



ASHOKA

CITIES OF CHANGEMAKERS

ASHOKA'S VISION

THE OPPORTUNITY



ASHOKA

WE ARE LIVING IN AN HISTORIC MOMENT.

For hundreds of years, human activity has been defined by repetition and has been managed by a small elite. Success required learning rules and applying them over a lifetime.

This model is dying. Technology is removing barriers to information, resources and connectivity. Static systems are being replaced by dynamic ones, in which the institutions are flat, open and networked.

This new economy is demanding a radically new set of skills to succeed. To thrive in a rapidly changing environment, you need empathy, the ability to collaborate with others, creativity and entrepreneurship.

Everyone should be able to develop these skills and engage as a changemaker. This will finally create a society in which solutions outpace problems and in which everyone can participate.

**THIS IS THE EVERYONE A CHANGEMAKER
WORLD ASHOKA IS HELPING TO BUILD.**

CITIES ARE A CRITICAL PLACE TO START.



WE ARE LIVING IN AN ERA OF CITIES.

More and more people flock into cities every year, seeking opportunities to become a participant in the economy.

The challenge of our times is making these cities into thriving, harmonious, sustainable, livable, resilient ecosystems of human life.

We know that the answers to our society's challenges do not yet all exist, nor are they static. Instead, we as a community must develop the problem-solving muscles we will need to adapt to changing situations and to address problems that we don't even yet see coming.

This is not just a challenge for the city government, but for all players within an urban environment: business leaders, philanthropists, citizens, young people, and educators.

All people should find themselves oriented, inspired and supported to become active as contributors, creators and problem-solvers in their city, their region and beyond.

**IT IS TIME TO FOCUS ON BUILDING
CITIES OF CHANGEMAKERS.**



CHANGEMAKERS WANTED

WHO IS A CHANGEMAKER?

Anyone—a business leader, nurse, taxi driver, young person— who steps up to solve a problem for the good of all.

CHANGEMAKERS

1. Spot problems
2. Design solutions at whatever scale is required: in their own family, community, workplace, field, country or beyond
3. Act and galvanize others to act
4. Achieve results

CHANGEMAKERS PARTICIPATE AND CREATE.

They thrive and help others thrive in a changing environment. They are the forces making the world a better place for all.



WHO
IS A
CHANGEMAKER?



Guy Etienne, at the Collège Catts Pressoir in Port-au-Prince, Haiti, enables kids to create change. A few years ago, he formed a team of young people to build a traffic light, the first traffic light built in Haiti after 20 years without service. Students had to negotiate with the Ministry of Public Works to obtain a permit and convince two hardware stores to furnish the necessary materials.

IMPACT: HAITIAN PRESIDENT DECIDED TO REPLICATE THE IDEA AND INSTALL TRAFFIC LIGHTS IN THE ENTIRE CITY. THE STUDENTS WERE ALSO INVITED BY THE MINISTER OF EDUCATION TO PROMOTE THEIR INITIATIVE.



**LEADING SOCIAL
ENTREPRENEURS
ENABLE CITIZENS
TO BECOME
CHANGEMAKERS.**

IMAGINE A CITY

IN WHICH

- Every person thinks of him or herself as a changemaker
- Young people grow up learning changemaking skills
- There is a supportive ecosystem for changemakers and entrepreneurs
- Businesses are partners in co-creating solutions.
- New forms of funding are available to changemakers.
- Philanthropists see themselves as enablers of changemaking.
- Journalists and opinion leaders reinforce the importance and the power of changemaking.
- Changemakers are the norm, not the exception



**IMAGINE AN
EVERYONE A
CHANGEMAKER
CITY.**

**CITIES
OF
CHANGE
MAKERS**

**INCUBATING
CHANGEMAKERS**



**ENABLING THEM
TO SUCCEED**



ASHOKA

HOW



ASHOKA

1 → 2 → 3 → 4

IDENTIFY

AND ACCELERATE
ENTREPRENEURS
WHO ARE
TRANSFORMING
CITIES:
EMPOWERING
CHANGEMAKERS
AND BUILDING
SUPPORTIVE
ECOSYSTEMS FOR
CHANGEMAKING

