HOW DO YOU KNOW WHEN YOU’VE REVOLUTIONIZED AN INDUSTRY?

ASHOKA’S APPROACH TO ASSESSING IMPACT
ASHOKA

- World’s largest community of leading social entrepreneurs (over 3000) across 70 countries
- Supports people not projects
- Sector and issue agnostic
- Builds an *eco-system* by connecting social and business sectors
EACH ASHOKA FELLOW MEETS 5 CRITERIA:

- NEW IDEA THAT CHANGES THE PATTERN IN THE FIELD
- CREATIVITY
- ENTREPRENEURIAL QUALITY
- ETHICAL FIBER
- SOCIAL IMPACT
“Social entrepreneurs are not content just to give a fish, or teach how to fish. They will not rest until they have revolutionized the fishing industry.”

Bill Drayton, Ashoka Founder and CEO
What are the leading causes of child mortality?

Figure 8: Major causes of death in children under 5 years old with disease-specific contribution of undernutrition, 2004.
Why do children die?
We live in a complex dynamic system where everything is connected to everything else.
How do you know when you have revolutionized an industry? How do you know when a system is changed?
A system “is an interconnected set of elements that is coherently organized in a way that achieves something.” Donella Meadows

A system consists of 3 major components:

1. Elements
2. Interconnections
3. Purpose
A soccer team is a system with:

- **Elements**
  - players, ball, field

- **Interconnections**
  - rules of the game, physics

- **Purpose**
  - winning, making money
If you change the elements...

You get a winning (or losing) team
If you change the **rules** . . .

You get a whole new ball game.
If you change the purpose, you give kids a reason to believe and succeed in life.
We define **impact** as the **system changes** that result from the fellows, ideas, and networks we support.
FROM NOW ON, THERE WILL BE CHILD CARE IN BANGLADESHI GARMENT FACTORIES.

Suraiya Haque developed a self-sustaining model for child care services in Bangladeshi factories. How do we measure the impact of her work? The numbers of children currently in child care? The children served 5 years from now? The women who are able to earn better incomes? All the women and children served by those who COPIED Suraiya Haque’s model?
5 Paths To Social System Change
(“Revolutionizing A Field”)

1. MARKET DYNAMICS AND VALUE CHAINS
2. PUBLIC POLICY AND INDUSTRY NORMS
3. FULL INCLUSION AND EMPATHY
4. BUSINESS-SOCIAL CONGRUENCE
5. CULTURE OF CHANGEMAKING
1. MARKET DYNAMICS AND VALUE CHAINS

54% of Fellows have changed market dynamics at a national level within 5 years of election. This means that they have:

- Increased access to goods and services
- Created new markets
- Created value where a value didn’t exist
- Generated income for the poor
- Changed the flow of market information
CHANGING MARKET SYSTEMS: EXAMPLE

THE POOREST OF THE POOR CAN HAVE HEALTH INSURANCE AND QUALITY HEALTH CARE. Mukteshwari Bosco has provided insurance coverage to over 75,000 very poor families in 5 states and over 60 hospitals in India.
CHANGING MARKET SYSTEMS: EXAMPLE

AGRICULTURAL EXTENSION SYSTEMS WILL BE AMPLIFIED TO GIVE FARMERS THE LATEST TECHNOLOGY AND PRACTICES. Through Rikin Gandhi’s Digital Green, farmers have produced over 2400 videos viewed by over 120,000 farmers in India with 48% of farmers adopting the new practice.
2. PUBLIC POLICY AND INDUSTRY NORMS

57% of Fellows have contributed to changed national policy within 5 years of election. This number has remained consistent since tracking began in 1998. They do this by:

- Drafting legislation 35% of Fellows
- Providing testimony or research 48% of Fellows
- Organizing citizen action 46% of Fellows

52% of Fellows have achieved changes in the code of conduct, mission statement, or official policy of a large organization or industry at a national level within 5 years of election.
CHANGING INDUSTRY NORMS: EXAMPLE

RATS WILL SAVE LIVES BY DETECTING LAND MINES.

Bart Weetjens and Apopo have trained rats to find over 2,063 landmines and create over 3.1 million square meters of mine-free land.
CHANGING PUBLIC POLICY: EXAMPLE

THE AMAZON REGION CAN BE MANAGED SUSTAINABLY AND PROFITABLY AND MONITORED BY SATELLITE.

3. FULL INCLUSION AND EMPATHY

- 54% of Ashoka Fellows achieved national impact to fully include marginalized groups in society within 5 years of election.
- 54% of Ashoka Fellows see empathy as a major focus of their work.
FULL INCLUSION AND EMPATHY: EXAMPLE

COMPANIES WILL VALUE THE UNIQUE SKILLS OF PEOPLE WITH AUTISM.

Thorkil Sonne is working to create 1 million jobs for people with autism by working with companies who need people with outstanding memories or extreme attention to detail.
FULL INCLUSION AND EMPATHY:
EXAMPLE

NON-LITERATE PEOPLE CAN LEARN TO READ USING SAME LANGUAGE SUB-TITLES ON TV SHOWS.

Brij Kothari sub-titles popular Indian TV shows allowing viewers to connect the written and spoken languages, a method shown in research to be very effective in developing literacy.
4. BUSINESS-SOCIAL CONGRUENCE

56% of Ashoka Fellows have achieved business-social congruence at a national level within 5 years of their election. This means that:

61% Fellows receive revenue through a for-profit element providing an average of 41% of their budget.

28% of Fellows have a joint venture with a business.
BUSINESS SOCIAL CONGRUENCE: EXAMPLE

BUSINESSES WILL BE CELEBRATED WHEN THEY SEE DISABILITY AND DIVERSITY AS A CORPORATE ASSET AND KEY TO SUCCESS.

Through the Ability Awards, Caroline Casey and Kanchi are focusing on the value of the 1 billion disability demographic as customers, employees, suppliers and members of the community. There are 230 Ability companies in Europe.
BUSINESS SOCIAL CONGRUENCE: EXAMPLE

SLUM DWELLERS WILL USE TOILETS THAT ENABLE DIGNITY, ARE CLEAN AND EVEN PROFITABLE.

David Kuria worked with communities to build pay-per-use toilets and showers, staffed with youth who maintain them and linked them with small businesses to provide private, dignified facilities in a sustainable business model.
5. CULTURE OF CHANGEMAKING

66% of Ashoka Fellows have created cultures of changemaking at a national level within 5 years of their election.
CULTURE OF CHANGEMAKING: EXAMPLE

CHILDREN WILL SOLVE SOCIAL PROBLEMS AND RESOLVE CONFLICTS PEACEFULLY.

Eric Dawson and Peace First have trained over 40,000 young people and seen a 60% average reduction in incidents of violence, and a 70-80% increase in instances of peacemaking.
CULTURE OF CHANGEMAKING: EXAMPLE

AFRICAN-AMERICAN WOMEN WILL SUPPORT THEIR “SISTERS” TO DELIVER HEALTHY BABIES.

Kathryn Hall-Trujillo and the Birthing Project help women to understand their own power to create change - shifting the average birth weights from 6.5 lbs to 7.5 lbs.