

ZERO PROJECT

Impact Transfer

The work of the Zero Project-Impact Transfer programme

2018–2021

Overview: All alumni of the Zero Project-Impact Transfer 2017/18 to 2020/21

Named are those people who actively participated in the Zero Project-Impact Transfer. Some have left their organization since then.

Name	Country	Year	People in the lead*
2017/18			
capito & Austrian Presse Agency / Top Easy	Austria	2017/18	Walburga Fröhlich, Alexandra Roth, Christian Kneil
EnAble India / Enable Vaani	India	2017/18	Julian Tarbox, Shanti Raghavan
Jaipur Foot	India	2017/18	Pooja Mukul
Suryakanti Foundation	Indonesia	2017/18	Anna Alisjahbana, Ilse Nelwan, Dewi Hawani Alisjahbana
Beit Issie Shapiro / Friendship Parks	Israel	2017/18	Sharon Yeheskel-Oron, Dafna Kleinman
Karuna Foundation / Inspire2Care	Nepal	2017/18	Deepak Raj Sapkota, Betteke de Gaay Fortman, Yogendra Giri, Annet van den Hoek
Gallaudet University / VL2 Storybook Creator	United States	2017/18	Melissa Malzkuhn
Museum of Modern Art (MoMA)	United States	2017/18	Lara Schweller
Understood.org	United States	2017/18	Kevin Hager, Mimi Corcoran, Shelly London
World Access for the Blind / Flashsonar	United States	2017/18	Daniel Kish, Brunhilde Merk-Adam
2018/19			
kinderhände	Austria	2018/19	Anna Reiter, Katharina Schalber, Barbara Schuster
Solar Ear	Botswana	2018/19	Modesta Nyirenda
Escola de Gente / Accessibility Promotion Agents	Brazil	2018/19	Pedro Prata, Alan Thomas, Claudia Werneck
Asdown Colombia, Profamilia, LICA and PAISS	Colombia	2018/19	Mónica Cortés, Natalia Acevedo, Diana Moreno
Greta & Starks / GRETA app	Germany	2018/19	Seneit Debese, Robin Salomon
Enosh / Seeds of Wellness	Israel	2018/19	Liron David, Sally Ross-Bihari
FightTheStroke / Mirrorable	Italy	2018/19	Francesca Fedeli
Unidos	Mexico	2018/19	Liliana Perez, Mariana Lopez, Mayté Cardenas
DanceAbility International	United States	2018/19	Alito Alessi, Connie Vandarakis, Maja Hehlen
Empowerment Through Integration	United States	2018/19	Sara Minkara, Heather Fuentes, Anna Barbosa
The Arc's National Center on Criminal Justice and Disability	United States	2018/19	Leigh Ann Davis, Ariel Simms
2019/20			
Livox	Brazil	2019/20	Carlos Pereira
Association for Shared Learning ELA / One School For All	Bulgaria	2019/20	Margarita Asparuhova-Kandilarova, Lilia Krasteva-Peeva, Liliya Vasileva
Universidad Andrés Bello	Chile	2019/20	Maria Theresa von Fürstenberg, Victoria Parker
KVPS / On the Verge of Adulthood	Finland	2019/20	Petra Rântamaki, Kirsi Konola
capito Mecklenburg-Vorpommern	Germany	2019/20	Nils Wöbke
Amar Seva Sangam	India	2019/20	Sankara Raman Srinivasan, Sankar Sahayaraj, Ayesha Beevi, Rajeshwaran Senthilnathan
Nayi Disha Resource Centre	India	2019/20	Prachi Deo, Ambika Srinivasa
inABLE	Kenya	2019/20	Irene Mbari-Kirika, George Siso
Humanité & Inclusion Senegal	Senegal	2019/20	Vieux Inssa Sane, Sandrine Bohan Jacquot, Francesca Piatta, Catherine Gillet
Manzil Center	UAE	2019/20	Ayesha Saeed Husaini, Samar Addasi
2020/21			
myAbility / Talent® Programme	Austria	2020/21	Katharina Schweiger
PFDA Vocational Training Center	Bangladesh	2020/21	Sajida Rahman Danny, Nusrat Jahan, Asib Nahim
Egalité	Brazil	2020/21	Guilherme Braga
JAMBA – Career for All	Bulgaria	2020/21	Iva Tsoleva
Seco Chile	Chile	2020/21	Rodrigo Carvajal, Francisca Alegria
Helm	Egypt	2020/21	Amena El-Saie, Ramez Maher, Mai Tayel
EnAble India / Educate Yourself Easily (EYE)	India	2020/21	Moses Chowdari, Manisha Gupta, Rituparna Sarangi
Youth4Jobs Foundation / College Connect	India	2020/21	Meera Shenoy, Ramesh Duraikannan, Rajiv Nair
DeafTawk	Pakistan	2020/21	Ali Shabbar, Wamiq Hasan, Abdul Qadeer
I Love Coffee	South Africa	2020/21	Gary Hopkins

