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**"SOCIAL ENTREPRENEURSHIP: AN ANALYSIS OF THE ASHOKA
NETWORK"**

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Firma dello studente

*Noi siamo convinti che il mondo,
anche questo terribile, intricato mondo di oggi
può essere conosciuto, interpretato, trasformato e messo al servizio
dell'uomo, del suo benessere, della sua felicità.
La lotta per questo obiettivo è una prova che
può riempire degnamente una vita.*

Enrico Berlinguer

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INTRODUCTION

Social entrepreneurship as a practice that integrates economic and social value creation has a long tradition. The global efforts of Ashoka, founded by Bill Drayton in 1980, to provide seed funding for entrepreneurs with a social vision; the multiple activities of Grameen Bank, established by Professor Muhammad Yunus in 1976 to eradicate poverty and empower women in Bangladesh; or the use of arts to develop community programs in Pittsburgh by the Manchester Craftsmen's Guild, founded by Bill Strickland in 1968 are some examples of the rise of these phenomenon (Mair & Marti, 2006).

In this dissertation we take into consideration social initiatives worldwide of Ashoka Fellows. Ashoka is a non-profit international organization that seeks to promote social entrepreneurship by selecting and supporting single social entrepreneurs. Ashoka has provided start-up financing, professional support services, and connections to a global network across the business and social sectors, and a platform for people dedicated to changing the world. Ashoka launched the field of social entrepreneurship and has activated multi-sector partners across the world who increasingly look to entrepreneurial talent and new ideas to solve social problems. Ashoka is a worldwide organization that seeks to recruit the most promising social entrepreneurs (Ashoka Fellows) who are willing to address the most salient social issues and bring about a radical change in the society, becoming the future leaders and change-makers. Ashoka has pioneered the field of social entrepreneurship, identifying and supporting the world's leading social entrepreneurs since 1980. Now, it counts nearly 3,000 Ashoka Fellows in 70 countries. Bill Drayton founded Ashoka with conviction that the best way to change and improve the world is through social entrepreneurship (Sen, 2007).

The questions on which the work is based are essentially two. The first concerns the Ashoka network, whose mapping was attempted by understanding the main areas of intervention and country specificities. In a second phase it has been asked whether the social enterprises of the network are able to generate a positive impact on the economic development of the country in which they operate.

The dissertation is divided into three chapters: the first discusses the concept of social entrepreneurship, analyzing the various applicable business models and the types of social entrepreneurs identified by the literature, to then move in a second phase where the differences between the emerging countries and the western world are analyzed. The second chapter deals with the Ashoka Network, describing its activities and programs in detail. The third chapter

contains the heart of the work, where the methodology is discussed and the results obtained from the content analysis work carried out on the entire dataset containing the information about the social enterprises of the Ashoka network are commented. In the last part, the regression model built, in which we try to understand the impact of these social enterprises on the economic development of the countries, is then commented.

The results have revealed which are the areas of greatest interest within the network and on which specific aspects Ashoka puts more attention and commitment. Furthermore, we have identified the types of social enterprises that are able to generate a positive impact on economic development, considering whether the problems that the enterprises are trying to solve are urgent or not in their operational context.

1 SOCIAL ENTREPRENEURSHIP

1.1 SOCIAL ENTERPRENEURHIP CONCEPT

Social entrepreneurship is an ill-defined concept, with a multitude of explications that share commonalities. Most definitions share the feature of an enterprise that combines social mission with an entrepreneurial activity. This is also defined as a hybrid organization, which is built on an explicit social objective (e.g., health, empowerment of women in rural villages, etc.) and which works to create social value and supports itself by creating profit in an entrepreneurial manner (Saebi et al., 2018). The difference between social and commercial enterprises is that the former are created to solve a social problem and use profit and innovation to that end, while the latter are focused on technology, leadership, and business (Sengupta e Sahay, 2017b). From the point of view of the characteristics of social entrepreneurs, researchers underline the presence of typical entrepreneurial traits such as the propensity to take risk, innovativeness, the ability to recognize opportunities, and resourcefulness (Austin et al., 2006 ; Zhara et al., 2009). In some definitions, it is not only the for-profit sector in which social enterprises can act; instead, the phenomenon is seen as involving “innovative, social value creating activity that can occur within or across the non-profit, business, or government sector” (Austin el al., 2006 : 2). In the article “Social Entrepreneurship Research: Past achievements and future promises” after an analysis of different definitions, Saebi, Foss, and Linder concluded that many scholars underline the primacy of social value creation as the main objective of every social enterprise, and this is supported by a secondary economic mission. Profit creation or innovation is not considered a fundamental element to define an organization a social enterprise in all articles, leading to difficulty in comparing social entrepreneurship literature and a resulting in a broad conceptualization of social entrepreneurship. These differences in definition are a consequence of the influence of the context around every enterprise, because every context and enterprise is unique, and social enterprises are strongly community embedded (Sengupta et al., 2017).

Mair et al. (2006), after comparing definitions of social entrepreneurship, summarize the concept as follows:

The concept of social entrepreneurship (SE) is, in practice, recognized as encompassing a wide range of activities: enterprising individuals devoted to making a difference; social purpose business ventures dedicated to adding for-profit motivations to the

nonprofit sector; new types of philanthropists supporting venture capital-like “investment” portfolios; and nonprofit organizations that are reinventing themselves by drawing on lessons learned from the business world.

TABLE 1 – DEFINITIONS OF SOCIAL ENTREPRENEURSHIP CONCEPT

<i>AUTHORS</i>	<i>DEFINITION</i>
Austin	‘Social entrepreneurship is innovative, social value creating activity that can occur within or across the nonprofit, business, and public sectors.’
Cho	‘...a quite general working definition of social entrepreneurship: a set of institutional practices combining the pursuit of financial objectives with the pursuit and promotion of substantive and terminal values.’
Perrini/Vurro	‘...social entrepreneurs are change promoters in society; they pioneer; innovation within the social sector through the entrepreneurial quality of a breaking idea, their capacity building aptitude, and their ability to concretely demonstrate the quality of the idea and to measure social impacts.’ ‘We define SE as a dynamic process created and managed by an individual or team (the innovative social entrepreneur), which strives to exploit social innovation with an entrepreneurial mindset and a strong need for achievement, in order to create new social value in the market and community at large.’
Robinson	‘...I define social entrepreneurship as a process that includes the identification of a specific social problem and a solution... to address it; the evaluation of the social impact, the business model and the sustainability of the venture; and the creation of a social mission-oriented for-profit or a business-oriented nonprofit entity that pursues the double (or triple) bottom line.’

Mair/Noboa	‘...we define social entrepreneurship as the innovative use of resource combinations to pursue opportunities aiming at the creation of organizations and/or practices that yield and sustain social benefits.’
Hockerts	‘Social purpose business ventures are hybrid enterprises straddling the boundary between the for-profit business world and social mission-driven public and nonprofit organizations. Thus, they do not fit completely in either sphere.’
Desa/Kotha	‘TSVs [technology social ventures] ... develop and technology-driven solutions to address social needs in a financially sustainable manner... TSVs address the twin cornerstones of social entrepreneurship – ownership (financial return) and mission (social impact) using advanced technology.’
Haugh	‘Social enterprise is a collective term for a range of organizations that trade for a social purpose. They adopt one of a variety of different legal formats but have in common the principles of pursuing business-led solutions to achieve social aims, and the reinvestment of surplus for community benefit. Their objectives focus on socially desired, nonfinancial goals and their outcomes are the nonfinancial measures of the implied demand for and supply of services.’
Clifford/Dixon	‘... the term “ecopreneur”...[defines] an ecopreneurial organization as one that is a “system-transforming, socially committed...break-through venture”, a definition that seems to encompass both ecological and social enterprise. However [this term] draws the focus too narrowly upon the environmental aspects, and we therefore apply the term “social ecopreneur”... to encompass the triple drivers of these organizations: environmental, social and economic, the latter being inherent in the concept of entrepreneurship.’

Seelos/Ganly/Mair	The Schwab Foundation [source of the study population] defines a social entrepreneur as someone who [among other things]: ‘identifies and applies practical solutions to social problems...; innovates by finding a new product, service or approach...; focuses... on social value creation...; resists being trapped by the constraints of ideology or discipline; [and] has a vision, but also a well-thought out roadmap as to how to attain the goal.’

Source: Mair et al., 2006

1.2 TYPES OF SOCIAL ENTREPRENEURSHIPS

Social enterprise is associated with a wide range of possible models given the great number of social problems that social entrepreneurship can address, as well as the variety of contexts in which social entrepreneurship can occur. Dees and Anderson (2006) identify two different school of thought in social entrepreneurship, the *earned income* school of thought and the *social innovation* school of thought. The former examines social entrepreneurship as the phenomenon of non-profit organizations that look for the integration of income-generating activities to support the social purpose, while the social innovation examines the social entrepreneur in the Schumpeterian sense of the term, intending it as a changemaker with the classical features of the entrepreneur that manage the organization with the primacy of a social mission. Social innovation dynamics occupy a central role, and the entrepreneur is seen as a changemaker because they are able to create changes in at least one of the following areas: new services, new quality of services, new methods of production, new production factors, new forms of organizations, or new market.

After an analysis of the literature, Saebi, Foss, and Linder (2018) discuss dimensions of social entrepreneurship, the first of which is related to the creation of social value, differentiating between social value created for the beneficiaries or with the beneficiaries. The second dimension concerns the level of integration between the social and economic activity, which can be differentiated or integrated. In differentiated activity, the profit generated from the economic activity is used to cross-subsidize the social mission, while activity is integrated when it creates social value. With these dimensions, is possible to make a 2-by-2 matrix to visualize the social enterprise model.

Figure 1 - Typologies of Social Entrepreneurship

		Social mission	
		For beneficiaries (beneficiaries are solely recipient)	With beneficiaries (beneficiaries are part of value creation process)
Economic mission	Differentiated (commercial revenue cross-subsidizes social mission)	(Quadrant A) Two-sided value model	(Quadrant B) Market-oriented work model
	Integrated (beneficiaries are paying customers)	(Quadrant C) One-sided value model	(Quadrant D) Social-oriented work model

Source: Saebi et al., 2018

TWO-SIDED VALUE MODEL: Also called *buy one, give one*, this model is characterized by regular-paying customers permitting profit to be generated to finance the social mission, with beneficiaries serving as the sole recipients of a product or a service.

MARKET-ORIENTED MODEL: In this model, the beneficiaries are employees of the social enterprise that sells products or services to regular-paying customers.

ONE-SIDE VALUE MODEL: In this model, the beneficiaries are the customers, so here, it is the economic activity that produce social value.

