

# Social innovation as system change

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November 2021



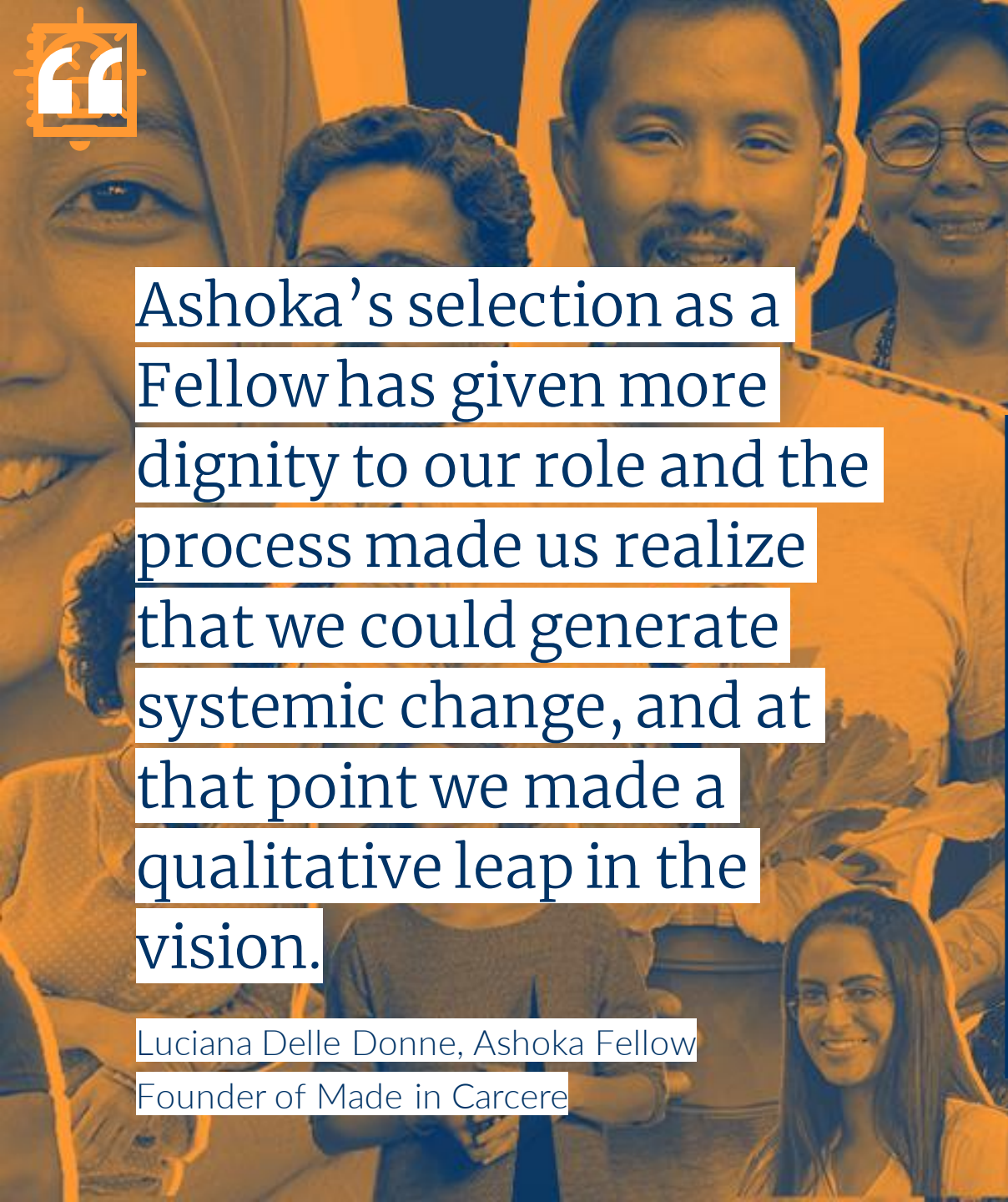


**What is a social issue you have dear to you or are working to solve?**

Write it somewhere and try to apply to it the concepts we will share!



3800+ Ashoka  
Fellows from  
90+ countries  
since 1981



Ashoka's selection as a Fellow has given more dignity to our role and the process made us realize that we could generate systemic change, and at that point we made a qualitative leap in the vision.

Luciana Delle Donne, Ashoka Fellow  
Founder of Made in Carcere

## The Selection Process

- Nomination
- National evaluation
- International evaluation
- Panel review with local ecosystem players
- Ashoka Global Board review

## The Selection Criteria

**New idea:** Candidates have a new solution or approach to a social problem, which changes the pattern in a field.

**Entrepreneurial approach:** Candidates are willing to grapple relentlessly with many practical challenges.

**Social impact:** The candidate's idea must be new and cause people working in the field to adopt it and turn it into the new norm.

