



ASHOKA INNOVATORS FOR THE PUBLIC

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Mr. Babu Mylampadi
President
Wynad Prakrithi Samrakshana Samiti
C/o Modern Books
Sultan Bathery-673 592

17 May 2000

Dear Mr. Mylampadi,

Ashoka : Innovators for the Public is a global non-profit organization with its headquarters in Arlington, U.S.A. We provide Fellowships to individuals (**not to projects**) who are crafting new solutions for existing social problems. The recipients of our Fellowships are "social entrepreneurs" who are working on new ideas in any field of development (health, gender rights, human rights, education, income generation etc.) and have the blueprint for replicating their ideas for national and international impact. The models that they design are refreshingly different from tired prescriptions that have been applied in their field before.

Ashoka recognizes that the first few years of launching an innovation are lonely and pose many challenges to the innovator. Ashoka thus invests financial and non-financial resources to these social entrepreneurs to help them launch and refine their vision and careers. The financial supports entail a monthly stipend to cover their living needs for a maximum period of three years. The amount of the stipend depends on the typical monthly needs of the Fellow.

We also provide our Fellows active non-financial/professional development services. This helps them access the expertise of other social entrepreneurs within Ashoka's global Fellowship and outside and facilitate exchange of information and methodologies. We link them with resources and leaders across the world to create a firm international network of social innovators. We also endeavour to bring Fellows together nationally, regionally and internationally to learn from and collaborate with each other.

The global vision of Ashoka is to define and create a new professional association of social entrepreneurship. In doing so, we are also building peerage among social entrepreneurs in countries where we operate. Even as we support those at the early stage of launching a new idea, we constantly endeavour to elect **Ashoka members** who are leading social entrepreneurs who have already made a scratch on history and are well ensconced in the mature phase of their work. The latter, however, do not receive the financial support provided by Ashoka.

Members are mentors for other Ashoka Fellows. They contribute to and benefit from the Ashoka Fellowship at least as much as other Fellows do.

Over 1000 Ashoka Fellows are currently working in 35 countries in diverse fields such as education, health, human rights etc. to bring about advances in areas of social concern

Enclosed are some of our publications which will help you understand the organization better.

We invite you to apply for the Ashoka Fellowship. However, before we circulate the application forms, we request candidates to answer a few preliminary questions. They are:

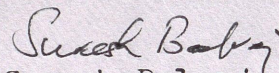
- a) What is your new idea? How is it different from other interventions that have been applied before in your field of work?
- b) What is your chosen methodology of action? What challenges have you/will you need to combat to spearhead your efforts?
- c) What is your strategy for spreading the idea for wider impact, beyond the immediate area of current demonstration? How do you envision your idea impacting mainstream systems over time?

In what significant new ways will your innovation impact program beneficiaries ?

For more information on Ashoka, you could even visit our websites ---- www.ashoka.org and www.changemakers.net.

We look forward to hearing from you.

Warm regards,


Suresh Balraj

Regional Representative - South India

VENTURE CAPITAL FOR SOCIAL ENTREPRENEURS



ASHOKA

ASHOKA Venture Capital for Social Entrepreneurs

Founded in 1980, Ashoka pioneered a new social "venture capital" approach to advance the emerging field of social entrepreneurship.

Based upon the venture capital model, Ashoka invests in exceptional individuals and their ideas with stipends and professional services. This helps them achieve large-scale social impact in areas such as education, the environment, health, human rights and economic development.

Since 1981, Ashoka has selected and invested in nearly 1000 Fellows in 35 countries in Asia, Africa, Latin America and Central Europe. In 2000, Ashoka plans to elect more than 100 new Fellows and expand its programs to the United States.

Ashoka is also the first global association of leading social entrepreneurs – talented, practical visionaries with the same creativity and drive as leading business entrepreneurs – but who devote these qualities to solving social problems on a large scale.

"Rather than building a new school, for example, an Ashoka Fellow launches a better way of teaching – an idea that can spread far beyond the school where it is first demonstrated."