DISTILL

AND SPREAD
WHAT WORKS

CATALYZE

TEAMS TO TIP
CITIES INTO NEW
EVERYONE A
CHANGEMAKER
OPERATING
SYSTEM

CHANGE

THE
CONVERSATION



ASHOKA

1

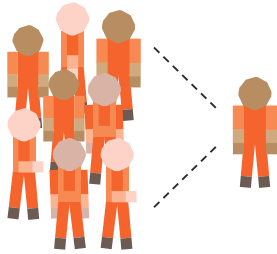
IDENTIFY AND ACCELERATE SOCIAL ENTREPRENEURS WHO ARE TRANSFORMING CITIES

For thirty years, Ashoka has honed its renowned selection process to find the most innovative and committed social entrepreneurs who are solving the world's biggest challenges.

We also strategically network these social entrepreneurs with each other and other partners to accelerate their impact.



BEING A PART OF ASHOKA'S NETWORK HAS A PROFOUND AND ACCELERATING EFFECT ON SOCIAL ENTREPRENEURS



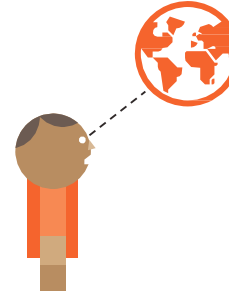
VENTURE SELECTION

Ashoka searches through its nominator networks and trend analysis for systems-thinking entrepreneurs at the cutting edge of innovation on societal challenges



IDENTITY

Fellows see themselves as leading social entrepreneurs.



EXPANDED VISION

Fellows now fully grasp the transformative potential of their idea and seek to change norms in their field, at least at a national or continental level.



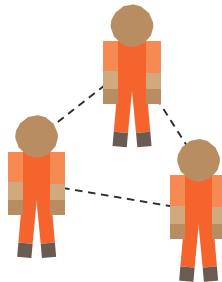
PEER-TO-PEER COMMUNITY

Fellows belong to a trusted community that shares resources and gives them unconditional acceptance.



VISIBILITY

Fellows gain visibility through Ashoka's brand and partnerships with news outlets and high profile national convenings



NETWORK EFFECT

Ashoka curates introductions across fields to thought leaders, funders, business entrepreneurs, pro-bono partners and others to help Fellows scale their impact.



STIPEND

Ashoka provides some Fellows with a modest stipend during the first three years of their fellowship, based on need, to ensure they can focus full time on their work.



COLLABORATIVE ENTREPRENEURSHIP

Ashoka identifies trends based on a critical mass of Fellows' work and engages entrepreneurs in shaping the next paradigm for their fields.

EXAMPLES OF ASHOKA FELLOWS TRANSFORMING CITIES



**SASHA
HASELMAYER**
SPAIN
LIVING LABS GLOBAL

Using an online platform and process to find the most relevant innovations for city needs. The solutions most relevant to the challenge are subsequently piloted in the city.



**ODED
GRAJEW**
BRAZIL
REDE NOSSA

Encompassing 700 organizations to mobilize different segments of society to set goals, build and commit to a schedule for the city of São Paulo to become more just and sustainable.



**ROSANNE
HAGGERTY**
USA
COMMON GROUND

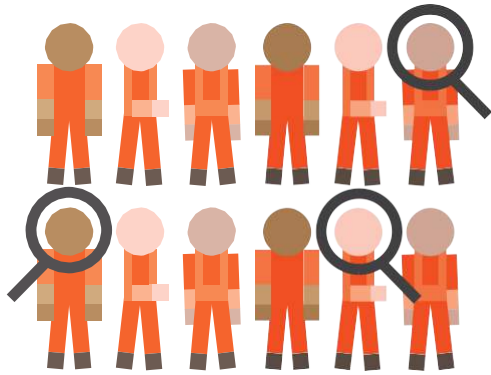
Working to end homelessness by breaking down barriers within city government, allowing comprehensive solutions for most vulnerable populations.



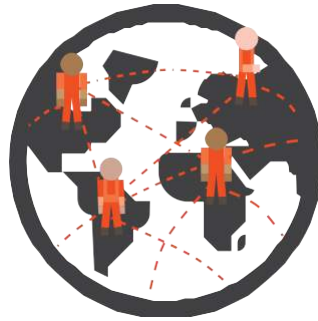
**V. S.
CHARY**
INDIA
ADMINISTRATIVE STAFF
COLLEGE OF INDIA

Reforming how water is delivered in Indian cities, with the goal of improving poor people's access to potable water. He is working on the technical aspects of water systems as well as how public officials manage their work.

