SECTION 3:

Zero Project-Impact Transfer

A summary of the activities of the scaling and replication programme that Zero Project has developed jointly with Ashoka

Scaling Innovations

How participants are selected, trained and supported.

Twenty-one participants

The 21 participants of 2018 and 2019, and the impact that is being created.
A unique global community and programme to replicate solutions for a barrier-free world

ZERO PROJECT–IMPACT TRANSFER

While great business ideas tend to go global quickly to serve clients and customers around the world, important social innovations all too often remain local or national. Many of the ideas and the entrepreneurs behind them have the potential for global expansion, but the social sector lacks a process for transferring these innovations successfully.

This is where the Zero Project meets Ashoka – the leading global organization promoting social entrepreneurship and supporting over 3,600 social entrepreneurs in 80 countries. The Essl Foundation has enjoyed a long relationship with Ashoka, and in particular with Ashoka Austria. Ashoka Austria’s Impact Transfer initiative focuses on supporting the international replication of proven social innovations where they are in demand by local stakeholders.

The Essl Foundation and Ashoka have combined their respective expertise and have initiated the first Impact Transfer programme to support the internationalization of innovative disability solutions for a barrier-free world. Each year, ten initiatives are selected for the Zero Project–Impact Transfer programme. Application for the programme is open to projects that have been successfully shortlisted for a Zero Project Award and that have the potential and ambition to scale-up their impact.

Over the course of the programme the selected initiatives receive training, mentoring, tailored support, networking, and visibility to further replicate their innovation and impact in other geographies, in collaboration with local replication partners. The goal is to make these initiatives ready for replication, to connect them with relevant replication partners, and to further support the replication through our Alumni Community.

ABOUT ASHOKA

- The Impact Transfer programme is an initiative of Ashoka, the leading global community of social entrepreneurs and change-makers, with 35 years of experience and 3,600+ social innovators in 80 countries.
- We believe that innovative, system-changing solutions with a proven impact and business model are valuable worldwide.
- We enable the cross-border transfer of solutions that generate a strong social impact.
- We make these solutions available wherever they are needed and are in demand by local stakeholders.

www.ashoka.org / www.impact-transfer.org
Lessons learned in the first year

RESULTS FROM A SURVEY OF PROJECTS AND MENTORS IN 2018

Following the Zero Project Conference 2018, the first year of the Zero Project–Impact Transfer programme has been evaluated by Ashoka Austria, using questionnaire feedback from project leaders as well as mentors. Find here what the participants have identified as the most relevant lessons learned.

Preliminary work is crucial
Most projects have developed opportunistically, and consequently the individuals involved have rarely taken the time to reflect on and to document their work clearly, particularly their outcomes and business model. Having a clear Theory of Change (or impact model) and business model is essential prior even to considering the issue of impact transfer or replication.

Spreading the idea and impact, not the organization
Supported projects are focused on spreading their idea and impact, rather than their organization. To do so, projects should make it as easy as possible for others to be able to replicate their work.

Transfer models
Most innovations tend to opt for a “train the trainer” or “consultancy” approach, providing capacity-building and training support to help replicators adapt and adopt the innovation in their context. “Social franchising” approaches are chosen by some more mature and well documented innovations that wish to keep more control over the replication project.

Financing
Financing the impact transfer work is challenging, both in terms of securing funding for the replication project itself but also for the necessary preparation work (documenting the model, establishing contacts and building trust with potential partners, site visits, adapting the model to the local context, etc.). Most of the supported innovations operate as non-profits and are heavily dependent on grants. Few projects have a social business model allowing them to receive commercial financing, such as bank loans.

Tech-based projects
Tech-based projects seem to be able to transfer more rapidly. Online platforms, for instance, can perhaps go to scale faster.

CONTROL VERSUS SPEED
Giving up control allows you to potentially spread your impact much faster.

FACTS & FIGURES
- 96% of participants would highly recommend this programme to others.
- All participants confirm the programme has been very useful for improving their internal capacity and expertise.
- 80% of participants believe it is extremely likely that they will be able to replicate their innovation and impact in another region.

