.



change national policy within 5 years of election by:

- drafting legislation
- providing research & previously missing data
- advising legislative bodies
- organizing citizen action



of Fellows are pursuing their original objective even 10 years after election.\*

\* based on internal impact studies among Global Fellowship in 1998 - 2013



# A POWERFUL IDEA IN THE HANDS OF THE RIGHT PERSON

What Ashoka is looking for is the combination of a powerful idea in the hands of a really good entrepreneur, who is able to think big.

## IN OUR **SELECTION PROCESS** WE EVALUATE:

### A NEW IDEA

Does the candidate have a **new and potentially systems changing solution**?

### SOCIAL IMPACT

Does the idea address the **root cause** of a social problem?  
Does it go **beyond** direct social service or social activism?  
Has the solution been **tested already**?

### ENTREPRENEURIAL SPIRIT

Does the person have an entrepreneurial spirit strong enough to **carry out large-scale implementation** – no matter how long it takes, or how many reversals of fortune are in store, or how much opposition or loneliness lies ahead?

### CREATIVITY

Does the candidate have **enough creative potential** to solve unforeseen problems?

### ETHICAL FIBER

Is the candidate **trustworthy** and free of hidden interests?  
Is the person's **motivation** strong enough to keep working on the solution for many years to come?



# SOCIAL IMPACT EXPLAINED

In order to understand which level of impact a candidate has already achieved with their idea and is aspiring to in the future, we use the “Stairway to Impact”.

## STAIRWAY TO IMPACT

Inspired by “Results Staircase” of Phineo and adapted by Ashoka CEE.

### 3. IMPACT

We pay attention to whether and how the life situation of target groups have actually improved – in one or more geographic locations.

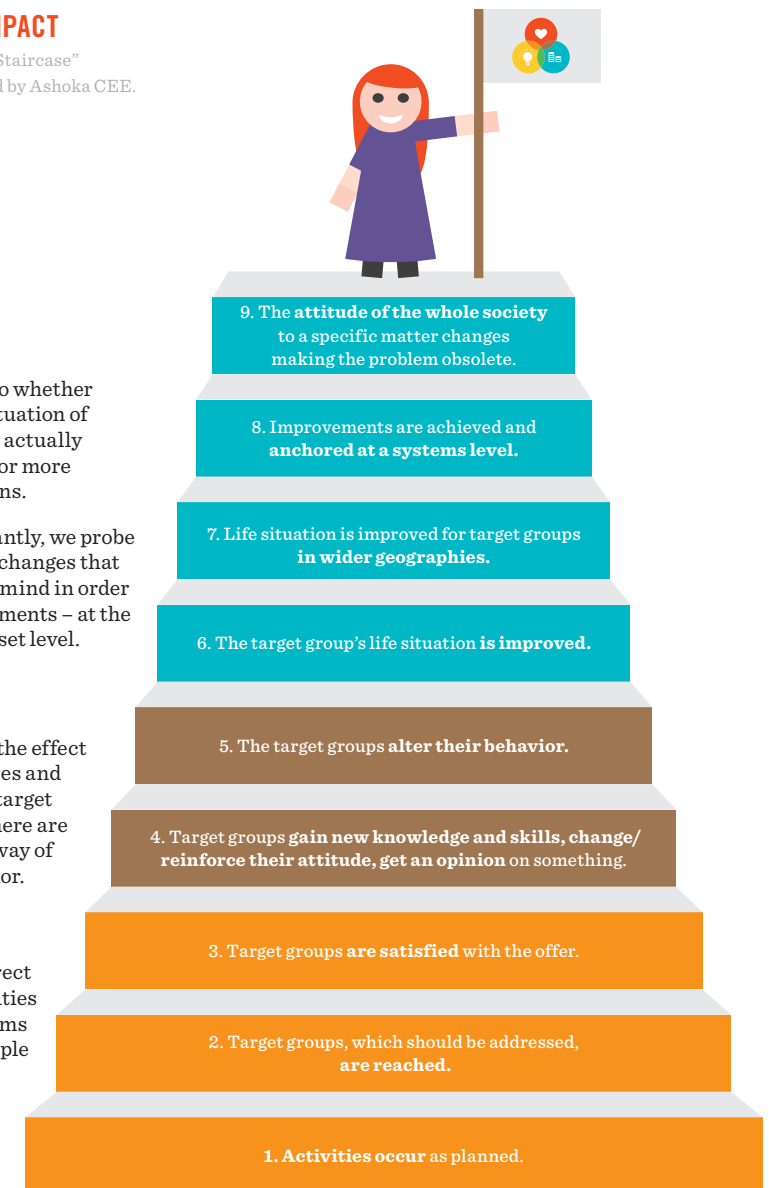
And, most importantly, we probe to understand the changes that a candidate has in mind in order to anchor improvements – at the systems and mindset level.

### 2. OUTCOMES

We look closely at the effect these direct services and activities have on target groups: whether there are changes in skills, way of thinking or behavior.

### 1. OUTPUTS

We observe the direct services and activities a candidate performs and how many people are reached.



A good candidate for Ashoka Fellowship has a proven record of achieving positive outcomes and improving the life situation of people.

# DIVING FOR PEARLS

Ashoka's selection process of leading social entrepreneurs consists of **profound due diligence**, with participation of **in-house and external experts** from multiple countries. The whole process usually takes **6 - 12 months**.

As you might already imagine, finding entrepreneurial people with systems-changing innovations is **not an easy task**. We sometimes compare this task to **diving for pearls**. They, too, are not easy to find.

But it's worth it, because the support Ashoka provides is **lifelong**.

**WE WANT TO ENSURE THAT THE INVESTMENT WE ARE ABOUT TO MAKE INTO A SOCIAL ENTREPRENEUR WILL PAY OFF IN A SIGNIFICANT SOCIAL RETURN FOR SOCIETY.**



# IT TAKES TIME AND EFFORT FOR THE WORLD

# TO MEET A NEW SOCIAL ENTREPRENEUR



## WE SOURCE NOMINATIONS

We **open up calls** for nominations and **do not limit them by topic** as one can hardly predict where innovative ideas may live.

We also proactively reach out and **seek nominations ourselves**.

Every year we source up to **several thousand nominations** in diverse fields across Central and Eastern Europe, and many more throughout the world.

## CARRY OUT STRICT DUE DILIGENCE

Local staff **shortlists** candidates based on the initial analysis of solutions for **innovation and systems-change potential**.

We then do **deeper research** into the solutions proposed by shortlisted candidates. Are these ideas truly innovative? Could they help transform entire sectors? The answers we find help us decide which candidates to invite to move forward in the process.

## LEAD STRATEGIC CONVERSATIONS ON IMPACT

Next, we carry out deep **in-person conversations** with the shortened list of candidates. We probe their motivations, assess entrepreneurial spirit, ethical fiber and creativity, and clarify their **impact model and systems change aspirations**. The total length of interviews with individual candidates sometimes adds up to 15 hours!

The next round of in-depth interviews is done by a senior **Ashoka staff member from another continent**. This structure helps **insulate** domestic staff **from local pressures** and provides international perspective.

## ENABLE EXTERNAL ASSESSMENT

We invite three **external partners** with strong entrepreneurial and social innovation track records and/or **Fellows** to become members of our panel. Every candidate has a separate **conversation** with each panelist. Then panelists gather for a **long discussion** chaired by the **senior Ashoka staff member** from another continent.

They take a **consensus-decision** on whether a pre-selected candidate fits defined criteria. Is it really the case of a **powerful idea** in the hands of a really **good entrepreneur** able to think big?

## GET APPROVAL OF GLOBAL BOARD

The **Global Board of Ashoka** critically assesses profiles of all advanced candidates from across the world and provides an **informed international perspective on the novelty and impact** of presented solutions.

Upon the Board's approval, a candidate enters a **lifelong Fellowship** within the international Ashoka network and is officially named an **Ashoka Fellow**.

## PUBLICLY PRESENT AND PROMOTE NEW FELLOWS

Local Ashoka offices invite decision-makers from the business, social and public sectors to **meet, greet and celebrate** newly elected Fellows in a public gathering.

We **document and promote profiles** of newly elected Ashoka Fellows as **good practice examples** of social entrepreneurship.

A social entrepreneur gains **lifelong access** to wide opportunities of support.

Read more about how we support social entrepreneurs in Book 3.

# A WIN-WIN PROCESS

We asked the cohorts of recent Fellows whether the long and challenging conversations they had with us had any effect on them\*.

# 91%

of Fellows say Ashoka selection process and questions helped them frame their work from a systems change perspective.

“I’ve had the opportunity to reflect long about my vision, articulate and re-articulate it, constantly refine the strategy and clearly see which activity leads to which outcome and what are those priorities I cannot let go.”

Márti Bácskai,  
founder of Go healthy!,  
Hungary

“The selection process pulled me out of my ‘little world’ and expanded my vision.”

Štefan Straka,  
founder of Svatobor,  
Slovakia

# 81%

of Fellows as a result of selection process were able to recognize the potential of scaling their solution to national/international level which they were not fully aware before.

# 73%

of Fellows after going through the selection process started seeing themselves as part of a larger movement of social entrepreneurs.

\* data comes from the pilot Impact Study of Ashoka CEE, and represents opinions of Fellows elected in the region between 2013 and 2016. We plan to expand and deepen the impact study in the years to come, and welcome your ideas and support.



# HOW TO FIND AMAZING

# SOCIAL ENTREPRENEURS

There are multiple ways how we find social entrepreneurs with powerful ideas. Two of them have proven particularly helpful to our search in Central and Eastern Europe.

## OPEN-SOURCING

Changemakers are invited to **submit detailed descriptions** of their solutions on a web platform developed by Ashoka and partners. They make the **mechanics of their solution accessible to everyone**. This encourages changemakers to openly **share** their solutions for peer review and **provide inspiration** for others.

Such an approach not only allows Ashoka to get an overview of exciting innovations in the field, but it also fosters **collaboration and cross-pollination** among changemakers.

One example of open-sourcing innovations is Ashoka's global platform **Changemakers.com** which has to date sourced over 16,000 solutions from across the world. Another example which has been inspired by our global Changemakers platform, is our new local **Ideegration platform**. It has been launched in 2016 and has already showcased over 100 solutions for the integration of refugees in Austria.

[www.changemakers.com](http://www.changemakers.com)  
[www.ideegration.at](http://www.ideegration.at)



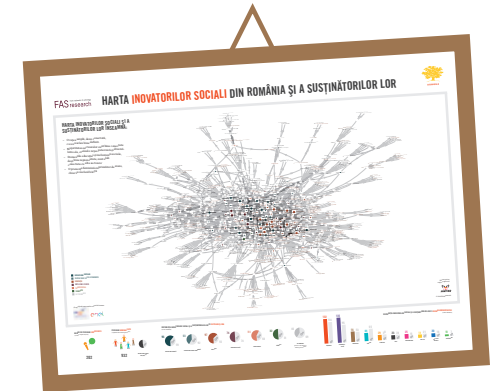
## MAPPING CHANGEMAKERS

**Mapping and visualizing networks** of changemakers in a country is another effective way to spot social entrepreneurs.

We carry out a series of snowball interviews with community leaders and create an **extensive database** of local changemakers working in different fields. This database is visualized as a **social network map**. The biggest dots on this map are people who have been nominated most often. They are likely to be **key influencers** in a field or important brokers between isolated clusters.

Such mapping not only helps us identify leading social entrepreneurs and elect them as Ashoka Fellows. It puts thousands of changemakers in the spotlight, and helps them **find partners** for collaboration and funding.

Since 2014, we have done over 1400 snowball interviews in the region and developed Change-maker maps for **Austria, Czech Republic, Hungary, Poland, Romania and Slovakia**. These maps have put over 8000 changemakers in the spotlight of public attention. Many other Ashoka **offices and foundations around the world** have taken up this tool, too.



Today, our maps are used by different local stakeholders and **decision-makers** (including the President of Slovakia!) to get to know key changemakers in their countries and get insights into the citizen sector.

We invite you, too, to have a closer look at the Changemaker Maps from the CEE region!



Austria



Czechia



Poland



Romania



Slovakia

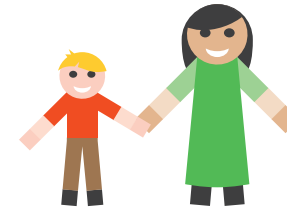
The Changemaker Map of Hungary is available in hard copy only upon request.

# READY FOR SOME NAME DROPPING?

So here they are—social entrepreneurs who have successfully passed the Ashoka selection process around the world. Maybe you know some of them:



**JOHANNES LINDNER**  
Empowering students across Europe to become active citizens through hands-on entrepreneurship education.



**JEROO BILLIMORIA**  
The founder of Childline and Child and Youth Finance International dedicated to ensuring financial inclusion of children and youth.



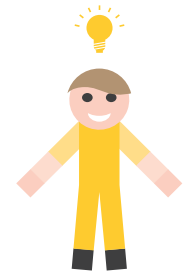
**MUHAMMAD YUNUS**  
The Nobel Prize winner and founder of the global microfinance movement.



**WENDY KOPP**  
The founder of Teach For America and Teach for All who ushers a new generation of teachers and reformers on all levels of the education sector.



**KAILASH SATYARTHI**  
The Nobel Prize winner and the powerful engine behind the global March Against Child Labor.



**JIMMY WALES**  
The founder of Wikipedia who brought about radical changes in how people around the world access information and knowledge.



**BARBARA & TOMASZ SADOWSKY**  
Using adult education and the power of peer support to help homeless people gain job skills, build self-reliance and lay the foundation for a new professional and family life.



There are definitely many more social entrepreneurs who we are not aware of.  
**You can help us discover them!**

# GOOD NEWS FOR CENTRAL AND EASTERN EUROPE

## OUR REGION IS HOME TO SOME AMAZING SOCIAL ENTREPRENEURS.

Meet the new cohort of social entrepreneurs we elected as Ashoka Fellows in 2014 – 2017 in Austria, Czech Republic, Hungary, Slovakia and Poland.



### **WALBURGA FRÖHLICH & KLAUS CANDUSSI** HUMAN RIGHTS, HEALTH / 2015

Enabling people with severe learning difficulties to assume leadership roles and take a lead in defining the accessibility of society.

### **BERNHARD HOFER** EDUCATION / 2015

Building up a nationwide peer-to-peer tutoring program, and tearing down the wall between pupils and their first potential employers.

### **GERNOT JOCHUM MÜLLER** CIVIC PARTICIPATION, HEALTH / 2015

Redefining the elderly care system by allowing agile retirees to ensure their own care tomorrow by supporting frail elderly with daily needs today.

### **EDIT SCHLAFFER** CIVIC PARTICIPATION / 2016

Leading mothers to prevent their children from becoming radicalized and recruited to terrorist groups by helping them spot early warning signals and draw from peer support.

### **BARBARA CZEIZEL** HEALTH, HUMAN RIGHTS / 2014

Making the care for young children at risk of developmental delays a truly collective effort of doctors, parents and teachers and allowing them to grow up in families, not institutions.

### **NÓRA RITÓK** EDUCATION, ECONOMIC DEVELOPMENT / 2014

Helping children from poor communities experience their first successes in life via creative arts, which triggers increased self-efficacy and transformation of the whole family.

### **ÉVA TESSZA UDVARHELYI** CIVIC PARTICIPATION / 2016

Supporting people at the margins of society to become advocates of their own rights able to unite and influence decisions that affect them.





**DAGMAR DOUBRAVOVÁ**

**HUMAN RIGHTS, ECONOMIC DEVELOPMENT / 2015**

Ensuring the smooth transition of ex-offenders to non-criminal life by building bridges between them and employers, and helping them break free of debt traps.

**MIKULÁŠ KROUPA**

**CIVIC PARTICIPATION, EDUCATION / 2016**

Helping young people understand the value of active citizenship by connecting them with eye-witnesses of historical events and helping them learn from the shared past.

**KLÁRA LAURENČIKOVÁ**

**EDUCATION / 2015**

Orchestrating a movement which challenges segregation patterns in the Czech education by redefining policies and developing practical inclusion tools for schools.

**JIŘÍ SKUHROVEC**

**ECONOMIC DEVELOPMENT / 2017**

Transforming the standards of access to data on public procurement, thus equipping citizens with tools to secure more value and transparency about how officials spend public monies.

**ŠTEFAN STRAKA**

**ECONOMIC DEVELOPMENT / 2016**

Helping Roma families become eco-farmers by serving as a missing link between unemployed people, idle land and resources for start-ups.

**IRENEUSZ BIAŁEK**

**ECONOMIC DEVELOPMENT, HUMAN RIGHTS / 2017**

Fostering the culture of inclusion and diversity in employment in Poland by building a peer network of CSR-managers as motivated change agents within company culture.

**JACEK PURSKI**

**HUMAN RIGHTS / 2017**

Working to prevent the spread of terrorism and radicalization of youth by equipping local communities with awareness and sensitivity to recognize early signs of risk.

**KATARZYNA SZYMIELEWICZ**

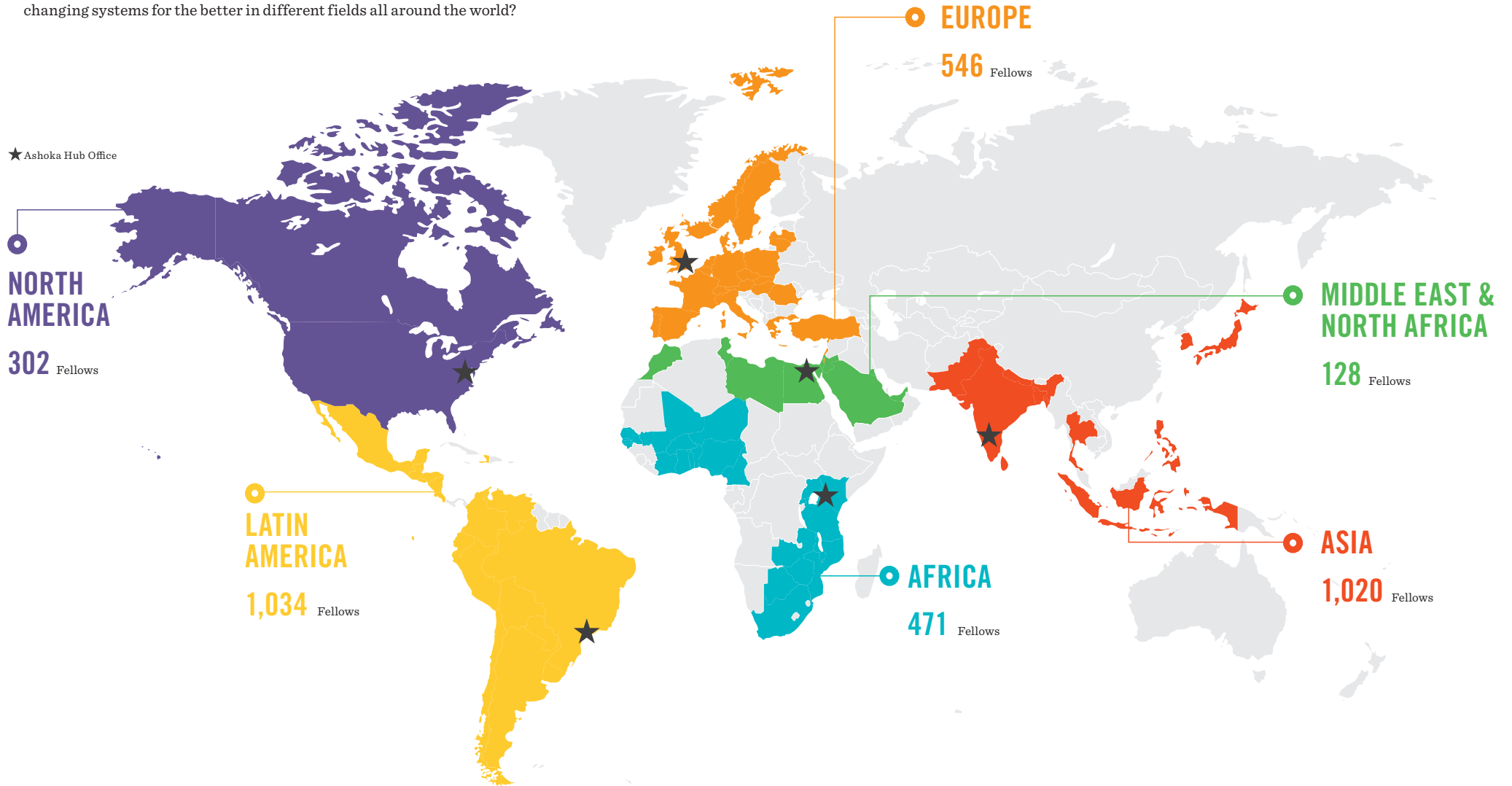
**HUMAN RIGHTS / 2015**

Safeguarding privacy of citizens by increasing societal control over surveilling bodies via changes in legislation and awareness raising.