**Creativity:** Successful social entrepreneurs are problem solvers who translate visions into reality.

**Ethical Fiber:** Social entrepreneurs must be trusted by different stakeholder groups to inspire major structural changes to society.

## Ashoka Offices Worldwide

N America  
**302** Social  
Entrepreneurs

Europe  
**575** Social  
Entrepreneurs

Middle East and N Africa  
**115** Social  
Entrepreneurs

Africa  
**466** Social  
Entrepreneurs

Asia  
**1029** Social  
Entrepreneurs

Latin America and Caribbean  
**1027** Social  
Entrepreneurs

Argentina  
Austria  
Bangladesh  
Belgium  
Brazil  
Canada  
Chile  
Egypt  
France  
Germany  
Greece  
India  
Indonesia  
Ireland  
Israel  
Italy  
Japan  
Kenya  
Mexico  
Netherlands  
Nigeria  
Philippines  
Poland  
Portugal  
Senegal  
South Africa  
South Korea  
Spain  
Sweden  
Switzerland  
Thailand  
Turkey  
United Kingdom  
USA  
Venezuela

**SCALING A SOCIAL  
INNOVATION AND GROWING A  
BUSINESS DON'T FOLLOW THE  
SAME DYNAMICS.**

**Scaling a social innovation means aiming at  
System Change!**

SYSTEM CHANGE WILL BE  
MORE EFFECTIVE IF MINDSET  
SHIFT HAPPENS AT THE SAME  
TIME.

Beneficiaries see themselves as part of the solutions to their and other people's problems - everyone a changemaker

1

What is System Change and  
mindset shifdty?