Quotes from proud mentors and program partners

Mentor support the Zero Project-Impact Transfer programme by providing expertise, consulting or networking. Program Partners support the replication of our Alumni in new geographies.

“I love the diversity that the Zero Project attracts, and I enjoy the new perspectives that it generates for me. It is rare that a programme reaches so many high-quality initiatives around the world.”

Karin Schetelig, Mentor

“My experience with the programme and its participants has been extremely fulfilling and an opportunity not only to give but also to receive. It is a process of co-learning and co-creating.”

Phillip Haydn, Mentor

“As a generalist NGO working in 100 countries, the Zero Project–Impact Transfer programme has helped us find new and innovative partners that can help us address the needs of people with disability more effectively.”

Edward Winter, Senior Technical Advisor for Social Inclusion, World Vision

“We are very proud of our long-lasting partnership with the Zero Project, which helps organizations to strengthen their scaling capacity, and builds an ecosystem of replication partners all over the world.”

Loïc van Cutsem, Impact Transfer Lead, Ashoka Austria

“Being inspired by new perspectives and different ways of doing things is a privilege the Vienna Social Fund is happy to share with a worldwide community. It unites us in our purpose to fuel inclusion of people with disabilities.”

Robert Bacher, Fachbereichsleiter, Fachbereich Behindertenarbeit, Mobilität und Beratung, Fonds Soziales Wien

“Zero Project–Impact Transfer is a powerful programme that eliminates the barriers that limit inclusion, and we are proud partners in expanding it to Latin America.”

Carola Rubia, Executive Director, Fundación Descúbreme

“Stop re-inventing, use proven solutions – ready to scale”

Zero Project-Impact Transfer is all about replicating outstanding innovations in other countries, training the innovators and engaging with mentors and replication partners supporting the process. In this discussion, experienced partners share learnings and encourage more stakeholders to join in.

Panelists in this Discussion:

Stephan Dertnig

using 25 years of learning from the deficiencies of the corporate world to empower impairments of the real world, Mentor of Zero Project-Impact Transfer

Nevgul Bilsel

Safkan, Scaling and Replication Partner of Zero Project-Impact Transfer

Julian Tarbox,

Alumni of Zero Project-Impact Transfer

Loic Van Cutsem,

Ashoka Austria, head of the Zero Project-Impact Transfer programme

Hosted by Paula

Reid, Zero Project

Reid: To get us started – what are the benefits of replicating and scaling social innovations? Why are we doing all this?

Safkan: At the Sabanci Foundation we have been supporting organizations for over 10 years, and disability is one of our target areas. We see disability organizations working hard, but they do not always have the time to think about new and creative solutions – they are focused on fundraising and survival.

At our first Zero Project Conference we were so inspired and wished we could have these amazing projects in Turkey and make our partner organizations aware of them. When the Zero Project-Impact Transfer started, it was our chance to do that. Our goal was to be open and creative and look for solutions that do not exist in our own country and that we had no time and no expertise to work on ourselves.

I should also add here that when we talk about replication and scaling, it need not always be about real implementation in Turkey or in any new country, but can also be about bringing different stakeholders together to discuss learning, experiences, and ideas. That can also have a significant benefit.