**NOT  
JUST THEORY.  
IT'S REAL.**

# ASHOKA FELLOWS AROUND THE WORLD

Have a look at this geographical map showcasing social entrepreneurs we have found on different continents. Isn't it really energizing that there are people changing systems for the better in different fields all around the world?



## FELLOWS BY IMPACT SECTOR



LET'S FIND  
MORE PEARLS  
TOGETHER!

After reading this book, you might be surprised at how much time and energy we spend on identifying leading changemakers around the world.

The reality is that we simply cannot do it differently if we are to ensure the quality of our network and the high level of trust within it.

**DO YOU KNOW OF A LEADING SOCIAL ENTREPRENEUR  
WHO IS CHANGING THE WORLD?  
RECOMMEND A CANDIDATE AS AN ASHOKA FELLOW!**



So what happens to these leading changemakers once they become Ashoka Fellows and enter Ashoka's network? **Can external support add any value** once a social entrepreneur has proven the solution to be effective, and is determined to achieve systems change?

It can. Join us in Book 3 to learn about the methods of support we have tried and find most effective.

**SEE YOU IN BOOK 3!**



**HOW  
WE SUPPORT  
SOCIAL  
ENTRE-  
PRENEURS**

**BOOK 3**

# A LIFELONG JOURNEY TOGETHER

Ashoka's rigorous selection process **introduces hundreds of new social entrepreneurs** to the world every year. The selection process itself also marks **the beginning of a joint journey** - between Ashoka and its new Fellow - **towards higher impact.**

What is this joint journey like?

Social entrepreneurs, on their side, provide us with a **day-by-day tutorial** in how the world works, where the world is going - and also in **courage and values.**

Ashoka, in return, both **invests in Fellows and commits to support them for a lifetime.** Our support has different dimensions, and evolves as a social entrepreneur and their venture go through different stages of maturity.

**THIS BOOK WILL EXPLORE WHAT IT IS THAT WE DO TO HELP SOCIAL ENTREPRENEURS INCREASE THE IMPACT OF THEIR SOLUTIONS.**

Or, in other words, what Ashoka Fellowship actually stands for.



# INCREASING IMPACT

The ultimate goal of a social entrepreneur is not to increase profits. Social entrepreneurs strive to **increase the impact** of their solutions. Their main driver is to **improve the life quality of more people** in wider geographies and **anchor these improvements for the future via systems change and mindset shift**.

Interestingly, the experience of social entrepreneurs shows that

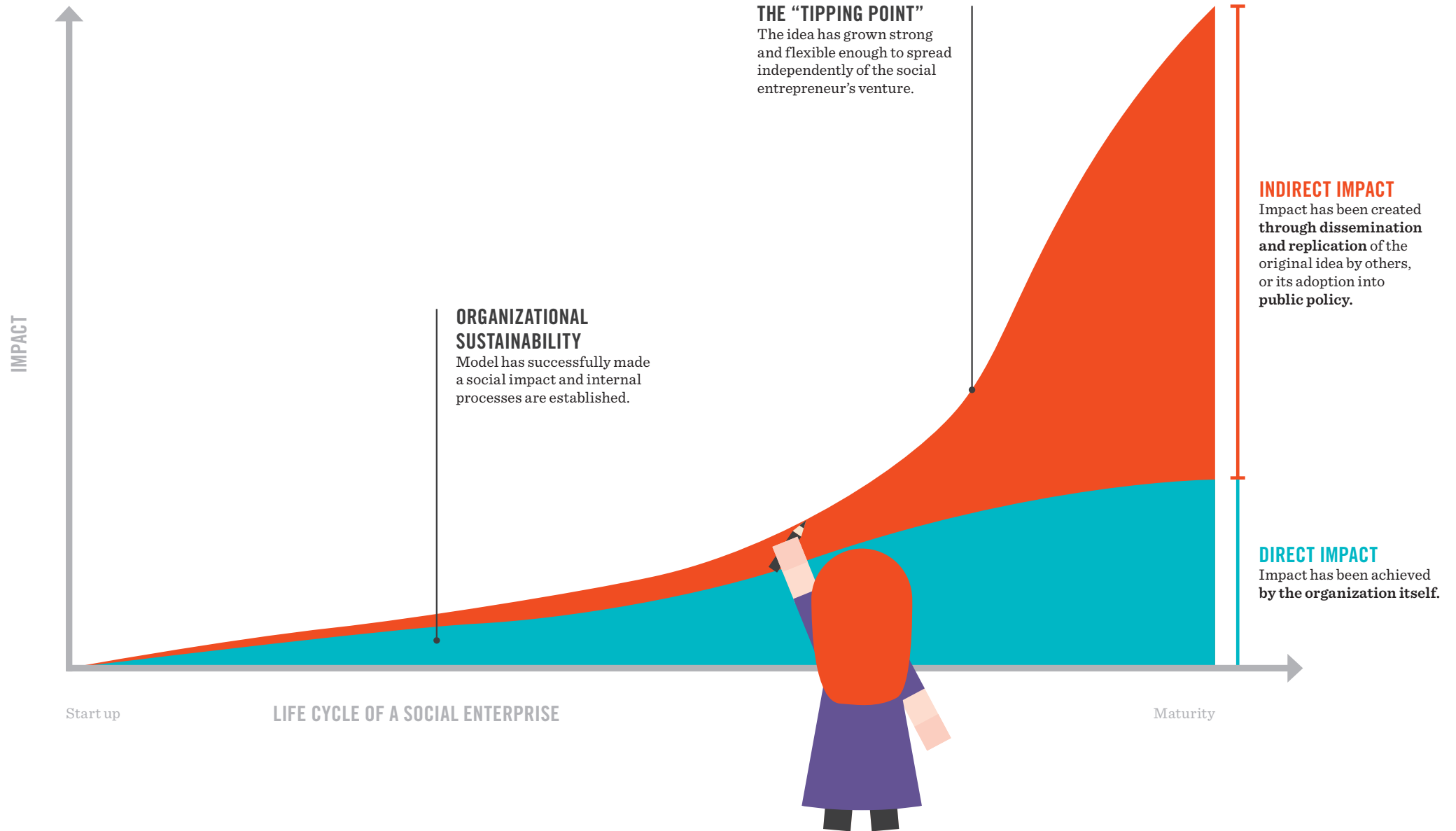
**THE SIZE OF A VENTURE IN THE CITIZEN SECTOR,  
I.E. ITS BUDGET OR THE NUMBER OF ITS EMPLOYEES,  
DOES NOT PLAY A DECISIVE ROLE IN ACHIEVING HIGHER IMPACT.**



This is in stark contrast to the commercial field where the volume of profit is often directly proportional to the size of a business.

Seasoned social entrepreneurs find that increasing social impact is best achieved by **opening up the solution and influencing others** to adopt and promote it. Ashoka directs its efforts to support social entrepreneurs in multiplying their impact **without necessarily expanding the size** of their organization. In other words, we help our Fellows embark on the pathway of indirect impact and trigger the “**ripple effect**”.

# INDIRECT IMPACT IS WHERE THE MAGIC HAPPENS



# ONE IMPORTANT WAY TO ACHIEVE INDIRECT IMPACT

There is a saying among Ashoka Fellows that **one of the best scenarios** for a social entrepreneur to increase impact is to **“exit to government”**. This means that the government takes up the solution or policy developed by a social entrepreneur and **in cooperation they ensure a national roll-out**.

Ashoka Fellows in Central and Eastern Europe have quite a track record of achieving significant impact using this pathway.

“Thanks to our research and advocacy work, the Hungarian government has established a **working group** with five ministries and **set aside 4.6 bln HUF** (15 M EUR) to create a country-wide network of Social Farms that turn people from subsidy receivers into tax-payers.”

László Jakubinyi, founder of Symbiosis Foundation, Hungary

“Our biggest policy result was successfully forcing legislation to **add control mechanisms to the surveillance powers of secret services**, which we achieved by building a wide coalition behind the cause.”

Katarzyna Szymielewicz, founder of Panoptikon Foundation, Poland

“The probation and mediation service we founded **has become a government agency**. Our work with juvenile offenders has been **adopted as a state accredited program**. And now the Ministry of Justice has also **taken up the agenda** of our Alliance against debts as their own topic.”

Dagmar Doubravová, founder of Rubikon Centrum & co-founder of Alliance Against Debts, Czechia

“We are achieving systems change through our network of **30 partners in our franchise model**. Our model is also taken by **regional governments**, adding to our impact.”

Klaus Candussi, co-founder of Atempo, Austria

“Czech School Inspection is now **taking over our know-how** on helping schools become more open and cooperative with parents through our “Parents Welcome” certification and training. Our work around activating municipalities in the field of education has also **inspired and become part of the national operation plan** how to improve education in small towns.”

Zdeněk Slejška, founder of EDUin, Czechia

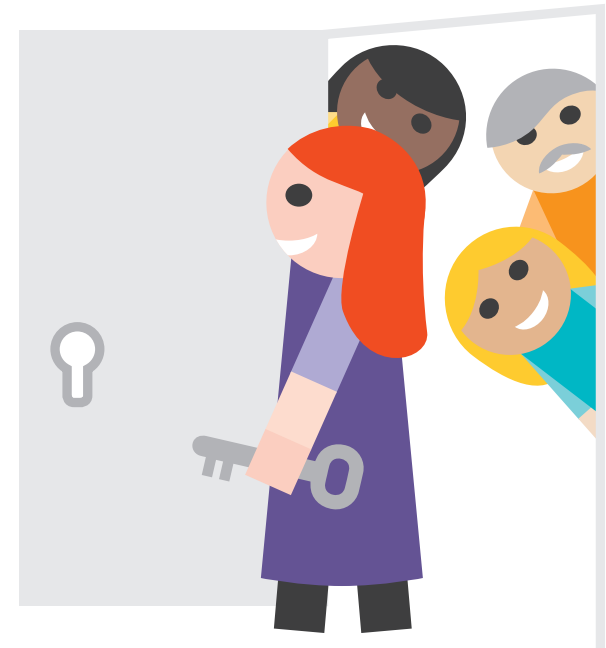




# UNLOCKING SUPPORT

Supporting social entrepreneurs on their way to increase impact without necessarily growing the size of their organizations requires **new, unconventional know-how and expertise**, new business and organizational models, peer and cross-sectoral support.

**Are our societies ready to support** social entrepreneurs with the **same intensity** they have been supporting **business entrepreneurs** in the last decades?



We see a **big difference** in how business and social entrepreneurs are supported today. While business entrepreneurs in the last decades have been enjoying **the increase of support infrastructure** like incubators, accelerators, financial instruments, coaching and networking opportunities, **social entrepreneurs still too often struggle** to build sustainable ventures on their own.

We believe both social and business entrepreneurs should be able to benefit from quality **support infrastructure**. To this end, not only do we need to open up existing business infrastructure for social entrepreneurs.

**WE NEED TO DEVELOP AND SPREAD NEW INSTRUMENTS OF SUPPORT.**

This can help social entrepreneurship **become mainstream**.

# TOUGH CHALLENGES

# ON THE WAY

For the last decades, Ashoka has been **working first-hand** with leading social entrepreneurs and learning about the **challenges and needs** they face on the way to higher impact. The challenges and needs serve as a departure point and terms of reference for the support mechanism we develop.

## BEING LONELY

Many social entrepreneurs find themselves answering key strategic questions alone. They often have no peer community or “home” that would allow for continual support and exchange. This can negatively affect their emotional and personal wellbeing.

## LACKING TIME

Some social entrepreneurs cannot fully devote themselves to their solutions, as they must earn their living at day jobs not related to their ideas. They see too few opportunities for early-stage, trust-based funding.

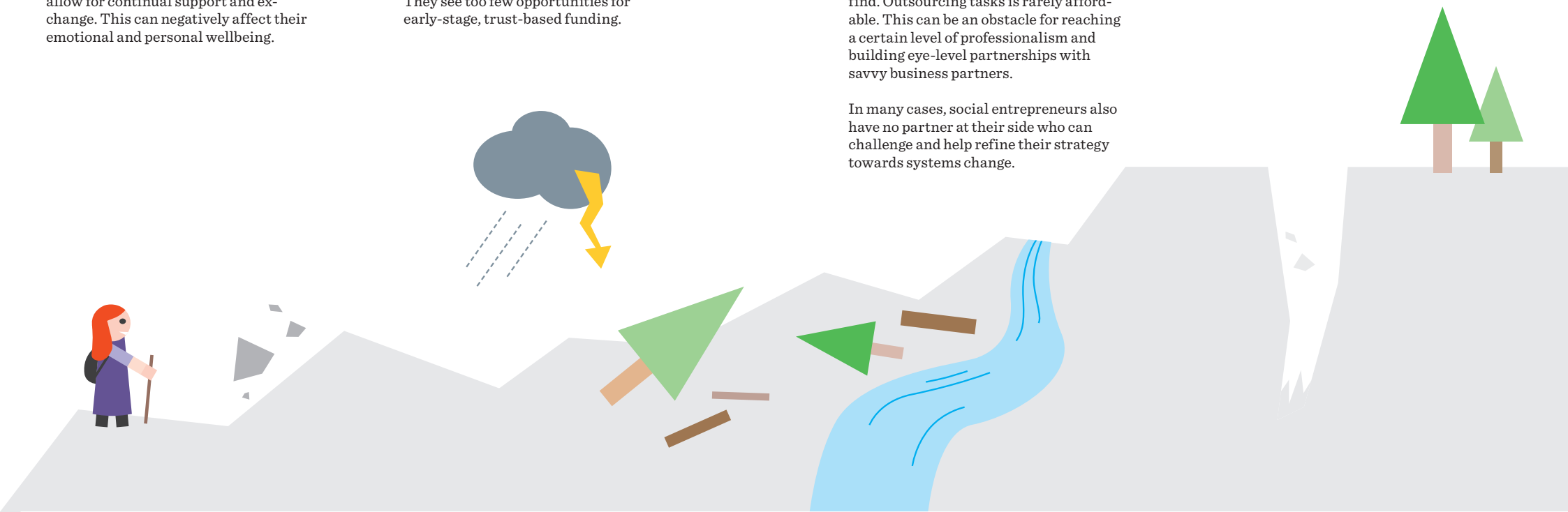
## MISSING TOOLS AND STRATEGIC ADVICE ON THE WAY TO SYSTEMS CHANGE

Social entrepreneurship is a relatively new field. Quality tools that help increase efficiency and effectiveness are hard to find. Outsourcing tasks is rarely affordable. This can be an obstacle for reaching a certain level of professionalism and building eye-level partnerships with savvy business partners.

In many cases, social entrepreneurs also have no partner at their side who can challenge and help refine their strategy towards systems change.

## BEING DISCONNECTED

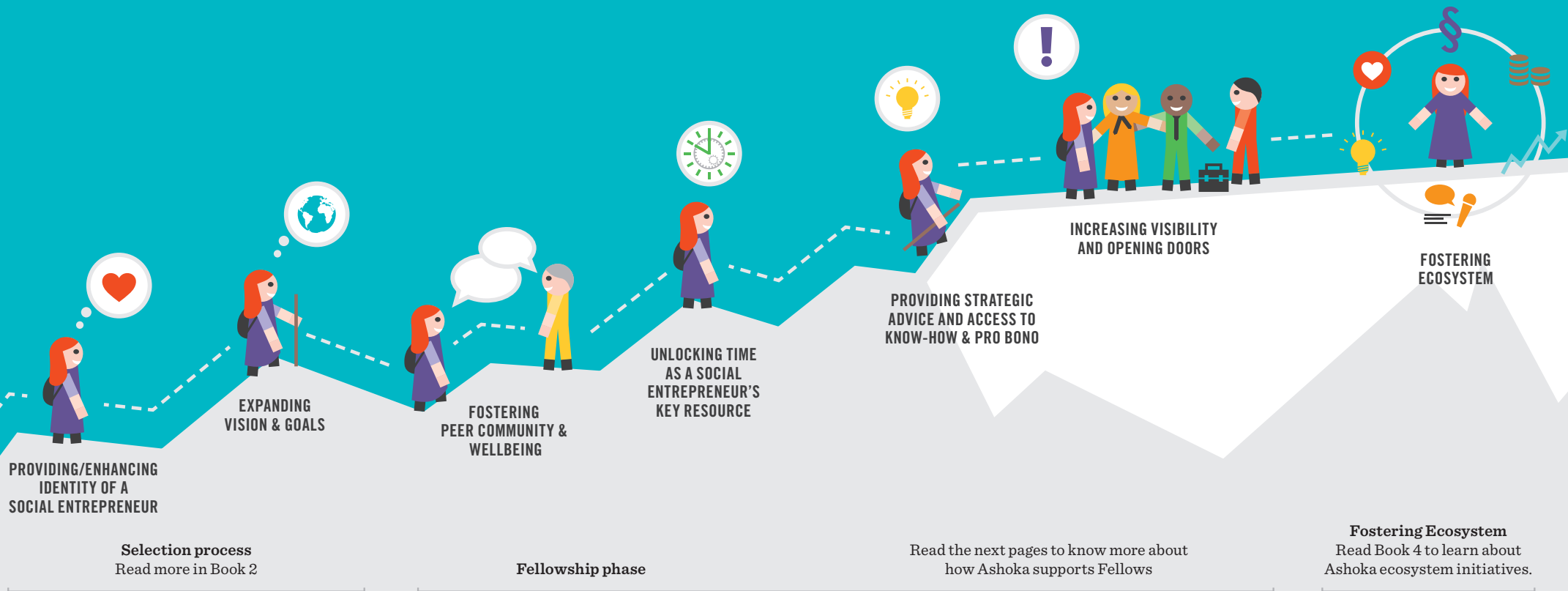
Busy with maintaining operations, social entrepreneurs are often not connected to the key players in business, philanthropy or public sector who are tackling the same social issues and interested in joining resources.



# SUPPORT MECHANISM

Keeping the needs and challenges of social entrepreneurs in mind, Ashoka has been testing and refining various support instruments to help social entrepreneurs achieve more impact.

Below you will find those which have proven to be most useful to our network: both in the selection and in the Fellowship phases.



# NO LONGER ALONE

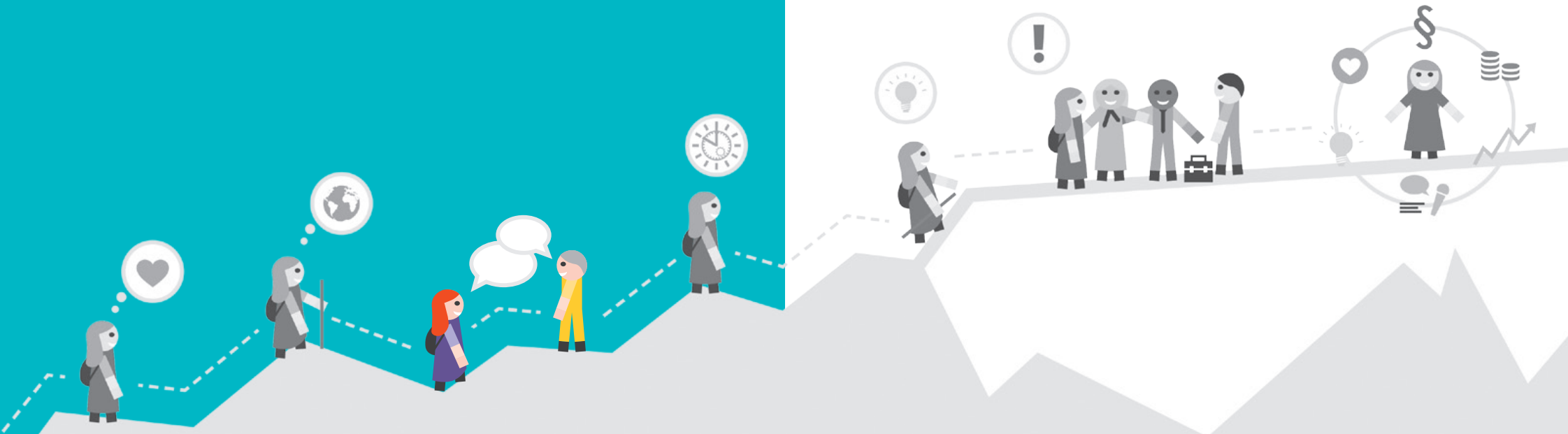
## FOSTERING PEER COMMUNITY AND WELLBEING

We want to make sure social entrepreneurs have an opportunity to benefit from **peer support and collective wisdom** when dealing with key strategic questions.