# System Change is what happens below the surface!



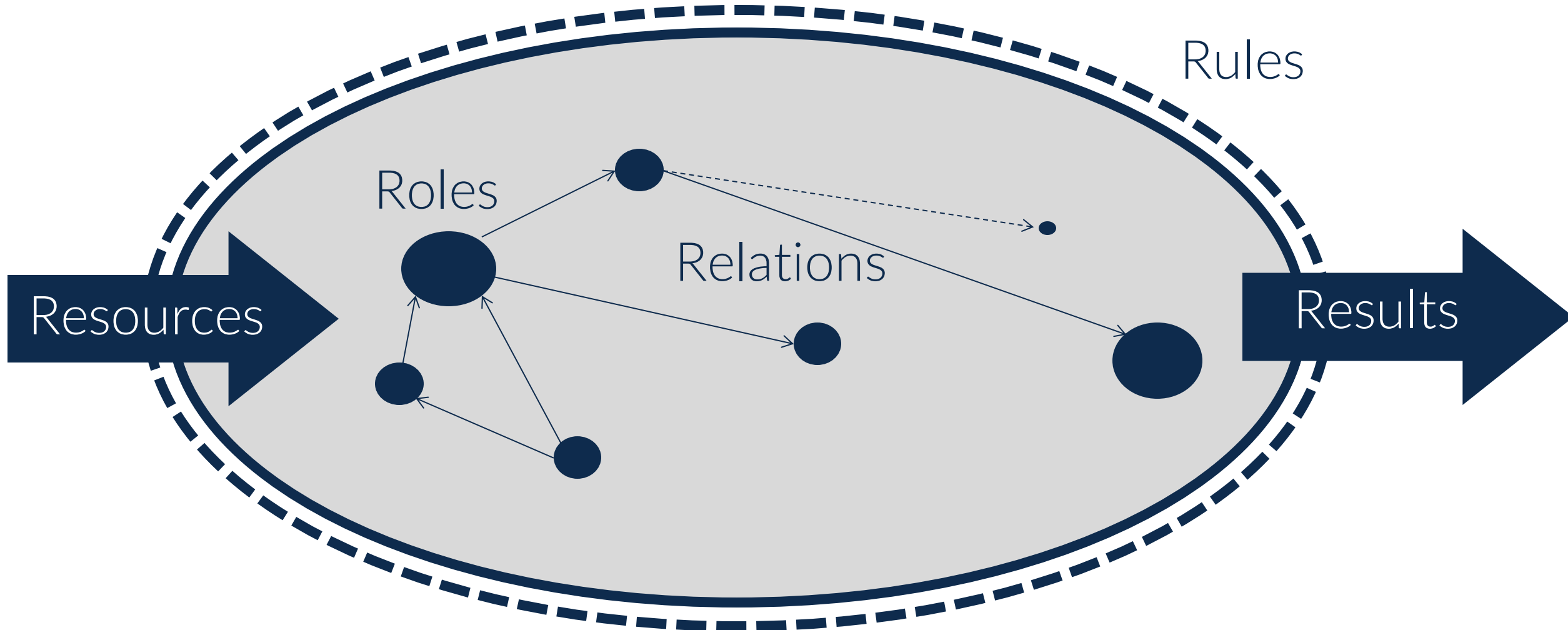
Symptoms  
Direct Service

Root Causes  
System Change

Mindsets  
Cultural Change

# What is a system?

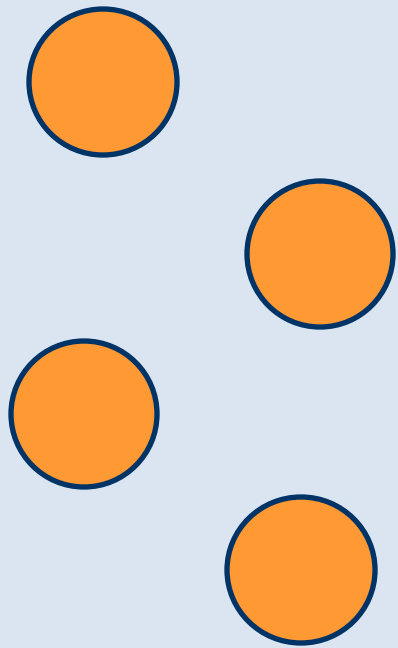
## The 5Rs Framework



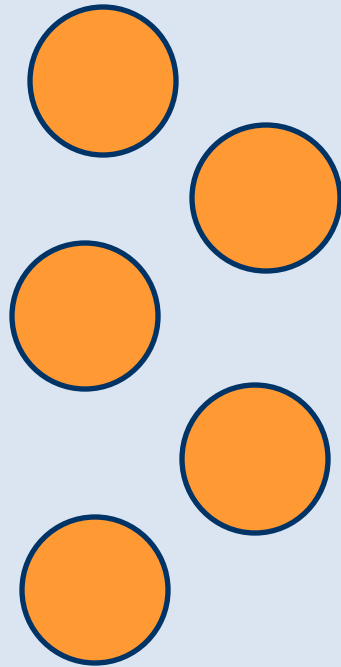
# What is a system?