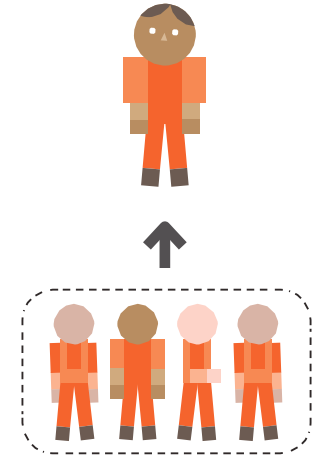
WITH PARTNERS WE WILL:



FIND, RECOGNIZE, AND SUPPORT
new leading social entrepreneurs
who are transforming cities.
Specifically, we will find fellows who
can benefit from and contribute to a
City of Changemakers framework.



CONNECT AND CONVENE
Ashoka Fellows and other
innovators nationally, regionally
and globally to accelerate their
ideas, spread their models
and strategies, and activate
them to collaboratively drive a
City of Changemakers
movement.



DEFINE AND DRIVE
the creation of a
supportive ecosystem in
select cities to help
changemakers succeed

2 DISTILL AND SPREAD WHAT WORKS

There are extraordinary solutions to urban challenges, but they too often remain local. The scaling up of solutions involves distilling principles and spreading them with and through changemakers in other areas.

To enable the above, Ashoka has developed methods to

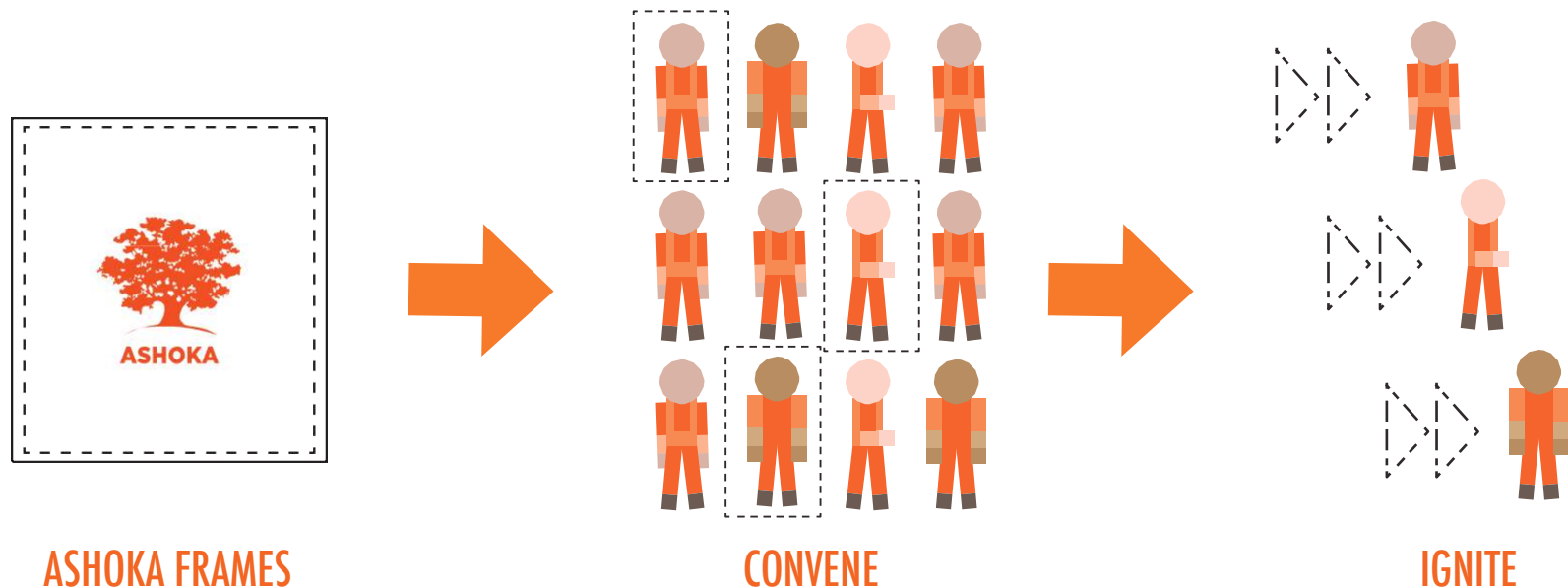
FRAME THE ISSUE, by drawing patterns from the work of many fellows and creating a framework to understand the barriers and key strategies at play.