“This programme came at the right time to help our navigation of impact transfer models, to show us how to assess our own programme’s strengths and weaknesses, and to indicate where to go next.”
Zero Project–Impact Transfer 2018 participant

Context-specificity
Context-specificity needs to be taken into account, as some innovations are strongly linked to gaps in their local context.

Local resources
It has been proven that having a reliable resource in the transfer location helps to accelerate the replication process.

“Training, coaching and support are essential to help replicators adapt and adopt the innovation in their context.”
Zero Project–Impact Transfer 2018 participant
From selection to follow-up in five steps

THE PROCESS OF THE ZERO PROJECT–IMPACT TRANSFER PROGRAMME

The Zero Project–Impact Transfer programme is based on a clearly defined process. It guides participants through a series of key questions designed to help them clarify and shape their transfer strategy. Participants are then matched with potential replication partners and promoted during the annual Zero Project Conference. It concludes with follow-up support and the creation of a permanent ecosystem of exchange and support for all alumni.

“I am grateful for the experience of the Impact Transfer programme. It allowed me to examine my project; and by introducing me to different transfer models, it helped me define our collective work in a way that others can best replicate and transfer to their communities. The process was extremely helpful, especially to share this with a cohort of like-minded people with a passion for social impact.”

Zero Project–Impact Transfer 2018 participant

1 Selection phase

**August–September**

Potential Zero Project–Impact Transfer participants are selected from the Zero Project shortlist, which is developed based on expert input from the worldwide Zero Project network. Potential participants complete a short application outlining any previous replication experience and giving more detail about their plans. Following an initial review of the applications, a team of experts arrange follow-up calls with the project organizers and make a final selection.

2 Clarifying the core

**October–November**

Key questions for participants: What is your Theory of Change (or impact model)? What is your core? What is your unique value proposition?

Participants are matched with a strategic mentor who works with them over the course of the programme. Prior to the first training webinar, participants work with their mentor to complete a transfer readiness check, helping them to assess their current readiness and to identify initial areas of focus.

The programme’s five training webinars introduce participants to the key building blocks of a transfer strategy, with additional input from mentors, peers, expert guest speakers, and programme alumni. Participants then use the webinars and other tools to develop their impact model, business model, and replication plan.

3 Developing a transfer strategy

**December–January**

Key questions for participants: What do you want to replicate? How do you want to replicate? Where do you want to replicate? How will your replication be financed?

Once participants have worked through the key building blocks separately, they bring them together to start developing their complete replication strategy. They have an opportunity to share their early thinking with peers and mentors so as to receive feedback and suggestions to help them further clarify their strategy. This is an iterative process and continues up to the Zero Project Conference and beyond as participants continue to receive feedback from partners.
WHAT IS STRATEGIC MENTORING?

The strategic mentors are a critical part of the programme. They provide a wealth of expertise and extensive networks, and act as the main ‘sparring partners’ for participants. By offering feedback and an objective perspective on the projects, they help participants identify current gaps and needs, and also work to help them prepare and refine their transfer strategy and pitch. All our mentors are listed in the project overviews on page 124.

SUPPORT AVAILABLE TO PARTICIPANTS

1. Five training webinars on impact modelling, business modelling, replication strategies, social franchising, and financing strategies.
2. Tailored mentoring with experts to help clarify their replication strategy.
3. Matchmaking with relevant replication partners from the Zero Project and Ashoka communities.
4. Visibility and pitching during the Zero Project Conference.
5. Implementation follow-up support, in particular for projects that are to be replicated in Austria.
6. Alumni community.

“Our amazing mentor provided us with wonderful out-of-the-box ideas for scaling and funding that we hadn’t considered beforehand, and which we are exploring now.”

Zero Project–Impact Transfer 2018 participant

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Overview of the 21 participants in 2018 and 2019

PARTICIPANTS, COUNTRIES, SUMMARIES, AND MENTORS AT A GLANCE

In the programme's first years, 21 participants were selected from North America, South America, Europe, Middle East/North Africa, sub-Saharan Africa, and Asia. Find here an overview of project summaries, countries of origin, and the mentors involved.