SOCIAL-ORIENTED WORK MODEL: This model is characterized by an integrated economic mission and a social mission with beneficiaries, making it similar to the one-side value model because the beneficiaries are also the customer; at the same time, however, they are also employed in the social enterprise.

In his research, Alter (2007) provides a more detailed description of the possible operational models for social enterprise, considering factors such as the social enterprise's financial and social objectives, mission, marketplace dynamics, client needs or capabilities, and legal environment. He also identifies more model that can be used to create social value and economic value and that apply to institutions, programs, or service delivery.

ENTREPRENEUR SUPPORT MODEL: The social enterprise sells products or services to its target population, which then sells it again on the open market. Alter (2007) says that "*the social program is the business*" because here, the mission is to support entrepreneurial activities. This

model is applied in businesses such as financial institutions, management consulting, professional services (accounting, legal, market information), technology, and products that support entrepreneurs.

MARKET INTERMEDIARY MODEL: In this model, the social enterprise helps its target population access the market by providing services (marketing assistance, credit, product assistance) and adding value to the final product. The income generated by the social enterprise derives from selling the products in the open market. This model is usually adopted by marketing supply cooperatives, marketing organizations, fair-trade associations, or organizations selling processed foods or agricultural products.

EMPLOYMENT MODEL: This model aims to create job opportunities and job training for the target population through services as soft skill training, “job coaches,” physical therapy, and mental health counseling. The organization manages an enterprise that employs its clients and generates profit by selling products or services in the open market. This model is used by disability and youth organizations and social services organizations serving low-income women, recovering addicts, formerly homeless people, and welfare-to-work recipients.

FEE-FOR-SERVICE MODEL: The products and services in this model are sold directly to the target population, with the consequence that the social services are the final products or services. This model is usually used in sectors such as health and education, and the profit generated is used as a cost-recovery mechanism.

LOW-INCOME CLIENT AS MARKET MODEL: This model is a variation of the fee-for-service model, with the difference that here, the target population is poor and low-income clients that tend to encounter high barriers to accessing products and services. These social enterprises are generally healthcare services, health and hygiene product producers, and utility services.

COOPERATIVE MODEL: This model works as a common cooperative, but here, the members are usually small-scale producers or communities with common problems. The cooperative model provides benefits to its members through services such as providing market information, technical assistance and extension services, collective bargaining power, economies of bulk purchase, access to products and services, access to external markets for member-produced products and services, and so on. Revenue is generated by selling the products or services to its members or in the open market. Differently from a common cooperative, the members usually

do not contribute to social enterprise capital by direct investment; instead, the organizations are usually financed through philanthropic or government sources.

MARKET LINKAGE MODEL: The target population in this model is small producers, local firms, and cooperatives, and in this case, the goal of the social enterprise is to facilitate trade relationship between these actors and the external market. The function of the social enterprise is only limited at the broker service, because it does not sell any products or services, in contrast to the market intermediary model. Here, the profits are generated by charging a fee for the linkage services. This model is adopted by many trade associations, cooperatives, private sector partnerships, and business development programs.

SERVICE SUBSIDIZATION MODEL: This model resembles the two-side value model described by Saebi et al.: It is a model in which products and services are sold to the external market, and the generated funds are used to pursue social objectives. The service subsidization model can be adopted by any type of business, from ones that leverage intangible assets (expertise, exclusive relationship, etc.) to ones that leverage tangible assets (buildings, equipment, land, etc.).

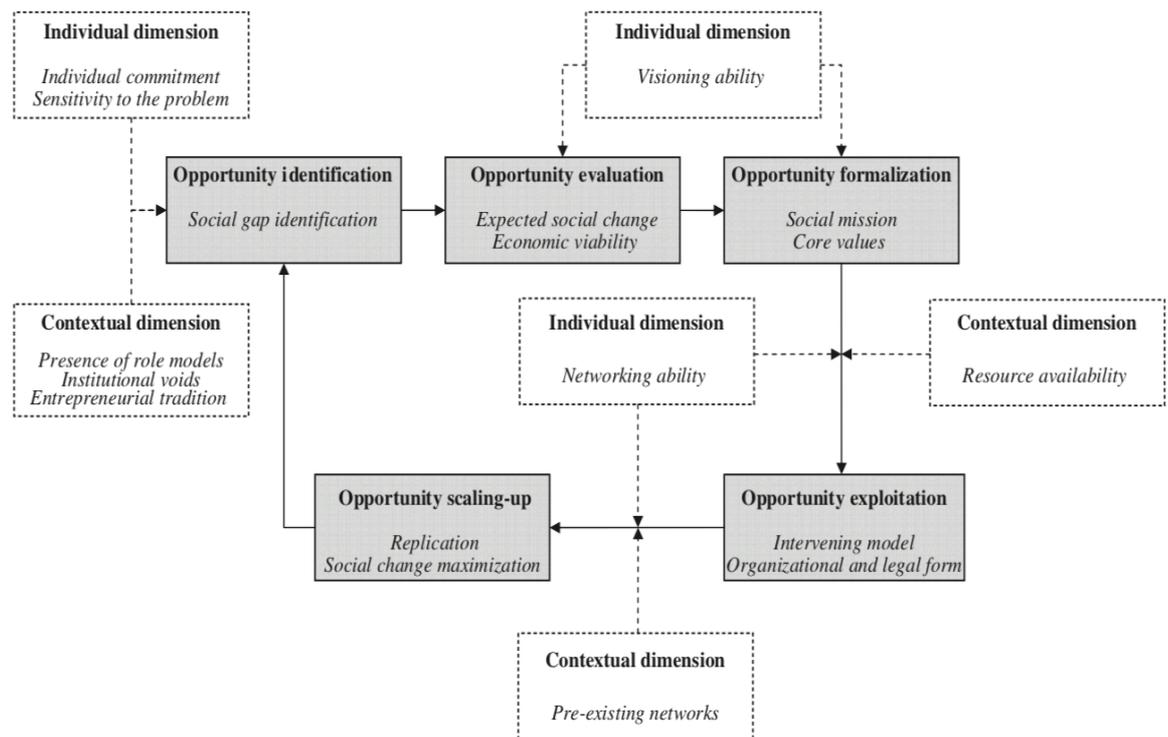
ORGANIZATIONAL SUPPORT MODEL: This is a popular model among western nonprofit organizations that are external, because activities are separate from social programs. It is similar to the service subsidization model, with the difference being that these social enterprises are subsidiary business created by nonprofit organizations to generate funding for their social activities.

1.3 TYPES OF SOCIAL ENTREPRENEURS

Before discussing the social entrepreneur typologies identified by the literature, it is helpful to understand the social sector market and the process of identifying opportunities that lead people to begin social entrepreneurship activity. An opportunity is defined by Singh (2001) as “a feasible, profit-seeking, potential venture that provides an innovative new product or service to the market, improves on an existing product/service, or imitates a profitable product/service in a less-than-saturated market.” Social entrepreneurial opportunities are embedded in the social sector market, also known as the third sector, the independent sector, or the citizen sector. This is the part of the economy that provides services and products that have a direct impact on society and whose benefits can be social, environmental, or both (Robinson 2006).

Perrini et al. (2010) define a model of social entrepreneurship in which all the stages of the process are identified and arranged in order of operation, which helps demonstrate how the contextual and individual variables affect every stage. Five stages are defined: *opportunity identification*, *opportunity evaluation*, *opportunity formalization*, *opportunity exploitation*, and *opportunity scaling-up*.

Figure 2 - A process based-view of social entrepreneurship



Source: Perrini et al., 2010

Opportunity identification is the first stage of the process and is influenced by both the individual and contextual dimensions. Both the first and second stage are also influenced by the perception of entry barriers, which is one of the criteria by which entrepreneurs evaluate opportunity (Robinson, 2004). There can be three kinds of entry barriers in social entrepreneurship markets: *economic*, *social*, and *institutional* (Robinson, 2006). Economic entry barriers are financial in nature, including cost advantages, customer switching costs, technology requirements, and so on. Social entry barriers are represented by the social network of relationships, such as a local network of businesses or access to political infrastructure, that can prevent the entrance of new entrepreneurs. Institutional barriers are related to the institutional structure of the market and can prevent the entrance through not knowing the rules, norms, and values that create the culture, order, and practices of a market.

Figure 3- Examples of Social Entry barriers

Social entry barriers	Examples
Lack of access to local networks of business owners and other social ventures	<ul style="list-style-type: none"> • Memberships in local business owners organization • Access to informal trust networks
Lack of access to local networks of business organizations and resources	<ul style="list-style-type: none"> • Relationships with local business development organizations • Relationships with local banking institutions
Lack of access to local networks of community-based and social organizations	<ul style="list-style-type: none"> • Relationships with faith-based or community development organizations
Lack of access to political infrastructure	<ul style="list-style-type: none"> • Relationships with local political figures
Lack of access to pool of labor and talent	<ul style="list-style-type: none"> • Relationships with workforce development organizations

Source: Robinson, 2006

Figure 4 - Examples of Institutional Entry Barriers

Institutional entry barriers	Examples
Lack of knowledge of local norms, values and culture	<ul style="list-style-type: none"> • Knowledge of cultural holidays and celebrations
Lack of social order	<ul style="list-style-type: none"> • Significant criminal activity • Abandoned housing ('broken windows')
Lack of government/quasi-government 'attention' that creates an 'environment for business'	<ul style="list-style-type: none"> • Lack of significant business presence and low self-employment
Lack of active financial markets	<ul style="list-style-type: none"> • Redlining of neighborhoods • Inactive banking community

Source: Robinson, 2006

The starting point for social entrepreneurship activity is identifying opportunity, so that entrepreneurial discovery is a question of problem finding and problem solving. The typologies of social entrepreneurs identified by the literature are represented in a summary scheme that, while unable to represent and describe all the possible varieties and shades of social entrepreneurship, is useful in understanding the possible antecedents, processes, and consequences of different types of social entrepreneurship. The three typologies are *social*

bricoleurs, social constructionists, and social engineers (Zhara et al. 2009), all of which share the primacy of social mission but differ in terms of the process of identification and the manner of generating social value.

The Social Bricoleur: Weick (1993) defines bricolage as the “use of whatever resources and repertoires one has to perform whatever tasks one faces.” This kind of social entrepreneur acts locally with the primacy of a social mission by discovering local opportunities and using available resources. They usually run small enterprises, operate on a small scale, and occupy a unique position that permits to discover local social needs, leveraging unique expertise and local resources to increase local wealth.

