

TO: Bruce Reed
Bill Galston
Kathi Way
Brian Burke
Jose Cerda
Christine Heenan
Suzan Johnson-Cook
Patrick Lester
Ira Magaziner
Lynn Margherio
Rosalyn Miller
Mike Schmidt
Donsia Strong
Paul Weinstein
Sara Rosenbaum
Marion Berry
Stan Herr
Kristine Gebbie

FROM: Carol H. Rasco

SUBJ: Thursday, November 18, 1993

As previously discussed, we will meet in my office with William Drayton on Thursday, November 18 at 12 noon for a maximum of one hour. I am attaching materials for you to serve as background information. In order to hold a meaningful discussion I am asking that attendance be held to those persons receiving this memo. Many thanks!



In Sanskrit, the word Ashoka means, "absence of sorrow."

ASHOKA FACT SHEET

- Founded: 1980
- Legal status: A not-for-profit organization, with no religious or political affiliation.
- Sources of Funding: Ashoka's work is financed by individuals, foundations, and businesses. It accepts no government funds.
- Fellows Elected in 1992: 68
- Fellows Elected Since 1980: 450
- 1992 Budget: \$2.3 million

MISSION: Ashoka finds and supports outstanding individuals with ideas for far-reaching social change. We call them public entrepreneurs. Ashoka serves these public entrepreneurs the way a venture-capital firm serves business entrepreneurs: by offering them support at that critical time of their careers—after the crystallization of the idea but before its proven success. Ashoka's modest investment in these people, at this point in their lives, yields pattern-setting changes in education, health, environmental protection, human rights, and many other fields of social concern. Ashoka also facilitates the collaboration of these remarkable people across boundaries of nationality, culture, and subject matter. As a world fellowship and through its educational work, Ashoka helps build the mutual respect among the earth's people's that is a prerequisite to unity and peace.

COUNTRIES IN WHICH ASHOKA ELECTS FELLOWS: Bangladesh, Brazil, Burkina Faso, Ghana, India, Indonesia, Ivory Coast, Mali, Mexico, Nepal, Nigeria, Pakistan, Senegal, South Africa, Thailand, Zimbabwe.

ASHOKA CHAPTERS: Ashoka has active chapters in Boston, New York, Washington, Denver, San Francisco, London, Geneva, Amsterdam and Brussels. Still more are in the process of being organized elsewhere in North America, Europe and Japan. Ashoka chapters play a very important bridging role between their respective communities and the international Ashoka Fellowship. They articulate the nature and value of public entrepreneurship and its unique and highly-leveraged contribution to social change in the Third World. They challenge prevailing negative stereotypes and prejudices about the Third World by providing antidotes in the form of Fellows' inspiring success stories. They import new ideas they learn through Ashoka to help solve key problems in their own communities and societies. They interpret Ashoka's role in identifying and supporting public entrepreneurs. And they co-venture with Fellows by providing invaluable financial and material support.

ORIGIN OF NAME: Ashoka was the name of one of history's greatest social innovators. Having unified most of the Indian subcontinent by force of arms in the third century B.C., the Emperor Ashoka was stricken by remorse for the suffering he had caused. He renounced violence, promoted toleration of all religions and philosophies, and dedicated his formidable leadership talents to the creation of many lasting social innovations in both economic development and public welfare. His edicts, carved on stone pillars throughout his empire, survive to bear witness to his faith in the primacy of moral law as a guide to public action.

FOUNDER AND PRESIDENT: William Drayton — B.A. Harvard College; M.A. Oxford University; J.D. Yale University; Former faculty Stanford Law School and John F. Kennedy School of Government at Harvard. Former Assistant Administrator, Environmental Protection Agency; Chairman of the Board, Appropriate Technologies International. Elected MacArthur Fellow, 1984.

AN INTRODUCTION TO ASHOKA: Its Mission and Goals

Ashoka: Innovators for the Public is a global association of "public entrepreneurs" bringing about fundamental, urgently needed change throughout the developing world. Ashoka makes small, careful investments to help launch these entrepreneurial leaders with path-breaking ideas for solving the most pressing problems facing their societies.

Put simply, Ashoka supports individuals working to introduce important innovations in health, education, agriculture, the environment, social justice, rural and urban development, and other areas of human need.

To date, Ashoka has helped launch over 450 public service innovations in 15 different countries in Latin America, Africa, South Asia and Southeast Asia. Ashoka makes selections based on the significance an idea will have for the local community, along with its potential to be an important, replicable pattern, thereby extending impact to regional, national, and even international levels.

Ashoka awards its Fellows a living stipend, typically for three years. This support allows these unique individuals to work full-time making their vision happen. Fellows are working in over twenty fields of social endeavor throughout the major regions of the developing world. The Fellows are residents of the countries in which they work; Ashoka finds them through an extensive network of volunteer nominators around the world.