NORTH AMERICA

Museum of Modern Art (MoMA)
Country of origin: United States
Year: 2018 | Mentor: Doris Rothauer
MoMA offers a variety of programmes and services to ensure the accessibility of the museum and its collection, and has developed training to support other cultural institutions to improve their programming for people with disabilities.

DanceAbility International
Country of origin: United States
Year: 2019 | Mentor: Doris Rothauer
DanceAbility International offers classes, workshops, and performances providing integrated experiences of dance and artistic expression for people with and without disabilities. It also runs training for dance teachers, choreographers, and others wanting to incorporate inclusive dance and movement into their work (see also p. 114).

Pathways to Justice®, The National Center for Criminal Justice and Disability, The Arc of the United States
Country of origin: United States
Year: 2019 | Mentor: Philipp Haydn
The Pathways to Justice® programme aims to improve the criminal justice system's response to victims, witnesses, defendants, and prisoners with intellectual and developmental disabilities. The programme offers specialist training to develop local multidisciplinary Disability Response Teams to improve local systems (see also page 115).

Flashsonar, World Access for the Blind
Country of origin: United States
Year: 2018 | Mentor: Alexander Kesselring
Flashsonar is a technique that helps the visually impaired to use their own ‘human sonar’ to perceive their surroundings by using a clicking-of-tongue technique.

Understood.org, National Center for Learning Disabilities
Country of origin: United States
Year: 2018 | Mentor: Stephan Dertnig
Understood.org is a free comprehensive website resource for parents of children aged 3–20+ with learning and attention issues. It offers more than 2,500 pieces of expert-vetted content, five interactive tools, daily access to experts, and an online/social media community of parents and experts.

VL2 Storybook Creator, Gallaudet University
Country of origin: United States
Year: 2018 | Mentor: Philipp Haydn
The VL2 Storybook Creator is an IT-platform and app that provides a bilingual reading experience in written and sign language, and allows anyone to create his or her own bilingual storybook.

SOUTH AND CENTRAL AMERICA

Unidos Somos Iguales (Unidos)
Country of origin: Mexico
Year: 2019 | Mentor: Helmut Maukner
Unidos runs social programmes for people with and without disabilities. It trains young people as volunteers (called “allies”), thus increasing their disability awareness and empowering them to accompany people with disabilities to participate in Unidos’s integrated social programmes (see also page 89).

Profamilia, ASDOWN Colombia, LICA, and PAIS
Country of origin: Colombia
Year: 2019 | Mentor: Loic van Cutsem
These four organizations work together to promote and safeguard the sexual and reproductive rights of people with intellectual and psychosocial disabilities. They have developed training and information for health professionals, judges, young people with intellectual and psychosocial disabilities, and their families (see also page 61).

Accessibility Promotion Agents, Escola de Gente
Country of origin: Brazil
Year: 2019 | Mentor: Rizwan Tayabali
The Accessibility Promotion Agents programme supports young people with and without disabilities to promote the rights of people with disabilities. The certified training gives these young people the skills to identify and intervene when the rights of people with disabilities have been violated – key skills that also increase their employability.
EUROPE

GRETA app, Greta and Starks
Country of origin: Germany
Year: 2019 | Mentor: Holger Dieterich
The GRETA app provides captioning and audio description for films shown in cinemas on users’ smartphones, giving people with visual and hearing impairments more choice about when and where they watch films (see also page 65).

Mirrorable, Fightthestroke
Country of origin: Italy
Year: 2019 | Mentor: Alexander Ertler
Mirrorable is a home-based, online therapy platform that uses the science of mirror neurones to improve motor function in young people with cerebral palsy (see also page 80).

Top Easy, Capito and the Austrian Press Agency
Country of origin: Austria
Year: 2018 | Mentor: Rainer Reich
Top Easy is a cooperation between Capito and the Austrian Press Agency to produce a daily news service in easy language.

kinderhände
Country of origin: Austria
Year: 2019 | Mentor: Alexander Frech
kinderhände offers bilingual playgroups and learning materials to support hearing families of children who are deaf, children with deaf parents, and children with hearing impairments to learn sign language together (see also page 50).