The Social Constructionists: These are entrepreneurs who identify opportunity that for-profit business, existing institutions, NGOs, or government agencies are not able to address or for which they do not have incentive to address these social problems. In contrast from social bricoleurs, these entrepreneurs can operate on a large scale, as building organizations of the size needed to answer for a specific social problem can be on a local, regional, national, or even international or global scale.

The Social Engineers: These are the most revolutionary entrepreneurs, because they introduce radical change or new innovation in the social sphere. The definition is close to the Schumpeterian view of entrepreneurship for the traditional business. These entrepreneurs redesign or introduce new social processes to answer to specific problems in more efficiently. They operate on different scales, from small to global, and they usually need social support, since they are seen as a danger by the established institutions.

1.4 SOCIAL ENTREPRENEURSHIP IN EMERGING ECONOMIES

Emerging economies are defined as countries that have a rapid pace of economic growth supported by a government that favors economic liberalization through the adoption of a free-market economy (Arnold and Quelch, 1998). In a report of 2003, Goldman Sachs introduced the acronym BRIC, to represents countries with emerging economies; this was then updated to BRIICS and includes Brazil, Russia, India, Indonesia, China and South Africa, with Indonesia and South Africa as the later additions. The phenomenon of social entrepreneurship is strongly connected to the characteristics of its context and is community embedded, so in every part of the world, social entrepreneurship displays different trajectories and features, especially given

the differences among the emerging economies. None of the emerging economies has a specific legal form for social enterprises, which can be considered as a hindrance to the development of this phenomenon and its related supporting ecosystem (Sengupta et al., 2018).

BRAZIL: Literature on social entrepreneurship in Brazil is minimal, and usually social enterprises are considered to be third-sector organizations, but many researchers report that the world of social enterprises in Brazil is diversified and that they are important for social and local development, poverty reduction, and problem solving (Gòdoi-de-Sousa and Fischer, 2012). Different studies have analyzed the interaction between the social environment and social enterprises, and, in particular, Scheiber (2014), in his research about the empowerment of young people in Rio de Janeiro, concluded that “interaction is fundamental for pursuing the objective of a social enterprise, because people become leaders of social activities.” He points out how, in the Brazilian context, the support of the social environment is fundamental for a social enterprise. Due to the fact that the history and contextual issues of a county affect the development of social enterprise, Brazil is characterized by a general social acceptance of social entrepreneurship, as the country displays a long tradition of solidarity (Segupta et al., 2018).

RUSSIA: Social entrepreneurship literature in Russia is very limited, and entrepreneurship in general in this country is not highly supported, instead being characterized by a rigid taxation and regulatory regime that discourages entrepreneurial activities of any kind. A developed ecosystem that can support the phenomenon is lacking, and the few social enterprises that operate in Russia are involved in poverty reduction and the development of social capital and are characterized by high levels of engagement and no profit gains (Segupta et al., 2018).

INDIA: Social enterprises in India are quite widespread and are supported by a highly developed ecosystem, and some of the organizations that are globally recognized as the most successful originate from this country. The areas of intervention are manifold, but the phenomenon is often associated with the emancipation of rural women from social and cultural taboos, and various studies have pointed out that social entrepreneurship has brought social changes in this respect. Others important sectors are education, poverty reduction, and housing for the underserved. The most important challenges are the rapidly changing environment, the degree of awareness and acceptance in the market, the affordability and accessibility of offerings, the availability of investors, organizational structure, associated stakeholder requirements, and the dilemma surrounding scalability (Goyal et al., 2016).

INDONESIA: This country is characterized by a national culture that reject business competition, due to historical control exercised over the economy by colonialists and, later, the dictators Soekarno and Soeharto. Now, a democratic system is in place, and from 2009, with the formation of the Indonesian Social Enterprise Organization (AKSI), the movement of social entrepreneurship has begun to grow and play a role in the country, addressing issues such as poverty and food security. Gunawan (2014) in his study discovered that most of Indonesian entrepreneurs can be classified as social entrepreneurs and eco-entrepreneurs driven by different factors, among which we can find the “passion for change” and the Islamic values of the population, which affect the phenomenon of social entrepreneurship (Segupta et al., 2018).

CHINA: The social entrepreneurship movement in China is a recent phenomenon that is attempting to address many issues such as enhancing social welfare, increasing the income of rural households, making business eco-friendly and sustainable, achieving prosperity for all stakeholders, and preserving ethnic cultures. The social entrepreneurship phenomenon is also attempting to address the challenges of the recent transition from communism economic system to the actual one and the related great economic growth, which has not considered environmental damage and the unfair treatment of workforce. In the past decade, many non-profit organizations have begun to explore a new model of generating profits and, in 2007, the China Social Enterprise Foundation was established. Nowadays, in China the term “welfare NPOs” is used to identify entities that are considerably similar to social enterprise, as they are NGOs that are funded through private resources and that represent an alternative to conventional non-profits in dealing with challenges that the country presents.

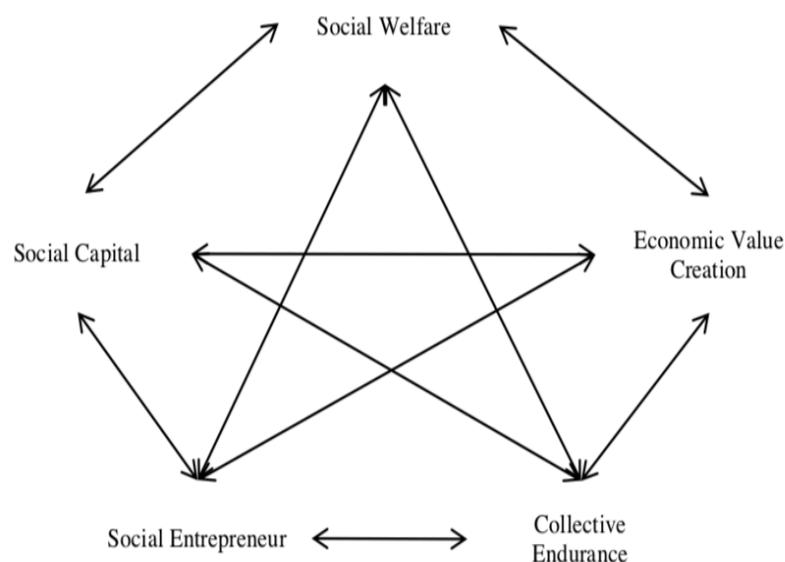
SOUTH AFRICA: Social entrepreneurship has risen in recent years to address social issues such as HIV/AIDS, deep plunges in life expectancy, incomprehensible political denialism, and the failure of health policies. The issues constraining the growth of the ecosystem are deficits in national budgets, decreasing donor funding, a dearth of leadership, immigration, insufficient basic infrastructure, and the struggles brought by the transition from apartheid to democracy (Karanda and Toledano, 2012). Many social enterprises in South Africa do “impact sourcing,” which consists of recruiting and developing skills for disadvantaged people, increasing the acceptance of these kinds of entities on the part of the population, which recognizes the impact that these entities can have.

In the paper “Conceptualizing social entrepreneurship in the context of emerging economies: an integrative review of past research from BRIICS,” Segupta et al. (2018) developed a kaleidoscopic scheme to understand the dimensions of social entrepreneurship in emerging

markets. They identified five dimensions: *social welfare*, *social capital*, *social entrepreneur*, *economic value creation*, and *collective endurance*.

Social welfare refers to creating social value for the BOP populations. Social capital involves the creation of a network around the social enterprise that can create value. The social entrepreneur is the key individual for every social enterprise. Economic value creation is the condition for the financial sustainability of the enterprise. Finally, collective endurance refers to the combination of efforts made by enterprise, entrepreneur, and community to address challenges to social enterprises. This framework is useful for examining the dimensions and making comparisons between social enterprises (in the same country or in different countries) to understand the different degrees of every construct. It is also a useful scheme for researchers who want to explore the phenomenon of social entrepreneurship in the BRIICS countries, as these dimensions are considered important for a full understanding.

Figure 5- Social Entrepreneurship in Emerging Economies



Source: Segupta et al., 2018

1.5 SOCIAL ENTREPRENEURSHIP IN EUROPE AND IN THE UNITED STATES

In both Europe and the United States, the social entrepreneurship movement took its first steps around 1990: In 1991, the Italian Parliament created the legal category of “social cooperatives,” and, in 1993, in United States, the Harvard Business School launched the “Social Enterprise

Initiative.” Both convergences and divergences can be seen between the two continents with respect to the concepts of social entrepreneurship and social enterprises.

The first convergence is the primacy of social mission, because in Europe, the social impact of social enterprises is considered to be the key factor for attributing the adjective “social” to an enterprise. It is not sufficient for social value to be created as a side-effect of economic activity. For example, Italian social cooperatives must be driven by “the general interest of the community for the human promotion and the social integration of the citizens” (Defourny and Nissens, 2010), and this idea is shared by the American “commercial non-profit approach,” which considers orientation to the creation of a social or societal change at the expense of the centrality of profit realization to be essential.

Some divergences appear in the idea of the production of goods and services and their relation to the social mission. In Europe, the production of goods or services is often seen as the way to answer to social problems, because usually, disadvantaged people are employed in these social enterprises or because the services that the latter produce are specifically aimed to fill the gap that other actors are not able to fill. The common American approach, by contrast, considers trading activity as a pure source of income to finance the project. This is not a clear split, because in Europe it is also possible to find social enterprises that produce goods or services only to generate profit with which to finance the social mission, and vice versa. Nevertheless, this represents a divergence in the general attitude of the two regions regarding relationship production and the social mission. This divergence can also be explained historically, because from the 1970s in the United States, non-profit organizations began to put effort into profit-generating activities to survive government-imposed funding cutbacks, inaugurating an American tradition of social enterprises that placed a greater emphasis on profit-generation activities that were often not related to the social mission.

How governments manage the phenomenon also presents some divergences, which can be analyzed by surveying the differences in the legal environment. In the United States, the situation is the same as it was fifty years ago, with unclear legislation regarding the difference in taxation between commercial activities pursued by traditional business and social enterprises that use the market to generate profit, and the phenomenon is characterized by a general lack of involvement on the part of the government. In Europe, the issue is managed differently, and it is possible to find specific legislation relating these kind of organizations in some countries. Usually, social enterprises are registered as non-profits or cooperatives, with Italy as the

pioneer, introducing in 1991 the social cooperative model, which has since been used by many other countries.

In terms of institutional environments, many differences are apparent, because the ecosystem in the United States usually involves private actors such as private investors and private organizations that provide education, training, and other kind of services useful for the development of the enterprise. In Europe, by contrast, the ecosystem is usually made by governmental institutions and European Union institutions, which provide support.