We do our best to create a safe space for social entrepreneurs to share and learn from each other. For several days at a peaceful place or at a Fellow's house. For a dinner in a city center. In a facilitated meeting or in an open space setting. Offline or online. As a group or one-on-one.

This time together is important, as it contributes to wellbeing, and **wellbeing inspires welldoing**. Keen on this topic, a group of Fellows has even initiated a special global Wellbeing project for social entrepreneurs (read more at [www.wellbeing-project.org](http://www.wellbeing-project.org)).

With the community of 170+ peers in Central and Eastern Europe and several thousand globally, **Ashoka Fellows have finally found home**.



## WHAT WE HAVE IMPLEMENTED SUPPORT MECHANISM #1

CEE REGION (2014 – 2016)

2

REGIONAL FELLOW MEETINGS

26

FELLOW MEETINGS  
in 5 countries

3

TOPICAL FELLOW MEETINGS

for Fellows across region: an Education Summit in Prague, meetings on integration and migration policy in Vienna and Warsaw.

64

LOCALIZER MEETINGS:  
between Fellows from abroad and local changemakers

HUNDREDS OF 1-ON-1 MEETINGS  
NEWSLETTERS  
FELLOWS VISITS

We organize many community meetings for our Fellows in the region and take pride in their quality and depth. They provide unique space for Fellows to exchange failures and successes, share important contacts and proven solutions, co-create ideas... and have a great time together!

## WHAT DIFFERENCE IT HAS MADE FOR FELLOWS\*

82%

of Fellows have contacted another Fellow for help and received valuable support.

“It is that feeling of connection to a big family of peers. I don’t feel like a Robinson Crusoe with Friday on an island anymore!”

Štefan Straka,  
founder of Svatobor,  
Slovakia

“The engaged global community of social entrepreneurs that Ashoka has fostered helps each one of them to have more impact than would have been possible individually.”

Pierre Omidyar,  
Founder of Ebay &  
Ashoka Investor

72%

of Fellows develop joint projects with other Fellows to address social problems more effectively.

90%

of Fellows say that sharing within the Ashoka peer community provides them with critical emotional support.

\* data comes from the pilot Impact Study of Ashoka CEE 2017, and represents opinions of Fellows elected in the region between 2013 and 2016.

# FULL-TIME FOCUS ON THE IDEA

## UNLOCKING TIME AS A SOCIAL ENTREPRENEUR'S KEY RESOURCE

We are **fully confident** in the motivation, solution and resilience of those social entrepreneurs who pass the Ashoka selection process. However, we sometimes see that an early-stage social entrepreneur **cannot focus on their solution full-time** due to other work obligations. In this situation, **we invest in their living stipend** for up to three years.

The **stipend amount is defined individually** in each case. It is based on the income levels of the country and entrepreneur's living circumstances.

Similar to an investment fund, **we raise needed funds** from business entrepreneurs, investors, companies and foundations that understand and share the approach of our international network. The money goes directly to a Fellow as a person, and not to their organization or project, and is paid out through our international network.

No financial return is expected. But **significant social return** is.



## WHAT WE HAVE IMPLEMENTED SUPPORT MECHANISM #2

CEE REGION (2014–2016)

# 522.726 EUR

INVESTED IN 12 LIVING STIPENDS OF FELLOWS BETWEEN 2014  
AND 2016 THROUGH INTERNATIONAL NETWORK.

It doesn't sound that much, does it? But our impact study shows that even a modest trust-based investment made at the right time and in the right hands can be a game-changer.

## WHAT DIFFERENCE IT HAS MADE FOR FELLOWS\*

# 90%

of Fellows say that without the Ashoka stipend they would have to have an additional job and would not be able to devote full-time to their idea.

# 88%

of Fellows say that the stipend from Ashoka contributed to their current success.

“When you know your idea is the next big generic step in the field, all you want to do is go full time and seize the historical moment. But who are you? What is this idea? At that point, a little bit makes all the difference. You want to look your family in the eye and say: ‘I know it’s crazy to leave my 10-year job at a nice safe institution, but I am going to do this.’ We give you the financial ability to do this. If you need it.”

Bill Drayton,  
founder of Ashoka

\* data comes from the pilot Impact Study of Ashoka CEE 2017, and represents opinions of Fellows elected in the region between 2013 and 2016.

# AHEAD OF THE GAME

## PROVIDING STRATEGIC ADVICE AND ACCESS TO KNOW-HOW & PRO BONO

Even a leading social entrepreneur can be unaware of some new and useful tools that can increase **effectiveness and efficiency** of their work.

Ashoka offices worldwide have developed multiple **in-house tools** that can help social entrepreneurs:

- assess the **health and needs** of their social ventures
- develop an effective **scaling model**
- clarify and report **impact**
- tell a **compelling story** about their work
- refine their **business models**
- implement hybrid **financing models**

Our staff in the country offices shares the know-how and tools **via group workshops and individual interactions with Fellows**.

But one can rightfully say that Ashoka **cannot cover all the needs** a social entrepreneur might have. We believe in **collective impact**. We build partnerships with top-notch consulting companies that are willing to provide **pro bono** advice to Fellows on important topics we ourselves cannot help with, including legal matters, public relations, IT and other. Our role is to enable **effective matching**.





# A GLIMPSE OF

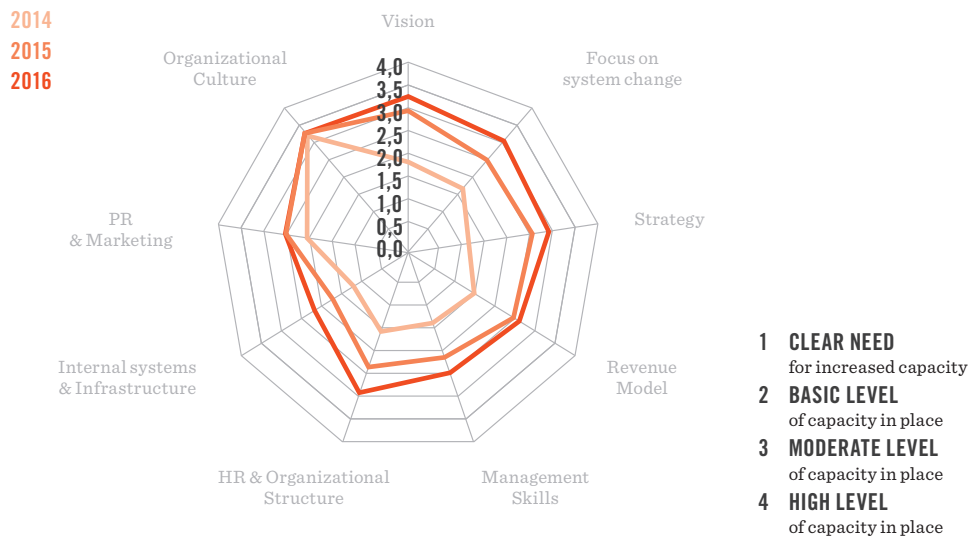
# IN-HOUSE TOOLS

## ORGANIZATIONAL HEALTH ASSESSMENT

How do we know what **the needs** of a Fellow are? And how do we **track progress** in meeting these needs? One of the tools we have developed exactly for this is called Organizational Health Assessment.

It is a tool that allows us to annually **assess which parts** of a social entrepreneur's venture **need particular attention**.

Once we identify the needs, we provide a Fellow with the **corresponding internal expertise or match with pro bono partners**. This tool is the first step of the structured support we offer to every social entrepreneur in our network.



An example of Organizational Health Assessment that has been carried out for one of our Fellows in the timeframe between 2014 and 2016.

## SCALING STRATEGY

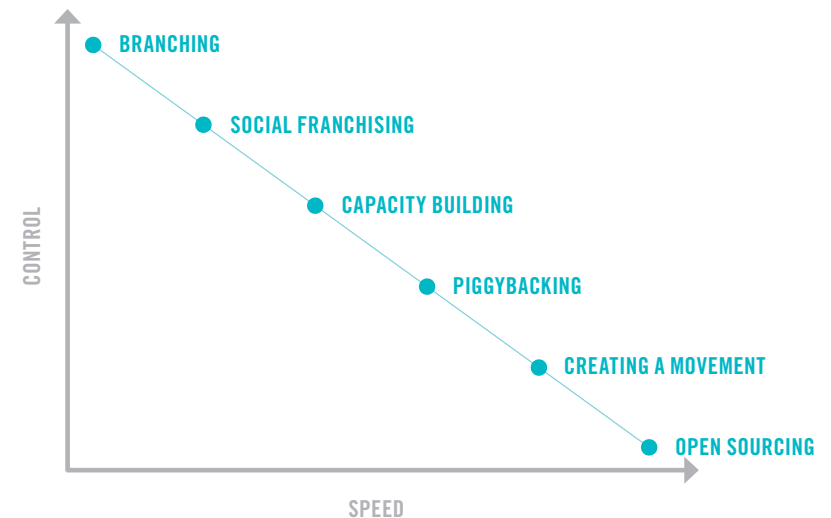
Why don't great solutions addressing pressing social challenges spread as easily as business products?

The expertise with developing scaling strategy is still rather scarce. **The general trend is to rush into scale and open up new branches**. Our goal is to help social entrepreneurs **think beyond growing the size** of their organizations. We help them learn about different scaling pathways and examples of their implementation and thus see that **giving up control** over the model often allows them to potentially **spread their impact much faster**.

Together, we work on developing **decentralized models** of scaling based on the principles of affiliation or dissemination. They lead a social entrepreneur to

- **open up** proven solutions to other players,
- create a **movement around a shared vision**, not one organization,
- let the idea **spread** without a social entrepreneur **having full control** over it.

There are two special in-house programs explicitly designed to support Fellows with developing and implementing scaling strategy – the **Ashoka Globalizer** and the **Ashoka Impact Transfer** (more on the latter in Book 4).



## WHAT WE HAVE IMPLEMENTED SUPPORT MECHANISM #3

CEE REGION (2014 – 2016)

# 1+M EUR

Is the total value of pro bono services enabled in 2014 – 2016.

Together with partners, we have supported Fellows across 5 CEE countries with the following tools:

Organizational Health Assessment

Organizational Needs Assessment

Strategic Review & Engagement plan

Social Reporting Standard

Hybrid Finance

Storytelling Workshop

Scaling strategy

# 16

CEE FELLOWS

received support from local staff or the Ashoka Globalizer Program to internationalize their solutions

# 20

INTERNATIONAL FELLOWS

were supported to localize their solutions to CEE

## WHAT DIFFERENCE IT HAS MADE FOR FELLOWS\*

# 72%

of Fellows say the Ashoka tools and pro bono support helped increase their impact

“The pro bono help with strategic sales that we receive through Ashoka is indispensable for our progress!”

Bernhard Hofer,  
founder of Talentify.me,  
Austria

# 54%

of Fellows have increased their percentage of earned income thanks to Ashoka's support on business models.

“Ashoka's approach to impact assessment inspired us to make a first attempt at it. Once we visualized and shared our first impact report with public and partners, the reactions were overwhelmingly positive. We unexpectedly became the pioneers of impact measurement in the country. We will go on!”

Zdeněk Slejška,  
founder of EDUin,  
Czechia

“We tripled our income in 4 years, largely thanks to skills learned from Ashoka.”

László Jakubinyi, founder of Symbiosis Foundation,  
Hungary

# 91%

of Fellows have more clarity about strategies to scale social impact thanks to Ashoka's support.

# 72%

of Fellows started feeling more comfortable openly sharing their solution with potential replicators and encouraging copycats.

\* data comes from the pilot Impact Study of Ashoka CEE 2017, and represents opinions of Fellows elected in the region between 2013 and 2016.



## WHAT WE HAVE IMPLEMENTED SUPPORT MECHANISM #3

CEE REGION (2014 – 2016)

# 100+ ACTIVE

BUSINESS ANGELS, MENTORS AND COACHES  
IN THE NETWORK

# 2,3 M EUR

OF FUNDING AND INVESTMENT  
RAISED BY FELLOWS WITHIN ASHOKA NETWORK

### 22 FELLOW PRESENTATIONS

and Ashoka Talks for 1650+ decision-makers from across-sectors

### 92 EVENTS ORGANIZED

with our active participation as speakers or workshop organizers.

### 25 CROSS-SECTOR ACCELERATION PANELS

focused on tackling strategic challenges of Ashoka Fellows

### 25 ACCESS DINNERS

special dinners with Fellows, decision-makers, investors, important stakeholders

### 72 ONE-ON-ONE MENTORING TEAMS

between Fellows and executives from the network

### 8 FELLOWS HAVE GRADUATED

from the Ashoka Visionary Program, executive education program for decision-makers from across sectors

### 3 CHANGEMAKER JOURNEYS

field trips for investors and decision-makers to Ashoka Fellows in Austria, Hungary, Poland

### 8 INVESTOR PITCH EVENTS

HUNDREDS OF 1-ON-1  
CROSS-SECTOR CONNECTIONS  
facilitated between Fellows and key stakeholders from Ashoka's network

### 33 NOMINATIONS OF ASHOKA FELLOWS

by Ashoka staff for prizes and awards

## WHAT DIFFERENCE IT HAS MADE FOR FELLOWS\*

# 90%

of Fellows connected with stakeholders who were important for their work.

“People used to laugh at us before, now serious media report about us broadly. Ashoka's back-up helps us get out of the position of a marginalized initiative. Today we regularly get partnership offers from different sides, including public authorities.”

Štefan Straka, founder of Svatobor, Slovakia

“My Ashoka fellowship functioned almost like an ISO certification with international business players. It opened several important doors for us.”

László Jakubinyi, founder of Symbiosis Foundation, Hungary

“We appreciate that Ashoka can match business and social entrepreneurs based on true needs and capacities of each side. We have experienced it when working with Specialisterne. This cooperation helped us source highly qualified staff for our IT department. The focus on ability rather than disability and continuous support helped us achieve success in employing people with autism.”

Andreas Bierwirth, CEO of T-Mobile Austria

# 50%

Every 2nd Fellow raised additional 70.000 EUR on average of investment or funding from other partners within the Ashoka network or thanks to being associated with the Ashoka brand.

\* data comes from the pilot Impact Study of Ashoka CEE 2017, and represents opinions of Fellows elected in the region between 2013 and 2016.

# THE WHOLE IS MORE

# THAN THE SUM OF ITS PARTS

## LET'S JOIN FORCES TO SUPPORT SOCIAL ENTREPRENEURS!

Working hand in hand with systems-changing social entrepreneurs is an honor and a responsibility. If you, too, **feel excited** about supporting Ashoka Fellows to **achieve an even larger scale** of impact and are **ready to contribute** your time, intellectual or financial resources, let us know. **Together we can do more!**

Cooperation can also ensure that the **tools and principles of support** which have proven well to us are available to other citizen sector supporters. This way they can **benefit more changemakers**, including those who are **not part** of the Ashoka network.

Join us in Book 4 to find out **what we do to foster supportive ecosystems** for changemakers in the CEE region.



SEE YOU IN BOOK 4!



# HOW WE FOSTER THE ECO- SYSTEM

**BOOK 4**

# LOOKING BEYOND ONE ORGANIZATION

For the last several decades, Ashoka has been **identifying** world's leading social entrepreneurs as role-models of changemaking. It has been working to **equip them with resources, tools and networks** to maximize the positive impact of their solutions.

**HOWEVER, ASHOKA ITSELF CAN ONLY PROVIDE DIRECT SUPPORT TO A LIMITED NUMBER OF SOCIAL ENTREPRENEURS AND CHANGEMAKERS.**

How then can we reach our ultimate vision of an “Everyone a Changemaker” world?

How do we make sure that those changemakers and social entrepreneurs who are not Ashoka Fellows and cannot benefit from our direct support **also get access to an ecosystem** with resources, professional tools and access to peers and stakeholders?



# IT TAKES A VILLAGE TO RAISE A CHILD

One thing has become clear to us.

**CITIZEN SECTOR\* SUPPORTERS, OURSELVES INCLUDED,  
CANNOT AFFORD TO WORK IN ISOLATION FROM EACH OTHER ANYMORE.**

Supporting our grantees or investees **single-handedly** often doesn't yield the desired impact.

An African proverb says, **it takes a village to raise a child.** This saying proves true for our field, too.

Together we can explore **systemic barriers** that hold many changemakers back from achieving the full potential of their solutions, and many citizens – from even embarking on a changemaker path.

We must jointly work on **improving conditions for the whole sector** of social initiatives. Unlock new resources. Redefine rules. Develop new relationships. **Achieve collective impact.**



\* We use the term "citizen sector" to describe millions of groups established and run by mission-minded individuals across the globe who are attempting to address critical social needs. We consciously choose to use "citizen sector" instead of "non-profit" or "non-governmental" which describe the sector by what it is not rather than what it stands for.



# OUR STRATEGY: 1. EXPLORING THE GROUND

In 2013 Ashoka CEE has identified fostering supportive ecosystems for changemakers as one of its **priorities**. Since then we have encountered **many likeminded citizen sector supporters** in our region **willing to join forces** towards this goal.

Together we started **exploring the state of the ecosystem** in our countries. We have been studying **what works well** to support changemakers already and **what still needs to be improved**, or what the **systemic barriers** are.

## OUR FINDINGS HAVE BEEN **SUMMARIZED IN REPORTS**

available to all citizen sector supporters and decision-makers from other sectors.

If the reports for Austria, Czechia, Romania or our neighbors in Germany are interesting to you, you are welcome to download them (in local languages):



2014 Report for Austria created in cooperation with AWS, Austrian Council for Research and Technology Development, Bdv Austria, Impact HUB Vienna, IV -Federation of Austrian Industries.



2017 Report for Romania, created in cooperation with Romanian-American Foundation and Enel



2016 Report for Czechia created in cooperation with the Ministry for Social Affairs and Labor



2011 Report for Germany, created in cooperation with McKinsey



# OUR STRATEGY:

## 2. TAKING ACTION TOGETHER

Keeping the state of the ecosystems in mind, groups of citizen sector supporters in several CEE countries started **coming together**

### TO GET TO KNOW EACH OTHER BETTER AND DEVELOP JOINT NEXT STEPS TO IMPROVE THE ECOSYSTEMS.

Together with partners, Ashoka teams in Austria and Czechia have been **co-facilitating such gatherings** that have led groups to:

- endorse **existing** ecosystem **initiatives** in their countries,
- **adopt best practice** of supporting ecosystem from elsewhere or
- develop **new solutions** tackling barriers which haven't been addressed yet.



What awaits you on the next page:

We have **categorized** initiatives and roles of a sample ecosystem based on the needs of changemakers they are addressing. It helped us **visualize** different roles on the ecosystem map.

As this is **our first attempt** to put together the visualization for the ecosystem, we likely haven't captured all possible roles yet. Please let us know if we are missing any and how we can improve the map!

# ECOSYSTEM MAP



**BRIDGE**  
building bridges between stakeholders from different sectors and facilitating collective effort in the ecosystem.

**BROADCASTING**  
raising awareness about effective solutions and social entrepreneurship in general.

**TRAIN STATION**  
supporting changemakers in bringing their solutions to other places and thus, increasing their impact.

**TOWNHALL**  
setting regulatory framework in which changemakers work.

**BANK**  
providing different types of finance for the creation, development and scaling up of effective solutions to social problems.

**SCHOOL**  
bringing up a new generation of changemakers; inspiring young people and the wider public with the idea of social entrepreneurship as a career path and changemaking as a lifestyle.

**GREENHOUSE**  
supporting early stage changemakers and accelerating existing social entrepreneurs; providing opportunities for education and personal development of changemakers.

**STADIUM**  
identifying and rewarding best practices in change-making and social entrepreneurship field through competitions and awards.