## The 5R Framwork

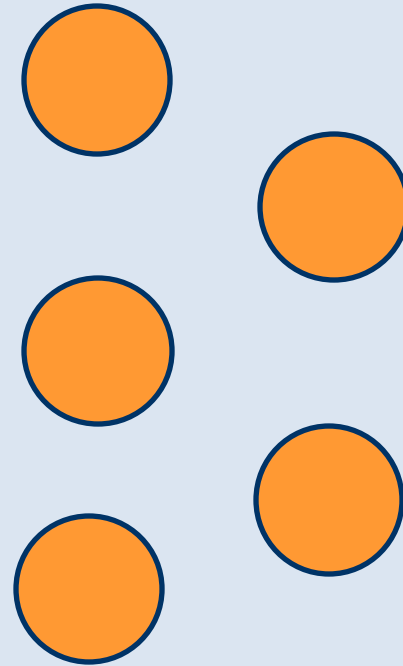
Resources



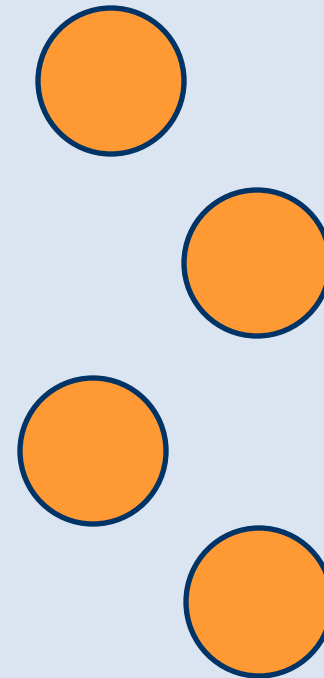
Roles



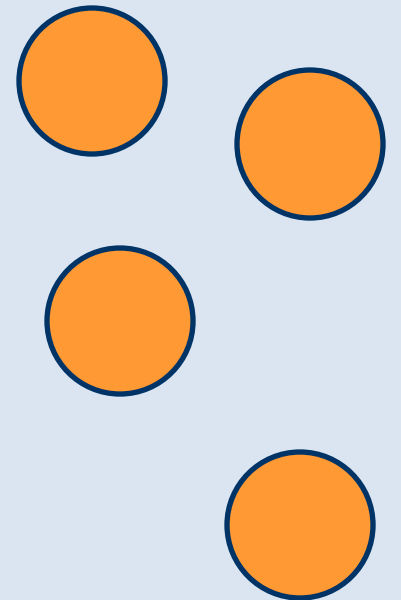
Relations



Rules



Results