Figure 6 - Comparative overview of social enterprises in Europe and United States

	United States	Europe
Emphasis	Revenue Generation	Social Benefit
Common Organizational Type	Nonprofit (501(c)(3))	Association/Cooperative
Focus	All Nonprofit Activities	Human Services
Types of Social Enterprise	Many	Few
Recipient Involvement	Limited	Common
Strategic Development	Foundations	Government/EU
University Research	Business and Social Science	Social Science
Context	Market Economy	Social Economy
Legal Framework	Lacking	Underdeveloped but Improving

Source: Kerlin, 2006

1.6 SECTORS OF SOCIAL ENTERPRISES

From the articles that have researched specific case studies of social enterprises and from other materials related to social entrepreneurship, it can be concluded that this form of business creates value in many ways and with respect to various social problems. Identifying all the sectors of intervention of social enterprises is very difficult, so the next paragraphs summarize some of the more important sectors in which social enterprises operate, including real examples.

RENEWABLE ENERGY: Many social enterprises operate in this sector, engaging in activities that range from finding new innovation to reducing environmental impact to recycling waste of materials and reusing them to generate energy. Pollinate Energy is an example of a social enterprise that operates in India for people who lives in slums, providing them with affordable renewable energy options such as solar lanterns, water filters, or cooking appliances and

providing special payment plans.¹ Another example is the British organization Bio-Bean, which recycles coffee waste to generate biofuels that can be used in power building and transport.²

EDUCATION: Around the world, social entrepreneurs are working in the field of education to redefine the “industry” and begin to reconceptualize this sector.³ One example is *LeapForWord*, an Indian social enterprise that has developed the English Literacy Program, a reading pack for teachers who are not fluent in English. This program allows the teachers to teach English in an effective way and permits students to be given the basics of reading, comprehension, and sentence structuring.⁴

MICROCREDITS: Microcredits are small loans that are provided to poor people who lack adequate guarantees. The most famous institution in this sector is Grameen Bank, founded in Bangladesh, in 1976, by Muhammad Yunus, which, in 2006, won the Nobel Peace Prize. In the bank that Yunus founded, collateral is not essential; instead, everything is based on mutual trust, participation, accountability, and creativity. This model allows poverty to be fought and develops the socioeconomic conditions of the poor. Currently, Grameen Bank has 2,568 branches, providing services to 81,677 rural villages in Bangladesh, thereby covering 93% of the rural villages of the country.⁵

HEALTHCARE: Ziqitza Health Care Limited, based in Mumbai, India, provides emergency medical service with ambulances. Those who call for transport to private hospitals pay a fee, while those going to government hospitals pay nothing, extending to poor people the possibility of using ambulances for emergencies.⁶

TELECOMUNICATION: Fairphone is a Dutch social enterprise that produces Android smartphones in an ethical manner, respecting people and the environment, which is important, because some of the materials necessary for the production process often come from parts of

¹ <https://pollinateenergy.org/>

² <https://www.bio-bean.com/>

³ <https://edsurgeindependent.com/social-entrepreneurship-as-a-force-for-good-in-education-d089d6c1f514>

⁴ <https://www.leapforword.org/>

⁵ <http://www.grameen.com/>

⁶ <https://www.zhl.org.in/>

the world such as Africa, where workers are exploited and the mines whence they extract minerals are controlled by mafia organizations.⁷

WATER: Water Health International is an example of social enterprise that installs water purification station in rural villages to provide access to purified water to people who live in areas in which such access is uncommon. The organization uses off-the-shelf products financed by charitable methods, but it can be classified as a social enterprise because the ongoing costs of maintenance are covered by the sales, at a very affordable price, of purified water to beneficiaries.⁸

⁷ <https://www.fairphone.com/it/>

⁸ <https://www.waterhealth.com/>

2 ASHOKA

2.1 INTRODUCTION AND HISTORY

Ashoka is a non-profit international organization, founded by Bill Drayton, in 1981, that seeks to promote social entrepreneurship by selecting and supporting single social entrepreneurs. The activities of Ashoka are multiple but are focused on selecting and providing financial and organizational support for social entrepreneurs that can play an important role in solving different social problems and act as changemakers in society. To date, more than 3,500 Ashoka Fellows⁹ are present in 92 countries, thus making Ashoka one of the largest and most important networks of social enterprises.¹⁰

Drayton founded Ashoka with the conviction that the best way to change and improve the world is through social entrepreneurship and that the best social entrepreneurs are those who are motivated and develop an innovative idea to reverse a paradigm and find a new model to solve a social problem. The project started in 1981, in India, where Ashoka began to select social entrepreneurs with innovative ideas, and it has developed a rigorous selection process. In 1985, Drayton received the MacArthur Fellowship, thanks to which he received the necessary funds to be able to work full time on the Ashoka idea. In 1986, Ashoka began to expand internationally, selecting Fellows in Brazil, and then, in 1987, in Mexico, Bangladesh, and Nepal. In 1990s, the expansion continued, into central and eastern Europe, Latin America, Asia, and Africa. In 1988, around 100 Ashoka Fellows were spread across 100 countries, and it was at that moment that Drayton began to work to build a network, connecting and making known the various Fellows and thereby making Ashoka a mutual support group, if not the first world association of the most important social entrepreneurs.

In 1996, Ashoka's first partnership, with the American worldwide management consulting firm McKinsey and Company, was begun, leading to the foundation of the Ashoka/McKinsey Center for Social Entrepreneurship, in São Paulo, Brazil. The partnership was based on the mutual exchange of knowledge, and thanks to this collaboration, Ashoka was able to know how to work with companies and provide appropriate managerial support, and McKinsey and

⁹ Ashoka Fellows are the social entrepreneurs selected by Ashoka.

¹⁰ <https://www.ashoka.org/en-IN/about-ashoka>

Company was able to better understand the social entrepreneurship sector and its related dynamics. In the same year, Ashoka founded Youth Venture, a program to invest in young people and guide them in their entrepreneurial initiative, based on the idea that the only way to increase the number of changemakers in the world is to change the ways in which young people are educated.

At the end of 1990s, Ashoka had realized one of its objectives, having undoubtedly developed the social entrepreneurship sector. Around the world, other organizations that supported social enterprises were born, and in business schools, social entrepreneurship began to find a place in academic programs, and different kinds of researchers of different backgrounds began to study the social entrepreneurship sector and its related dynamics.

Within the sphere of education, in 2008, Ashoka opened the program Ashoka U, where, thanks to global networks of students, entrepreneurs, professors, and community leaders, social innovation was brought into secondary education. Subsequently, in 2012, the program Ashoka Changemaker Schools was launched to build a community of schools that privilege empathy, teamwork, leadership, problem-solving, and proactivity to prepare young people for the future.

Meanwhile, Ashoka continued its expansion, selecting Fellows in the Middle East, North Africa, and Western Europe. Looking at the future, Ashoka continues to work to identify new opportunity to solve critical social problems, and it is working to help social entrepreneurs, governments, firms, and the academic world in promoting and shows the power of the collaborative model of entrepreneurship.

2.2 THE MISSION AND THE FOUR STRATEGIC AREAS

To understand Ashoka's mission, it is useful to understand the concept of *everyone a changemaker* that is at the base of the entire organization. Changemakers are global citizens who act locally with a global view to solve a social problem. This kind of people is tenacious, curious, and brave, and they act in first person with motivation to find new solutions for social problems.

The mission of Ashoka, as reported in the website is that "Ashoka identifies and supports the world's leading social entrepreneurs, learns from the patterns in their innovations, and

mobilizes a global community that embraces these new frameworks to build an ‘everyone a changemaker world.’”¹¹

The four strategic focus areas of Ashoka as mentioned in the website are *social entrepreneurship, changemaker didactics, youth changemaker, and co-creation model*.

SOCIAL ENTREPRENEURSHIP: As explained in the first section, regarding the history of Ashoka, this organization was one of the pioneers in the field of social entrepreneurship, being the first one to build a network of social entrepreneurs. Ashoka’s view of social entrepreneurship is centered on a definition of social entrepreneurs as “individuals with innovative solutions to society’s most pressing social, cultural, and environmental challenges. They are ambitious and persistent – tackling major issues and offering new ideas for systems-level change.”¹² The objective of Ashoka is to create transversal alliances that can change the entire system providing the Fellows with advisory services, especially the in financial and legal fields.

CHANGEMAKER DIDACTICS: To build a world in which everyone is a changemaker, education must be rethought to develop the model of a changemaker education. This education model requires sophisticated skills such as empathy, entrepreneurship, shared leadership, and creativity. The strategy of Ashoka consists of the following steps:

1. Identifying the pioneers of the education system, such as teachers, schools, social entrepreneurs, researchers, associations, and universities that share a new view of education and think that the entire system must be rethought and changed.
2. Creating a network of these actors that allows them share, discuss, and spread innovation in education by building a movement made of all the actors of the ecosystem.
3. Providing visibility to innovation and disseminating the change so that changemaker education becomes the norm.

YOUTH CHANGEMAKER: Ashoka considers necessary a new vision regarding the relationship among young people, education, and society. What Ashoka is trying to do is to build a new generation of changemaker through a global movement in which youth are protagonists and that involves the entire ecosystem. In Italy, for example, 35% of the population

¹¹ <https://www.ashoka.org/en-IN/about-ashoka>

¹² <https://www.ashoka.org/en-IN/focus/social-entrepreneurship>

group 14–24 years old is involved in social activity. From the consideration that involvement is necessary to stimulate youth and make them feel like actors of change, Ashoka Italia started the program *Crescere Innovatori* as one in which transverse strategies and experiences are used in schools, universities, associations, and firms to promote a change attitude in young people. *Crescere Innovatori* works with young people and partners to co-create the tools and programs that help youth perceive themselves as protagonists of change and develop key competences such as empathy, collaborative leadership, team spirit, and initiative.

CO-CREATION MODEL: Over the course of its existence, Ashoka has identified entrepreneurs who adopt collaborative organization models that enable shared value to be created. The new idea of the Hybrid Value Chain is at the core of Ashoka’s vision: According to this idea, the value chain is intended to be a process in which the product takes not only economic value, but also social value, creating a collaboration among the social and private sectors. Ashoka wants to create a co-creation environment in which social entrepreneurs, society, firms, and governments can redesign the industrial model to pursue mutual objectives. The strategy of Ashoka consists of the following elements:

1. Selecting entrepreneurs that adopt the Hybrid Value Chain.
2. Transforming management in a strategic way, identifying the main innovators in management to create a network that can change the way organizations operate. Ashoka intends to work with these managers and other strategic partners to inspire other managers and executives to support the growth of their collaborators, helping them to become changemakers.
3. Changing the debate in society to transform the current managerial practices from hierarchical and vertical systems to horizontal, fluid, and dynamic models.