**MARKET**  
offering services and products to changemakers directly, e.g. pro bono/CSR programs.

**GREEN SPACE**  
focusing on wellbeing and providing space for both formal and informal meetings of changemakers.

**SUPERMARKET**  
accumulating and procuring support, pro bono services or products from the private sector to changemakers via platforms.

# A GUIDED TOUR

Luckily, the region of Central and Eastern Europe each year witnesses the increase in important ecosystem initiatives carried out **by different stakeholders.**

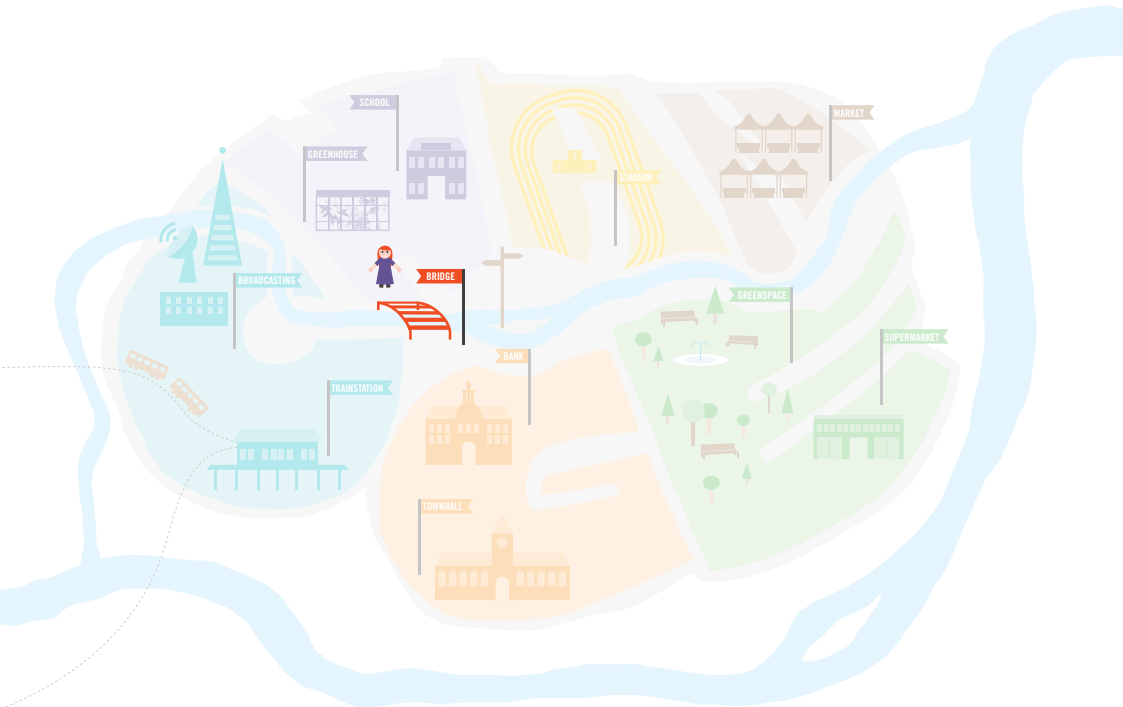
On the next pages, we would like to introduce to you those

**ECOSYSTEM PROJECTS THAT HAVE BEEN  
CO-DEVELOPED BY ASHOKA CEE AND ITS PARTNERS  
OR LOCALIZED BY US FROM OTHER ASHOKA OFFICES.**

Some of these initiatives are **at full speed** already; others are **still emerging.** And although there is still construction on some streets of our ecosystem village, we hope you enjoy this journey with us!



# ASHOKA VISIONARY PROGRAM



in cooperation with



## CULTIVATING THE SPACE FOR CHANGEMAKERS TO MEET ACROSS SECTORS

A common need we identified across the region is for decision makers from different sectors and topics to **regularly meet, explore good practice** of social entrepreneurship, and **work together on advancing solutions** to social problems.

In 2015 we established the **Ashoka Visionary Program**, an executive education program which tears down the walls between sectors.

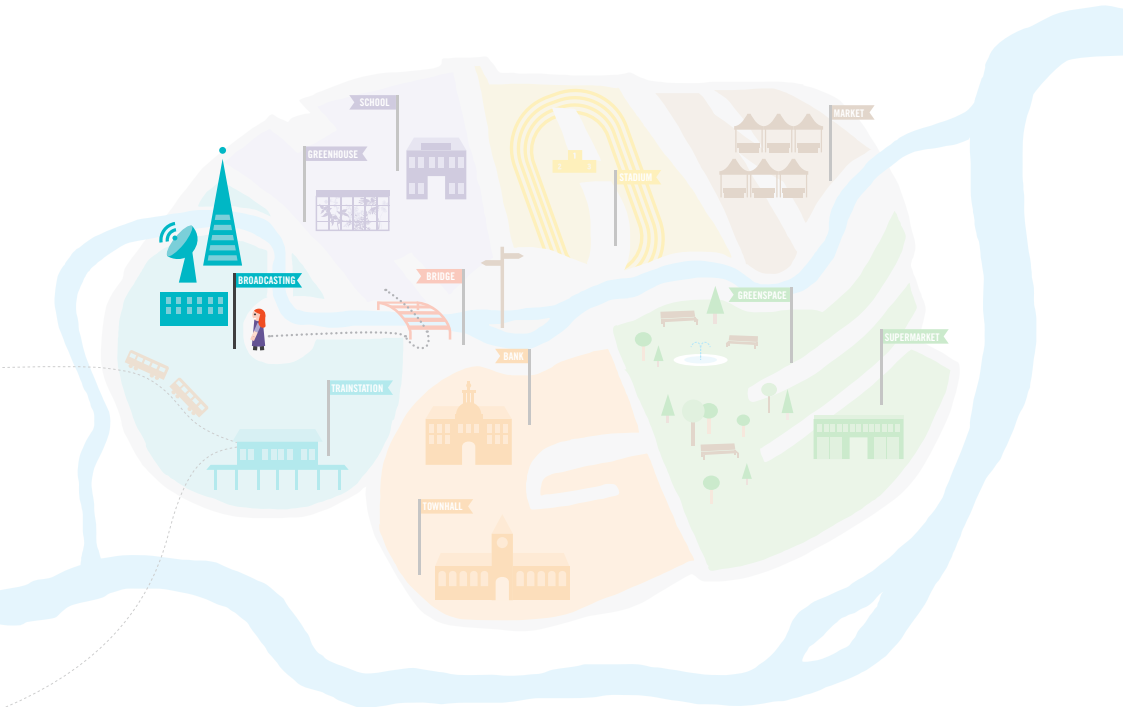
Every year it brings 30 leaders from across Europe – from business, government bodies, welfare organizations, academia, the citizen sector – all under one roof for a **9-month part-time education journey** in Vienna.

7 modules of **unlocked know-how and first-hand experience** from world's leading social entrepreneurs, key citizen sector supporters and senior Ashoka staff.

7 modules that are as much about **absorbing the know-how**, as they are about **implementing it into practice** in cross-sector teams right away. For example, one important outcome of Visionary Program is Ideegration, an idea marketplace and an accelerator for best ideas in refugee integration in Austria, conceived and implemented by the first cohort the program's alumni.

<http://ashoka-cee.org/visionary-program/>

# SOLUTIONS JOURNALISM & STORYTELLING



in cooperation with



## SPREADING THE WORD ABOUT WHAT WORKS

Mass media are busy informing us about crises and challenges our society is facing. But seeing effective solutions to social challenges in the hands of changemakers every day, we know that **problems cannot outrun solutions**. Why do changemakers with solutions in their hands find it hard to make their way to news outlets?

**Responsibility** seems to be both on the shoulders of **journalists and changemakers** themselves. On the one hand, writing about **what's working does not seem to be high up on many journalists' agenda**. They are not aware of demand and see few role-models. On the other hand, changemakers themselves are **not always ready** to tell their stories in a compelling way.

Good news is that there are media makers around the world who have already internalized the **solution-oriented** approach and recognize it as an **essential function of responsible press**.

In a joint effort with the Open Society Fund Prague and Solutions Journalism Network, in 2016 Ashoka Czechia launched the Solutions **Journalism Award** in order to showcase best practice in the region. We also work to ensure that Central and Eastern Europe is part of the international **Impact Journalism Day** annually uniting 50+ leading newspapers in the world for a joint special edition on solutions.

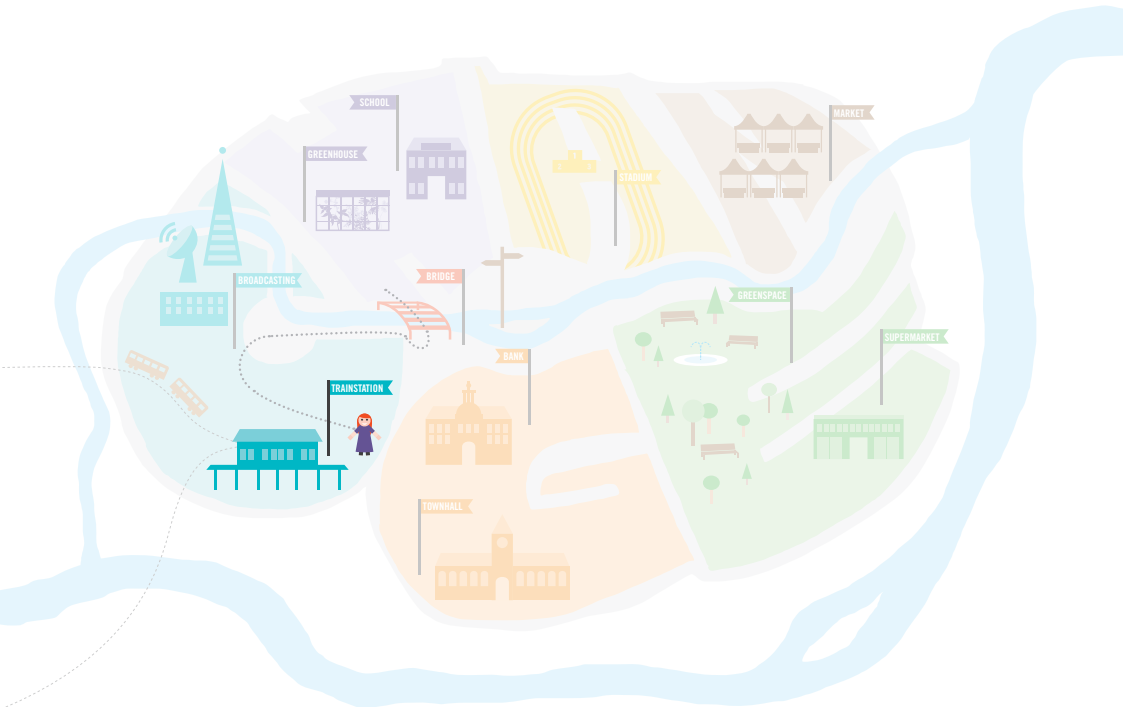
On the side of changemakers, we noticed many of them struggle with telling their story. Our colleagues from Ashoka Global have developed a **methodology** to help changemakers crystallize and refine their stories in a way that would empower others. We have opened it up for anyone to use and also **hold Storytelling workshops** on the topic to spread the methodology further in the ecosystem.

[www.solutionsjournalism.org](http://www.solutionsjournalism.org)

[www.impactjournalismday.com](http://www.impactjournalismday.com)

[www.changemakers.com/storytelling](http://www.changemakers.com/storytelling)

# IMPACT TRANSFER



in cooperation with



## TRANSFERRING EFFECTIVE SOLUTIONS TO NEW GEOGRAPHIES

We have noticed a **clear disconnect** between the **changemakers with solutions** and **local communities** seeking answers to social challenges in their habitats.

When changemakers want to **bring their solutions to new markets**, they don't have the luxury of turning to the **export promotion agencies**, which is what a business enterprise would normally do.

In 2017 Ashoka Austria established Impact Transfer to ensure that **solutions** to social challenges with a **proven impact & business model travel easily** to where they are most needed.

Impact Transfer **sources solutions** from the worldwide Ashoka network of 3500+ social entrepreneurs and the networks of our partners. We **showcase** these solutions and consequently **match** them with local implementers and funders. Once the transfer project is initiated, the Impact Transfer offers support in **developing and implementing transfer strategies**. So far, we have supported more than **10 social entrepreneurs** to localize their solutions to Austria.

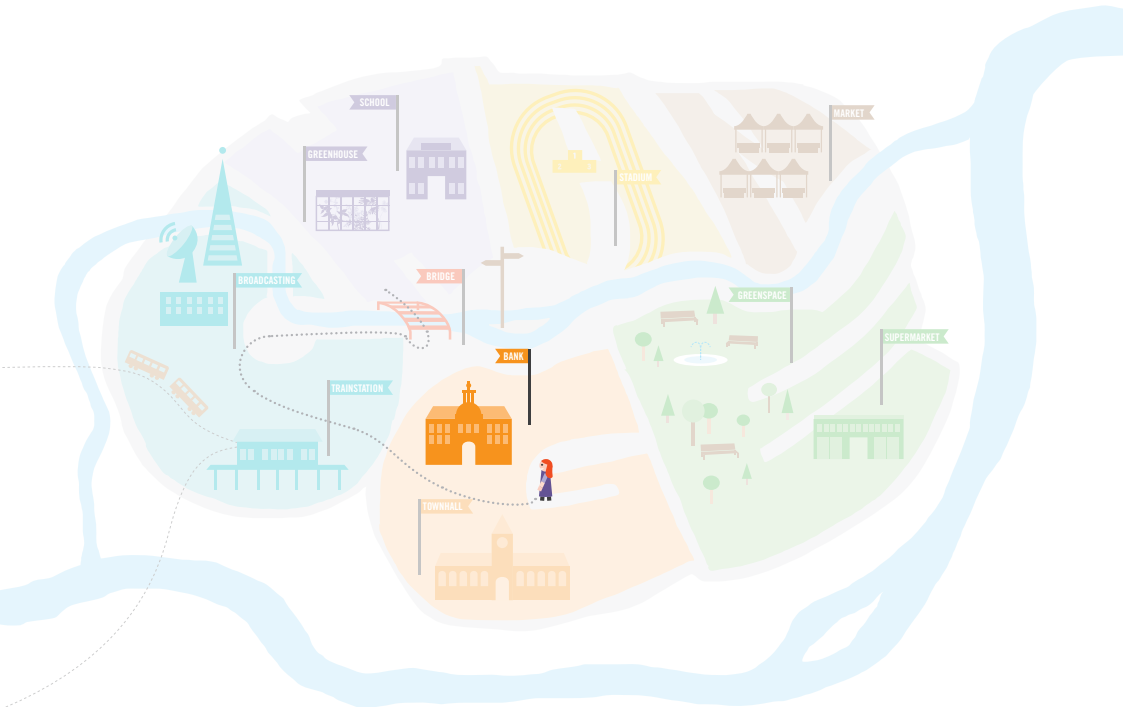
Having started in Austria, Impact Transfer aims to further support the localization & internationalization of solutions worldwide **in partnership with Ashoka offices and other organizations**.

In parallel, **Ashoka Romania launched the Localizer Program** aiming to adapt up to 8 – 10 international proven solutions in the country in the coming years.

[www.impact-transfer.org](http://www.impact-transfer.org)

# FASE

## FINANCIAL AGENCY FOR SOCIAL ENTREPRENEURSHIP



in cooperation with



## UNLEASHING FUNDING OPPORTUNITIES FOR THE NEXT LEVEL OF IMPACT

For a solution to reach new levels of impact, a social entrepreneur needs to **secure sufficient funding**. And it often takes more than one's own resources, philanthropy or commercial finance alone, it requires **hybrid funding models**.

However, it's hard to implement a hybrid model when potential investors and social entrepreneurs are **clearly disconnected** from each other and each **wait at the end of the pipeline**.

**Ashoka Germany** has made an important step to bridge this gap.

Back in 2013 it set up the **Financing Agency for Social Entrepreneurship (FASE)**. Since 2015 FASE is also active in Austria and we are working to expand its operations to other countries of our region, i.e. Czech Republic.

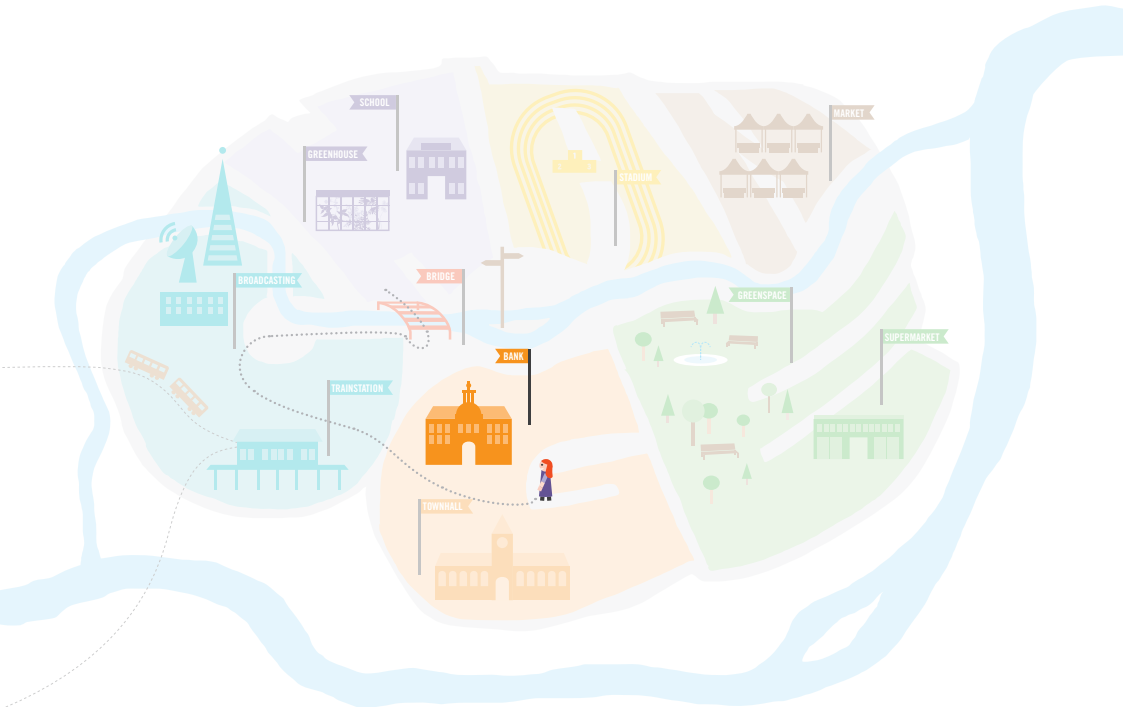
FASE enables social enterprises to finance significant growth steps via hybrid models through consulting and guidance. It serves as a **translator and an intermediary** between them and the different worlds of financiers.

Between 2013 and 2016, FASE built an **open pipeline** of investment-ready social enterprises and **closed 20 deals** channeling over **EUR 10 M** in investments into the social finance ecosystem. It has cultivated a **network of 450+ potential impact investors** and established one of the first social business angel clubs in Europe.