Tarbox: For me it is about bringing good ideas from one location to another, in particular in technology. A lot of NGOs are experts in delivering services in their local context, but do not realize what is out there in terms of digitalizing their work. For example, Enable India has several platforms, such as Enable Academy and Enable Vaani. Being able to talk to NGOs and help them understand what is available has been really interesting.

In particular, we have learned that not every solution is suitable for every location. For example, Enable Vaani is suitable for areas with high telephone use and limited access to computers, whereas Enable Academy works in areas with high Internet access. Being able to connect NGOs in different locations to solutions that work best for them is an idea that has been inspiring me for the last couple of years.

Dertnig: Coming from 25 years in the corporate world, it is strange for me to ask why we should scale and replicate. My answer would be: Why not? In

This discussion is a summary of a webinar held in August 2020, shortened and adapted to print.

the corporate world, once something is invented the only question is: Which market can we bring this to next? But the approach to this in the social world is sometimes a lack of professionalism, for example, when identifying new geographies or selecting partners. You can have a charismatic founder that has built the NGO, but is not willing to hand over an innovation to a partner organization or does not feel comfortable working outside their own geography.

However, pure logic tells us that if we really want to solve social problems, and not just serve egos, we need to roll out these solutions. For organizations like Sabanci Foundation – working with so many local organizations who could support implementation – I would even see it as an obligation.

Sometimes, NGOs believe that their way is the only way to do things

Safkan: True. However, we sometimes struggle to find partner organizations in Turkey that are willing to act as implementation partners of innovations coming from outside, as they themselves believe that their way is the only way to do things. So there is a lot that could be learned from the more corporate approach of identifying the best, fastest, smartest solution so that we do not waste time.

Van Cutsem: I agree with the points made on efficiency – we are not always being efficient in the sector. We tend to reinvent things when there are proven solutions that can be packaged, adapted, and replicated.

That being said, replication is not necessarily always the right approach to scale impact. From our Ashoka thinking, it should be put into the perspective of the overall system that you are seeking to change. What is the scale of the problem you want to address and what is your endgame? Which system are you trying to change?



“Replication is not necessarily always the right approach to scale impact. You need to make sure it is the right strategic decision, taking into account that your organization, staff, and leadership are ready for it”

Loic Van Cutsem, Ashoka Austria

Replication can be one approach, but having your solution adopted by government or influencing policy are other ways to pursue this. Replication really needs to be a strategic decision. This decision is a really difficult one. You need to make sure it is the right approach, taking into account that your organization, staff, and leadership are ready for it.

I know that Julian has been working for two years on this transition, and how you prepare yourself to scale. This is a really, really important step.

Reid: So once you have decided that replication is the right approach, what factors contribute to successful scaling or replication?

Tarbox: I would like to name a few key elements – not necessarily in order of priority. First is choosing the right partners. We have examples where we have done this successfully and taken our time and we are happy with how it is working. In other circumstances we have not taken that time and got overly excited about promises made and the opportunities offered, and it has been a disaster. It is critical to take your time and make sure your values and culture are aligned with your designated partner.

Second, your own structure has to be ready and able to replicate, or at least be reflective and understand whether you have the capabilities to replicate. We left the Zero Project Conference very enthusiastic and full of high hopes, but looking back I see that was naïve. Still that was positive, since also the period of naïveté has been a good learning experience.

So, what were the things to look like in our own organization? For example, is someone in the organization going to be working on it full time? Is this their only role, or are they responsible for 10 other things at the same time? Who is paying their salary?

Third, be flexible and open to adapt to local specificities. We are currently working on replicating Enable Vaani, our mobile phone-based information sharing service, in Mauritius. We think it could work well there, but have re-



Be sure you understand what your model is, and that it is ready for replication. Invest all the time necessary to find the right partner and to adjust your model to the new geography. If you do this, you can get great benefits. If you do not do it, you will lose a lot of time. “

Stefan Dertnig, Consultant and Zero Project-Impact Transfer-Mentor, Austria

alized that our cost structure does not fit for such a small population, as the upfront costs are the same regardless of the target population size. So we had to look at ourselves, analyzed the problem, and realized that some of the things that we put aside in India would work well in a tiny location. In our case, developing a smartphone application rather than a telephone service is perfect for a country like Mauritius, where there is a disabled population of 65,000 compared to 65 million in India, and the cost structure for an app is completely different. So, we did it and we will launch the app within three or four months from now.