CONVENE a group of the strongest innovators to refine the framework and discuss challenges in execution and spread.

IGNITE the rest of the community by making these innovations accessible to anyone and by marketing the underlying principles until they become the new standard.



EXPANDING OUR UNDERSTANDING OF HOW TO BUILD A CITY OF CHANGEMAKERS THROUGH COMPETITIONS



Using the power of its network and the knowledge within it, Ashoka FRAMES global competitions designed to find and CONVENE the best innovators with the ideas to IGNITE rapid change. The knowledge of these innovators, at different stages of growth, builds on the knowledge of our Fellows to create an unparalleled understanding of how to empower changemakers and provide supportive systems and infrastructure.

EXAMPLES OF ACCELERATORS FOR URBAN CHANGEMAKING

My Voice, Our City...
What will you do?



NYC YOUNG MEN'S INITIATIVE
Powered By:
Ashoka Changemakers

In 2013 Ashoka partnered with NYC | Young Men's Initiative to launch the the My Voice, Our City competition which encouraged black and Latino young men, ages 16-24 in NYC to submit ideas to brighten the future of New York City. That surfaced over 150 NYC highly replicable ideas



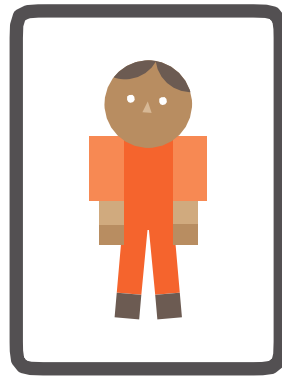
Recently, we launched the Safer Roads, Safer India challenge focused on finding road safety innovations to transform the state of Bangalore's roads through actions that engage people across the city in changing systems and patterns of behavior.



WITH PARTNERS WE WILL:



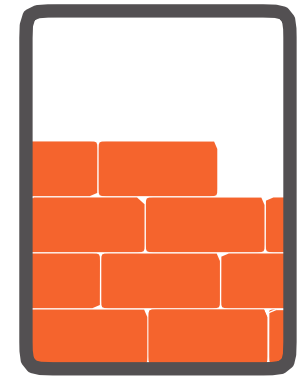
DISTILL AND AMPLIFY
the insights and strategies of current and new Ashoka fellows working on key issues in cities.



GENERATE A FRAMEWORK
In collaboration with our Fellows, define key principles that anyone can understand and apply in their work to build Cities of Changemakers



MAKE ALL SOLUTIONS
we have discovered through the network and competition accessible by any changemakers and City leaders looking for inspiration on solutions and ways to approach the challenge.



BUILDING ON THE FRAMEWORK
that emerges from our workshop with our leading Fellows, we will design and deliver a global competition on our Changemakers.com platform to find social innovations that promote changemaking around cities. The process will yield a wide range of solutions from different parts of the world, and at different stages of their growth that will not just test and inform the frame we develop.

3 CATALYZE TEAMS TO TIP CITIES INTO NEW OPERATING SYSTEM

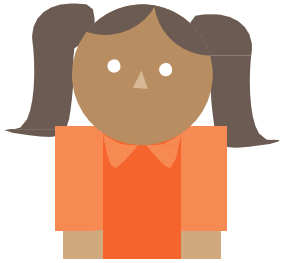
Ashoka has developed a core skill-set defining a standard for the kind of individual or institution we need to build a society in which Everyone can be a changemaker, and selecting role models.

We adapted our fellow-selection methodology to select the educational institutions, businesses and individual entrepreneurs who can lead.

We not only build networks of these leaders, we connect them in metro areas to create a team of teams tipping cities into a changemaker model.

Our next horizon is defining what a City of Changemakers looks like and creating a cohort of exemplary communities.