–Bill Drayton



Bill Drayton, Ashoka's President, Founder

and visionary, worked for 9 years with the international management consulting firm, McKinsey and Company. He also served as Assistant Administrator of the E.P.A. where he designed tradeable "pollution rights", a market-based alternative approach to environmental regulation. He has taught at Stanford Law School and Harvard's Kennedy School of Government. A graduate of Harvard

College, Oxford University and Yale Law School, Drayton received the MacArthur Foundation's "Genius Grant" in 1984 for his work building Ashoka.

Ashoka takes its name from a leader who unified India in the

3rd century BC. Remorseful over causing such bloodshed, Ashoka renounced violence and dedicated his life to social welfare and economic development. Ashoka is recognized as one of the world's earliest social innovators.

Ashoka

TWO DECADES OF LEADING SOCIAL ENTREPRENEURSHIP

- 1980** Founding of Ashoka by Bill Drayton
- 1981** First Ashoka Fellow elected in India
Launch of Asia program
- 1983** First Fellows in Indonesia
- 1986** First Fellows in Brazil
Launch of Latin America program
- 1987** First Fellows in Mexico and Nepal
Local Fellowship networks piloted
- 1988** First Fellows in Bangladesh
Creation of Fellowship Support Services (FSS)
- 1989** First Fellows in Thailand
- 1990** First Fellows in Zimbabwe
Launch of Africa program
Entrepreneur-to-Entrepreneur (E2) program piloted in the USA
- 1991** First Fellows in Nigeria and South Africa
- 1992** First Fellows in Cote d'Ivoire, Ghana, Mali, Senegal and Pakistan
- 1993** Creation of *Changemakers*, the first magazine devoted to the field of social entrepreneurship
First Fellows in Burkino Faso, Cameroon and Uruguay
- 1994** First Fellows in Czech Republic, Hungary, Poland and Slovakia
Launch of Central Europe program
First Fellows in Argentina, Chile, Colombia, Ecuador and Peru
First Fellows in Guinea Bissau
- 1995** First Fellows in Bolivia and Paraguay
Entrepreneur to Entrepreneur (E2) program launched in Brazil
Internet Incentive and Challenge Funds for Fellows launched in Latin America
- 1996** Ashoka/McKinsey Center for Social Entrepreneurship launched in São Paulo, Brazil
First Fellows in Costa Rica and Venezuela
Citizen Base Initiative competition piloted in Thailand
- 1997** *www.changemakers.net*, launched as the first online publication dedicated to social entrepreneurship worldwide
First Fellows in El Salvador
- 1998** Entrepreneur to Entrepreneur (E2) program launched in Argentina
Citizen Base Initiative competition launched in Brazil
Internet Incentive and Challenge Funds for Fellows launched in Asia, Africa and Central Europe
First Fellows in The Gambia
- 1999** Ashoka/McKinsey Center for Social Entrepreneurship piloted in Argentina
Citizen Base Initiative competition launched in South Africa
The Innovative Learning and the Environmental Innovations Initiatives launched globally
First Fellows in Botswana
- 2000** Launch of the U.S./Canada program; first Fellows in the U.S.
Ashoka/McKinsey Center for Social Entrepreneurship to be piloted in South Africa and Mexico
Plans to elect first Fellows in Turkey, Slovenia, the Baltics, Guatemala and Nicaragua

“I back Ashoka because it backs the courageous few, and it does so when they're taking their biggest risk.”

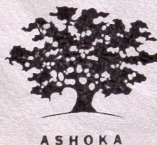
– Louis Harris,
Founder of the Harris Pole

“It will not be business. It will not be government. It is the social sector that may yet save society”

– Peter Drucker

“At a time when socialism has proven a dismal failure, and government programs have created as many problems as they solve, Ashoka may well be showing us a path to a better world.”

– Forbes Magazine



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The production and printing of this brochure has been 100% underwritten by Ashoka benefactors.



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Venture

“The selection process was an intellectual marathon that lasted nearly one year. It was the first time in my life that I had to think so fast on my feet so many times, consider the weaknesses of my dream and reflect on a strategic plan of how to turn my vision into reality...”

It was one of the most educational processes I have ever experienced.”

– Rodrigo Baggio

Like a venture capital group, Ashoka searches the world for the best, new ideas and selects the most capable individuals, providing them with a living stipend that empowers them to focus full-time on implementing their ideas.