Dertnig: I am coming back to Loic's point on readiness – if your model does not work in your own country, do not start replicating somewhere else. It is like running away from your own problems, and that is one of the biggest mistakes. And as Julian says, it is important to have people in the process who are willing to learn and who are able to hand things over correctly. That is one of the biggest success factors, alongside being able to clearly describe your model, why it works, and knowing how it is financed and what it delivers.

If your model does not work in your own country, do not start replicating somewhere else

Safkan: I totally agree with Julian – he used all my keywords! The most important one is choosing the right implementation partner. When we look at the list of the Zero Project-Impact Transfer projects every year, for example, we talk about each of them and decide which ones could be a priority for Turkey. We also prefer models that we could advocate for to a government ministry, for example, because we do not see this simply as a one-year project, but more long term.

For this to be successful, we need to choose the right partner and the right replication model. The implementation partner has to be flexible and enthusiastic about doing something new. As we have our grant programme, we often look at the organizations that we already support as possible local replication partners. We can easily talk about working on something new with them because we already have a relationship and trust.

One of the key issues for us is language, because many of the NGO leaders here in Turkey do not speak English, so we always take part in the meetings and often provide translation and all the necessary communication support. It is also very important to manage expectations. Sometimes – in the excitement of getting something started – we bypass this step, but I think it is crucial for a healthy relationship. It could be about money, it could be about recognition, or it might be about the duration of the relationship, but each partner should talk clearly about their expectations and understand each other. You also need to be realistic about timeframes – it is not just one or two months, but sometimes can be two years.

Reid: What challenges have you faced when trying to scale, and what have you learned?

Dertnig: One thing I have seen when scaling innovation are fundamental differences in how disability is viewed and support is paid for, for example, between the United States and Germany or Austria. This can have a huge impact on your model. With Livox, one of the projects I mentored, schools in the United States seem to pay for assistive communication devices to support students with disabilities. In Austria and Germany, individuals can have these devices covered by insurance, but not at the school level. This really affects your sales strategy. So it is important to know the situation in countries you want to replicate in, because you might have a situation where the innovation itself could work, but the financing model will not.

Van Cutsem: To pick up on that, I often see projects rush too quickly into delivering a solution and scaling it, and not spending enough time upfront on analysing the scale of the problem they are trying to address, and the differences between systems. And if systems are very different, you need to be clear on whether replicating is the right thing at all.

Tarbox: One of our biggest learning is also the funding strategy. We can make Enable Vaani self-sustaining and generate revenue, but we have not been able to identify how to reliably cover upfront costs without applying for funds to support implementation.

This has also to do with our difficulties to explain our model to potential funders. What we do – it is not an app, it is not a website. It is a unique platform catering to people who want to communicate through voice, so describing it to a funder in 30 seconds can be challenging. If I were doing it over again, I would spend a lot more time really defining it, the problem it solves, how it fits into the existing ecosystem, and we might have had a little bit more success early on.

Safkan: When we learn about the Zero Project-Impact Transfer projects at the Conference, their presentations are well organized and clearly communicate their work. The problem starts when we try to explain the models to



“It is also very important to manage expectations – in terms of money, of recognition, of the duration of the relationship.”

Nevgul Bilsel Safkan, Sabanci Foundation, Scaling and Replication Partner of Zero Project-Impact Transfer, Turkey



“Do not rush. You might feel you have to do everything in one or two months, but it is better to take a step back and develop a plan.”

Julian Tarbox, Enable India, Zero Project-Impact Transfer Alumni

our partners at home, and create excitement about them in Turkey, because we obviously do not have the same passion as they, and we might miss things. Also, as a donor organization, we do not always know everything that is happening on the ground, so when we hear about something great we do not always know if it already exists in Turkey.

There was one model we were interested in bringing to Turkey, but our partners told us they were already doing something similar and so we could not create the energy for them to adopt this model. To solve this problem, we have started organizing annual philanthropy seminars over the last two years focusing on disability, bringing international models together with Turkish organizations so they can learn about them face-to-face.

