WELCOME ABOARD!

YOU ARE INVITED

A JOURNEY TO SOCIAL IMPACT

www.ashoka-cee.org
WHAT WE DO AND WHY
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.
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.
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 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.

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 NEW ORDER OF THINGS

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.
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.
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.
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.

“Social entrepreneurs don’t just give people fish, or teach them how to fish. They build new and better fishing industries.”

Bill Drayton
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.
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)

WE ARE NOT ALONE
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.

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.**

EVERYBODY’S GAME NOW
Social entrepreneurs build strong teams of changemakers within their own organizations. Moreover, in order to achieve systems change, they activate and engage people from across different sectors to work in fluid Teams of Teams.

Such approach has inspired us at Ashoka to establish the second pillar of our work:

**Parallel to identifying and supporting social entrepreneurs, Ashoka works to foster cross-sectoral collaboration.**
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.**

PREPARING THE YOUNG
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?

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
THE HOW-TOs – A SNEAK PREVIEW.

We think the strategy Ashoka has implemented globally to ignite a movement around social entrepreneurship has proven itself over the years. This is why we use it as a guide in achieving our broader vision in all three pillars of our work:

1. FIND
First, we find and celebrate role models. These are social entrepreneurs and changemakers already employing effective solutions to social problems.

Please read Book 2 to learn about how we identify leading social entrepreneurs.

2. ACCOMPANY
We surround them with comprehensive support and powerful network.

Together we work to maximize the social impact of their solutions and inspire more people.

Book 3 will shed light on how we support social entrepreneurs.

3. FOSTER ECOSYSTEM
We analyze patterns and infrastructure obstacles these role-models face in their work. We join forces with key players and institutions across sectors to eliminate these obstacles. We work to build supportive ecosystems for all changemakers, both beginning and established ones, in individual countries and at the global level.

Our ecosystem work is described in detail in Book 4.

Read more about who has already joined Ashoka’s network in Book 5.
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.

Best,
Ashoka Central and Eastern Europe team
HOW WE FIND SOCIAL ENTREPRENEURS

BOOK 2
THE CORE OF WHAT WE DO

...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.

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

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

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

57% change national policy within 5 years of election by:
- drafting legislation
- providing research & previously missing data
- advising legislative bodies
- organizing citizen action

93% of Fellows are pursuing their original objective even 10 years after election.*

* based on internal impact studies among Global Fellowship in 1998 - 2013
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?
1. OUTPUTS
We observe the direct services and activities a candidate performs and how many people are reached.

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.

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.

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.

9. The attitude of the whole society to a specific matter changes making the problem obsolete.
8. Improvements are achieved and anchored at a systems level.
7. Life situation is improved for target groups in wider geographies.
6. The target group’s life situation is improved.
5. The target groups alter their behavior.
4. Target groups gain new knowledge and skills, change/reinforce their attitude, get an opinion on something.
3. Target groups are satisfied with the offer.
2. Target groups, which should be addressed, are reached.
1. Activities occur as planned.

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

**SOCIAL IMPACT EXPLAINED**
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.
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.

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.

Next, we carry out deep in-person conversations with the shortlisted 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.

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?

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.

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.
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.

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.

“T’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

“A WIN-WIN PROCESS

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

Štefan Straka, founder of Svatobor, Slovakia

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

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

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

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

**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.

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

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

**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 SADOWSCY**
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.
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.

GOOD NEWS FOR CENTRAL AND EASTERN EUROPE

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 LAURENČÍKOVÁ**  
**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.
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?

**ASHOKA FELLOWS AROUND THE WORLD**

ASHOKA FELLOWS AROUND THE WORLD

NORTH AMERICA

302 Fellows

LATIN AMERICA

1,034 Fellows

AFRICA

471 Fellows

MIDDLE EAST & NORTH AFRICA

128 Fellows

ASIA

1,020 Fellows

**FELLOWS BY IMPACT SECTOR**

- CIVIC PARTICIPATION: 17%
- ECONOMIC DEVELOPMENT: 20%
- EDUCATION: 17%
- ENVIRONMENT: 12%
- HUMAN RIGHTS: 16%
- HEALTH: 18%
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.