2.3 ASHOKA’S PROGRAMS

To pursue its objectives, over the years, Ashoka has launched a series of international programs that collaborate and engage with each other, and thanks to these programs, Ashoka can act in the various focus areas described in the previous section. Moreover, as mentioned, at various national levels, specific programs that respond to specific problems with precise modalities that would otherwise be difficult to apply on a global scale are often adopted.¹³ For simplicity and

¹³ An example is the Italian program “*Crescere Innovatori*.” <https://www.ashoka.org/it/programma/crescere-innovatori>

to provide an overview of the various programs, only international programs are described, as this is sufficient to understand how Ashoka works.

ASHOKA SUPPORT NETWORK: This is a network of entrepreneurs that share Ashoka's values and counting more than 400 members spread in 20 countries. This network allows social entrepreneurs and the business world to connect, fostering innovations and social change. The entrepreneurs that join the network contribute with a three-year donation, and with their experience in business, they have the opportunity to meet and collaborate with Fellows. This facilitates formal collaboration with social entrepreneurs selected by Ashoka.

ASHOKA U: This program works at the institutional level by collaborating with universities and colleges dedicated to social innovation. With this network, which consists of around 150 colleges and universities, the goal is to develop interdisciplinary competences and problem-solving capacities, as well as entrepreneurial attitudes. Ashoka U extends different opportunities for involvement to colleges and universities:

1. Changemaker Campus is the main sub-program of Ashoka U, consisting of institutions with social innovation among their fundamental values and selecting these institutions using rigorous criteria. Changemaker Campus enables collaborative work among institutions to promote a system-level change in higher education by promoting ideas, models, and practices applicable in the university world.
2. Commons Program aims to create groups of institutions that, under the guidance of an expert, for a short period of some months, discuss and collaborate regarding elements of the social innovation sector.
3. Exchange is an annual event in which stakeholders and representatives of universities and colleges discuss how to work to encourage and create change and social impact in the long-term orientation.

The program works to build an ecosystem for social innovation in which members of the network can work together to improve their practices and models.

ASHOKA CHANGEMAKERS: This program aims to foster the ideas of brilliant social entrepreneurs through the creation and the development of a network. The process is divided into three phases, which start from the creation of a frame in which all the ideas that can create a high impact are identified. The involvement of the actors then create a network and ultimately trigger the change that the network can create through a different series of strategic approaches. The online platform changemakers.com is a useful tool with which ideas and tips can be shared,

the innovators can receive feedback about their projects, and investors can find interesting innovations in which to invest, making the platform a generator of collective impact. Online courses are also offered to the member of the network, so that the knowledge and competencies of the network's members can improve. The program is integrated to the other programs offered by Ashoka such as Ashoka Venture, Ashoka Globalizer, and Ashoka U.

ASHOKA EXECUTIVE IN RESIDENCE: This program creates collaboration between social entrepreneurs and traditional entrepreneurs, promoting potentially high-impact relationships. In this program, executives or traditional entrepreneurs work with social entrepreneurs for a period that can vary from two weeks to six months. This kind of collaboration creates a mutual benefit for both actors, because social entrepreneurs receive help in increasing the impact of their ideas, while executives learn lessons from innovative markets. Moreover, if the strategic objectives of the two actors are related, the kind of collaboration can last over time, creating durable shared value.

ASHOKA GLOBALIZER: This is a supporting program for social entrepreneurs that aims to extend the impact of their innovations, reasoning about the strategies and leadership techniques needed to change the environment. Ashoka Fellows with ideas that can potentially grow to a global scale are selected and supported in improving their strategies for global expansion. The process is divided into two phases: consultancy, in which a supporting team of strategy specialists discuss strategy and opportunities with fellows, and the second phase, in which the Fellows meet CEOs, entrepreneurs, and experts to further define the direction of the strategy. Various partners work with Ashoka in this project, including McKinsey and Company, AT Kearney, AlphaSights, and PwC.

CHANGEMAKER SCHOOLS: Ashoka has selected 270 Changemaker Schools, spread across 90 countries, as innovative and revolutionary schools in which empathy, entrepreneurship, shared leadership, and creativity are taught to students with the goal of developing people who can change the world and change social value. In Italy, there are 11 Changemaker Schools, including Liceo Attilio Bertolucci, in Parma, and IIS Savoia-Benincasa, in Ancona. The Changemaker didactics is described using different adjectives:

- *Transformative*, because it can give young people the competences with which to change society.
- *Transversal*, because one aim is to create the transversal competences (empathy, entrepreneurship, etc.) necessary in this kind of society.

- *Holistic*, because it takes into consideration all the dimensions of a person.
- *Experiential*, because it proposes an experiential and laboratory learning method in which the students have the opportunity to put their skills and attitudes into use and in which the teacher creates a space to relate to the students.

ASHOKA SOCIAL-FINANCIAL SERVICES (SFS): This program was started to improve access to finance in social entrepreneurship. Ashoka SFS, from its beginning, has identified and financed 40 social entrepreneurs, who have extended their activities in the market thanks to Ashoka SFS. Social entrepreneurs around the world are creating several innovative models that align profit generation and social value creation; when these model are well made, they can change the dynamics of the market and the attention that people pay to their work. The objective of Ashoka is to identify these models and sustain them in order to create Well Functioning Markets, in which social innovation is also able to generate profit. Ashoka has helped its Fellows receive around 430 million USD in social investment and has moved over 500 million USD in financing for social entrepreneurship from leaders of the G-20 countries, involving leaders from different countries in discovering and financing new social innovations.

ASHOKA VENTURE AND FELLOWSHIP: This was the first program launched by Ashoka, and it has created the largest network of social entrepreneurs in the world, comprised of people trying to spread the culture of social entrepreneurship by continually widening the program's network. Through a selection process based on the person, Ashoka has found the most innovative social entrepreneurs who would be able to create a high impact and has guided them toward experiences that enable them to better understand themselves and their strategy. This involved selection process is divided into five steps:

1. *Nomination*: The nominations come from other Fellows, staff, volunteers, and the Nominators Committee; self-nominations are also admitted.
2. *First Opinion*: The local manager of the Venture program reviews the nominations and analyzes the social innovation and ability of nominees to generate impact, also conducting interviews and site visits.
3. *Second Opinion*: A global representative from a different continent with experience in the social entrepreneurship field review the nominations. The fact that the representative is from another continent enables them to issue a better judgement about the replicability potential of the project.

4. *International Jury*: A team made up of social entrepreneurs and experts from the same country interview the candidate and, with the global representative, decide whether to recommend the candidate to the board for the final decision.
5. *Board Review*: After the revision of all the actors involved in the process, the board unanimously decides whether candidates can become Fellows.

The selection process is based on five fundamental criteria, thanks to which Ashoka is able to identify the right fellows:

1. *New Idea*: The Fellows must have a new idea, a new solution, or a new approach to a social problem that is capable of changing entire sectors. The new ideas must have a real transformation in the approach, not simply adjusting a current practice.
1. *Creativity*: The social entrepreneurs that can become Fellows must be original in the elaboration of new long-term orientation strategies with a clear vision of how to solve a social problem in a better way compared to other actors that already work in the same sector.
2. *Entrepreneurship*: The candidates must be available to work full-time on the project and they must have some of the typical entrepreneurial traits.
3. *Social Impact of the Idea*: The new idea must have the potential to transform the dynamics of the sector and eventually to change national policies. The idea itself must be new, practical, and useful for the people to whom it is addressed, and it must be transformed into the new norm for the sector.
4. *Ethical Fiber*: This is considered essential, because the Fellows will ask to many people to change the way they think and act.

After selection, the Fellows are supported through investments and dedicated support activities that are tailored to each social entrepreneur, and the “services” offered by Ashoka consist of a grant for a maximum of three years, thanks to which the Fellows can work full time on their project and experience greater visibility and connection with a global network of social entrepreneurs.

2.4 HOW ASHOKA FELLOWS DRIVE SYSTEM CHANGE

As mentioned, one concept at the foundation of the organization is a world in which everyone is a changemaker, which implies that one of the goals of Ashoka and its fellows is to change the environment. This change is driven by different forces, identified and described in Ashoka’s latest study, “The Unlonely Planet: How Ashoka accelerates impact. Results of the 2018 Global

Fellows Study.” The study used a sample of more than 850 Fellows from 74 different countries and from different fields of work as the environment, education, economic development, health, civic participation, and human rights.

One of the variables that drives the change is independent replication, that is, the replication of ideas by an independent institution or organization. This a logical way of increasing the impact of the innovative ideas of the Fellows and to pursue the goal of Ashoka. Ninety percent of the Fellows interviewed for the study saw their idea replicated by independent group; of these, 65% have seen their idea replicated within their country of origin and 41% in other countries. An example is Kritaya Sresunpagit, a Fellow from Thailand who, with the concept of “replication” in mind, stated,

“Once we start working for a couple years, then we look more at like policy expansion so that we know that we can cater to the whole country or for the whole region. We want to find partners and for them to take on the ideas and adapt to whatever approach that's more suitable for the areas. So, we work with the National Innovation Council so that [our approach] could also be incorporated into their strategies, in supporting innovations.”¹⁴

Mindset Shift is at the core of the majority of the Fellows interviewed, with 97% affirming that their ideas focused on influencing societal mindsets and cultural norms. The approaches used to realize this goal were manifold. For example, Dagmar Doubravova, from the Czech Republic, worked with formerly incarcerated people using a multi-pronged strategy to change mindsets, including media campaigns, peer mentoring programs, and volunteer coaching programs in prisons made by private sector leaders. She affirmed that