[www.fa-se.de](http://www.fa-se.de)



# EFFORTS TO UNLOCK PUBLIC FUNDING



in cooperation with



## UNLEASHING FUNDING OPPORTUNITIES FOR THE NEXT LEVEL OF IMPACT

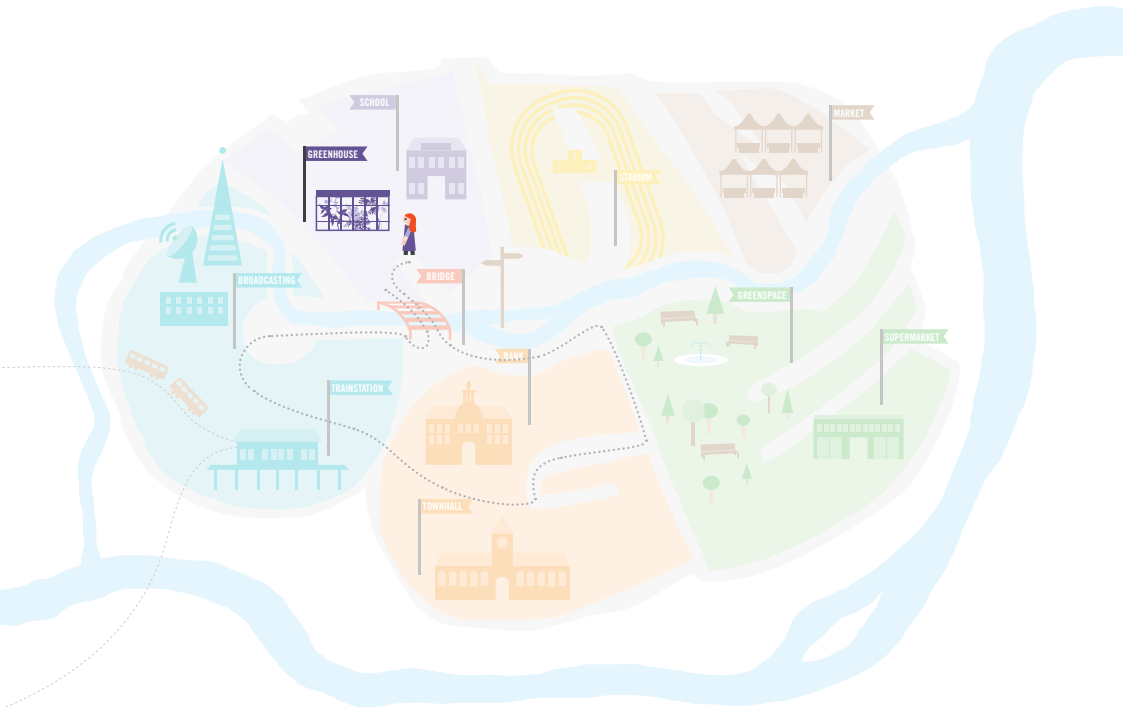
An important ecosystem goal for Ashoka is to enable the influx of diverse funding streams into the field of social entrepreneurship. Along with fostering private investments, we work to unlock sufficient **public funding** for social innovators at different stages.

The Austrian team is our pioneer in this respect. Several years ago it co-founded a **multi-stakeholder group** together with five other advocates of social entrepreneurship.

This group has been working together to build support for the now existing **public funding schemes** for social entrepreneurs and innovators in Austria.

Among **institutions** that are implementing them today are the Austrian Development Agency, AWS (Austrian Federal Business Development Bank), the Austrian Research Promotion Agency, Impact Hub Vienna and the Vienna Business Agency. The funding schemes take forms of open calls and competitions, and have provided Austrian social innovators with access to a total of **more than € 4,5 million**.

# IMPACT ACADEMY



in cooperation with



## ENHANCING CHANGEMAKERS' ORIENTATION ON IMPACT

Changemakers strive to **develop high-impact initiatives**. Funders want to **invest in impact**.

But in conversations on this topic, it is mostly output indicators one hears about: the number of events organized, products delivered or people reached. Only rarely do we hear to which extent the thinking, behavior and life situation of people have been affected and whether the **system has been improved**.

The reasons, we believe, are the lack of best practice in impact assessment, confusion with methods, little demand from funders and, importantly, **little practical support and guidance available** for changemakers in this field.

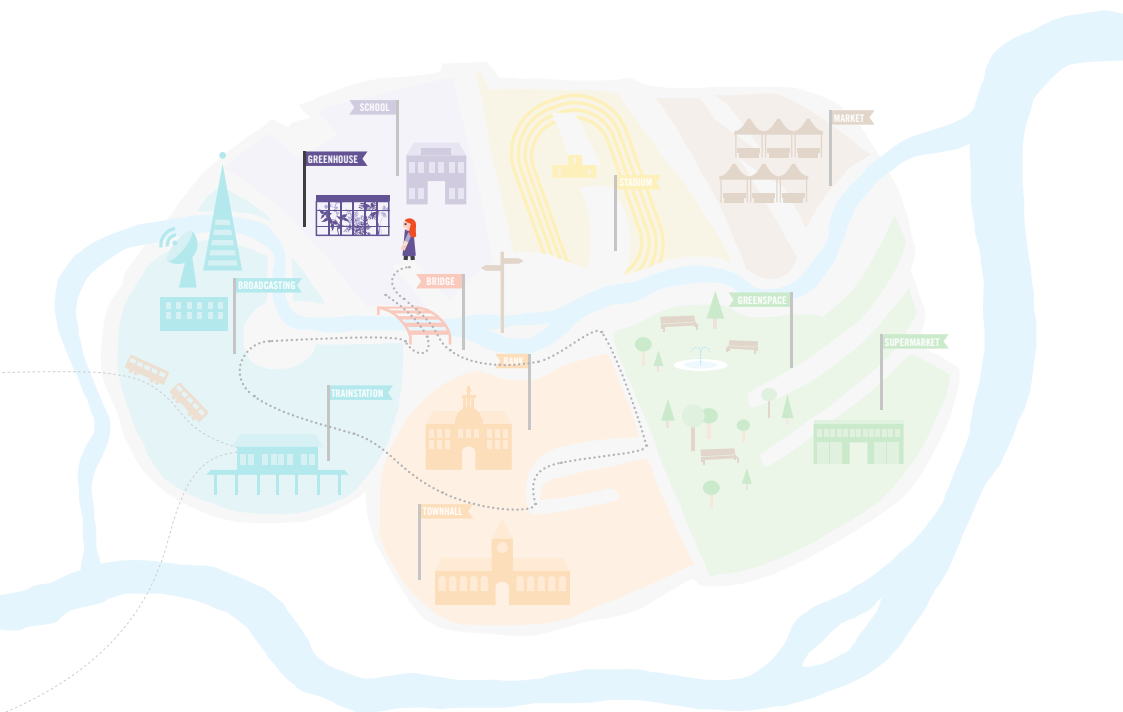
In 2011 Ashoka Germany co-developed the Social Reporting Standard – an easy-to-use format to present social impact – today widely adopted by changemakers across the world.

In 2017 building on that, the **Czech Ashoka** and the **Institute for Active Citizenship** with the support of the European Social Fund have launched the **Impact Academy**. It is an education program for changemakers and funders which allows them to dive deep into their impact logic, explore strategies of achieving systems change, learn how to assess it, get to know leading practitioners and get **hands-on support** with their first impact assessment cycle.

The vision of Impact Academy is a world where reporting impact is not a burden but an **exciting journey, an anti-burn-out tool** for the whole team, **an avenue to liberation**.

[www.impactacademy.cz](http://www.impactacademy.cz)

# SOCIAL STARTUP



in cooperation with



## RETHINKING BUSINESS MODELS TOGETHER

“How can I increase the share of earned income in my budget?” is a question often asked by social entrepreneurs striving to increase their financial sustainability and decrease dependency on external funding.

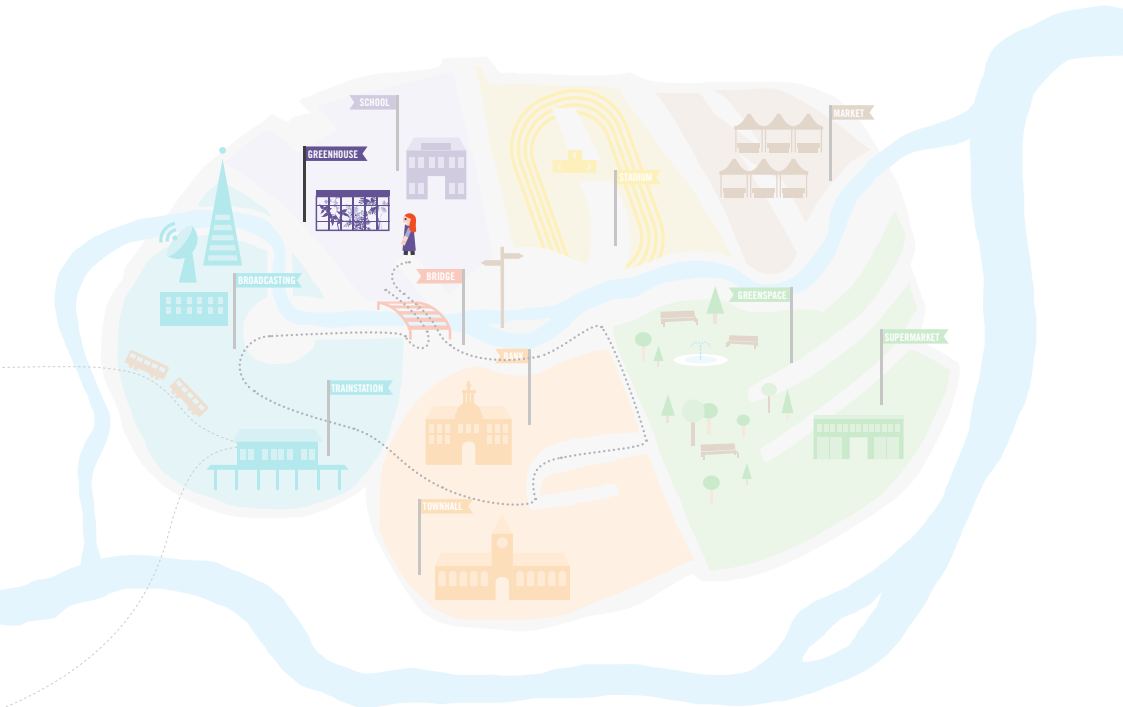
Ashoka Poland, together with the UniCredit Foundation and Bank Pekao S.A., developed an accelerator in 2015 aimed specifically at those changemakers willing to **strengthen financial sustainability** of their ventures.

Supported with expertise and mentorship of **seasoned business entrepreneurs and experts**, the participants of Social Startup embark on an intense half-year process of honing their business skills and re-thinking their business models.

As a result, most achieve significant **increase in earned income** (some even by a factor of 3!), develop new products and attract investment.

[www.spolecznystartup.pl](http://www.spolecznystartup.pl)

# THE ASHOKA ACCELERATOR



first edition in cooperation with



## STRENGTHENING THE COMMUNITY OF CHANGEMAKERS SECTOR BY SECTOR.

Most of Ashoka's work is not sector specific, as we stand for tearing down the walls **between sectors**. But what if there is little cooperation within **individual sectors**, too?

We believe our society can do more to strengthen solutions and foster cooperation of changemakers working **within one sector**, like integration, education or disability. **The collective innovation power** to achieve systems change shouldn't be underestimated.

**The Ashoka Accelerator** is our solution to this challenge. Not only does the Accelerator aim to crowdsource and accelerate individual solutions in a specific sector; it also incentivizes leading changemakers of the sector to form **smart networks and collectively advance systems change** in their sector. The support network of the accelerator consists of experienced social entrepreneurs and decision-makers from companies, welfare organisations and ministries.

The Accelerator also allows us to better understand **barriers** social entrepreneurs face **when transforming individual sectors**. These insights serve as the **basis for policy recommendations** aimed to foster ecosystems for innovations in one specific sector.

The first edition of the Accelerator - "**Ideegration**" - took place in 2016/2017. It crowdsourced **104 solutions** for the integration of refugees in Austria, **showcased** the most impactful initiatives through a marketplace conference and supported them to **increase their impact** through tools, partnerships and investments. Learn more about the first edition of the Accelerator at [www.ideegration.at](http://www.ideegration.at).

# ADVOCACY FORUM



in cooperation with



## ENHANCING CAPACITY FOR **SYSTEMS CHANGE**

Improving a flawed system often involves **changing legislation** and influencing **public opinion**. Not an easy task requiring strong advocacy skills.

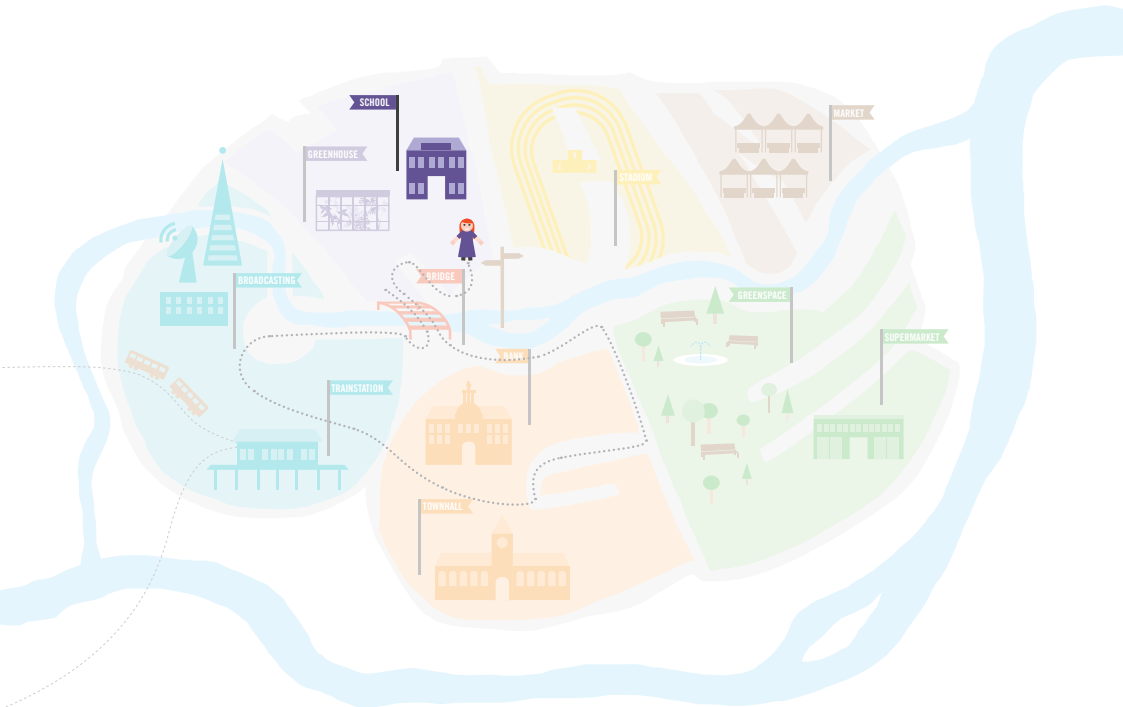
There is hardly a place where CEE changemakers can learn them and a community of practitioners where they can find advice. Changemakers today acquire most of such expertise with **trial and error**.

The Czech Ashoka Team has joined forces with **Open Society Fund Prague** and together in 2017 they established **the Advocacy Forum**.

Peer problem-solving sessions, case studies, and regular information exchange is what we offer. The goal is to establish a peer community of self-taught advocacy practitioners in the region.

**A safe space** to discuss successes and failures with changing laws and mindsets. To exchange important contacts in legislative bodies. To help each other **refine advocacy strategies**.

# ONLINE COURSE & ASHOKA ACADEMY



in cooperation with



Collegium Civitas



## PROVIDING ACCESS TO KNOW-HOW ON SOCIAL ENTREPRENEURSHIP

A high interest in our first educational initiative, Ashoka Visionary program, inspired us to **explore other formats of sharing** our know-how, tools, and case studies with larger audiences.

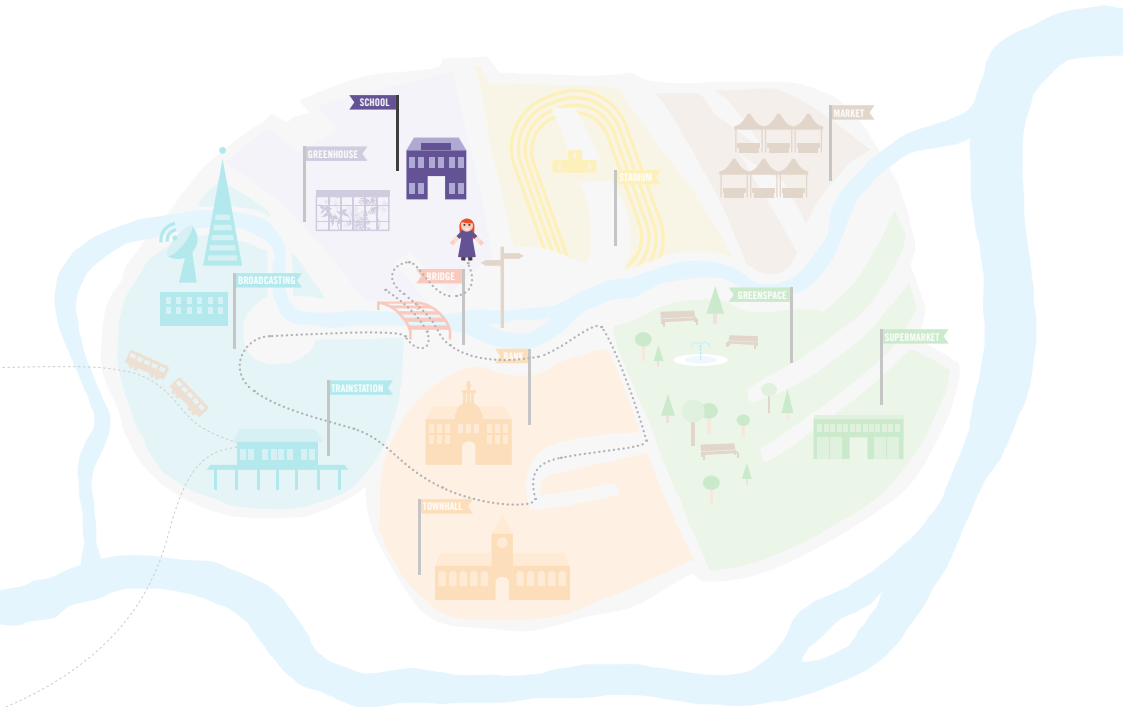
Building on the power of technology, we are now developing a **short but solid crash course** on how social innovations address social challenges in the world, and in our region in particular.

Ashoka Poland has joined forces with the **Northampton University** (UK), **University of Iceland** and **Collegium Civitas** (PL), and spearheads the **creation of a MOOC** (Massive Online Open Course) on social entrepreneurship how-to's. Its 300 inspirational minutes will not only benefit university students but will be of help to diverse stakeholders including policymakers.

Going forward, Ashoka Central and Eastern Europe plans to **devote even more energy** to educational activities in our ecosystem village.

We are ready to share, discuss and refine our know-how with changemakers, funders, policymakers and other stakeholders both online and offline, in-house and externally. We are also willing to learn from colleagues and yourself! We call this broad dimension of our work **Ashoka Academy** and believe it will eventually lead to smarter and more effective support mechanisms for changemakers across the region.

# CHANGEMAKER SCHOOLS AND CAMPUSES



in cooperation with



## TRANSFORMING THE WAY YOUNG PEOPLE GROW UP

Ashoka realizes that its ultimate purpose—an ‘Everyone a Changemaker’ world—is an unreachable fantasy unless the youth years become **years of practicing being powerful** and acquiring the **required underlying skills**: applied empathy, teamwork, and leadership.

This is why we also work to ensure that every young person has **access to an educational experience explicitly designed to foster changemaker skills**. To this end, we join forces with social entrepreneurs, policy makers and, importantly, leading **educators - schools and universities** - who put the **empowerment** of young people at the heart of their work.

We work across many countries to identify the schools and universities that are able to be both **role-models and advocates** of new learning ecosystems. We invite them to go through a **rigorous selection process** similar to the selection process of Ashoka Fellows and become part of Ashoka’s global network. Together we are joining in the global **movement**. One that works closely with **OECD, UN** and other major national and international institutions to transform the education system worldwide.

Over **35 Changemaker Campuses** and **250 Changemaker Schools** from around the world (including six from Poland) have already joined our network. And the community of universities and schools with social entrepreneurship **curricula** exchanging best practices counts in the **hundreds**. These educational institutions allow us to get an exciting sneak peek of how **all children and young people** could be educated in **the years to come**.

We are happy to introduce to you **6 Changemaker schools** from Poland:

- Multilevel School in Radowo Małe
- No Bell School in Konstancin Jeziorna
- Maria Konopnicka Elementary School in Konary
- Montessori Mountain School in Przyłęków
- Władysław Szafer Primary School No. 4 in Elk
- Grammar school No. 1 in Gdynia.

These schools have already joined forces and initiated a joint Academy for teachers.

[www.changemakerschools.org](http://www.changemakerschools.org)

[www.ashokau.org/changemakercampus](http://www.ashokau.org/changemakercampus)

# WHAT OUR ECOSYSTEM PARTNERS HAVE TO SAY

“Supporters of citizen sector in Czechia did feel that the ecosystem needed some improvements. But it was Ashoka that **managed to articulate what exactly is needed and facilitate the collaborative process** which brought to life several important joint initiatives.”