LET’S FIND MORE PEARLS TOGETHER!
HOW WE SUPPORT SOCIAL ENTREPRENEURS
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.
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

Maturity

ORGANIZATIONAL SUSTAINABILITY
Model has successfully made a social impact and internal processes are established.

DIRECT IMPACT
Impact has been achieved by the organization itself.

THE “TIPPING POINT”
The idea has grown strong and flexible enough to spread independently of the social entrepreneur’s venture.

INDIRECT IMPACT
Impact has been created through dissemination and replication of the original idea by others, or its adoption into public policy.

Start up

LIFE CYCLE OF A SOCIAL ENTERPRISE

Maturity
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.

“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

“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

“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

“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
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.
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 well-being.

**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.
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.

Selection process
Read more in Book 2

Fellowship phase
Read the next pages to know more about how Ashoka supports Fellows

Fostering Ecosystem
Read Book 4 to learn about Ashoka ecosystem initiatives.
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).

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

NO LONGER ALONE
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 Warszaw.

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.

“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.

“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

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)

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.

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

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

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.
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.

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

**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.

“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.

“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

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."
There are people with the skill and the will to tackle social challenges in every sector of society: business, public, social.

Each sector has unique strengths and resources. But, sadly, these sectors almost never meet. Changemakers from different sectors are often neither aware, nor connected to each other. It is almost as if they lived on different planets.

Our goal is to make Ashoka Fellows visible to decision-makers from other sectors and enable real conversations and connections between them.

We facilitate cross-sector interactions that help overcome mutual stereotypes, build bridges, unite around effective solutions and break out of the paradigm in which isolated investments pursue isolated impact.

We carefully cultivate and broaden our network to make sure the interactions we enable bring maximum value to all sides.

Cross-sector interactions we facilitate take different forms, including: presentations of new Fellows to decision-makers, collective problem-solving and acceleration sessions, access dinners, inspirational talks, individual matching and long-term mentoring.
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

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.


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

100+ ACTIVE BUSINESS ANGELS, MENTORS AND COACHES IN THE NETWORK
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.

LET'S JOIN FORCES TO SUPPORT SOCIAL ENTREPRENEURS!

THE WHOLE IS MORE THAN THE SUM OF ITS PARTS

SEE YOU IN BOOK 4!
HOW WE FOSTER THE ECO-SYSTEM
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?

**LOOKING BEYOND ONE ORGANIZATION**
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.**
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):

- 2016 Report for Czechia created in cooperation with the Ministry for Social Affairs and Labor.
- 2017 Report for Romania, created in cooperation with Romanian-American Foundation and Enel.
- 2011 Report for Germany, created in cooperation with McKinsey.

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**Our Strategy:**

1. **Exploring the Ground**
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

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

GREENSPACE
- Focusing on wellbeing and providing space for both formal and informal meetings of changemakers.

TOWNHALL
- Setting regulatory framework in which changemakers work.

STADIUM
- Identifying and rewarding best practices in changemaking and social entrepreneurship field through competitions and awards.

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

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
- Supporting early stage changemakers and accelerating existing social entrepreneurs; providing opportunities for education and personal development of changemakers.

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
- Identifying and rewarding best practices in changemaking and social entrepreneurship field through competitions and awards.
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!

A GUIDED TOUR
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/
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
www.impactjournalismday.com
www.changemakers.com/storytelling
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
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**
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.
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 change-makers 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
“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)
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.
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.
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.
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 Małże
- 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
www.ashokau.org/changemakercampus
“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.”

Pawel Chorąży, Ministry of Economic Development, Poland
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.