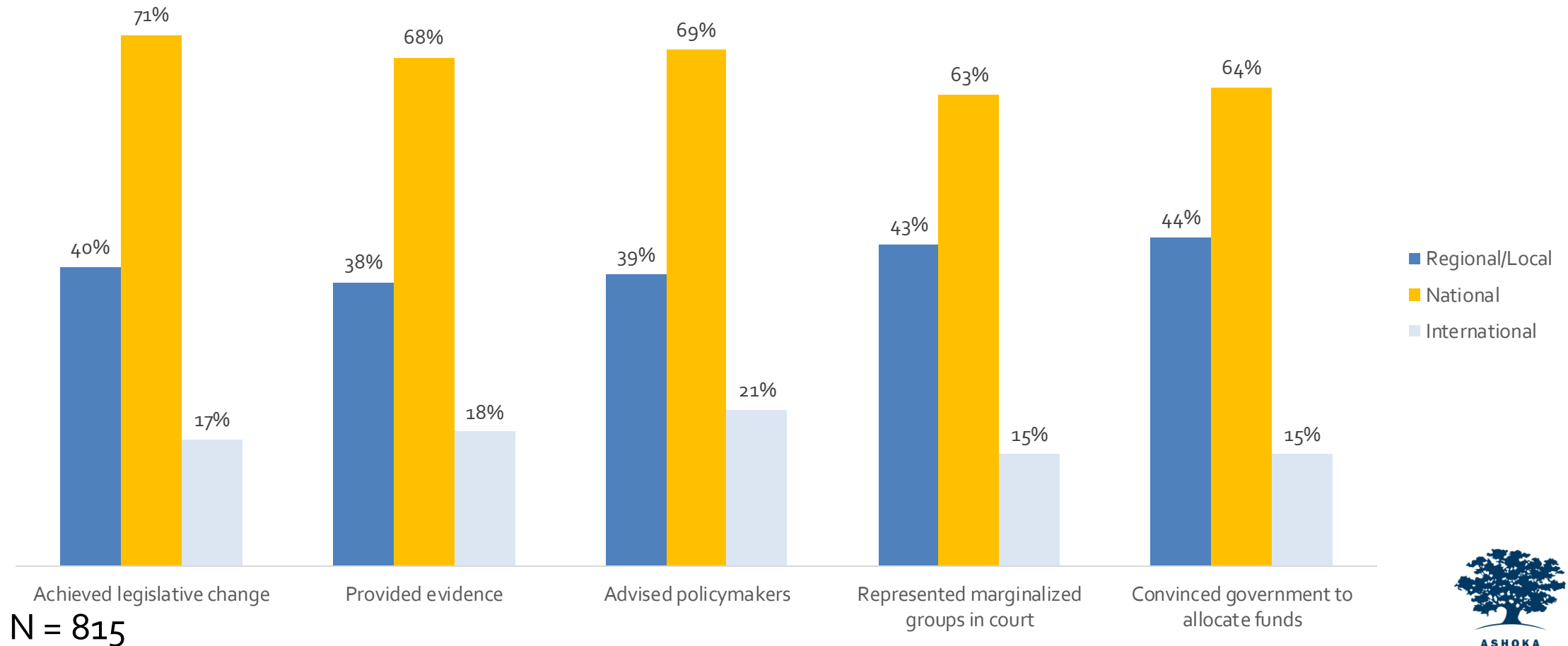


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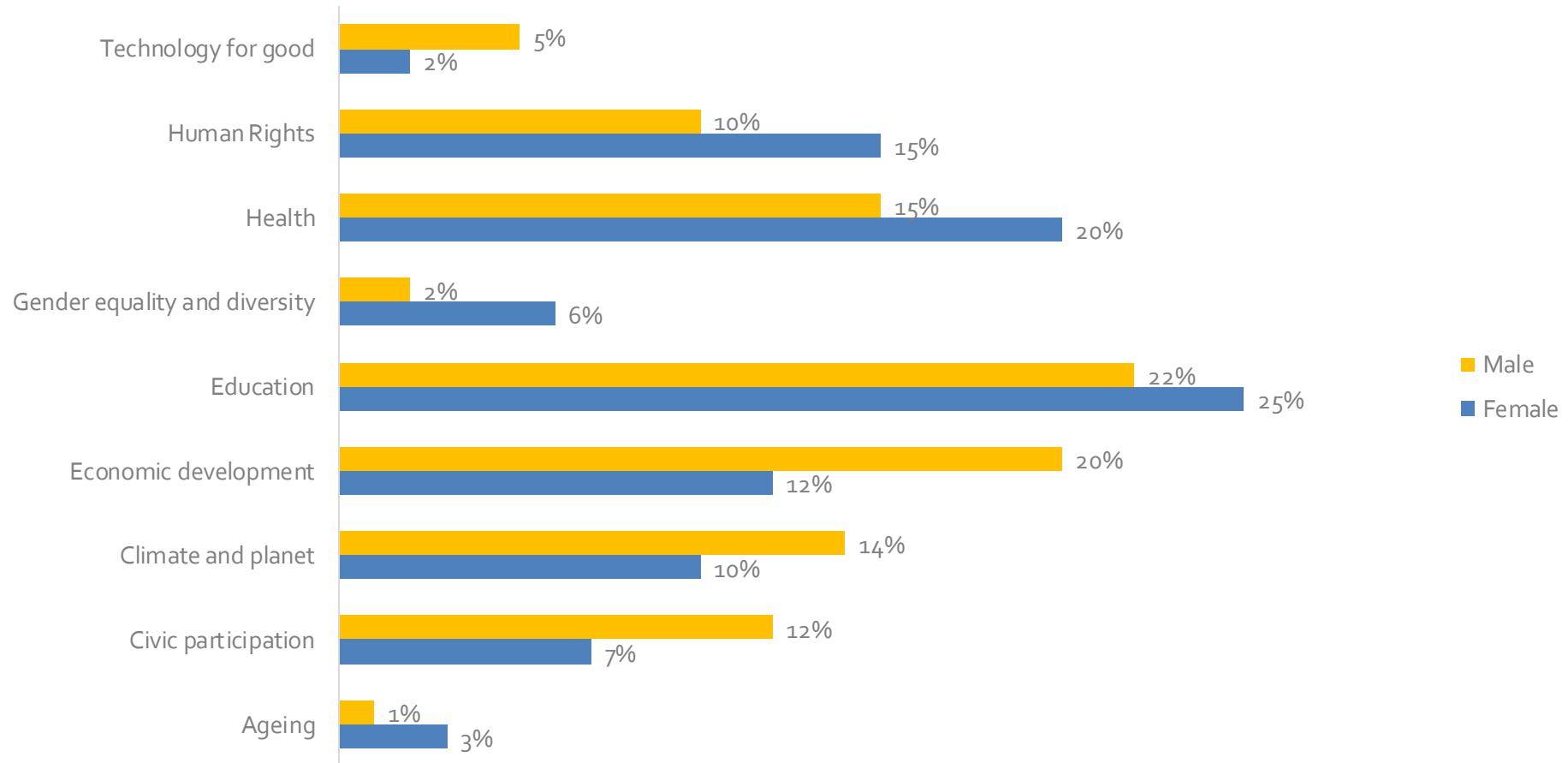
What impact do we achieve?  
How inclusive is it?