Tomáš Řemínek,  
CEO of Karel Janeček Foundation, Czechia

“As a result of our cooperation with Ashoka we have **deepened our understanding of impact** and firmly **embedded impact orientation into our funding schemes**. This has helped our grants become true catalysts for innovative ideas in Central and Eastern Europe.”

Beata Jaczewska,  
CEO of International Visegrad Fund, CEE

“Ashoka implements unconventional work, and does so **in a transparent and an efficient way**. It courageously initiates and persistently develops future-oriented ideas and solutions. Ashoka’s way of communicating with stakeholders is proactive and inviting. I can say that in our partnership Ashoka is a **driving force of innovation** and a true changemaker. It opens up **new development possibilities for the Austrian Red Cross**.”

Werner Kerschbaum,  
Secretary General of the Red Cross Austria

“As a ministry, we believe that the **changemaker skills**, which Ashoka exemplifies and promotes, **are crucial**. The socio-economic development of Poland, our region and Europe requires people who notice problems and are ready to get organized and solve them.”

Paweł Chorąży,  
Ministry of Economic Development, Poland



# WOULD YOU LIKE TO SEE YOURSELF ON THE MAP?

We hope you have enjoyed our tour through the ecosystem village!

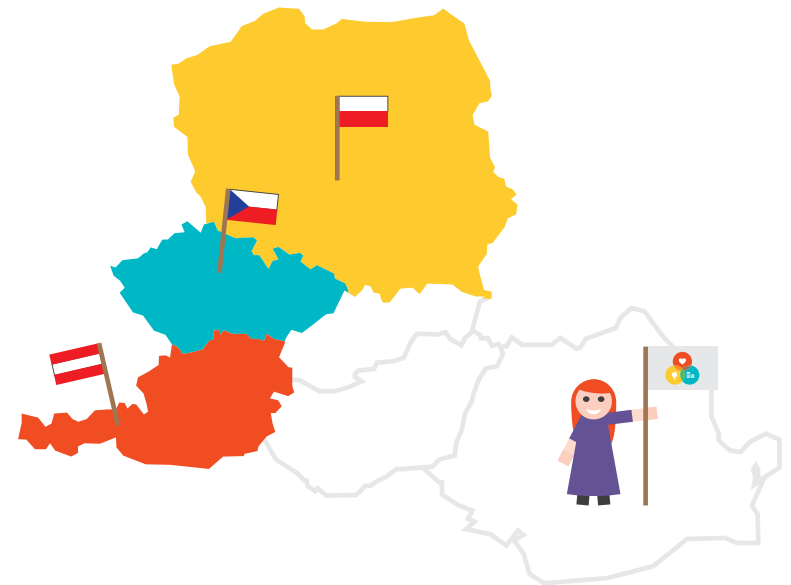
You might have noticed that some Ashoka offices of our region are more active ecosystem-wise than others. This is true: teams of Austria, Czechia and Poland have each pioneered important initiatives and become **homes to collaborative impact efforts**. But we also see that the ecosystem topic is **catching fire in other countries** of the region as well.

**WE HAVE STARTED TO REPLICATE OUR ECOSYSTEM APPROACH IN ROMANIA AND SLOVAKIA, AND ARE PLANNING TO DO LIKEWISE IN HUNGARY IN THE COMING YEARS!**

We look forward to making the regional ecosystem village even **more lively together with you!**

When exploring this village further, where would you see yourself on the ecosystem map? Would you like to join any existing ecosystem initiative or maybe develop one of your own? For social innovations to thrive in our region, **experts from many fields can contribute** with their expertise.

As a next step, **we invite you to meet** those who have already joined the Ashoka network and who can become your allies in making Central and Eastern Europe a better place.



SEE YOU IN BOOK 5!



# WHO IS IN THE NETWORK

**BOOK 5**

# CONNECTING WORLDS



**ASHOKA'S NETWORK OF NETWORKS IS OUR ONE MOST IMPORTANT ASSET. IT PROVES THAT REPRESENTATIVES OF DIFFERENT SECTORS DON'T HAVE TO LIVE ON DIFFERENT PLANETS.**

In every country where we operate, our network unites like-minded entrepreneurial people from across sectors who **join forces and together advance solutions to social problems.**

This book invites you to meet the cornerstone members of our network in Central and Eastern Europe:

- **Social entrepreneurs**
- **Business leaders**
- **Foundations and corporate partners**

These are people and organization who most actively co-create supportive ecosystem for changemakers in the region together with the **Team of Ashoka CEE.**

We are now also starting to cultivate the regional networks of **educators, policymakers on different levels and solution-oriented journalists** keen on supporting changemakers. Stay tuned for the next impact report of Ashoka to know more.

# NEW ASHOKA FELLOWS IN THE REGION 2014 – 2017

ASHOKA CEE HAS BEEN ELECTING FELLOWS IN CENTRAL AND EASTERN EUROPE SINCE 1995. TODAY THE NETWORK COUNTS **177 LEADING SOCIAL ENTREPRENEURS**.

On the next pages you have an opportunity to get to know more about the 16 social entrepreneurs who joined the Ashoka network **most recently** and whom we have briefly introduced to you in Book 1.

**JIŘÍ SKUHROVEC**

2017, Economic Development,  
Civic Participation

**MIKULÁŠ KROUPA**

2016, Civic Participation,  
Education

**DAGMAR DOUBRAVOVÁ**

2015, Human rights,  
Economic Development

**KLÁRA LAURENČÍKOVÁ**

2015, Education

**IRENEUSZ BIAŁEK**

2017, Human rights,  
Economic Development

**JACEK PURSKI**

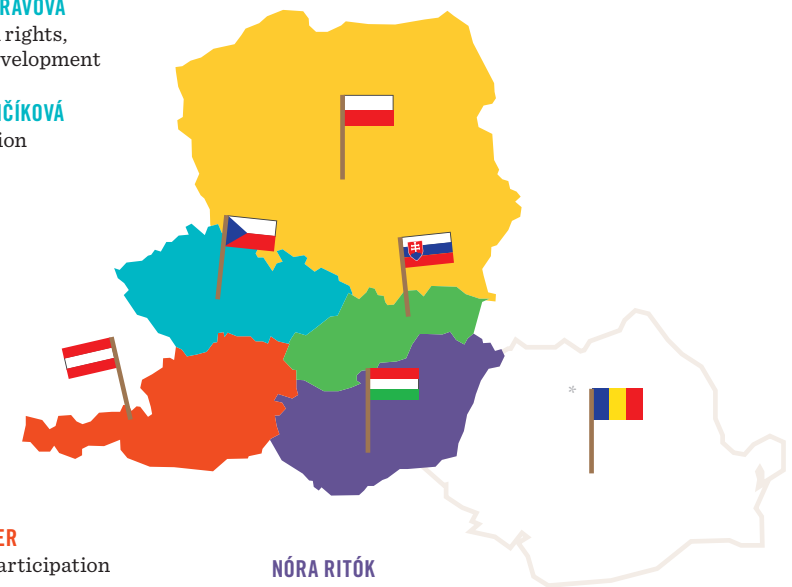
2017, Human rights,  
Economic Development

**KATARZYNA SZYMIELEWICZ**

2015, Human rights

**ŠTEFAN STRAKA**

2015, Human rights,  
Economic Development



**EDIT SCHLAFFER**

2016, Civic Participation

**GERNOT JOCHUM MÜLLER**

2015, Civic Participation, Health

**BERNHARD HOFER**

2015, Education

**WALBURGA FRÖHLICH & KLAUS CANDUSSI**

2015, Human Rights, Health

**NÓRA RITÓK**

2014, Education,  
Economic Development

**BARBARA CZEIZEL**

2014, Human Rights, Health

**ÉVA TESSZA UDVARHELYI**

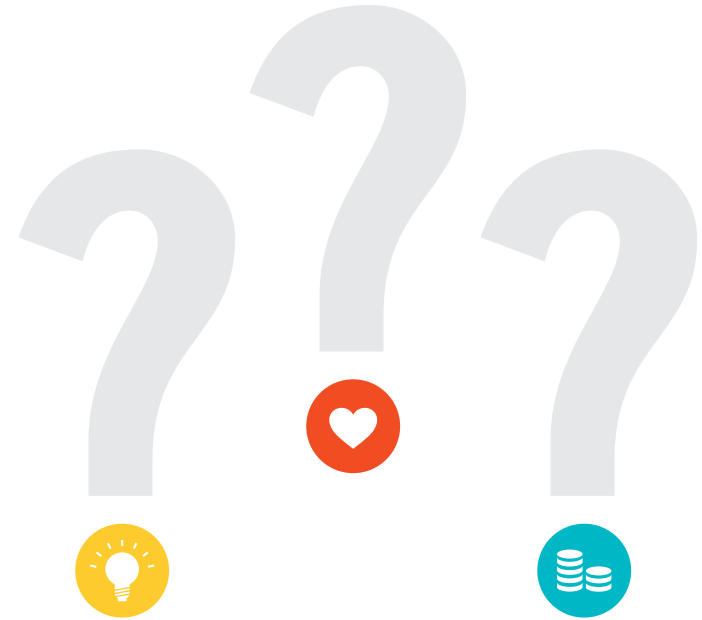
2016, Human Rights,  
Civic participation

\* Country office launched in 2017,  
first Fellows expected in 2018.

# A CHALLENGE FOR YOU

We hope that by now you cannot wait to meet **social entrepreneurs** in person. Indeed, meeting them empowers and gives hope. Their energy is contagious.

To make getting to know social entrepreneurs even more exciting, we have prepared a challenge for you. We hope you will enjoy it!



We encourage you to put on a **systems change lense** every time you read about an Ashoka Fellow on the next pages.

What is it about the work of these social entrepreneurs that indicates that a change they are bringing about will be **large and long-lasting**?

\* The next page will provide some hints from our team which questions to probe. Skip it if you want to test yourself.

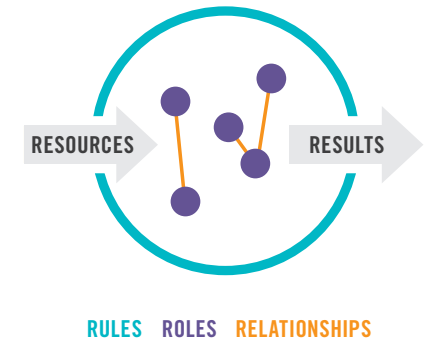
# HINTS FOR YOUR CHALLENGE

## #1

### ELEMENTS OF A SYSTEM CHANGE

Are social entrepreneurs affecting the key elements\* of a system?

- Do they promote **relationships** between roles in a system where they did not exist?
- Do they improve the performance of a **role**?
- Do they modify incentives through a change in a **rule**?
- Do they work to increase the level of available budgetary **resources**?
- Are they able to significantly improve **results** the system produces?

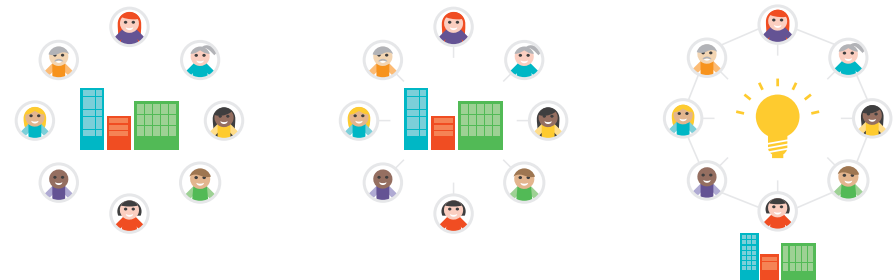


## #2

### COLLABORATION

Do they join forces with other key players in the system?

Do they unite around a shared vision of change rather than one organization?



## #3

### MINDSET CHANGE

Do they aim to change mindset at the level of society, which would anchor systemic changes and eventually make a social problem obsolete?



\* Inspired by "The 5Rs Framework in the Program Cycle" publication by USAID Learning Lab

# QUALITY EDUCATION FOR EVERY CHILD



## BERNHARD HOFER



### VISION

The **quality of education and success** at school and work are **not defined** by young persons' family **socio-economic background** but their **individual talents**.

### SOLUTION

Bernhard addresses the problem of **persisting education inequity** in Austria. Low-income families often **cannot afford** tutoring and extracurricular activities that support their children in moving to the next education level.



Bernhard's peer-to-peer learning platform **builds bridges between students** of different socio-economic backgrounds and provides the **space and tools for knowledge sharing** among students.

Students are **empowered to become tutors** themselves, offering a combination of free and affordable classes to each other. By using the platform, and showing improvement, students earn points that can be **exchanged for workshops** focused on fostering skills for success in learning and employment. They also get a chance to **connect directly to their future employers**.



### ACHIEVEMENTS

Over **200 participating schools** in Austria bring together a community of 4000+ students for peer tutoring. In exchange for their tutoring points, students are able to develop new skills taking part in a variety of workshops offered by Talentify.me. Young people also get a chance to connect to dozens of **potential employers**. Talentify.me is now being **replicated in Czechia**.

talentify.me

## KLÁRA LAURENČÍKOVÁ



### VISION

Children can develop their educational potential **regardless of their social, racial, economic background or health status**.

### SOLUTION

Klára **addresses segregation patterns** in the Czech education system which affect children with various levels of physical and mental disability, children from poor families, excluded neighborhoods, ethnic minorities or immigrant background.



She **orchestrates a choir of voices** including educators, parents, students, policymakers, and activists, **who embrace educational inclusion**.

Through Klára's leadership, these diverse groups have come together to **advocate for important policy reforms** at national, regional and local levels and **ensure their implementation**.

They also develop and spread **practical inclusion tools and manuals** that are now used at schools, and teacher training institutions to **build up capacity of educators** across the country.



### ACHIEVEMENTS

**Legislative changes** have ensured that inclusion is now part of the Czech national Education Law and the Educational Strategy 2020 obligatory for regions. Inclusion has become one of the **priorities** for the distribution of **European Social Funds**.

In order to support educators with the implementation of pro-inclusion regulations, practical tools for educators have been distributed to **hundreds of schools**.

 COSIV | Česká odborná společnost pro inkluzivní vzdělávání

# ACTIVE CITIZENSHIP & SELF-ADVOCACY



## MIKULÁŠ KROUPA



### VISION

Young people and adults in **Central Europe are responsible citizens who actively engage in public life** and are not afraid to speak up.

### SOLUTION

Mikuláš believes that we, as citizens, need to be aware of, on the one hand, what the **fear to speak up** and being **prone to ideological manipulation** can lead us to. On the other hand, we need to **see role-models** and examples of acts of **solidarity and civic courage**. He believes the best tool to help us recognize consequences of these two different approaches is history. Therefore, he encourages youth and adults to **engage with shared past and learn from history**, not merely about it.



Post Bellum, the organization he founded, organically weaves active learning from history **into schools, family life, and media space**.

It is engaging people of all ages into **crowdsourcing the history narrative** by connecting with eye-witnesses of key historical events and **relating to moral dilemmas** they had to face. Today thousands of Post Bellum participants are creating the largest crowdsourced and publicly accessible **online collection of oral history** in Europe.



### ACHIEVEMENTS

The interactive documentary museum today counts **5000+ narratives**. **Thousands of families and hundreds of schools** have become part of the program, over **600 documentaries** are submitted each year. **Pedagogical faculties** around the country include the Post Bellum approach to teaching history to their curricula. Memory of Nation **radio show** is one of the most popular on the Czech radio. The **TV award** ceremony is annually viewed by up to **300 000 viewers in CEE**.

Upon engaging with Post Bellum, participants show a much **higher interest to reading** and history, have a **higher propensity to join citizen organizations**, and often become those **initiating a public discussion** on current political and social issues at their schools, communities, or social media.



## ÉVA TESSZA UDVARHELYI



### VISION

People facing housing poverty and other vulnerable groups become **advocates of their own rights** able to influence decisions that affect them, instead of perceiving themselves as a target group of charity.

### SOLUTION

Tessza works with the problem of **political disempowerment**: people not being equipped with the skills to articulate their **needs** and voice **concerns**, defend their **interests** and **influence decisions** that affect them, which is particularly true for vulnerable populations.



With her organizations, City Is For All and School Of Public Life, Tessza trains and empowers members of marginalized groups to assume leadership in **articulating their own challenges**, **acquire data** through participatory action research and **develop skills** to organize peers in self-advocacy movements.

Having originally addressed the problem of housing poverty, today Tessza **connects change leaders from marginalized groups across topics**, helps them maximize social impact in their fields but also collectively develop an **effective shield** against civil society stigmatization in Hungary coming from the government.



### ACHIEVEMENTS

The Social Housing movement today counts **50 000+ supporters**. Collective action of housing poverty activists, empowered by Tessza, stopped **100+ illegal demolitions** of shacks and protected **hundreds of people** from being forcefully evicted without alternative placement. Precedents pushed authorities to **adopt new standards** and norms in social housing field.

**500 leaders** from marginalized groups each year take part in the School of Public life and gain necessary skills to organize peers for advocacy and community action.





# QUALITY CARE FOR THOSE IN NEED



## BARBARA CZEIZEL



### VISION

Young children with developmental delays and disabilities grow up as **full and active members of society**, and their **families and caregivers are supported** to enable that.

### SOLUTION

For the last several decades, Barbara has been addressing the **lack of comprehensive early childhood intervention** for kids with special needs and their consequent segregation into large institutions, distant from family and community.



She established a **model of a support center** for families of children with special needs. Unlike previous practice focusing on medical treatment only, the center enables medical, social, educational specialists and parents to **join forces** in providing the earliest possible intervention.

The center works particularly closely with **parents** empowering them to play a **more active and informed role** in meeting the development needs of their young children along with professional community.

Such approach allows children with special needs to **stay in the family** and be able to receive all needed diagnostic, therapeutic and developmental services **in a one-stop-shop support center**.



### ACHIEVEMENTS

Family support center established by Barbara allows kids to receive multi-disciplinary care while staying with their family. Parents are empowered to cooperate with professionals. Over **6000 families** have received direct support in the **last 20 years**. In order to further spread the know-how, **thousands of replicators** have been trained, and there has also been established a **Master program** in Early Childhood Intervention.



## GERNOT JOCHUM MÜLLER



### VISION

Citizens strengthen **communal thinking and acting**, and work together on **enabling aging with dignity** in local communities.

### SOLUTION

Gernot is addressing the problem of the social care system not being able to cope with the **rapid demographic changes and population aging** due to the dissolution of traditional social networks, rising care costs, and the shortage of care personnel.



He is **reducing pressure** on the system by fostering **social capital** in communities and connecting the **time resource of agile retirees** with the need of frail elderly to manage daily challenges.

He has established an alternative elderly care system, a “**Time Pension System**”, which integrates non-monetary remuneration for agile retiree’s community service into their retirement benefit schemes and reduces the burden of care. Importantly, the validity of the time banking system is **guaranteed by the local municipality/government**.

Gernot demonstrates how social problems can be solved **not only through financial means** but by tapping into the abundance of **individuals’ time, talent and new forms of cooperation**.



### ACHIEVEMENTS

Gernot fully integrates his alternative elderly care system into conventional social structures by providing local governments and municipalities with improved access to their citizens’ talents and know-how. As a result, already **over 2000 seniors** in several municipalities of **Austria and Switzerland** actively participate in the “Time Pension System” with more municipalities looking to **replicate this model**.



# EQUAL OPPORTUNITIES FOR PEOPLE WITH DIFFERENT NEEDS



## WALBURGA FRÖHLICH & KLAUS CANDUSSI



### VISION

All people have **equal opportunities to live, study and work**. People with disabilities are perceived as best experts on their condition, are able to live **in their own tempo** and make **decisions about their life**.

### SOLUTION

Walburga and Klaus work with the problem that traditionally people with disabilities are seen as **incapable of providing reasoned opinions** on their own needs or interests, and **have not been included in defining or developing the services** they receive. This leads to a **fundamental mismatch** of services provided, and trapping these people in inactivity.



Walburga and Klaus are creating mechanisms enabling people with disabilities to **gain career opportunities, evaluate care facilities and contribute their expertise** to creating barrier-free environment.

They work both with **individual institutions**, and also **influence the system and regulations** on the regional, national and international levels.