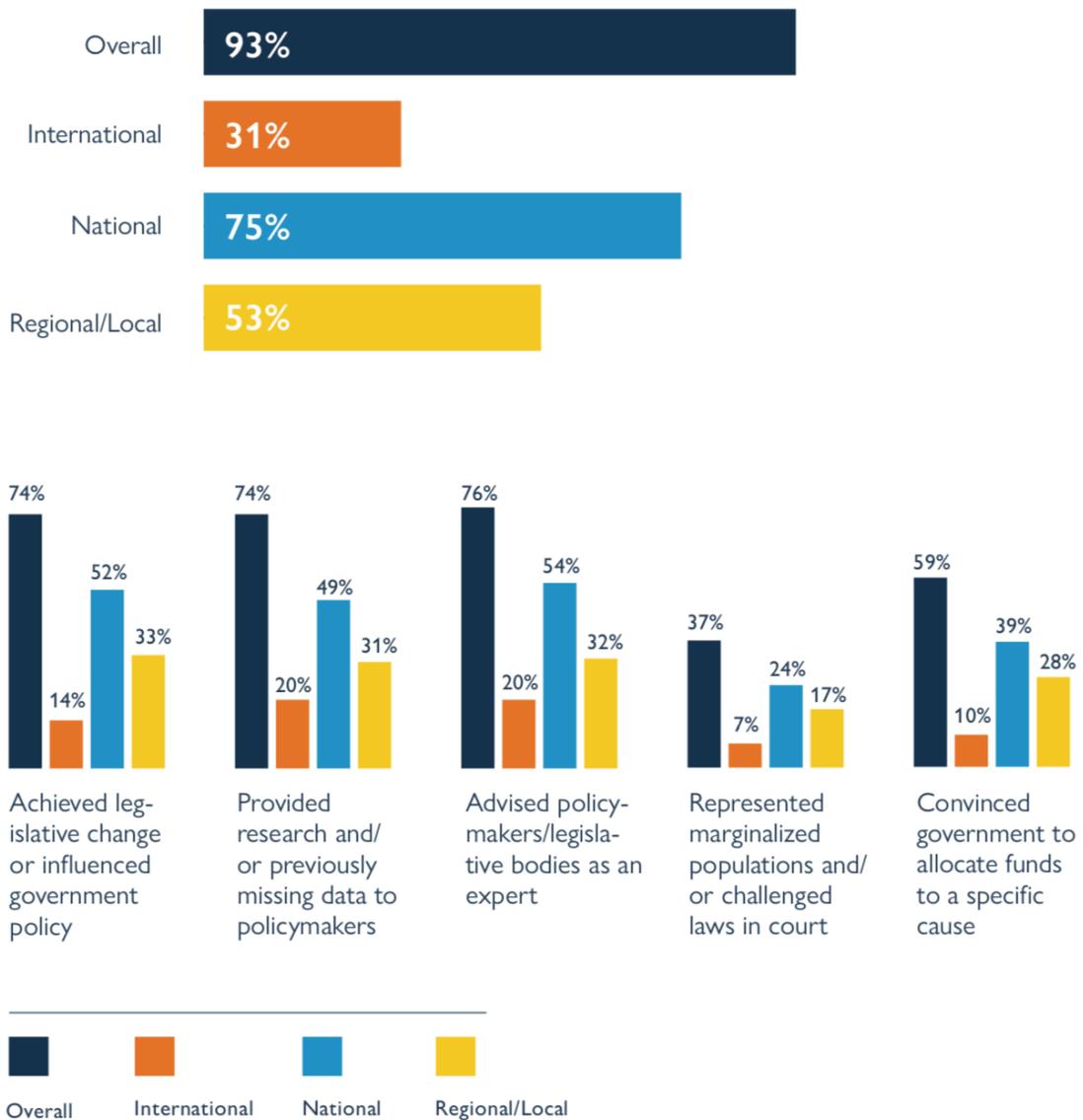
“The first goal [in mindset shift] was that we were able to cooperate with the media, so if they call us and ask for some stories, we are ready to prepare our clients so that they are able to share their stories positively. The second is community centers where we have organized many activities for the public, but behind these activities and gardening center are also our clients. So, people can see our clients in other situations and change their own attitudes. It's good for everybody if we give a second chance to people with a criminal past.”

Another tool to drive change is legislation, with actors bringing change in public policy and industry norms, a variable of change referred to in the study as policy change. Ninety-three

¹⁴ <https://www.ashoka.org/en-US/story/how-ashoka-fellows-create-systems-change>

percent of the participants achieved change in public policy in different ways, and the following images taken by the study of Ashoka show the differences and the level in term of geography of this dimension of the change:

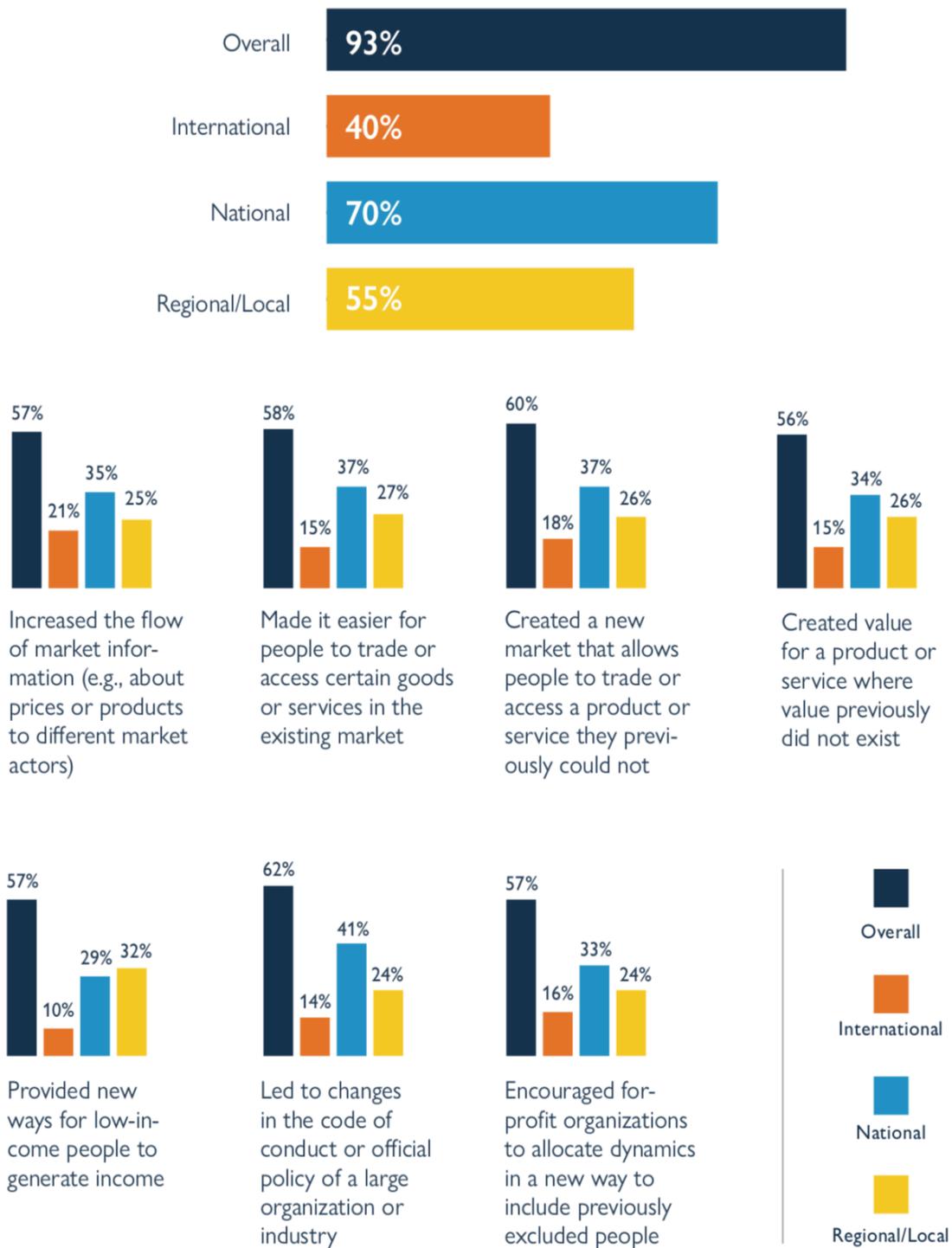
Figure 7 - Percentage of Fellows who influenced public policy in at least one of the five key below



Source: Ashoka, 2018, *The Unlonely Planet: How Ashoka accelerates impact. Results of the 2018 Global Fellows Study*

Another way used to create a better environment is act on the market and change the inefficiencies that affects in a negative way the conditions of the people at bottom of the pyramid. Flow of market information and access to products and services are example of variables in which Fellows act to improve the markets, and overall 93% of the sample of the study have changed the market systems at the international, national, and/or regional level.

Figure 8 - Percentage of Fellows who altered market systems in at least one of the seven key below



Source: Ashoka, 2018, *The Unlonely Planet: How Ashoka accelerates impact. Results of the 2018 Global Fellows Study*

2.5 FELLOWS

The social entrepreneurs selected by Ashoka are the most innovative in the world and carry out innovative ideas to change social systems and create social benefits. They are considered by Ashoka to be the most important actors to use as models in today's world, because they are able to address and problems by tackling the roots, not merely the symptoms. The methodology used in the selection process and the experience of Ashoka permits the selection of important social entrepreneurs able to drive systemic change; in fact, in 2018, Ashoka received 4,500 applications for the fellowship, while only 108 was selected.¹⁵ This ratio of 2.5% underlines the stringency of the selection process and the importance that Ashoka places on all five selection criteria.

In 2018, Ashoka disbursed over 3.6 million USD in stipends, and one of the most important benefits of the Fellowship was that it helped around 92% of the Fellows focus on their idea full time, and 50% of Fellows reported that the stipend was the first significant source of funding for their idea. Thus, the “selection process is designed to elect Fellows at an inflection point in their idea, so that the impact of the Fellowship network and stipend can be maximized.”¹⁶ Fredrick Ouku, a Fellow from Kenya stated,

“The fact that Ashoka invests in individuals is something that helped me, because now I'm able to implement my idea without having to consider other side jobs. Being able to just concentrate on the mission is what has made my organization survive up to now. If you have your individual needs covered then you can spend your time thinking through what needs to be done and how it is going to create impact.”

The benefits of the fellowship are multiple: For example, the network enables learning and collaboration. On average, each Fellow reported collaborating with four other Fellows, and 45% of Fellows reported new partnerships and collaboration with other Fellows. Thirty-five percent of Fellows reported receiving strategic guidance from other Ashoka partners to help them achieve their vision. In this regard, Cristoph Schmitz, a Fellow from Germany, said,

“The Ashoka team, for me they are the connectors. I can tell them okay, this is my problem, and then they try to find someone from the network who I can work with or talk with .And this is extremely helpful because I had almost no network when I started,

¹⁵ Data from: *ASHOKA (2018) The Unlonely Planet: How Ashoka accelerates impact. Results of the 2018 Global Fellows Study.* <https://www.ashoka.org/it/il-nostro-impatto>

¹⁶ *ivi*

and Ashoka connected me with a lot of people who could support me, had ideas to solve my problems.”