Ashoka is unlike any other organization. Other international organizations provide disaster relief, or distribute food or medicine to the needy, or help individual villages or neighborhoods with development projects. These are worthy activities, but Ashoka's approach is quite different. Because of its strategy of supporting people rather than "projects", Ashoka can help make important new ideas become a reality for a fraction of what other approaches would cost. The program's impact per dollar invested may have no equal: between \$3,000 and \$10,000 a year (average appointment: 3 years) gives a first class public entrepreneur the freedom to launch his or her innovation.

A key component of Ashoka centers around connecting people and ideas in a worldwide fellowship. It involves facilitating interaction and collaboration among the Fellows themselves, as well as with other relevant parties. This serves both to spread the ideas of the Fellows more broadly and to engage them in the other work that is taking place in their field. In addition, Ashoka sponsors education and outreach programs to promote the concept and profession of public entrepreneurship and to build respect and unity among the world's people.

Ashoka is an independent non-profit, 501(c)(3) organization. It is not affiliated with any political party, church, or government; it accepts no government funds.

ASHOKA'S CRITERIA FOR SELECTION AS A FELLOW.

Ashoka's four criteria for selection are clearly defined:

1. **Innovation.** Ashoka looks for new approaches to social sector problems or issues. These are new ideas within the context of the country or the region of the country. For instance: a new way to educate children or a new way of providing rural health care. Ashoka also looks for the Innovator behind the idea. These are people who are creative visionaries. They creatively attack problems; they will continue to think creatively during their careers. They often have a history of starting organizations. Because they are the generators of ideas, not employees, they are also more dedicated to making these ideas reality. Ashoka Fellows are working in a wide variety of fields including education, environment, health, agriculture, housing, legal aid, human rights, rural development, women's issues, income generation and many other areas as well.

2. **Entrepreneurial Skill.** Ashoka looks for people with a very unusual personality type which we describe as being "entrepreneurial". These aren't business entrepreneurs who are motivated by profit. They are "public service entrepreneurs" who are motivated by the desire to create significant public change. Like their private sector peers, public entrepreneurs are practical and pragmatic; they know how to overcome obstacles; and they are possessed both by their idea and by the will to make that idea an institutionalized replicable reality. These are people who know how the world works and they have the capacity to develop strategies and to build institutions to carry out their ideas.

3. **Impact.** Ashoka is looking for ideas that can have a significant at least nationwide and field wide impact. In some cases they are ideas that can cross borders into other countries. Ashoka would not support someone who wanted to work in one school or in one rural health clinic, unless their work had the potential to affect a school system or a rural health care delivery system fundamentally.

4. **Integrity.** Ashoka is looking for people who have the best of reasons for doing their work. We will not support someone with a personal or political agenda. These are people who have the social good as their goal and realizing their idea as their objective.

These are very difficult people to find. Our experience indicates that they are very rare in populations. In Brazil, which is our strongest program, we are now finding twenty a year. In Indonesia we are finding around twelve. However, we have found them from every segment of the population. We have elected illiterate slum dwellers; we have also elected a Ph.D. physicist. They come from rural areas and also from cities. The most common limiting factor is broad vision. They must be people who see beyond their own community, beyond their own village.

Post-It™ brand fax transmittal memo 7671		# of pages > 4	
To: Stan Herr	From: Bill Drayton		
Co.	Co.		
Dept.	Phone: (408) 527-8300		
Fax #: (202) 456-7028	Fax #		

Biographical Information on

WILLIAM DRAYTON

Born:

P6/b(6)

EDUCATION:

Yale Law School, J.D., 1970
 Balliol College, Oxford University, M.A.
 (Primarily Economics), 1967
 Harvard College, A.B., 1965

WORK

EXPERIENCE:

Current	Chairman and President of Ashoka: Innovators for the Public. Chair, Environmental Safety On leave, McKinsey and Company, New York. MacArthur Fellow.
1977-1981	Assistant Administrator (responsible for Policy, Budget, Management and Audit) U.S. Environmental Protection Agency
1977	Domestic Policy Staff The White House
1975-1977	Faculty first at Stanford Law School and then at Harvard's Kennedy School of Government
1970-1976	McKinsey and Company, Inc. New York, N.Y.
Current	Chair and President, Ashoka: Innovators for the Public. Also Chair, Environmental Safety. On leave from McKinsey and Company. MacArthur Fellow.

Chair and President, Ashoka: Innovators for the Public, an international nonprofit organization that helps third world individuals with exceptional entrepreneurial talent launch innovative nonprofit development or other ventures for the public good (e.g. in health, education, environment, protection of minorities, etc.).

Chair, Environmental Safety, an association of environmental management professionals devoted to (1) monitoring the implementation of the nation's laws to protect against toxic risks and (2) evolving improved approaches to implementation. McKinsey and Company, Of Counsel, currently on leave. Elected a MacArthur Fellow, 1984.