MIDDLE EAST & NORTH AFRICA

Seeds of Wellness, Enosh – The Israeli Association of Mental Health
Country of origin: Israel
Year: 2019 | Mentor: Franz Haslauer
Enosh has developed training on trauma and a trauma-informed housing model to support women with psychosocial disabilities who live with post-traumatic stress disorder as a result of sexual abuse (see also p. 77).

Empowerment Through Integration (ETI)
Country of origin: Lebanon
Year: 2019 | Mentor: Stephan Dertnig
ETI works with young people with visual impairments, offering life-skills training in group and one-to-one settings, parent workshops, and other community activities to promote social inclusion (see also page 83).

Friendship Parks, Beit Issie Shapiro
Country of origin: Israel
Year: 2018 | Mentor: Loic van Cutsem
Friendship Park is an accessible and inclusive playground, and Beit Issie Shapiro has developed a methodology to replicate it all over Israel.

ASIA

Enable Vaani, Enable India
Country of origin: India
Year: 2018 | Mentor: Vishal Anand
Enable Vaani is a mobile phone-based information sharing service that allows users to listen and respond to recorded voice messages from the disability community regarding education and employment opportunities, workplace solutions, enhanced life skills, and more.

Jaipur Foot
Country of origin: India
Year: 2018 | Mentor: Rizwan Tayabali
Jaipur Foot provides artificial limbs, calipers, wheelchairs, tricycles, and even economic assistance to amputees and people with limited mobility, particularly in rural areas.

Inspire2Care, Karuna Foundation
Country of origin: Nepal
Year: 2018 | Mentor: Alexander Ertler
The Inspire2Care model creates disability-inclusive communities in rural areas. The programme focuses on the prevention of childhood disability, developing community-based rehabilitation services, and strengthening community systems to continue the work.

The Suryakanti Foundation Centre
Country of origin: Indonesia
Year: 2018 | Mentors: Karin Schetelig, Dominik Bundschuh, and Shirley Pranato
The Suryakanti Foundation Centre provides clinical services and education for young children with disabilities as well as parental instruction on how to care for children with a disability. The centre has also developed innovative tools for early detection and intervention, particularly in rural areas.
The impact that is created by Impact Transfer

HIGHLIGHTS FROM THE FIRST YEAR OF THE IMPACT TRANSFER PROGRAMME, 2017–2018

Since the 2018 Zero Project Conference, the first cohort of Impact Transfer participants have been busy working with potential partners to replicate their impact in a new local context. Here are just some of the stories from the first year of the project showcasing how alumni are scaling-up their impact across international borders one year on.

Capito grows its impact within Austria and explores expansion to Brazil

Capito works in partnership with the Austrian Press Agency to deliver an easy-language news service, called Top Easy. Following the Impact Transfer programme, Capito's initial focus was on replication and scaling-up its impact within Austria. Key to this has been continued work with the Austrian Press Agency, with additional support from the Austrian Federal Ministry of Labour, Social Affairs, and Consumer Protection. Further, as a result of working with the ORF teletext service (Austria’s national broadcaster), Capito has seen an increase from 40,000 people using the service monthly in 2017 to 100,000 per month in 2018. In February 2019, Capito will be holding a workshop with Escola de Gente (a 2019 Zero Project–Impact Transfer participant) to discuss possible replication opportunities in Brazil.

"Top Easy is an innovative initiative. It complements communications accessibility features, such as sign language and audio description, and as such we are looking for ways to bring the project to Brazil and Latin America."
Claudia Werneck, journalist and founder, Escola de Gente

Enable India is building partnerships in Ethiopia

Enable India is a non-profit organization that developed a mobile phone-based information sharing service called Enable Vaani. Users from the disability community listen and respond to recorded voice messages regarding education, employment, social opportunities, and more. Enable India is currently focused on replicating their impact in Ethiopia, working with a local partner, the Ethiopian Centre for Disability and Development, and with Ethio Telecom, Ethiopia’s major telecommunications corporation. As of December 2018, the organization was working to secure local funding partners to cover the initial costs. Currently, Enable India is also in conversation with further potential partners in Bangladesh, Mauritius, Nepal, and Paraguay, and has used lessons learned from its experience in Ethiopia to further refine its strategy.