Ashoka also acts directly in the mind of social entrepreneurs, nurturing Fellows and helping them expand the way they think and lead. In fact, 86% of Fellows reported that Ashoka helped them see their work at a system level, and of those, 92% modified their strategy to realize create systemic changes as a result. Moreover, Ashoka helped Fellows change the way they see themselves as leaders and helped them understand the importance of independent replication. Luciana Delle Donne, a Fellow from Italy affirmed,

“Ashoka’s recognition has given more dignity and more awareness of the possibility that we could truly generate change. So while initially the vision was to change the lives of people in detention, we then realized that we could generate systemic change, and at that point we made a qualitative leap in the vision. We understood that we could really influence change, and this certainly has been given to us by Ashoka.”

Eight-four percent of the Fellows affirmed that Ashoka had helped them increase their impact. In this regard, Judy Stuart, a Fellow from South Africa, said,

“What I’m doing now wouldn’t have happened without Ashoka. You know, I started off helping three kids. I didn’t think about it, I just did it. The next year some of their friends phoned me and asked for help, and the year after that more did, so it grew on its own. There’s no doubt that the most important thing Ashoka did was to convince me that what I was doing was important, because I didn’t think that way. I was just a little farmer on a very small scale and I mean if you’d said to me that I could do something to change agriculture in this country, I would have laughed at you because I didn’t imagine for a moment that I could make any kind of impact at all. And I had to learn that. And it’s great because now I know that every single person has got something that they can contribute to change lives.”

In the following, Fellows and their ideas are introduced.

Luciana Delle Donne is an Italian and has been a Fellow since 2016, when she was elected to found the organization Made in Carcere.¹⁷ After a career in the world of banking and financial institutions, at age 40, she decided to completely change her life and start working to create a

¹⁷ <https://www.madeincarcere.it/it/>

future for the children of incarcerated women. Her intuition aimed to create a better future for these children by starting with the parents, so she worked to create the conditions to prevent the repetition of errors and crimes by these incarcerated mothers. She began to train these female inmates for professions in the Italian textile market, which, in Italy, is a prosperous market. In 2008, she created a brand of products designed and made in prison, the women paid for their work. The women are hired with a regular contract, a model of work-in-prison is the only one accepted and considered functional by the Italian Minister of Justice, because it enables the detention to be a time for learning. At the same time Made in Carcere has had an environmental impact, as it used waste material donated by businesses in the Italian textile industry, thereby creating a reduction in waste and production costs. Delle Donne now works in twelve prisons in Italy, and this model is beginning to be applied in other industries. The uniqueness of this program is the fact that the central point of the marketing strategy that these products are made in prison, making the model able to create an ecosystem that can be ideologically implemented in more countries; at the same time, the model is easily replicable wherever there are prisoners and industries with left-over materials.

Sujay Santra, from India, has been a Fellow since 2015, and he founded iKure Techsof,¹⁸ a social enterprise that meets primary health care and prevention needs in rural areas. Sujay was born in a rural area, after which he moved to a city, but the idea behind the social enterprise came when his father was diagnosed with heart disease and was treated in the rural village. After a few months, his father's condition began to deteriorate, and Sujay took him to a city hospital where they told him that the diagnosis made in the village was wrong. The lack of health care in rural areas in India is a problem, with the data suggesting that India has 1 doctor for every 1,700 people, a ratio that is not in line with the World Health Organization's suggestion of 1:1,000.¹⁹ The 300 million people who live in rural villages have little or no access to healthcare, with over 8% of primary health care centers having no qualified medical staff. With iKure Techsof, Sujay aims to change the healthcare system from an individualized curative model to a community-based preventive healthcare system through the data analysis technology Wireless Health Incident Monitoring System (WHIMS), which is deployed in the public health system and in the low-cost clinics in the remotest areas. In this way, Sujay has fought the problem of the lack of health care in rural areas. This technology enables more precise diagnoses even by not particularly expert personnel, and, by using historical data on the

¹⁸ <http://www.ikuretechsoft.com>

¹⁹ <https://www.ashoka.org/en-US/fellow/sujay-santra>

typical diseases for each individual geographical area, it allows the margin of error to be reduced.

Jose Manuel Moller has been a Fellow since 2014 is providing quality, affordable, environmentally friendly food to poor people of Chile. Moller started its project when in 2011 with three friends and moved to a poor area of a Chilean city to understand how poor people live and what kind of challenges they face during everyday life. He saw that all families had the same problem, that of budgets being insufficient to cover basic daily needs, particularly with regard to buying food, in which case due to budgetary limitations, the only accessible food was in smaller portions that did not enjoy economies of scale. This is the idea at the base of Algramo,²⁰ Moller's organization. Algramo works closely with local merchants to increase the supply, resulting in a consequent decrease in the price. It also does not use plastic for packaging, using vending machines that allow the purchase of even very small quantities without any surcharge. The model aims to reduce prices by 40%, intervening on the distribution-logistic chain, thus becoming a sustainable commercial platform for small businesses and neighborhoods.

²⁰ <https://www.algramo.com/>

3 EMPIRICAL ANALYSIS

3.1 DATA

The idea at the base of this work is to map the social entrepreneurship initiatives conducted worldwide through content analysis and descriptive statistics, illustrating general trends and country specificities. Content analysis is a research technique mostly used in the field of social science. The term first appeared in 1961, in *Webster's Dictionary of the English Language*, which defined it as the “analysis of the manifest and latent content of a body of communicated material (as a book or film) through classification, tabulation and evaluation of its key symbols and themes in order to ascertain its meaning and probable effect.” The first application of this set of techniques was in the 1920s, in the United States, in the field of sociological mass communication and political propaganda (Krippendorf, 2004).

With content analysis, and specifically with narratology, it is possible to analyze different kinds of texts, such as biographies, reports, field notes, interviews, open questionnaires, protocols, documents, videos, and symbols in order to understand how people create meaning. Narrative approaches have also become more popular in management and organizational studies, but scholars are not taking advantage of all its potential (Vaara et al, 2006). This methodology was appropriate for a first analysis of our database, because the most interesting information about every fellow was expressed in text form. Through this research technique, it was possible to identify the most relevant topics of the database and the most recurrent words in the mission of social enterprises in every country, enabling an understanding of which social issues Ashoka Fellows try to solve.

With the widespread lack of legal identification of social enterprises, one of the first difficulties encountered was defining a sample that could be representative. In response, we decided to take all Ashoka Fellows selected by Ashoka as the sample.

The database was provided by Prof Francesco Rullani of the LUISS Guido Carlo University and obtained through a web-scraping software. The data obtained by the software was subsequently imported on an Excel file that gathers the most consistent information about 2,874 Ashoka Fellows, selected from 1981 to 2017. Figure 9 shows the database and how it was built on Microsoft Excel:

1. 32
2. *Luciana Delle Donne*
3. *“Luciana became an orphan from her father when she was only 7 years old. With 5 other siblings, she had to learn quickly how to be independent and shape the future she wanted for herself. She began her career working in a bank in Lecce, her local town, and she invented in 1991 the first prototype of online banking in Italy. Because of this disruptive invention, she was hired by a major financial institution and moved to Milan, the financial capital of Italy. When she was about 40 she decided it was time to have kids, focus less on her work and start a family. But her body thought otherwise and she was unable to conceive. This led to a moment of depression quickly transformed into the beginning of a new life. She abandoned her career in banking and decided that if she could not be a mother, she could take care of other people’s children who were neglected. She returned to her home town and began working with the children of female inmates in Lecce’s prison. She rapidly understood that the best chance for these children to have a future was to prevent their parents from repeating their mistakes by ensuring their economic stability through work. She began training female inmates in a profession for which there was a decent demand, which both Italian and migrant inmates, literate or illiterate, could equally perform: the textile industry. Since 2008, she has established not only training workshops but a whole brand of products designed and made in prison. The inmates are paid, can send money to their children and pay for better legal advice. Their days are filled with activities, reducing drug intake, behavioral issues and improving the relationship with other inmates and staff. Giving a second chance also means not inquiring about negative side of one’s story to focus on the positive. Luciana asks all inmates not to tell her the reason why they are imprisoned and wants all of her staff to do the same. Luciana is not paid for her work with Made in Carcere and lives off the rent of a property she bought with her severance payment at the end of her banking career. She thinks that she can convince more people to invest in Made in Carcere if it remains clear she is not making a living out of it, while dedicating herself fully to it.”*
4. *Lequile, LE, Italy, Europe*
5. *“Luciana’s mission is to ensure detainees can work and be paid while in prison, allowing them to use their imprisonment as a chance to learn new skills and secure employment once outside. Luciana is working to give a second chance and a new life to both people and products. Made in Carcere (made in prison) offers women real waged jobs while serving their sentences. They learn new skills that will allow them to choose*

employment rather than reoffending once they are out. Made in Carcere's women produce textile products both for consumers and on behalf of other businesses. At the same time, Luciana's work has an environmental impact, as she gives a second chance to waste material. Luciana involves several businesses in the large Italian textile industry to donate unused fabric to Made in Carcere, reducing waste and cutting the cost of production, so that more of the income can be used to hire new workers in prison. Her model is based on the idea that the waste of one industry can be reused while at the same time providing a job opportunity to those who need it the most. She began her work in prison with textile products, but her model has already tipped to other industries. As a local foodstuff business found itself with oversupply of flour, Luciana accepted their donation and found a prison with sufficient equipment for cooking large quantities of food. She began a new production of biscuits made in prison. Inmates in Italy cannot work unless they are offered a wage. The available work opportunities are almost entirely relegated to internal maintenance and upkeep of the prison, without any training or concern for what would happen once the inmates are released. Luciana transforms detention into a time for learning. She sets standards that are comparable to those found in the outside world, giving women with little or no experience in the non-criminal economy, not only new skills, but also the experience of life in a real company. By keeping themselves busy, women tend to behave much better, to improve in other aspects of their psychological and social lives. They have new-found pride, as they can pay for legal expenses and send checks to their children and families. The current re-offense rate for women who have gone through Luciana's program is 0%. As she tries to prepare women for their return into society, Luciana wants the same for Made in Carcere. By embedding prisons at the center of the manufacturing process (in between textile production and sales), she hopes to make sustainable change to the role of prisons in society. For this reason the Italian Ministry of Justice (MOJ) has noticed Luciana and has assigned her the task of creating a network of all experiences of work behind bars in Italy and to connect them into a production system called Progetto Sigillo. Once the MOJ money ran out, the consortium of prison's workshops continued to survive only because of the demand created by the Made in Carcere brand. Luciana has managed to achieve what the government has tried and failed to achieve in years: to profoundly change the nature of detention using work to empower inmates to begin a new life, while at the same time paying them a real wage, as the law requires. She can barely keep up the demand from more prison directors wanting Made in Carcere to set up working labs

inside their units. Luciana began in the local prison of her town Lecce. She then moved onto Trani in the same region. She now works with 12 prisons all across Italy. Furthermore, she has managed to organize the different one-off programs of work inside prisons into an ecosystem of production. Whereas most programs would end once funding was over, Luciana has kept those alive by creating more demands for her products outside of prison, so that more inmates could be given a job. She has created a network of prisons in which inmates can work to create an interconnected ecosystem and one sales channel with its own brand. The system can be implemented in more countries. The key difference to other programs that seek to offer employment to inmates, is that Made in Carcere has made the fact that these products are made in prison the central element of its marketing strategy. Wherever there are prisoners and industries with left-over material, Luciana's model will be replicable."