YOUNG
PEOPLE



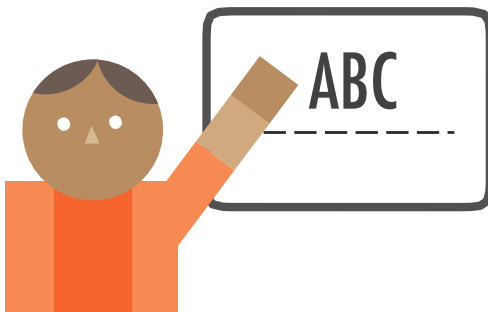
BUSINESS
LEADERS



PHILANTHROPISTS



PARENTS



EDUCATORS



MAVENS

PEOPLE MAKE A CHANGEMAKER CITY

ASHOKA BELIEVES IN COLLABORATIVE
LEADERSHIP

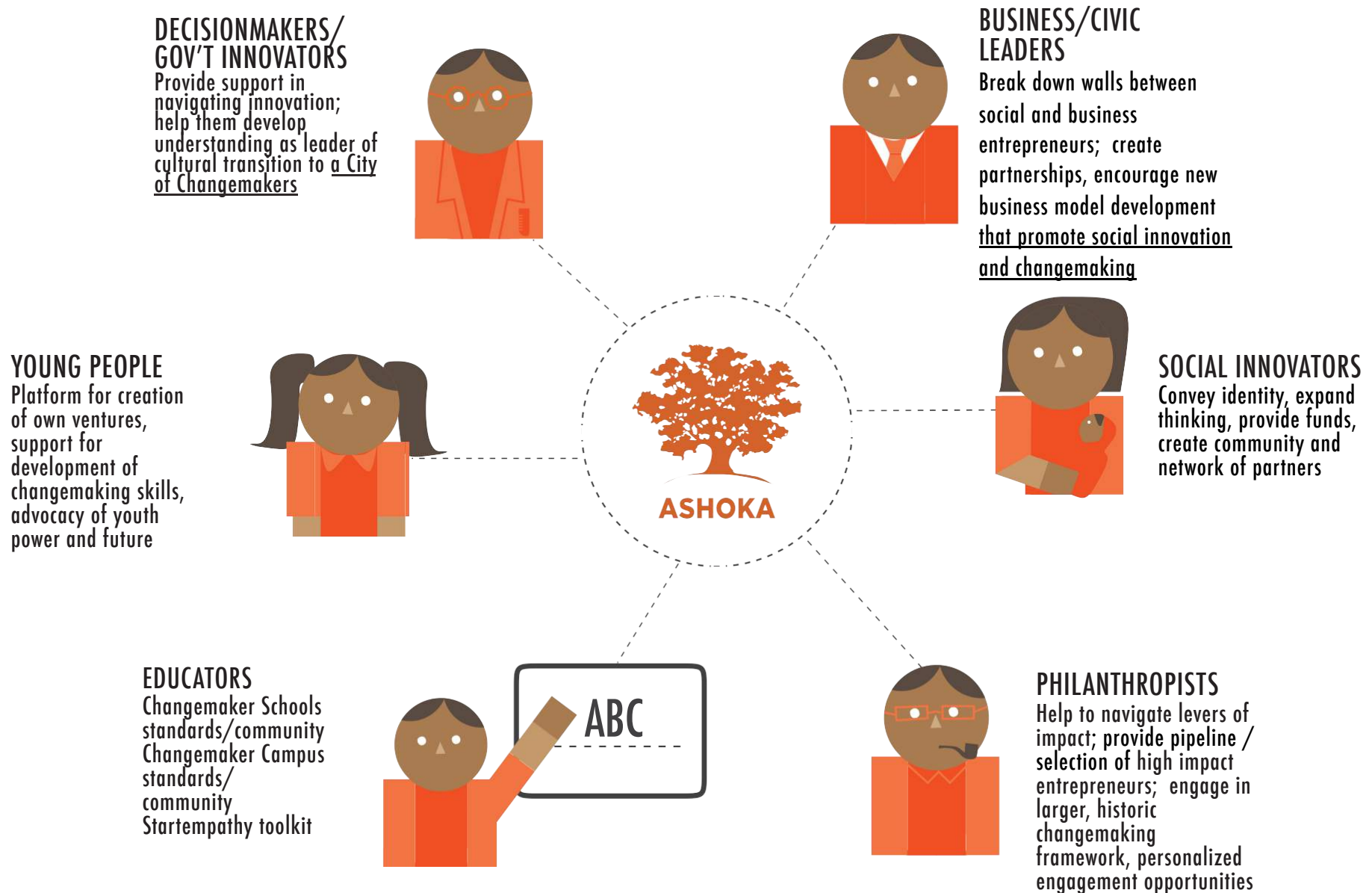
Confers on individuals and institutions
the identity of a changemaker and
INSPIRES DEVELOPMENT of a vision
for society in their city.