WOuLD YOU LIKE TO SEE YOURSELF ON THE MAP?
WHO IS IN THE NETWORK

BOOK 5
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

IRENEUSZ BIAŁEK
2017, Human rights, Economic Development

KATARZYNA SZYMIELEWICZ
2015, Human rights

JACEK PURSKI
2017, Human rights, Economic Development

ŠTEFAN STRAKA
2015, Human rights, Economic Development

JIŘÍ SKUHROVEC
2017, Economic Development, Civic Participation

MIKULÁŠ KRUPA
2016, Civic Participation, Education

DAGMAR DOBRÁVÓVÁ
2015, Human rights, Economic Development

Klára Laurenčíková
2015, Education

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

A CHALLENGE FOR YOU

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.

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!
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
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.

—

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 Klara’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.
**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.
**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.

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**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.
**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 enabled over **15 000 people** with disabilities to have their voice heard in the evaluation of **700+ care-facilities** around Europe. Many of these 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.

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

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.

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.

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.
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.
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.

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.
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.
### CIVIC PARTICIPATION

<table>
<thead>
<tr>
<th>NAME</th>
<th>ORGANIZATION</th>
<th>YEAR</th>
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<tbody>
<tr>
<td>Martin Hollinetz</td>
<td>OTELO - offenes Technologielabor</td>
<td>2015</td>
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<tr>
<td>Edit Schlaffer</td>
<td>Women Without Borders</td>
<td>2016</td>
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<tr>
<td>Petr Bergmann</td>
<td>Veletrh Evolution, Bramovsko Organic</td>
<td>1998</td>
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<tr>
<td>Bohuslav Blažek</td>
<td>Ecoterra</td>
<td>1995</td>
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<tr>
<td>Jeremy Druker</td>
<td>Transitions</td>
<td>2010</td>
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<tr>
<td>Mikuláš Kroupa</td>
<td>Post Bellum</td>
<td>2016</td>
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<tr>
<td>Martin Prokop</td>
<td>Ekologický Právní Servis</td>
<td>2002</td>
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<tr>
<td>Endre Bíró</td>
<td>Nonprofit Law House</td>
<td>2001</td>
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<tr>
<td>Tamás Liling</td>
<td>NonProfit Média Központ Alapítvány</td>
<td>2002</td>
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<td>Nóra Rítók</td>
<td>Igazgönygy Alapítvány</td>
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<tr>
<td>András Szabó</td>
<td>Kapocs Youth Self-help Service</td>
<td>2001</td>
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<tr>
<td>Éva Tessza Udvarhelyi</td>
<td>A Város Mindenki, Közélet Iskolája</td>
<td>2016</td>
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<tr>
<td>Njole Arbaciausiene</td>
<td>Elderly Woman’s Activities Centre</td>
<td>2000</td>
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<td>Giryvdaš Doublys</td>
<td>Centre for Civic Initiatives</td>
<td>2002</td>
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<td>Vaidotas Iglus</td>
<td>NGOs Information and Support Centre</td>
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<td>Ricardas Liskauskas</td>
<td>Youth Psychological Aid Centre</td>
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<tr>
<td>Katarzyna Batko-Tołuś</td>
<td>Stowarzyszenie Liderów Lokalnych Grup Obywatelskich</td>
<td>2009</td>
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<tr>
<td>Dariusz Cupiał</td>
<td>Fundacja Cyryla i Metodego. Inicjatywa Tato.net</td>
<td>2005</td>
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<td>Krzysztof Czyzewski</td>
<td>Fundacja Pogranicze</td>
<td>2003</td>
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<tr>
<td>Jacek Jakubiec</td>
<td>Fundacja Kultury Ekologicznej</td>
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<td>Jacek Jakubecski</td>
<td>Grupa TROP</td>
<td>1995</td>
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<td>Paweł Jordan</td>
<td>BORIS - Biuro Obsługi Ruchu Inicjatyw Społecznych</td>
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<tr>
<td>Dorota Komornicka</td>
<td>Fundusz Lokalny Maowyw Institute</td>
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<tr>
<td>Dominik Księci</td>
<td>Stowarzyszenie Gazet Lokalnych</td>
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<tr>
<td>Paweł Lukasiak</td>
<td>Akademia Rozwoju Filantropii w Polsce</td>
<td>1998</td>
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<td>Aureliusz Leżeński</td>
<td>Fundacja Robinson Crusoe</td>
<td>2007</td>
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<tr>
<td>Wojciech Onyszkwicz</td>
<td>Stowarzyszenie Dzielimy się tym co mamy</td>
<td>1997</td>
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<td>Jacek Puraki</td>
<td>IBS - Instytut Bezpieczeństwa Społecznego</td>
<td>2017</td>
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<td>Agata Staffiej Bartosik</td>
<td>ASB Consulting - Accountable Sustainable Business</td>
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<td>Krzysztof Stanowski</td>
<td>Fundacja Edukacja dla Demokracji</td>
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<tr>
<td>Ladislav Briestenský</td>
<td>Via Credo</td>
<td>1998</td>
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<tr>
<td>Štefan Hřib</td>
<td>Týždeň</td>
<td>2008</td>
</tr>
<tr>
<td>Ján Vitko</td>
<td>Junior Police Venturers</td>
<td>1998</td>
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### ECONOMIC DEVELOPMENT