“We are excited and optimistic with the possibility of bringing the social impact of our Enable Vaani project to Ethiopia and beyond. We believe our model and platform has the potential to change lives by bringing together people with disabilities and sharing challenges and triumphs.”
Julian Tarbox, Programme Manager, Enable India

World Access for the Blind brings its echolocation navigation to Austria

World Access for the Blind (WAFTB) is a US-based NGO, founded by Ashoka Fellow Daniel Kish. Totally blind, Daniel learned a new way to see and navigate freely, using FlashSonar (click of tongue) echolocation. Daniel and his trainers teach advanced orientation and mobility skills using their ‘perceptual navigation’ approach. Following some initial work in Austria in 2015, and with support from Ashoka and seed funding from a foundation following the Impact Transfer programme, WAFTB now wants to reach out to a broader public in Austria. To achieve this, WAFTB is organizing a series of events in 2019 together with local partners. These events are expected to contribute to changing the Austrian public’s perception of blind people and to inspire blind people to make full use of their possibilities.

“For me the most invigorating and motivating aspect of the Impact Transfer programme has been the affirmation that our work is meaningful, that it is worth supporting, that it is worth expanding and furthering, and that it can and deserves to grow to meet the urgent needs of blind people and many others throughout the world.”
Daniel Kish, Ashoka Fellow and Founder-CEO, World Access for the Blind
Beit Issie Shapiro to build internationally on successful replication in Israel

Beit Issie Shapiro is a non-profit organization based in Israel that developed Friendship Park, the country’s first accessible and inclusive playground. As of 2018, the model has been replicated in 30 areas throughout Israel. To support replication, Beit Issie Shapiro has developed training workshops tailored to the needs of communities interested in having an accessible playground in their area, and it offers ongoing support throughout implementation. Following the 2018 Zero Project Conference, Beit Issie Shapiro was invited to Graz, Austria, to present its accessible playground model and to continue discussions with Austrian organizations. It is also exploring the use of Sesame St. Jordan materials for the development of a playground for Arabic-speaking children in Israel, which they hope will be scalable to Arabic-speaking countries.

“Beit Issie Shapiro was honoured to take part in the Zero Project–Impact Transfer programme. We found it helped us conceptualize in a new way the work that we have been doing in Israel for the past 12 years, with international transference in mind. With the help of our wonderful mentor, we were able to focus on which aspects of the model to transfer and to build a clear and flexible transference model. We also acquired knowledge and tools that we are applying to our other international activities.”

Sharon Yeheskel-Oron, Global Professional Development Manager, Beit Issie Shapiro

A Beit Issie Shapiro accessible playground.

Museum of Modern Art in New York runs first training session in Germany

MoMA, the largest museum of modern and contemporary art in the United States, offers a variety of programmes to ensure the accessibility of the museum and its collection. Its Community and Access Programs serve over 18,000 individuals per year; and through the Zero Project–Impact Transfer programme, the MoMA team was able to develop a five-year plan to train cultural institutions around the world to design and initiate activities for people with disabilities.

Following the 2018 Zero Project Conference, and with the ongoing support of MoMA mentor Doris Rothauer, MoMA pursued leads in Germany and Austria. In November 2018, the team delivered its first training sessions since the launch of the new Impact Transfer programme, attended by the German Federal Government Commissioner for Matters Relating to Persons with Disabilities and Carrie McGee, Assistant Director, Community and Access Programs, MoMA.

“\textbf{I strongly believe in the change-making power of art and creativity, contributing to a more inclusive society. Being a regular mentor for the Zero Project gives me the opportunity to support and foster the impact that art organizations and initiatives have, by making it more visible, effective, and scalable. It has been a fantastic experience so far, and a win-win situation: I learn from my mentees, they learn from me, and together we contribute to breaking down barriers between people with and without disabilities.}”

Doris Rothauer, Mentor for MoMA

Credit: Behindertenbeauftragter/Barker