As funders, we should ensure that our international partner that we want to bring to Turkey knows enough about the situation in Turkey so they can suggest adaptations themselves, rather than us as donors, taking the model and trying to do all that work ourselves.

Public administrations should acknowledge the role they can play, and the unique resources they can bring to the table

Reid: Any final piece of advice to entrepreneurs, funders, or partners?

Van Cutsem: As Nevgul mentioned earlier, my message to funders would be that there needs to be more medium to long-term thinking and that funding is also needed to support organizations to transition to scale – for example, the upfront costs, preparation, and development that Julian mentioned. Also, public administrations, which we have not touched on much in our discussion, need to acknowledge the role they can play and the amazing resources they can bring to the table to help replicate solutions in their local context.

Safkan: Social entrepreneurs should be proactive: if you are sure you want to replicate your model in a specific country, go for it. Do not wait for donors to contact you. If you have already had a conversation, be the first to follow up as you know they are interested. You can also be proactive in finding local implementation partners and bringing a joint proposal to a funder; you do not have to rely on a funder to connect you.

The impact of the Zero Project- Impact Transfer programme



AMAR SEVA SANGAM, 2020

Expanding in India and beyond with World Vision

Amar Seva Sangam developed an app connecting rehabilitation specialists to community workers so quality early intervention therapies can be delivered to children with developmental delays in rural areas. In November 2020 it launched a partnership with Tamil Nadu state government to increase usage of the app and to roll out an Early Intervention project statewide. After meeting World Vision at Zero Project Conference 2020, Amar Seva Sangam is now also working with them to expand the app to additional states in India as well as to Albania and Ethiopia.



GALLAUDET UNIVERSITY, 2018

From the United States to Turkey

Based in Washington, DC, the Motion Light Lab at Gallaudet University's VL2 Storybook Apps Training programme develops bilingual resources to support literacy and to provide sign language exposure for deaf children. Following the 2018 Zero Project Conference, the Sabanci Foundation in Turkey connected Gallaudet to Boğaziçi University, a major research institution in Istanbul, and provided funding for replication. The programme is now up and running, with bilingual children's stories being developed in Turkish and Turkish sign language. Motion Light Lab is also working with Panama and Thailand in developing bilingual storybook apps in their languages.



CAPITO AND APA, 2018

From Austria to Germany

Top Easy is an easy language news service developed by the Austrian Press Agency (APA) in partnership with capito, an organization in the Austrian atempo group that specializes in making complex information accessible. Awarded by the Zero Project in 2018, the service is now available on the website of Austria's national broadcaster ORF, and by September 2020 was reaching some 500,000 people a month. A similar project is now being started with capito in Germany with the German Press Agency.



GRETA & STARKS, 2019

With impact-funding, from Germany to 30 countries

After meeting at the 2019 Zero Project Conference, social impact investor Joachim Schoss committed to financially supporting Greta & Starks to expand their GRETA mobile app internationally. The app makes cinema screenings accessible by providing audio description and captioning through a person's smartphone without needing extra equipment. Although affected by COVID-19 cinema closures, Greta & Starks has now signed letters of cooperation with partners in more than 30 countries across Europe, Latin America, Africa, and Asia.



ENABLE INDIA, 2018

From India to Ethiopia

EnAble India's mobile phone-based information sharing service 'Enable Vaani' connects users from the disability community who can listen and respond to recorded voice messages on topics such as education, employment, social opportunities, and more. EnAble India is replicating this service in Ethiopia, together with the Ethiopian Centre for Disability and Development and Ethio Telecom, Ethiopia's main telecommunications corporation. It is also starting the process of replication in Mauritius with the Global Rainbow Foundation. You can find out more about Julian Tarbox' experience of scaling on page XxxXxX.