Provides **TOOLKITS FOR ACTION
AND CONCRETE ENGAGEMENT
OPPORTUNITIES** for changemaker
institutions and individuals.

Connects **INDIVIDUALS AND
INSTITUTIONS** with each other
in a TEAM OF TEAMS.



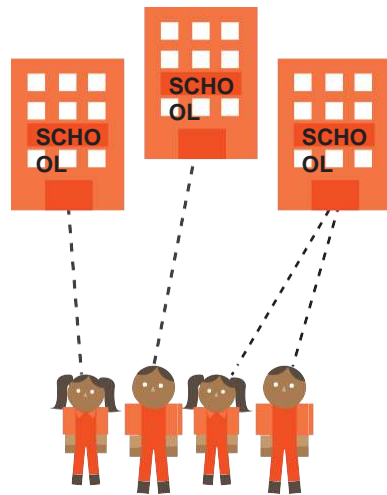
ASHOKA SUPPORTS PLAYERS OF A CHANGEMAKING ECOSYSTEM



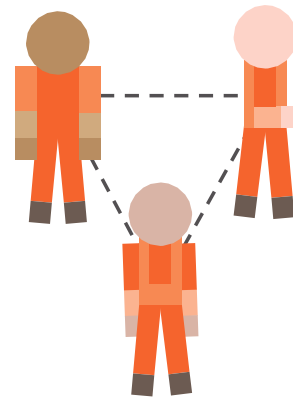
WITH PARTNERS WE WILL:



PLACE “SYNAPSE ENTREPRENEURS” into key cities to catalyze community and collaboration among the individuals who are leading a shift towards an Everyone a Changemaker Mindset in their institutions and fields.



EXPAND OUR NETWORK OF KEY INSTITUTIONS driving a shift in how young people are growing up in cities (Changemaker schools and campuses); advance efforts to create education environments in which empathy and changemaking are priorities. Bring Changemaker talent to business and bridges between government, business and social entrepreneurs



SPARK COLLABORATIONS between local and global members of our network.



DEVELOP TOOLS (e.g. MOOCs, 360 City Scan) to help spread high impact innovations and enable the organic growth of changemakers across the community.

4 CHANGE THE CONVERSATION

We are aggregating and amplifying voices from across society to change the nature of key conversations regarding cities and the role of leaders in cities, underlining that

- Every child must master empathy and the skills of changemaking
- The walls between the business sector and the social sector are artificial. The future of business lies in growth with purpose, i.e., building hybrid value systems that enable innovation and sustainability and promote changemaking
- Impact must be measured by the number of changemakers created



EXAMPLE: ASHOKA CATALYZES CHANGEMAKERS WHO ARE REDEFINING YOUTH YEARS

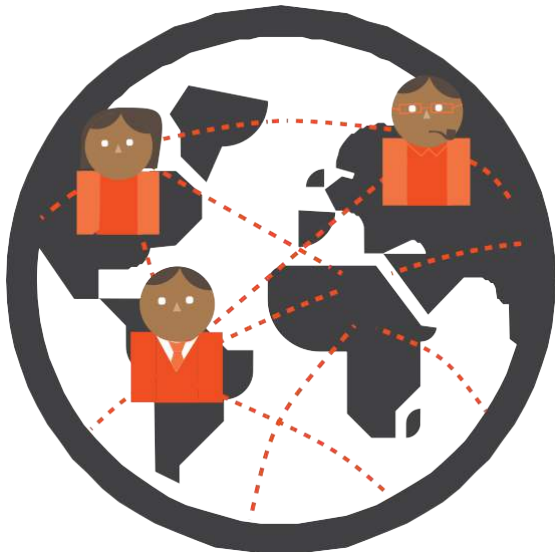


In September and December 2013, and in February 2014, more than 500 teachers, school directors, and civil society organizations collaborated to advance how they promote empathy in schools in Caracas, Venezuela, and beyond