### ACHIEVEMENTS

Atempo and its **160+ partners** and franchisees work with **over 550 organizations and businesses** in Europe every year to help them eradicate barriers in their services and information materials. As a result, Atempo and partners contribute to life improvement for **130 000+ people**. Moreover, Atempo enabled over **15 000 people** with disabilities to have their voice heard in the evaluation of **700+ care-facilities** around Europe. Many of those care-facilities now introduce improvements and mechanisms of systematic inclusive quality control. In some regions in Germany, user-driven evaluation has become **obligatory**.

**2/3 of people** with learning difficulties undergoing professional training at Atempo get follow-up **career opportunities**. Atempo itself creates **300+work places** for people with disabilities.



## IRENEUSZ BIAŁEK



### VISION

A society in which **employers** believe and **act upon the belief that each person**, irrespective of physical and mental ability, age, ethnicity, can become an **active contributor to the society**.

### SOLUTION

Ireneusz fosters the **culture of inclusion and diversity** in employment in Poland. Although companies claim to support diversity, in 2016 only 23% of people with disabilities of working age were employed with only half of them working in regular enterprises.



Ireneusz is targeting **CSR and diversity managers** within companies as a **strategic and latent resource** for building a peer network of motivated change agents within company culture. Through his MOFFIN -Managers of the Future organization - Irek **identifies intrapreneurs** within companies and empowers them to **form task-forces**, share experiences and solve problems together with an ultimate goal to **advance inclusion at the workplace** across sectors.

As these change agents receive support from MOFFIN and the accompanying **online platform**, they deepen **understanding of diverse needs** of each minority group. Consequently, they feel empowered to shift from small operational improvements towards **changing the mindset** of companies' management and transforming the culture of companies. In order to be able to accompany more businesses and organizations of all kinds in the process of transformation towards diversity, Ireneusz plans to build a comprehensive professional **diversity support center** in the next years.



### ACHIEVEMENTS

In the first three years of his project, Ireneusz has built partnerships with a **dozen of big companies** in Poland such as Capgemini, Roche, Google, Shell, Ikea, CISCO and several others, including local enterprises. As a result of working with MOFFIN's, companies feel **confident to increase the share of people with disabilities** among their employees or start employing people with disabilities, if they haven't done it before. In the next years, Ireneusz plans to **reach most of the big companies** operating in Poland and through these local chapters also **influence the policy of their global headquarters**.



# TACKLING DEEP POVERTY



## NÓRA RITÓK



### VISION

All children, including those living in deep poverty, have **conditions for self-realization**.

### SOLUTION

Nóra is addressing systemic challenges that lead Hungarian children living in poverty to repeatedly experience **failure, low self-esteem and discrimination**. As the education system is unable to compensate for children's family background, there is a **high correlation** between a child's **economic status** and their **school performance**.



Nóra supports disadvantaged, mostly Roma, **families** in Eastern Hungary to become **active agents of change** in their lives. She does so by helping both children and their parents **develop new skills**, increase their sense of **self-efficacy** and **improve their living situation**.

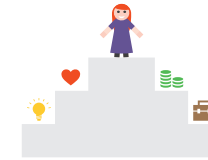
Nóra's Real Pearl foundation first provides development opportunities for **children** via an afterschool **Art Academy**. This proves to be the best **bridge to their parents**. **Parents** are supported to organize in **self-help communities**, meet essential needs (food, housing, clothing), they get trained in literacy, and specific work skills relevant for local business. This paves the way to **employment and income-generation opportunities** for families.



### ACHIEVEMENTS

Children from poor Roma families are able to develop their **creative talents** at the Art Academy in **16 villages** around Hungary. Their artworks are **exhibited around the world** and win numerous **awards** every year. This success **gives wings to children and empowers parents** to develop the sense of self-efficacy.

The average family **income level rises by 25%**, **school dropout rates decrease by 40%**. The morale of communities tangibly improves, **aggression level drops**, child prostitution and teenage pregnancy are **almost completely eliminated**. Today Nóra's methodology is **replicated around the world**: from Slovakia to Canada.



## ŠTEFAN STRAKA



### VISION

Roma people in **Central Europe** are able to find engaging **work opportunities**, **overcome food insecurity** and develop **good relationships** with non-Roma community.

### SOLUTION

In the Eastern Slovakia, Roma face difficulties with **finding and keeping a job**, which hinders food self-sufficiency of families. **Apathy and lack of sense of purpose** are often a dominating mood in Roma communities. At the same time the region is witnessing the **degradation of soil, and loss of bio-diversity**.



Štefan has noticed a **missing link** between the unemployed Roma people, idle land and available support for start-up farms across Slovakia.

His organization Svatobor ignites the interest of Roma in **ecological farming**, trains them in **farming skills and connects to idle land resources** and available farming equipment.

Štefan pulls together the resources of **diverse stakeholders** – government, foundations, community centers and church – and enables the **creation of eco-farms** by a formerly nomadic and highly marginalized population across the whole of Slovakia. **Farmer-customer interactions** that consequently happen between **Roma and non-Roma** majority contribute to the improvement of relationship between the two groups.

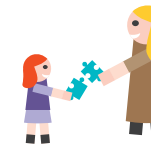


### ACHIEVEMENTS

Already in **30 communities** across Slovakia, Roma families learn eco-farming, set up their gardens, increase family's food self-sufficiency, cultivate environment, gain purpose in life and improve relationships with non-Roma community.



# PREVENTION OF TERRORISM & RADICALIZATION



## JACEK PURSKI



### VISION

A society in which **members of local communities** embrace an **active role** in building trust and cooperation for public safety.

### SOLUTION

Jacek works to **prevent the spread of terrorism and radicalization of youth**. Through his Institute of Public Safety, he equips parents, police, and entire staffs of schools with **awareness and sensitivity** for early signs of risk. He provides them with **concrete tools** to use their relationships with young people at crucial stages for developing trust and relationships of safety.



Jacek supports school staff to acquire knowledge on **the stages of the radicalization process**, gain confidence to become **whistleblowers** in their communities and understand how the radicalization process **can be stopped**. Jacek has already equipped many schools all over Poland with the necessary know-how, skills and systems.

By training the police and developing educational materials for them on the early radicalization signs and possible “soft” interventions, Jacek also **transforms the role of the police**. He consequently fosters **cooperation** between school, police and parents, thus animating **“local early prevention teams”** that protect young people from getting involved in violent extremism and acts of terrorism.



### ACHIEVEMENTS

Over **12 500 kids** are now in educational institutions where teachers know how to protect them from radicalization at a very early stage, with **30 000 more pupils** to be reached soon.



## EDIT SCHLAFFER



### VISION

In communities endangered by terrorist recruitments **mothers play an active role** in de-radicalization of their children.

### SOLUTION

Edit is tackling the problem of **islamist terrorist groups** able to target and successfully **recruit vulnerable adolescents**, also in the European countries.

She has observed that the **closeness of mothers** to their children is **not “utilized”** for de-radicalization efforts by institutional actors. Mothers can be concerned, but **do not know how to actively prevent** their children from becoming radicalized and recruited.



Edit believes that the key to preventing radicalization of youth lies in an **informed, active and resilient family** working along with institutional actors.

She therefore develops **the network of MotherSchools** in order to strengthen mothers’ self-awareness and self-confidence, communication and parenting skills, help them **understand early warning signals** of radicalization, seek **institutional support**, **connect** to each other and become **active ambassadors** of de-radicalization.



### ACHIEVEMENTS

The model of MotherSchools has been implemented in **9 countries**: **1500+ mothers** have been trained in de-radicalization, **225+ trainers** are ready to replicate the model. Major **international institutions** start perceiving family- and community-based prevention as an important element of international security.



# CITIZENS IN CONTROL

## KATARZYNA SZYMIELEWICZ



### VISION

Citizens can choose and **control the surveillance practices**, thus limiting business and state authorities in their usage.

### SOLUTION

Katarzyna addresses the problem of **nearly ubiquitous surveillance**: both video and electronic, by government and corporations. With little or no discussion by citizens of its actual utility, **collected data** becomes basis for important decisions that affect us directly.



She focuses on **safeguarding privacy**, protecting fundamental freedoms online and contesting the “security” paradigm that drives much surveillance. She aims to **increase societal control** over processes that regulate surveillance and affect human rights.

Her Panoptykon Foundation **monitors decisions** on privacy protection online made at **national and European level**, spearheads major **legislative changes**, ensures the presence of the topic **in the media** and mainstream public debate, and carries out large-scale **educational activities**. These efforts lead to **new behavioral patterns and organizational practices** of business, government and general public enabling safer, conscious and creative use of digital technologies.



### ACHIEVEMENTS

New **legislative control mechanisms** over the powers of secret services introduced in Poland. **160+ more legislation amendments** have been proposed on the national level.

Policy recommendations safeguarding privacy are incorporated into **EU Parliament statements** and legal proceedings.

**Thousands of students** around Poland learn about safe and conscious use of online tools via animated movies and special curriculum. **1300+ published articles** on digital surveillance and its consequences => topic picked up by mainstream media and **entered public debate**.



## JIŘÍ SKUHROVEC



### VISION

A society in which public institutions **spend public monies** under the **watchful eye of citizens** in a way that secures value and transparency.

### SOLUTION

Jiří works to make data on public procurement accessible and understandable to all citizens in the Czech Republic. His team at EconLab regularly carries out **detailed analysis of procurements** at different levels, and provides citizens with structured information on **how public institutions perform** at spending their money via a benchmark tool called zIndex.



Consequently, Jiří invites representatives of public institutions to **comment on analysis results** and provides **constructive feedback** on the areas of improvement. His goal is to foster the **culture of accountability** and open dialogue between citizens and public institutions and motivate public institutions to better manage public funds.

### ACHIEVEMENTS

On the one hand, zIndex provides **important feedback** to public institutions and helps **spread good practice** of public procurement among them.



On the other hand, by showing good practice zIndex also helps **break citizens' stereotypes** about widespread corruption and inefficiencies in public spending.

It empowers Czech citizens to **overcome political apathy** and make informed political choices.

EconLab's work has contributed to **important changes in legislation** towards transparency in Czechia and is being **replicated** in Slovakia, Germany, Hungary, Spain, Lithuania and the Ukraine.





## SUPPORTING TRANSITION TO NON-CRIMINAL LIFE



### DAGMAR DOUBRAVŮVÁ



#### VISION

Every ex-prisoner who is determined to step off the criminal path **finds support with transition to non-criminal life and re-integration** into society.

#### SOLUTION

Dagmar's organization, Rubikon Centrum, works with what they have defined as **root causes of recidivism**.

They address the **lack of employment opportunities** for people with criminal record by **building up bridges between potential employers and ex-offenders** via an unusual job platform.

They also **tackle debt traps** by increasing the **level of financial literacy** among vulnerable groups and successfully **influencing flawed legislation** on indebtedness regulation through the **National Alliance Against Debts** they have initiated.

Many of the solutions Rubikon centrum has developed in the last decades have been **taken up by the government** and other **citizen sector organizations**. They have contributed to a **change in how people perceive ex-offenders**, and supported thousands of people in and beyond the Czech Republic getting a second chance in life.



#### ACHIEVEMENTS

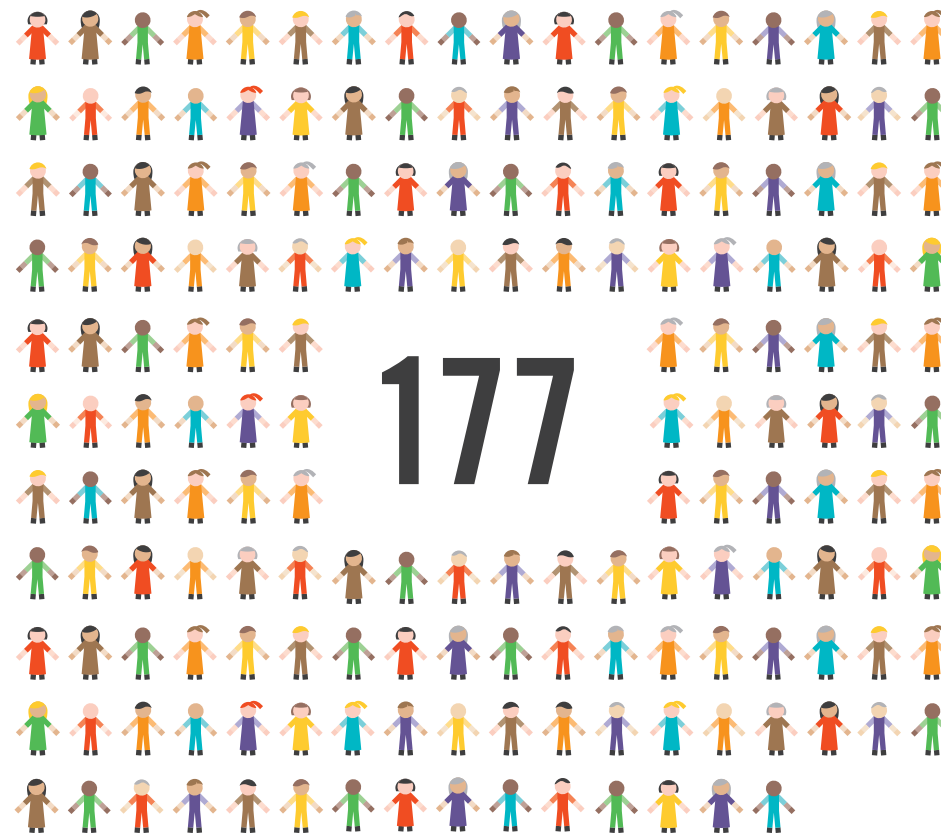
In the last three years, **1000+ ex-offenders** have been connected to over **200 employers**, **700 of former prisoners found a job** with **70%** staying beyond trial period. There is **interest to replicate** the model of the "job agency" across Czech prisons.

Achieved **legislative changes** on debt regulation include the right to merge parallel debt collections, a limit on remuneration for debt collectors, the right to be informed about one's debt development & guaranteed access to a minimal amount.

Employment opportunities and changes on debt regulation give a second chance in life to thousands of former prisoners. Consequently, a **decrease in recidivism** rate helps **save millions of CZK** for the state budget each year.

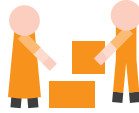


## ASHOKA FELLOWS ELECTED IN THE CEE REGION SINCE 1995



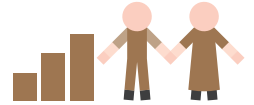
We invite you to learn more about our Fellows on [www.ashoka-cee.org](http://www.ashoka-cee.org)

## CIVIC PARTICIPATION



	NAME	ORGANIZATION	YEAR
	Martin Hollinetz	OTELO - offenes Technologielerlabor	2015
	Edit Schlaffer	Women Without Borders	2016
	Petr Bergmann	Veletrh Evolution, Broumovsko Organic	1998
	Bohuslav Blažek	Ecoterra	1995
	Jeremy Druker	Transitions	2010
	Mikuláš Kroupa	Post Bellum	2016
	Martin Prokop	Ekologický Právní Servis	2002
	Endre Bíró	Nonprofit Law House	2001
	Tamás Liling	NonProfit Média Központ Alapítvány	2002
	Nóra Ritók	Igazgyöngy Alapítvány	2014
	András Szabó	Kapocs Youth Self-help Service	2001
	Éva Tessza Udvarhelyi	A Város Mindenkié, Közélet Iskolája	2016
	Nijole Arbaciauskiene	Elderly Woman's Activities Centre	2000
	Girvydas Doublys	Centre for Civic Initiatives	2002
	Vaidotas Ilgius	NGOs Information and Support Centre	2002
	Ricardas Liskauskas	Youth Psychological Aid Centre	2000
	Katarzyna Batko-Tołuc	Stowarzyszenie Liderów Lokalnych Grup Obywatelskich	2009
	Dariusz Cupiał	Fundacja Cyryla i Metodego. Inicjatywa Tato.net	2005
	Krzysztof Czyżewski	Fundacja Pogranicze	2003
	Jacek Jakubiec	Fundacja Kultury Ekologicznej	2001
	Jacek Jakubowski	Grupa TROP	1995
	Paweł Jordan	BORIS - Biuro Obsługi Ruchu Inicjatyw Społecznych	1998
	Dorota Komornicka	Fundusz Lokalny Masywu Śnieżnika	2000
	Dominik Księski	Stowarzyszenie Gazet Lokalnych	2010
	Paweł Lukasiak	Akademia Rozwoju Filantropii w Polsce	1998
	Aureliusz Leżeński	Fundacja Robinson Crusoe	2007
	Wojciech Onyszkiewicz	Stowarzyszenie Dzielimy się tym co mamy	1997
	Jacek Purski	IBS - Instytut Bezpieczeństwa Społecznego	2017
	Agata Stafiej Bartosik	ASB Consulting - Accountable Sustainable Business	2001
	Krzysztof Stanowski	Fundacja Edukacja dla Demokracji	2000
	Ladislav Briestenský	Via Credo	1998
	Štefan Hríb	Týždeň	2008
	Ján Vitko	Junior Police Venturers	1998

## ECONOMIC DEVELOPMENT



	NAME	ORGANIZATION	YEAR
	Marek Černocký	Energeia	2007
	Dagmar Doubravová	Rubikon Centrum	2015
	Drahoslava Kabátová	Letohrádek Vendula	2000
	Jiří Skuhrovec	EconLab, zIndex	2017
	Michaela Wicki Svobodová	DOM	1997
	István Aba-Horváth	Cigány Vezetok Szakmai Egyesülete	2000
	Melitta Ferkovics Szabóné	Utolsó Szalmaszál Alapítvány	1997
	Áron Jakab	FRUIT OF CARE Nonprofit Kft.	2012
	Mara Bergmane	The Eco-Health Farm Network	2003
	Barbara Baran	Stowarzyszenie Kobiet Polskich po 40-tce	1996
	Dagmara Bienkowska	Centrum Doradztwa Strategicznego	1998
	Malgorzata Chmielewska	Wspólnota Chleb Życia	1995
	Jarek Dominiak	Stowarzyszenie Inwestorów Indywidualnych	2001
	Wacław Idziak	Koszalińskie Towarzystwo Społeczno-Kulturalne	2002
	Kazimierz Jaworski	Okręgowa Spółdzielnia Telefoniczna	1995
	Adrian Kowalski	Fundacja Pomocy Dzieciom ULICA	2004
	Anna Machalica Pułtorak	Stowarzyszenie Otwarte Drzwi	1999
	Krzysztof Margol	Nidzicka Fundacja Rozwoju "NIDA"	1999
	Barbara Sadowska	Fundacja Pomocy Wzajemnej BARKA	2001
	Tomasz Sadowski	Fundacja Pomocy Wzajemnej BARKA	1995
	Bohdan Skrzypczak	Centrum Wspierania Aktywności Lokalnej	1995
	Piotr Topiński	Żywiecka Fundacja Rozwoju	1996
	Tadeusz Zapadka	Fundacja Zachęta	2002
	Eva Mydlíková	Asociácia supervízorov a sociálnych poradcov	1996
	Michal Smetanka	Člověk v tísni	2006
	Štefan Straka	Svatobor	2015
	Viera Záhorcová	Agentúra podporovaného zamestnávania	2011

## EDUCATION



	NAME	ORGANIZATION	YEAR
	Bernhard Hofer	Talentify.me	2015
	Johannes Lindner	Initiative for teaching entrepreneurship	2012
	Helena Balabánová	Společně - Jekhetane	1998
	Klára Laurenčíková	ČOSIV	2015
	Zdeněk Slejška	EDUin	2013
	Péter Csermely	Kutató Diákok Mozgalma	2001
	Andrea Dávid	Salva Vita alapítvány	1999
	Bernadett Eigner	Mikkamakka Alapítvány	1995
	Gábor Fekete	Baraka Alapítvány	2001
	Péter Lázár	Coop Oktató Oktatási Centrum	1999
	Lajos Orosz	Educatio Társadalmi Szolgáltató Nonprofit Kft.	2002
	Ferenc Orsós	Roma Social and Cultural Methodological Center	1996
	Ildikó Szigeti	X-CHANGE International Exchange Programme Association	1996
	Andrzej Augustyński	Stowarzyszenie Siemacha	2007
	Marian Chwastniewski	Stowarzyszenie Twórcze i Edukacyjne WYSPA	2006
	Wacław Czakon	Fundacja Szczęśliwe Dzieciństwo	2002
	Alicja Derkowska	Małopolskie Towarzystwo Oświatowe	1998
	Anna Gajewska	Niepubliczna Szkoła Podstawowa Derc	2001
	Adam Jagiełło-Rusiłowski	Uniwersytet Gdański, Instytut Pedagogiki	2004
	Andrzej Juros	Stowarzyszenie Lubelski Ośrodek Samopomocy	1999
	Ryszard Michalski	Stowarzyszenie "Tratwa"	1996
	Teresa Ogrodzińska	Fundacja Rozwoju Dzieci im. Jana Amosa Komeńskiego	2013
	Ewa Smuk-Stratenwerth	Stowarzyszenie Ekologiczno-Kulturalne Ziarno	1998
	Jacek Strzemieczny	Centrum Edukacji Obywatelskiej	1998
	Grzegorz Tabasz	Stowarzyszenie Greenworks	1997
	Katarzyna Winkowska-Nowak	Stowarzyszenie ROSE	2011
	Martina Bodnarova	Supertrieda	2012
	Monika Grochová	Fenestra	2000
	Marek Roháček	Návrat	1997
	Eva Sopková	ProFamilia	1998