# Since becoming an Ashoka Fellow, to what extent has your idea and work achieved change in public policy?



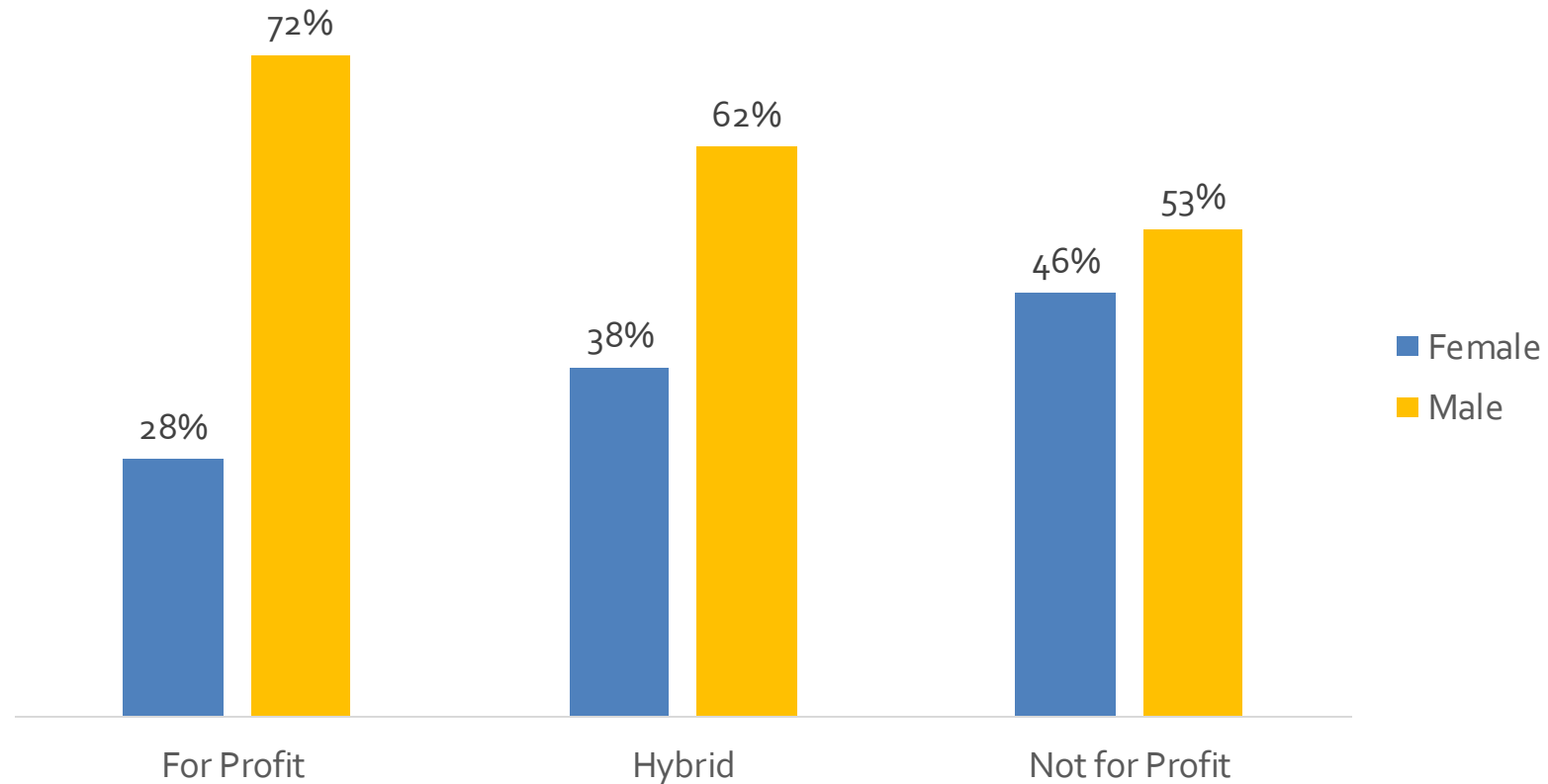
# Primary Area of Social Impact (by gender)