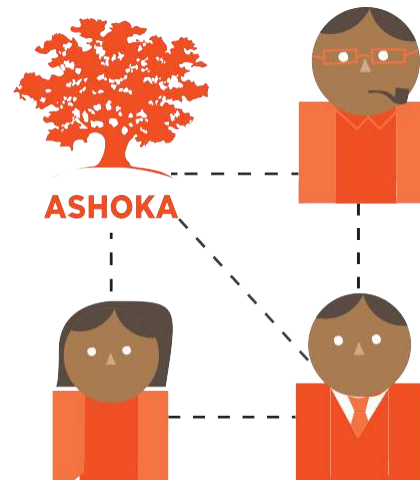


From an initial group of 7 campuses five years ago, Ashoka's annual gathering of "Changemaker Campuses" attracted 750 people at Brown University in February 2014 for a workshop shifting the purpose of college years towards enabling changemakers

WITH PARTNERS WE WILL:



EXPAND our capacity to work with media partners to help them make sense of a rapidly changing world, and understand the importance of Changemakers to the future of Cities and the world.



INVEST in building relationships with key maven in business, education and philanthropy in metro areas to deepen their understanding of the historic moment we live in and of how they can lead in building Cities of Changemakers

Taking it Local

San Francisco

Boston

Twin Cities

Every city is different. Our teams are co-creating this transformation process with local changemakers. But some principles are becoming very clear.

Los Angeles

Miami



ASHOKA

PRINCIPLES OF OUR METRO WORK

1. Always lead with a vision of what could be!
2. Select partners with great care
3. Language matters!
4. If Ashoka isn't in it Ashoka shouldn't be on it
5. Ride the wave: leverage related local movements
6. Spread the love! Strategic convenings are powerful
7. Be "on" at all times: connect synapses for global colleagues
8. Local is never local, it's always about connecting in to the larger picture



ASHOKA

HOW TO SUPPORT A CHANGEMAKER CITY

IDENTIFY AND ACCELERATE

- Find new Social Innovators in metro area
- Support community of fellows in metro area
- Help other fellows bring their ideas/scale

DISTILL

- Feed insights from global cities conversation into metro community and vice versa
- Run local changemaker competitions to encourage cross-pollination

CATALYZE

- Convene and enable leaders from across sectors to tip local education system
- Recruit business leaders to form a local Ashoka Support Network
- Recruit 5-10 leading changemaker business entrepreneurs

CHANGE FRAME

- Work with local media leaders and mavens to change conversation, underscoring historic moment, leadership in rapid change, redefined youth years, no more walls
- Analyze delta between vision of a CM city and status quo, and determine path to get there

ABOUT ASHOKA:

ASHOKA's vision is an Everyone a Changemaker world: one that responds quickly and effectively to social challenges, and where each individual has the freedom, confidence and societal support to address any social problem.

We are a global professional association of the world's leading social entrepreneurs, individuals with new ideas to systemically address the world's biggest challenges and the entrepreneurial skill to transform those ideas into national, regional, or global social impact. Over 30 years, we have identified, supported, and networked 3,000 social entrepreneurs in 70 countries solving systemic problems in education, healthcare, civic participation, economic development, environment, and more.



Having successfully built the field of social entrepreneurship, we have turned our attention in recent years to accelerating a pattern we've seen across the work of Ashoka Fellows—every individual can and must be a changemaker, both for our individual success and fulfillment and for the success of our increasingly complex world. We need solutions to outrun problems, and that will only be possible if everyone contributes to changing their own lives, their communities, their countries, their institutions, the world.

Ashoka activates and connects powerful communities of changemakers. We believe by connecting the pockets of changemaker communities across the world with one another and with other key catalytic partners, we can ignite a self-multiplying, irreversible movement.



ASHOKA

**CITIES OF
CHANGEMAKERS**

THANK YOU!