At the heart of Ashoka is the rigorous search and selection process. Well-honed over 20 years, it focuses on identifying exceptional social entrepreneurs who will change the patterns in their field at the national and regional levels and who, in the words of founder Bill Drayton, “will leave their footprint on history.”

Moreover, these individuals – each with a big, new idea – must meet the following criteria:

- Creativity in goal-setting and problem-solving
- Entrepreneurial spirit and temperament
- An idea with potential for nation-wide impact
- Strong ethical fiber

The multi-level selection process consists of several screening steps:

- Nomination, reference checks, site visits and interviews by an in-country Ashoka representative
- Second opinion interview by an international Ashoka senior staff member
- Third round of interviews by a selection panel of social entrepreneurs from the candidate’s country and an Ashoka Board or senior staff member from another continent. The panel members then meet and must decide unanimously if they believe the candidate and idea have the potential to achieve far-reaching social impact at the national level or beyond.
- Final approval by Ashoka’s international Board of Directors to ensure worldwide standards and consistency.

Ashoka then invests financially in the Fellow typically for three years in the form of a living stipend based on local salary levels and individual need. This investment enables Fellows to devote themselves exclusively to their vision and implementation of their plan for social change.

Rodrigo’s Results

Rodrigo’s track record of bridging the digital divide, one of society’s toughest challenges, demonstrates the power of social entrepreneurship.

	1996	1997*	1998	1999	Projected 2000
Number of Schools	11	31	54	117	200
Number of Students**	2,500	8,080	17,800	38,860	74,900
Training Capacity/year	3,300	9,300	16,200	35,100	60,000
Number of Teachers	22	64	128	262	470
Number of Volunteers	20	47	57	140	250
Employees	0	1	2	15 ⁺	24
Number of Computers	70	136	315	863	2500
Brazilian Cities	2	5	11	16	20
Brazilian States	2	4	7	13	16
Countries	Brazil	Brazil	Brazil	Brazil Japan	Brazil Japan USA Colombia Uruguay

*Ashoka’s investment in Rodrigo began in 1997 **Estimated

Association & Global Fellowship

Ashoka recognizes that financial backing alone is not enough for the successful launch of its Fellows and their powerful ideas.

Ashoka leverages its investment by making available a range of value-added services. Like a professional association, Ashoka works to enhance the effectiveness of its members by providing contacts and information, as well as fostering collaboration among the Fellows through the Global Fellowship network.

In Rodrigo Baggio's case, he utilized the following services:

The Center for Social Entrepreneurship (CSE), created in partnership with McKinsey & Company in São Paulo, Brazil, provides pro-bono strategic management and organizational consulting to Ashoka Fellows and their organizations. **A team of five McKinsey consultants developed a long-term strategic plan for Rodrigo to expand CDI.**

The Entrepreneur to Entrepreneur Program (E2), builds strong common bonds between business and social entrepreneurs for their mutual benefit. **Swiss Reinsurance of Brazil partnered with Rodrigo to build his organizational capacity.**

“Without the support of Ashoka, it would have taken me years longer to accomplish all that I have been able to do for young people, to help them gain access to the Information Age.”

– Rodrigo Baggio

The Citizen Base Initiative (CBI), challenges the citizen sector to diversify its support away from government and foundations to a broader base through competitions, financial incentives and training. **Rodrigo participated in CBI's fundraising and volunteer management workshops in order to build his organization's capacity and long-term sustainability.**

Fellowship Support Services (FSS) links Fellows to one another worldwide, provides research and logistical support, and valuable contacts and resource information that benefit Fellows and their organizations. **FSS introduced Rodrigo to a number of business and philanthropic contacts in the USA, Europe and Latin America that led to many partnerships listed in the chart below.**

Rodrigo's Partnerships

Rodrigo, in true entrepreneurial spirit, leveraged his association with Ashoka, and secured the following partnerships:

Partner/Country	Contribution	Purpose
Microsoft/Brazil	\$4.5 million in software \$250,000 in capital	Software for schools CDI'S national expansion and headquarters purchase
ESSO/Brazil	Computers and capital	Create virtual network communities
Global Partnerships/USA	Services and capital	Expand CDI to the USA and hire professional staff
AOL/Brazil	Connectivity	Free 24 hr. internet access for schools
IBM/USA	Computers	Computers for schools
JCA Net/Japan	Computers and services	Expand CDI to Japan
Peace Boats/Japan	Services	Transport computers from Japan
Unisys/USA	Computers	Computers for schools
AVINA/Switzerland	Capital	Regional operating expenses
BNDES/Brazil National Bank of Economic & Social Development	Capital	40 new CDI schools and headquarters expansion
Jurzykowski Foundation/USA	Capital	Establish digital lounges
Network For Social Change/UK	Capital	Produce CD ROM for training
Onward & Upward/USA	Capital	Organizational support
Star Media/USA	Capital	Create virtual network communities
Swiss Reinsurance/Brazil	Capital	Stipend support and part-time trainer
United Methodist Church/USA	Capital	Organizational support

-Time Magazine Special Issue,
Latin America's Leaders of the
New Millennium, May 1999



Photo: John Maier, Jr.

Rodrigo Baggio, a former high school teacher and consultant in information technology, had worked with underprivileged youth and street kids since his childhood. In his twenties, he grew increasingly distressed seeing poor, urban youth locked out of the opportunities of a fast-changing economy. The digital revolution was bypassing the 25 million people living in Brazil's *favelas* (urban slums). Rodrigo was determined to change that fact. Ashoka recognized the power of his vision and his potential.

"Finally, someone believed in me and I became recognized as a professional, as a social entrepreneur.

Only then did other organizations begin to respect me and support the work I was doing."

- Rodrigo Baggio

After electing Rodrigo a Fellow, Ashoka invested approximately \$1000 a month in the form of a three-year living stipend beginning in 1997. This enabled Rodrigo to leave his teaching job and focus full-time on building Comit  Para Democratiza  da Inform tica or "CDI" (Committee to Democratize Information Technology).

Rodrigo began expanding his model for community-managed computer instruction and launching new CDI schools in *favelas* throughout Brazil. CDI teaches poor youth marketable skills such as managing operating systems, maintaining hardware and how to use word processor, spreadsheet and presentation software. Most importantly, CDI's schools use the lure of technology to draw kids away from the streets and get them to think about problems directly affecting them such as drugs, crime and AIDS.

During 1998, Ashoka introduced Rodrigo to business and philanthropic contacts in the United States, Europe and Latin America. Rodrigo won their confidence, resulting in partnerships as well as financial and in-kind investments (see Partnership Chart) that fueled his leap to large-scale impact.

In 1999, Ashoka's investment had helped Rodrigo Baggio achieve his dream of making computer training a standard feature in Brazil's *favelas*. He had established 117 community-run computer schools in 13 states across Brazil and graduated over 38,000 students. By the end of 2000 more than 74,000 students will have graduated.

Even as he scaled up operations in Brazil, Rodrigo began spreading his model to other continents. In 1999, he launched CDI in Japan. In 2000, Rodrigo plans to establish CDI in the USA, Colombia and Uruguay.

The digital divide is exacerbating inequality. As brilliant and driven as a business entrepreneur who is transforming an industry, Rodrigo Baggio is leading the movement to close that gap all across society.

Ashoka recognized Rodrigo's qualities and the potential of his model, and it provided the venture capital investments - both financial and professional - at a critical moment, empowering Rodrigo to achieve large-scale social impact.

**business
entrepreneur** in
operational levels
of business, creativity
and government
innovation
creates entirely
new industries.

**A social
entrepreneur** has
exactly the same
qualities, but he
or she devotes
them to coming
up with new
solutions to social
problems."

- Bill Drayton,
Founder of Ashoka

**Portrait of
Rodrigo Baggio
Social Entrepreneur and
Ashoka Fellow**

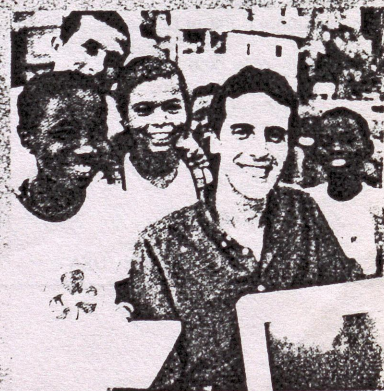


Photo: John Maier, Jr.