N = 785



# Gender Breakdown (by business model)



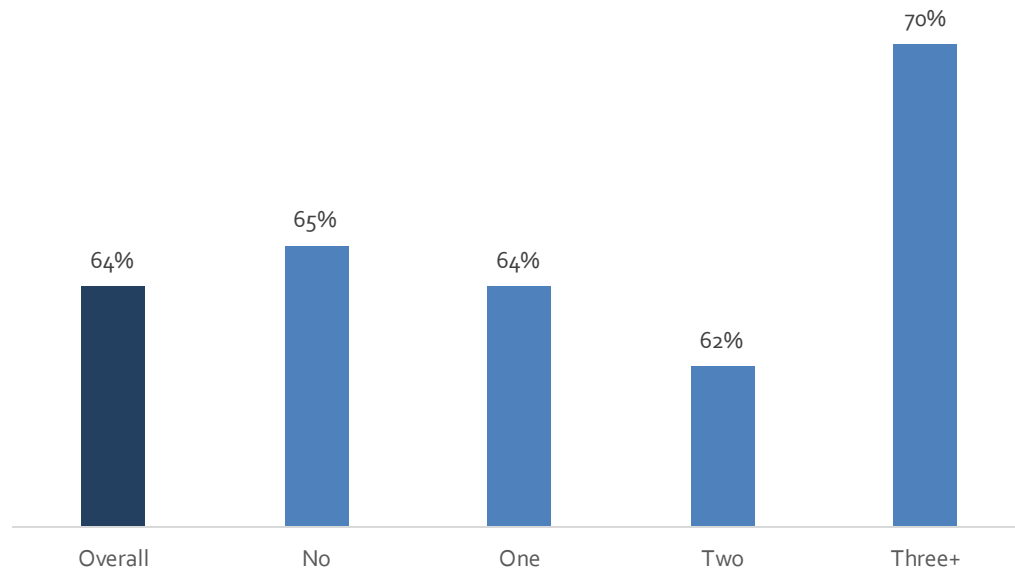
N = 801





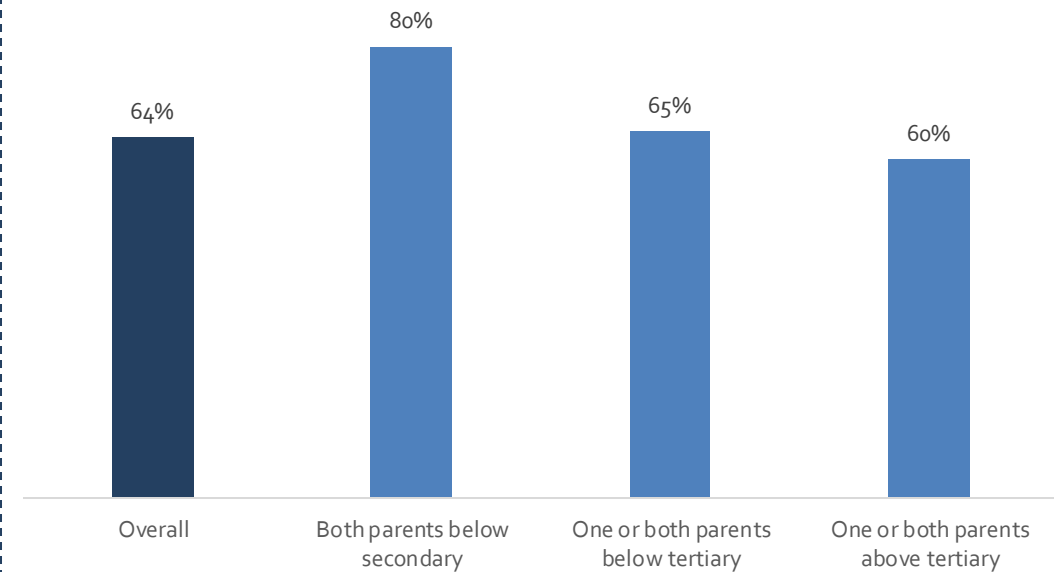
# Did the Ashoka selection process help you strengthen and articulate your idea?

## Yes (by minority)



N = 733

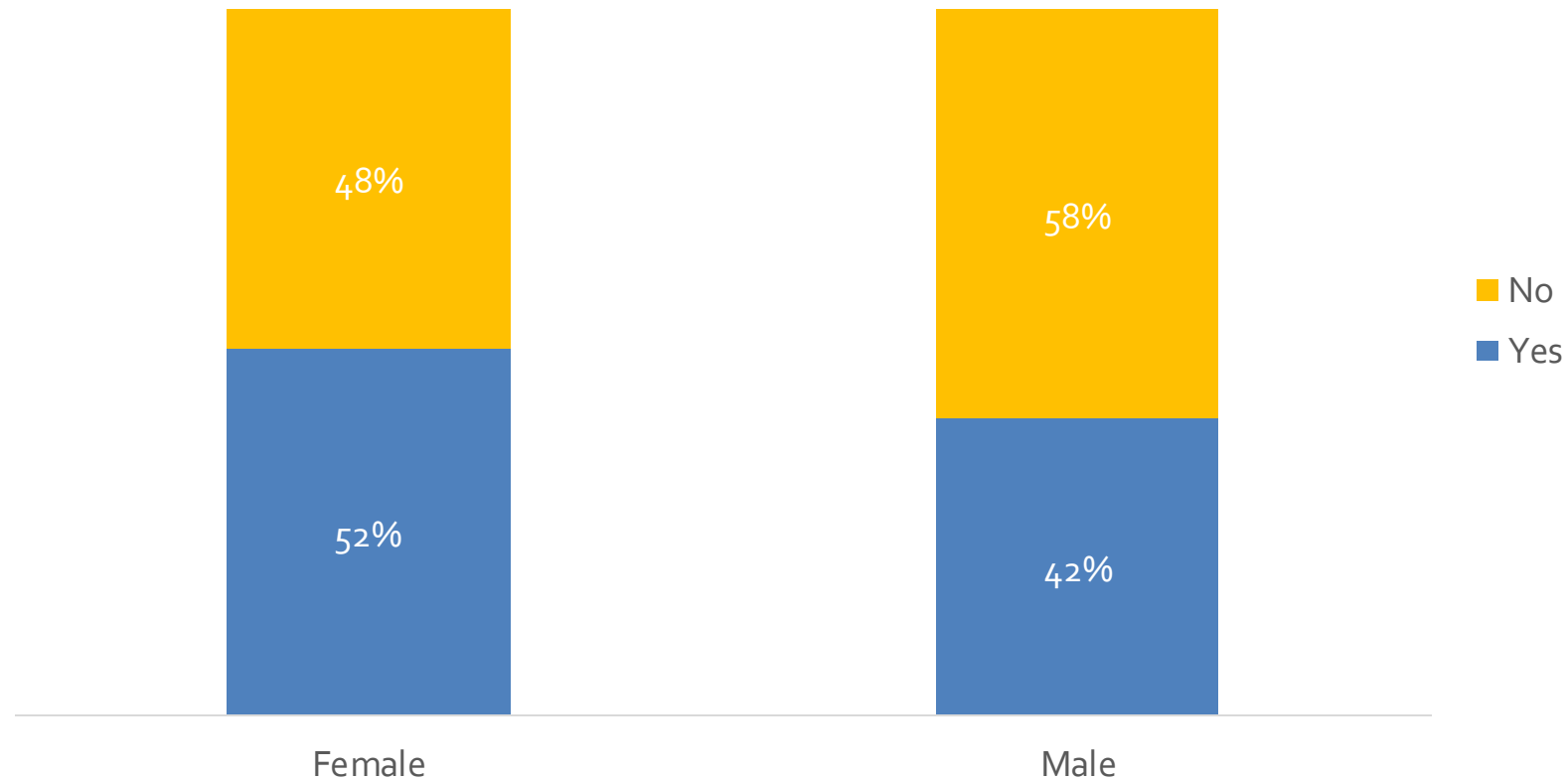
## Yes (by parents' education)