More stories of Zero Project Alumni

You can read more about some of our alumni in other chapters of the Almanac: capito Mecklenburg-Vorpommern's training for people with disabilities to become museum guides (chapter xxx), Livox's alternative communication software (chapter XxxXx), and The Arc's National Center on Criminal Justice and Disability and its work on improving the response of the criminal justice system to people with developmental and intellectual disabilities (chapter XxxXx). Find more on all Impact Transfer alumni at <https://impact-transfer.org/zero-project/>



KARUNA, 2018

Public-Private Partnership in Nepal to scale nationwide

The Karuna Foundation Nepal has developed a cost-effective community-based rehabilitation programme in collaboration with the local government. It strengthens the current health care system by employing local health workers to provide door-to-door care and enhances maternal and childcare to prevent disability by birth or stunted growth. The provincial government adopted the programme and committed themselves to implementation with all 117 municipalities and co-funding of €9.2 million, and the Karuna Foundation will exit after 2.5 years of support in each municipality. Karuna is also working with the Swiss foundation EnableME on a pilot to develop an information portal on different kinds of disabilities and services in the local context and language of Nepal, as well as exploring collaborations with organizations such as MomsBelief and Nayi Disha from India, which they met through the Zero Project.



WORLD ACCESS FOR
THE BLIND, 2018

From the United States to Austria and Norway

Zero Project Impact Transfer alumnus and Ashoka Fellow Daniel Kish founded Visioneers to support the international replication of his Flashsonar technique. This is a navigation technique for people who are blind using tongue clicking and echolocation. Visioneers currently has established entities in Austria and Norway with the support of local partners and provides services to over 40 countries through a training-of-trainers model.

Growing in the US and in Lebanon, moving to Ghana

In 2019, Empowerment Through Integration (ETI) was awarded by the Zero Project for its life-skills programmes for young people with visual impairments and their families in Lebanon. Since being awarded, ETI has further developed its training offerings, including a specialized e-learning programme for families and professionals supporting young people with visual impairments. As well as launching in the United States and Lebanon, in 2021 the e-learning will also be available in Ghana for the first time.



THE STORY OF DONAT – JAIPUR FOOT, 2018

How an Indian model changed the life of Donat in Rwanda, via Austria and Kenya

In 2018, Jaipur Foot was selected for the Zero Project–Impact Transfer. At the Zero Project Conference 2018, Pooja Mukul from Jaipur Foot met Alexander Ertler, a mentor on the programme. A few months after the conference, Pooja received an email from Alexander introducing her to Michael Mullan, Chariman of DG-Breitenfurt, who had just returned from Rwanda where he had met Donat, a young man who had been paralyzed at the age of one and then lost both his legs to an infection, resulting in amputation. Through contact with the Ubumwe Community Center, supporting Donat in Rwanda and prosthetic centres in Africa, Pooja arranged for Donat to be fitted with artificial limbs for no cost at the Jaipur Limb Center in Nairobi. However, it was very difficult for Donat to travel to Nairobi, as he did not have any identification documents, did not speak the language, and would need a Yellow Fever vaccination. Pooja connected Zacharine at the Ubumwe Community Center to K. P. Doshi, who ran the centre in Nairobi, and the process of getting papers, vaccinations, and a translator was set in motion. This communication started in May 2018, and in November of that year Donat was fitted with artificial limbs.

For the first time in his life, Donat was able to stand and walk on his own two feet. He then went on to participate in a vocational training programme in tailoring and knitting and is currently working and supporting his mother.

As Pooja says, “Impact need not always be evaluated by large numbers, and this is the story of the impact that the Zero Project and Ashoka Austria can have. Helping one person may not have changed the world, but it did change the world for this one person – Donat.”

“When your idea becomes society’s new pattern!”

A commentary by Bill Drayton for the Zero Project Almanac 2021

Missing a major turning point is a big mistake. Seizing it opens all doors.

We all know – or at least intuit – that we are in the turning point years from a world organized for repetition (think assembly lines and law firms) to its opposite. Today our reality is defined by the fact that both change and interconnectedness are accelerating exponentially, with each fuelling the other. The transformative power of these two accelerating forces makes this the Himalayas of turning points. Do you sense more and more, bigger and bigger changes coming at you every year, for example, climate, Artificial Intelligence, empathy, even family patterns? This turning point is both the biggest opportunity and the biggest risk for the disability community.

It is also Ashoka’s central focus. With roughly 4,000 of the world’s best social entrepreneurs, Ashoka is uniquely positioned both to see the forces at work and to guide them to the good.