WILLIAM DRAYTON

William Drayton is the president and founder of Ashoka: Innovators for the Public, a global association of and the first venture support service for leading "public entrepreneurs" -- people who have a pattern-changing idea for social change and the entrepreneurial drive to make it happen at least at the national level. He is also the chair of Appropriate Technology International and of Environmental Safety. Educated at Harvard College, Oxford University, and Yale Law School, he was a McKinsey and Co. management consultant serving public and private clients for nine years, taught at Stanford Law School and Harvard's Kennedy School of Government, and served as Assistant Administrator of the U.S. Environmental Protection Agency from 1977-1981. The author of numerous publications, he was the recipient of a MacArthur Foundation Prize fellowship and the Yale School of Management's Award for Entrepreneurship.

Post-it brand fax transmittal memo 7671		# of pages = 5
To: <i>San Herr</i>	From: <i>Clara Pullos</i>	
Co.	Co.	
Dept.	Phone: <i>703 527 8300</i>	
Fax #: <i>602 456 7028</i>	Fax: <i>703 527 8383</i>	

NOV 01 7 6 REC'D

TO DOMESTIC POLICY COUNCIL STAFF

From: Stan Herr *Stan*

Re: Bill Drayton -- Staff Meeting at noon, November 18th

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only to the people*
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& listed
See m.*

Bill Drayton -- the founder and president of "Ashoka: Innovators for the Public," MacArthur Fellow, and a former EPA official and DPC staffer in the Carter Administration -- is coming to talk with us this Thursday at our noon staff meeting in Carol's office.

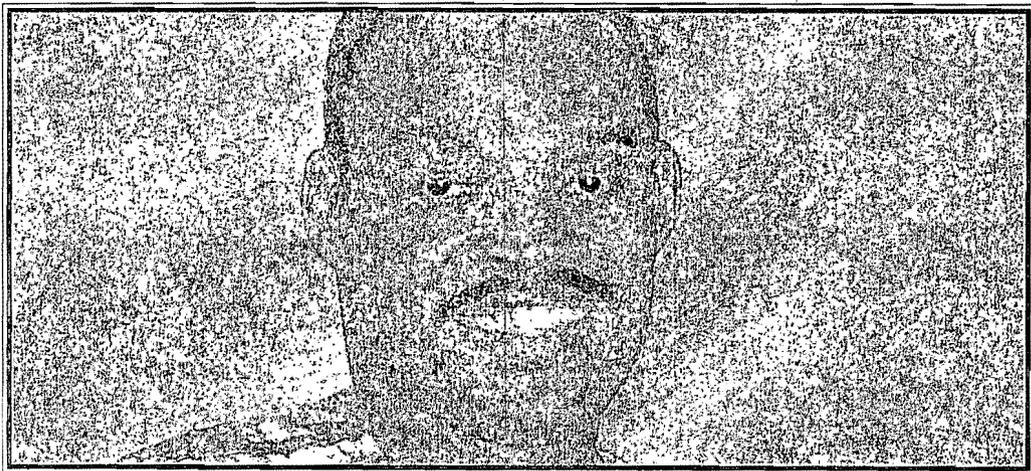
He asked me to share these introductory materials with you to give you some idea of the work of these public entrepreneurs -- the 700 Ashoka fellows who have served in various parts of the world. He will be discussing the concept of the public entrepreneur, its application to the U.S. context, as well as some of his ideas for public school reforms to equip inner-city youth with the skills for future leadership. Bill is a classmate of mine and I know he will lead a very stimulating discussion.

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ASHOKA. ENTREPRENEURS WORKING FOR CHANGE.

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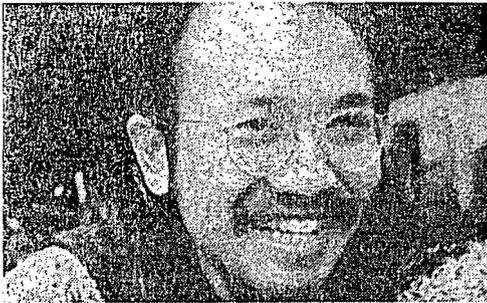
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Profiles of the

ASHOKA FELLOWS



Tenth Fellowship Elections



Ashoka  *Innovators for the Public*

Bangkok Dhaka Hyderabad Johannesburg Lagos Mexico D.F. Washington D.C.
Calcutta Harare Jakarta Kathmandu London Rio de Janeiro

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Leveraging the philanthropic dollar

Given the scope of the problems facing society, the resources of the MacArthur Foundation seem insignificant.

Thus, we continually seek philanthropic opportunities which hold the potential for multiplying the Foundation's initial investment many times over. The following pages highlight some of these leveraging techniques — and the people and organizations strengthened by them.