<table>
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<tr>
<th>NAME</th>
<th>ORGANIZATION</th>
<th>YEAR</th>
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<tbody>
<tr>
<td>Marek Černocký</td>
<td>Energieia</td>
<td>2007</td>
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<td>Dagmar Doulkrová</td>
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<td>Drahostlav Kabštová</td>
<td>Letohrádek Vendula</td>
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<td>Jiří Skuhrovec</td>
<td>EconLab, zlín</td>
<td>2017</td>
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<tr>
<td>Michaela Wicki Svobodová</td>
<td>DOM</td>
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<td>István Abs-Horváth</td>
<td>Cigány Vezetok Szakmai Egyesülete</td>
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<td>Melitta Ferkovics Szabóné</td>
<td>Utošov Szalmaszál Alapítvány</td>
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<tr>
<td>Áron Jakab</td>
<td>FRUIT OF CARE Nonprofit Kft.</td>
<td>2012</td>
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<tr>
<td>Mara Bergmane</td>
<td>The Eco-Health Farm Network</td>
<td>2003</td>
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<tr>
<td>Barbara Baran</td>
<td>Stowarzyszenie Kobiet Polskich po 40-tee</td>
<td>1996</td>
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<tr>
<td>Dagmara Bieńkowska</td>
<td>Centrum Dziedzictwa Strategiczne</td>
<td>1998</td>
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<tr>
<td>Małgorzata Chmielewska</td>
<td>Wspólnota Chleb Życia</td>
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<td>Jarek Dominiajk</td>
<td>Stowarzyszenie Inwestorów Indywidualnych</td>
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<td>Waclaw Łoziak</td>
<td>Koszalińskie Towarzystwo Społeczno-Kulturalne</td>
<td>2002</td>
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<td>Kazimierz Jaworski</td>
<td>Okręgowa Społędzelnia Telefoniczna</td>
<td>1995</td>
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<td>Marek Rohaček</td>
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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.
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**

Bank Pekao S.A., Centrum Pro Bono, Deloitte, Garden of Words, Koalicja Prezesi 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
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 ERTL
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 HORNÁKOVÁ
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 HORNÁK
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.
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
Vien, 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
Vien, 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
Vien, 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
Vien, 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
Vien, 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
Vien, 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
Vien, 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
Vien, 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.

NORBERT ZIMMERMANN
Vien, 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.

HERMANN RAUTER
Vien, 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.

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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.
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