The individual Ashoka Fellows are extraordinarily powerful. Within five years of their election, 74 per cent have already changed national and/or international policy.

We are far more powerful together. Fellows help one another and collaborate. This ranges from a local-to-global mutual help security system to thinking and then entrepre-
neuring together in an area of common focus, for example, disability.

The Fellows are probably the best focus group in the world for defining the future. When you see a pattern in what they are

championing, it reflects a shared prediction of what the world will need. No entrepreneur will bet their life on an idea if they don’t have confidence it is going to fit what the world will need 15 or 20 years hence. (The only thing that brings an entrepreneur life satisfaction is seeing that their idea has become society’s new pattern.)

For example, over 90 per cent of the 1,300 Fellows focused on young people put them in charge, which is exactly what those young people need. They must practice and practice changemaking if they are going to be able to be contributors in a world where value comes from creating, adapting to, and serving change. In the health area, the Fellows overwhelmingly put the patient and their family, friends, neighbours, and peers in charge. Again, a fit.

Finally, over the last several years we have learned how to help society to quickly see its new strategic reality – and then the specific needed, attractive, feasible changes. This includes helping some of the most powerful Big Game players relevant to each needed framework change to see the new strategic reality, to avoid slipping into irrelevancy, and instead to help lead the transition to the organization’s and society’s huge benefit. We are organizing in the same way for the same purpose in major metro areas. Having these most powerful, relevant forces adopt “everyone a change-maker” as their core strategy constitutes a giant jujitsu.



“In an everything-changing world, it is beyond urgent that we make sure that everyone has the ability to give, to be powerful – that is, to be a changemaker.”

Bill Drayton is the founder and chair of Ashoka: Innovators for the Public, an organization dedicated to finding and fostering social entrepreneurs worldwide.



Bill Drayton receiving the Essl Social Prize 2010, to initiate Ashoka Globalizer, a milestone in the cooperation between Ashoka and the Essl Foundation

All of us at Ashoka love working with the Zero Project’s extraordinary community, the Essl Foundation, and (most especially) our Fellow spirit, lead entrepreneur, and friend – Martin Essl. Together we can seize the historical opportunity. We can ensure that the long-disadvantaged are not pushed sharply further down and away. Instead, we can help them leapfrog over the old barriers – because the world is desperate for people who have the changemaker’s ability to contribute in a world of change.

Our ability to do so has to begin with understanding the historical forces before us. Why is income distribution getting worse everywhere in the world? Why over just the last six or seven years has “us versus them” politics swept across the globe? These trends are facts. And they are global facts not rooted in the peculiarities of any one country or culture.

Here’s why: The world is increasingly divided by “the new inequality.” Those who have enough of the necessary new skills are engaged in the new economy/society or game. They are doing very well. There is no job shortage here. There is a bidding war for anyone who can play.

But then there is the other part of humanity. They do not have these new abilities. Whereas those in the new game are helping one another get better and better at it (that’s what you have to do in a team of teams), those who are not in the new game only fall further behind faster and faster. Not only can

this part of the population not play in the new game, but the old society/economy of which they are a part is dying faster and faster.

In 2000, the high changemaker density areas of the United States and the rest of the country had roughly the same economic output per capita. Sixteen years later, the high changemaker areas had twice the economic output per person of the declining parts of the country. With less and less demand, salaries are going down, not up. Hence, the income inequality everywhere, regardless of the nature of the economy or ideology. In other words, the people on the wrong side of “the new inequality” are being crushed. This is unethical. In part they blame themselves for their failed lives (thus the use of drugs, poor eating habits, failed families, etc.). Such populations also need scapegoats to blame. And the demagogues oblige.

In an everything-changing world, it is beyond urgent that we make sure that everyone has the ability to give, to be powerful – that is, to be a changemaker.

By ensuring that everyone affected by disability has this now absolutely essential set of abilities (not hard), we will have done the most important thing we can for the field. And we will have made a huge contribution to building a world where everyone can express love and respect in action, a world where there is no possibility of the problems outrunning the solutions, and a world where everyone needs everyone else to be as powerful (that is, equal) as possible.