## ENVIRONMENT






	NAME	ORGANIZATION	YEAR
	Pavel Činčera	Ekolist	2009
	Marie Haisová	Agentura GAIA	1998
	Miroslav Janík	Český sváz ochranců přírody Kosenka	1996
	Martin Kontra	Bajkazył	2011
	Pavel Křížek	Ochrana fauny ČR	2001
	Pál Gera	Foundation for Otters	1999
	Miklós Persányi	Budapest Zoo	1999
	Levente Visszó	Pro Vértés Természettudományi Közalapítvány	1996
	Jacek Bożek	Klub Gaja	1997
	Radosław Gawlik	Polska Zielona Sieć	2009
	Andrzej Janusz Korbel	Inicjatywa ekologiczna LESZA	1996
	Krzysztof Konieczny	Polskie Towarzystwo Przyjaciół Przyrody "Pro Natura"	2007
	Zdzisław Nitak	Fundacja GAP Polska	2001
	Sabina Pierużek-Nowak	Stowarzyszenie dla Natury Wilk	1998
	Ewa Romanow-Pękal	Stowarzyszenie "Eko-Inicjatywa"	2003
	Jacek Schindler	Stowarzyszenie EKOIDEA	1995
	Ladislav Hegyi	Spoločnosť priateľov Zeme	2001
	Martin Kováč	Národný trust Slovenska	1996
	Michal Kravčík	Ludia a voda	1995
	Juraj Lukáč	Lesoochránárske zoskupenie VLK	1995
	Eugen Tóth	Ludia a voda	2007
	Juraj Zamkovský	CEPA - Center for European Policy Analysis	1995

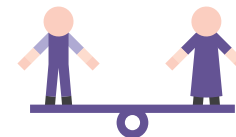


# HEALTH



	NAME	ORGANIZATION	YEAR
	Gernot Jochum-Müller	Allmenda	2015
	Gerald Koller	Risreflecting	2011
	Terezie Hradilková-Muchová	Společnost pro ranou péči	1998
	Markéta Královcová	Nadační fond Klíček	2001
	Hana Malinová	Rozkoš bez rizika	1995
	Zuzana Štromerová	Porodní dům U Čápa	2001
	Martina Těminová-Richterová	Sananim	1996
	Kateřina Thorová	NAUTIS - Národní Ústav pro Autismus	2012
	Petra Winette Vrtbovská	NATAMA - Institut náhradní rodinné péče	2009
	Márta Bácskai	Gondolkodj Egészségesen!	2013
	Zsuzsa Csató	Csupaszívek társasága	2003
	Barbara Czeizel	Budapesti Korai Fejlesztő Központ	2014
	Ágnes Geréb	Alternatal Alapítvány	1997
	Gábor Gombos	Psychiatric Interest Defense Forum	2001
	Edit Gyórik	Belvárosi Tanoda Alapítvány	2002
	Piroska Horváth	Jöv?barát Alapítvány	2002
	Csaba Kovács	Félúton Alapítvány	1999
	Csaba Miháldinecz	Leo Amici Alapítvány	1999
	Péter Orbán	Szép Jelen Alapítvány	1995
	József Rácz	Drogkonzultációs Központ és Drogambulancia Alapítvány	1995
	Ausra Kuriene	Children Support Center	2001
	Kristina Ona Polukordiene	Youth Psychological Aid Centre	2000
	Jacek Alaba	Fundacja Domin	1995
	Ryszard Golec	Fundacja Pomocy Osobom Uzalejnionym i Ich Rodzinom w Drodze	1998
	Ida Karpinska	Kwiat kobiecości	2013
	Małgorzata Klecka	Fundacja Fastryga	2002
	Donat Kuczewski	EKO "Szkoła Życia" w Wandzinie	2002
	Krzysztof Liszcz	Fundacja Na Rzecz Rozwoju Dzieci Niepełnosprawnych "Daj Szansę"	1996
	Kuba Marchewicz	Fundacja Burego Misia im. Bogdana Jańskiego	2002
	Janina Mironczuk	Fundacja Światło	2009
	Katarzyna Oleś	Stowarzyszenie Niezależna Inicjatywa Rodziców i Położnych "Dobrze Urodzeni"	2005
	Elżbieta Pomaska	Fundacja Pomocy Dzieciom z Chorobą Nowotworową	1995
	Maria Schejbal	Bielskie Stowarzyszenie Artystyczne Teatr Grodzki	2003
	Elżbieta Szwałkiewicz	Stowarzyszenie na Rzecz Chorych Długotrwałe Unieruchomionych "Niebieski Parasol" w Olsztynie	2003
	Slavomír Krupa	Rada pre poradenstvo v sociálnej práci	1997

# HUMAN RIGHTS



	NAME	ORGANIZATION	YEAR
	Klaus Candussi	Atempo	2015
	Walburga Fröhlich	Atempo	2015
	Gregor Demblin	Career Moves	2013
	Věra Bechyňová	Střep - České centrum pro sanaci rodiny	2001
	Kateřina Hrubá	Zřvůle práva	2007
	Milan Cháb	Babkova Společnost	1996
	Sri Kumar Vishwanathan	Vzájemné soužití	2006
	Petra Vitoušová	Bílý kruh bezpečí	1995
	Imre Furmann	National and Ethnic Minority Legal Counsel Office	1997
	Éva Hegyesiné Orsós	Mediator Foundation	2001
	László Jakubinyi	Szimbiózis Alapítvány	2010
	Géza Nagy	Ability Park	2003
	Zoltán Nagy	Zoltan Nagy Household	1997
	Erzsébet Szekeres	Összefogás Ipari Szövetkezet	1997
	Dana Migaliova	VILTIS Lithuanian Welfare Society for Persons with Mental Disability	2004
	Ireneusz Białek	Fundacja Menedżerowie Jutra MOFFIN	2017
	Sylwia Chutnik	Fundacja MaMa	2009
	Stanisław Duszyński		2002
	Piotr Janaszek	Fundacja im. Doktora Piotra Janaszka PODAJ DALEJ	1998
	Witold Klaus	Stowarzyszenie Interwencji Prawnej	2008
	Piotr Pawłowski	Stowarzyszenie Przyjaciół Integracji	1996
	Katarzyna Szymielewicz	Panoptykon	2015
	Teresa Tomaka	Podkarpacka Rada Do Spraw Osob Niepełnosprawnych	2003
	Paweł Urbanowicz	Fundacja "Nasz Dom" Stowarzyszenie Zastępczego Rodzicielstwa	1996
	Michał Wroniszewski	Fundacja Synapsis	1995
	Krystyna Żytecka	Fundacja „Pomoc Kobietom i Dzieciom”	2006
	Martina Justova	Maják	2005
	Jozef Mikloško	Úsmev ako dar	2009
	Marek Roháček	Návrat	1997

# ENTRE- PRENEURIAL SPIRIT

YOU WILL NOTICE THAT PEOPLE IN ASHOKA'S NETWORK  
SHARE ONE IMPORTANT QUALITY.



Ashoka is an organization for entrepreneurs with entrepreneurs and of entrepreneurs.

The **entrepreneurial spirit** across the whole network is important for us, as when shared, it allows people to **quickly connect, have eye-level conversations** and form effective **cross-cultural, cross-sector and agile Teams of Teams**.

A very important group of entrepreneurial people within Ashoka's network is our partners.

# PARTNERS

The generous support and commitment of our partners is the foundation of our success in the region.

## OUR INVESTORS MAKE OUR IMPACT POSSIBLE



## OUR PRO BONO PARTNERS CONTRIBUTE TO MAXIMIZING IMPACT AND WORK WITH ASHOKA AND FELLOWS FOR FREE



Baker McKenzie, Benn-Ibler Rechtsanwälte, Bettertogether, ICG Integrated Consulting Group, Ketchum Publico, petsche pollack, Red Bull Amaphiko, Stephan Rauch Wedding Photo, Syncon, Western Union, Wonderwerk Consulting, Zündel Branding



EY, František Korběl, White & Case



CEU Business School, Civil Support, Copy General, Corvinus University, Danubian Institute for Public Speaking, ICG Integrated Consulting Group, KCG Partners, McKinsey & Company, Mito, Organic Communications, Weil, Gotshal & Manges LLP



Bank Pekao S.A., Centrum Pro Bono, Deloitte, Garden of Words, Koalicja Prezesa Wolontariusze, Red Bull Amaphiko, Walk Group

## OUR CONTRIBUTORS SUPPORT OUR WORK WITH SPECIAL RATES



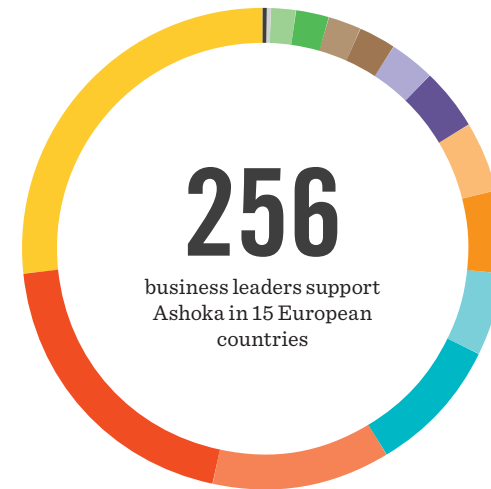
Les Avignons, Novozamsky



M.S. Wirtschaftstreuhand, MIND-SET, ÖBB, Xerox, you're prior

# ASHOKA SUPPORT NETWORK

THE ASHOKA SUPPORT NETWORK (ASN) IS A **GLOBAL COMMUNITY OF SUCCESSFUL BUSINESS LEADERS** – MEN AND WOMEN WITH A PASSION FOR CREATIVE AND ENTREPRENEURIAL CHANGE.



FRANCE

GERMANY

UK

IRELAND

AUSTRIA

BELGIUM

SWITZERLAND

SPAIN

NORWAY

SWEDEN

TURKEY

ITALY

CZECH REPUBLIC

DENMARK

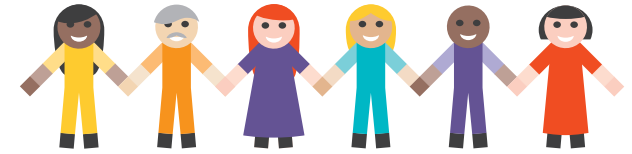
POLAND

They share Ashoka's understanding that **entrepreneurs are the engine** for economic and social development. They also stand for **no more walls** between the citizen sector and any other sector.

ASN members have **exclusive access** to Ashoka Fellows in more than 80 countries. They meet and engage with these phenomenal social leaders sharing their **skills, resources and networks** to create more transformative impact together.

ASN members value the role Ashoka plays in sourcing, selecting and supporting the world's leading social entrepreneurs as Ashoka Fellows, and commit to **an annual financial contribution** from €10.000 a year for three years in order to help sustain Ashoka's efforts.

# WHO IS IN FROM CEE



## ANDREAS TREICHL

Vienna, joined ASN in 2011

Andreas is the Chairman of the Erste Group's board. The largest shareholder of Erste Group is the ERSTE Stiftung, one of the largest non-profit organisations in Europe. Andreas initiated the project "Zweite Sparkasse".



## HERMANN ARNOLD

Allharzberg, joined ASN in 2013

Hermann is committed to visionary people and businesses, challenges and changemakers. He is an accomplished business owner and private investor.



## WALTRAUD MARTIUS

Salzburg, joined ASN in 2013

With SYNCON, Waltraud is an independent franchise consultant and her book Fairplay Franchising is the standard reference text in the field.



## MICHAEL ALTRICHTER

Upper Austria, joined ASN in 2014

Michael, founder of paysafecard and payolution, is one of the most active Austrian Business Angels and Impact Investors today.



## JOHANNES STROHMAYER

Vienna, joined ASN in 2014

Dr. Strohmayer has over 30 years of experience as a business trustee. Additionally he lectured at the institute of political economy at the Vienna University of Economics and Business and has been a member of numerous boards.



## JAN BARTA

Prague, joined ASN in 2015

Jan is an investor, entrepreneur and philanthropist.



## ALEXANDER ERTLER

Vienna, joined ASN in 2015

Alexander is enthusiastic about bringing his years of consulting expertise into business development and strategy for projects that can change the world. His current focus is on social entrepreneurship in Austria and East Africa.



## LEO HOHENBERG

Vienna, joined ASN in 2015

Leo is constantly searching for new opportunities to support companies in their social work. With Ashoka he found the perfect partner to contribute to the success of some of the most innovative social enterprises in Austria.



## SILKE HORÁKOVÁ

Prague, joined ASN in 2015

Silke is a private investor and co-owner of Albatros Media. Since 2012 she is a chief executive officer of the Czech Venture Capital and Private Equity Association. She also has a great interest in social impact.



## JAROSLAV HORÁK

Prague, joined ASN in 2015

Jaroslav is a private investor and private equity professional. He is a co-owner of Albatros Media and a member of several boards.

**NORBERT ZIMMERMANN**

Vienna, joined ASN in 2015

Norbert is the Chairman of Berndorf AG's board. The Berndorf Foundation supports charitable projects in the business, social, educational and cultural sectors.

**MARTIN DUCHÁČEK**

Prague, joined ASN in 2016

Martin is the Head of Algorithmic System Development at the investment firm RSJ and a member of its supervisory board. He is the benefactor on projects focusing on science, healthy eating and research on medicine.

**HANSI HANSMANN**

Vienna, joined ASN in 2016

Hansi is a serial entrepreneur and business angel. He was named the Best European Early Stage Investor 2015, he is president of Austrian Angels Investors Association and founder of the hansmengroup.com.

**HERMANN RAUTER**

Vienna, joined ASN in 2016

With a proven track record as a successful real estate developer, Hermann found his heart's dream when he founded "HerzTraum Immo" to spread the message that business can be sustainable only if it cares about society and environment.

**SAMIRA RAUTER**

Vienna, joined ASN in 2016

Samira's PeopleShare Foundation mobilizes people around the world to give the most vulnerable – the children – the power they lack and the care they need to turn them into a strong and promising force for positive change.

**ALON SHKLAREK**

Vienna, joined ASN in 2016

Alon is a passionate entrepreneur and advisor with other 25 years of experience in supporting entrepreneurs and organizations in over 30 countries, turning their strategies into measurable results.

**MARTIN ESSL**

Vienna, joined ASN in 2017

In 2007 Martin and Gerda Essl decided to dedicate themselves to social welfare with the Essl Foundation. Their mission is to support social innovation, social entrepreneurship and people with disabilities.

**HERMANN FUTTER**

Vienna, joined ASN in 2017

Together with his brother Nikolaus, Hermann Futter has managed the business of the Compass-Group, a leading Austrian provider of business information.

**NIKOLAUS GRILLER**

Vienna, joined ASN in 2017

Nikolaus is a sales managing director in Global Family Business in Automotive and Energy Industry with passion for digitalisation and integration projects.

**PHILIPP HAYDN**

Vienna, joined ASN in 2017

Business Angel and Founder of Tripwolf who is working to bring his social business skills to the next level, get involved in the impact ecosystem, and connect to likeminded people.

**KRZYSZTOF RUTKOWSKI**

Warsaw, joined ASN in 2017

Father, coach, educator and dreamer.

# MAKING IT HAPPEN

Working across six countries requires coordinated action;  
that of a geographically dispersed but **mission-aligned team**.

We now invite you to meet the **Team of Teams** of Ashoka CEE.  
It is composed of small and agile country teams who work both on the  
development of **local offices** and our regional & global **strategies**.



Most of the colleagues, prior to joining Ashoka, have (co-)founded and led social initiatives and organizations.

Many have **worked in multiple sectors**: citizen sector, foreign service, the European Commission and the UN, governments and city councils, business and academia.

Many of the team members have **lived in cultures and countries** very different from their native ones, and thus had a chance to practice **empathy in action**.

**TODAY, WE HAVE FOUND EACH OTHER AT ASHOKA. IT IS A TRULY  
EMPOWERING FEELING TO BE WORKING WITH PEERS ALIGNED AROUND  
SHARED VISION ACROSS GEOGRAPHIES.**



# CORE TEAM

(as of August 2017)  
Colleagues who have already gone through Ashoka international hiring process.



**ONDŘEJ LIŠKA**

Country Director  
Czechia  
(until September 2017)



**PAVLÍNA HOŘEJŠOVÁ**

Country Director Czechia  
(from August 2017)



**OLGA SHIROBOKOVA**

Impact Maximizer CEE



**MARIE RINGLER**

Director CEE and Europe



**GEORG SCHÖN**

Country Director Austria



**RAPHAELA TONČIĆ-SORINJ**

Head of Ashoka Visionary  
Program, CEE



**AGATA STAFIEJ-BARTOSIK**

Country Director  
Poland



**PIOTR BOJKO**

Finance Manager  
CEE



**MARTYNA RUBINOWSKA**

Venture and Fellowship  
Coordinator Poland



**ZSOLT PETHÉ**

Country Coordinator  
Hungary



**CORINA MURAFĂ**

Country Director  
Romania



**LAURA CATANA**

Launch Co-director  
Romania & Pearl Finder

**MICHAEL HAGELMÜLLER**

Acceleration Manager  
Austria

We express our gratitude to the team members who have contributed/ are contributing to Ashoka CEE in 2014 – 2017 as:  
**Consultants:** Justyna Bendowska, Monika Brošková, Loic van Cutsem, Lucie Černá, Karin Haselböck, Beata Kenig, Alexander Kesselring, Anna Ksiazek, Jakub Michałowski, Barbora Novosadová Komberec, Madalina Mocan, Jakub Simek, Gabriela Solomon, Ciprian Stanescu, Valentina Tomescu. **Senior Pro Bono Advisors:** Hans Bodingbauer, Hannes Brandl, Stephan Dertnig, Steffen Frischat, Gábor Gosztonyi, Karin Novozamsky.

Our staff colleagues who recently moved on to next adventures: Zsazsa Demeter, Claudia Garuti, Ewa Konczal, Nina Schneider, Tamara Tischler. **Interns and trainees:** Franziska Beer, Anna Broda, Anna Bromová, Anna Cabalková, Fanni Cesrnus, Katarina Chalupkova, Lenka Dvořáková, Anna Harasymko, Marie-Louise Hofmann, Veronika Jemelíková, Alice Kahane, Carina Linzer, Caroline Loudon, Eldar Kurmakaev, Julia Östreich, Julia Pongracz, Isabella Reinhard, Jáchym Růžička, Elina Sagat, Michal Ján Sallem, Teresa Schwarz, Joanna Świst, Katalin Szabó. **Volunteers:** Ana-Maria Baghiu, Maura Bayer, Julia Bugram, Katerina Csonka-Kolaciova, Barbora Cernakova, Luba Hvizdosova, Ildikó Kertész, Martina Kolesarova, Marek Paulovic, Emilia Slusaru.



# THANK YOU!

## WE HOPE YOU ENJOYED GETTING TO KNOW THE **WHY, WHAT AND HOW** OF ASHOKA.

We hope some insights inspired you – please, do share your ideas with us! We would love to work together with you to make the world a better place. Your participation can make a big difference.

We invite you to join our network.  
Here is to the brighter future that we will co-create together!

Cordially yours,  
Team of Ashoka Central and Eastern Europe

# EVERYONE A CHANGEMAKER



ASHOKA

[www.ashoka-cee.org](http://www.ashoka-cee.org)