N = 711



# Was the Ashoka stipend the first significant source of funding for your idea? (by gender)



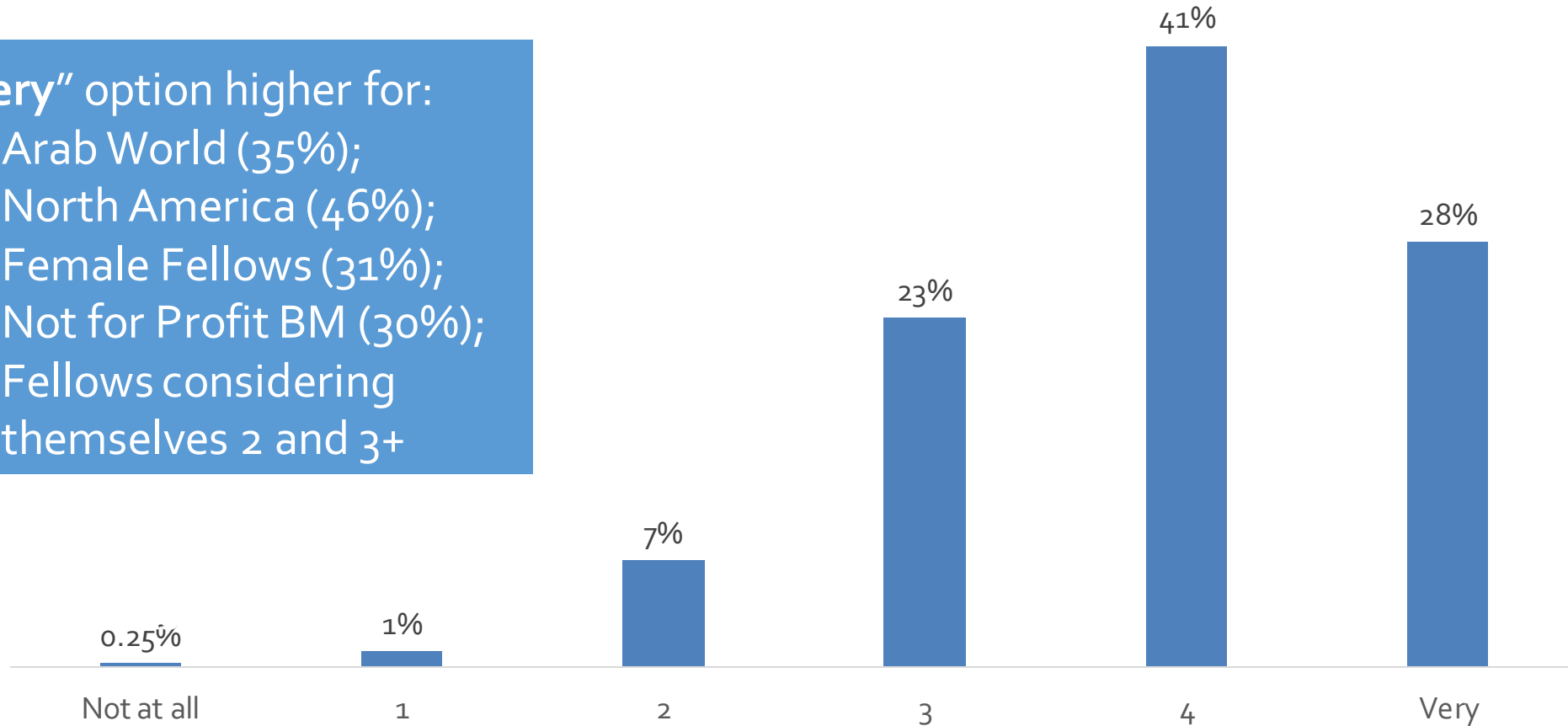
N = 644



# To what extent do you think your work has been able to activate people to be changemakers?

**“Very” option higher for:**

- Arab World (35%);
- North America (46%);
- Female Fellows (31%);
- Not for Profit BM (30%);
- Fellows considering themselves 2 and 3+



N =



# Riccarda Zezza Maternity As A Master



Frank Hoffmann, Discovering Hands



# Conclusions

- While direct responses to social problems is useful, systemic thinking is needed
- Social innovation as system change
- Focus on transforming leaders so that everyone can be transformed
- Pay attention to how different sub-groups perceive you and your offer
- From beneficiaries to changemakers