6. "In June 2014 Italy was condemned by the European Court of Human Rights for inhumane conditions in which prisoners lived. Life in prison is not easy anywhere, but conditions in Italy are particularly dire. Italy is second only to Serbia and Greece, in the whole of Europe in terms of overcrowding, with 147 inmates for every 100 assigned spots (tiny cells meant for 3 inmates, usually host 4 or 5). Crowded inmates are in most cases not even able to spend much time outside of their cells as chances to keep themselves busy are rare: by the Italian law labor needs to be paid equally in the national territory, with no exceptions. While this law was meant to protect prisoners from exploitation, it has instead paralyzed most attempts to give inmates activities to work on, as they can't be volunteers but need to be hired. Few or no businesses would think of hiring people behind bars. A few prisons have agreements with businesses so that easy and repetitive tasks, usually assembling products created elsewhere, can be performed inside the prison, but no product has ever been entirely designed and created from inside a prison. In addition to difficult living conditions, inmates in Italy spend most of the time in prison without much to do. Several make new connections that will result in a new web of criminality: as soon as they leave prison they are more likely to re-offend. The rate of re-offence in Italy is as high as 70%. The rate is massively reduced for those who work. In a country with high unemployment such as Italy, the great majority of those in prison have never worked in the legal economy. Several projects across Italy sought to train inmates for one profession or another, but once funds coming from the government or donors run out, none of the attempts prove unsustainable as there is no demand for

these products. Although work is known to reduce recidivism and improve harmony in prison, the great majority of inmates wishing to work cannot do so. The re-offense rate continues to be high. A second parallel problem is that of industrial waste. The textile sector accounts for 12.7% of all manufacturing production in Italy and every year a significant proportion of the fabric and other textile material produced ends up wasted. This has an environmental effect and often a cost, as businesses need to pay for this material to be dumped or recycled. As Italy is being pushed by the European Court of Human Rights to radically change the way in which it manages its prisons, Luciana has an opportunity to change detention time into an educative period and not just a time of seclusion from society. Her model is economically sustainable and has proven to work, making her chances of reaching all prisons in the country achievable. In countries with similar labor laws, her model will be able to provide paid opportunities that would otherwise be difficult. In those places in which work can be underpaid, she has a chance to improve inmates' rights and standards of living by granting them a fair salary."

7. *"Luciana believes that detention should be an opportunity for people who have failed society and have been failed by it to learn new skills. Her strategy is to train women to learn a new skills in a new profession and to expect the same standards she would demand from employees outside of prison. This has the direct consequence of providing inmates with a clear route away from criminality, as they become employable, thus stirring them away from re-offending once freed. Luciana's work also has the effect of fostering a whole set of "soft skills" such as self-esteem, collaboration and creativity. The women are initially involved in Made in Carcere as seamstresses, but several move up to become team leaders, designers, marketing managers, etc. All of them have regular labor contracts, pay into social security and are paid competitive salaries. This allows them to send some remittances to their families and to pay for all legal expenses, thus leaving their detention period without any debt. Luciana began by offering work to 12 women in 2008. In 2015 she employed 89. This has a huge effect on inmates' behavior and consequently the length of their detention. By keeping themselves busy, detainees are motivated, their days are full and the time to pick up a fight or break a rule becomes limited. By the Italian law, if an inmate does not receive any "behavioural note" in a period of six months, their sentence can be reduced by 45 days. Women working with Luciana have proved to improve their behavior visibly and their sentences have been reduced. This accelerates the return to life outside prison and*

cuts the cost of detention for the state, as well as contributing to freeing overcrowded prisons.

However, it is extremely unlikely that the women hired in prison can work as productively as in the outside world, even if the law requires them to be paid competitively. Most of them have never worked before, several are illiterate or poorly educated, many suffer from psychological trauma. Not being able to access information on the internet, or directly make a phone call slows the production process and lowers productivity. To continue hiring more people and offering them a chance to change, Luciana had to lower cost elsewhere: the cost for the raw material needed to be reduced. For this reason, Luciana has actively involved the outside world in Made in Carcere, especially the wider fashion industry. She has begun to reach out to large and small businesses in the textile and fashion industry asking them to donate their left over material. Sometimes it is a box of silk, sometimes is a truck full of fabric. She currently purchases 30% of the material and gets 70% donated. She would like this proportion increase to 10/90 in the next years. This system also has an impact on the environment, as it focuses on material to be reused and given a second life. Her model is completed by connecting the work inside the prison not only to other industries, but to responsible consumers. Made in Carcere is therefore made into a powerful brand and its products are sold through dedicated shops, online or through third-party retailers. The more Made in Carcere products are recognized and sold, the more inmates will be able to be given a contract. For this reason, Luciana began to branch out in her requests to businesses to donate their scrap material beyond just fabric in 2014. She has started to accept donations of other materials and to search for new prisons who would want to start a new Made in Carcere production lab. A ton of flour has led to the production of biscuits. When she received a cargo of pallets, she designed “vertical gardens”, wooden structures which occupy little space and on which inmates can grow plants and vegetables, to be used in the prison’s kitchen. At the same time caring for plants has a therapeutic effect on inmates. She is changing how detention should be lived while at the same time beginning to re-design part of the economy: prisons become centers of production and rehabilitation, connected by a network through the Sigillo project, connecting to the outside world that serves as both providers of the working material and as consumers of the final products. If inmates are socially excluded from everyday life as a punishment for their criminal behavior, Luciana gives them a chance at least not to be economically excluded. In her vision, prisons can become part of an ecosystem of production in which material wasted on the outside can

be worked inside and made into something valuable that can be sold outside. This is so far the only successful method of giving inmates a paid job and a prospect for the future. The Ministry of Justice has noticed and Made in Carcere has the potential to heavily influence the debate on how to reform the prison system in Italy. Made in Carcere can expand both to new prisons, giving work and training opportunities to more and more people, as well as to more industries, using the waste from yet more areas as the raw material for new production. Luciana would also like to focus on a new spin-off which could help women at the end of their sentence be directly linked with the same industries that provide the free material, to close a circle in which prison is a temporary status which works acts as a training period for reinsertion in society beginning with a real job in the real economy. Another area of development is to continue her work with the Minister of Justice to profoundly change detention, so that every inmate can be given a chance to shape their own future while in prison.”

8. *Fellow Since 2016*

9. *Made in Carcere*

10. <http://www.madeincarcere.it/en/>

11. <https://www.facebook.com/sharer/sharer.php?u=https%3A%2F%2Fwww.ashoka.org%2Fen%2Ffellow%2Fluciana-delle-donne>

12. <https://twitter.com/intent/tweet?text=https%3A%2F%2Fwww.ashoka.org%2Fen%2Ffellow%2Fluciana-delle-donne>

13. *NO INFORMATION*

14. *Human rights, Criminal justice, Human Rights & Equality, Peace & Harmonious Relations, Social Entrepreneurship*

3.2 CONTENT ANALYSIS: METHOD AND RESULT

Content analysis is a qualitative research technique that allows the analysis of different types of textual structures. As previously mentioned it is possible to analyze large amounts of texts such as interviews, questionnaires, documents, blog articles etc. The technique was born around the 1920s in the United States in the field of sociological mass communication and political propaganda. Content analysis has its roots in Laswell's communication paradigm, which indicates the five key questions on which to base the analysis of the transmission and reception of messages. The five key questions of the paradigm are:

1. Who says
2. What
3. Which channel
4. Whom
5. Which effects

Berelson (1952) defines content analysis as "a research technique for the objective, systemic and quantitative description of the manifest content of communication".

This technique is not limited to word counting alone, but the different software available today makes it possible to study contents in-depth through inventory researchers, text retrieval, selection and classification of portions of text, up until a graphical representation of shapes within bi-dimensional or tri-dimensional spaces, in order to identify latent "dimensions of meaning", underlying the data within the text. There are in fact two types of content analysis: conceptual analysis and relational analysis. The first analyzes and determines the existence and frequency of concepts within a text while the second focuses on the analysis of the relations between concepts within a text. The choice of the typology must be made on the basis of the available data and the type of conclusions to which we try to arrive²¹.

3.2.1 CONTENT ANALYSIS OF THE ENTIRE DATABASE

The first content analysis performed was on the entire database, including the four parts of the description of the fellow, the strategy of the project, the idea at the base of the project, and the problem that the fellow is trying to solve. Initially, through the content analysis software Atlas.TI, the most frequent words on the database were identified; the following table shows the first 50 words, their frequency of appearance (as a percentage of the total words), the total number of appearances, and the length of the words.

²¹ <https://www.mailman.columbia.edu/research/population-health-methods/content-analysis>

TABLE 2 – THE MOST RECURRENT WORDS OF THE ENTIRE DATASET

Word	Length	Count	Percent
people	6	13875	0,50%
also	4	13483	0,49%
community	9	13112	0,47%
work	4	12739	0,46%
children	8	11387	0,41%
social	6	10943	0,40%
local	5	10134	0,37%
will	4	9554	0,35%
new	3	9327	0,34%
school	6	9200	0,33%
education	9	9192	0,33%
public	6	8598	0,31%
communities	11	8523	0,31%
government	10	8402	0,30%
women	5	8353	0,30%
one	3	8251	0,30%
health	6	8171	0,30%
can	3	8042	0,29%
program	7	7864	0,28%
first	5	7444	0,27%
development	11	7252	0,26%
training	8	7059	0,26%
support	7	7032	0,25%
students	8	7027	0,25%
many	4	7011	0,25%
years	5	6925	0,25%
working	7	6563	0,24%
organizations	13	6478	0,23%
system	6	6417	0,23%
young	5	6113	0,22%
groups	6	5882	0,21%
national	8	5835	0,21%
time	4	5822	0,21%
youth	5	5711	0,21%
schools	7	5681	0,21%
rural	5	5619	0,20%
model	5	5470	0,20%
help	4	5394	0,20%
rights	6	5233	0,19%
percent	7	5216	0,19%
programs	8	5068	0,18%

well	4	5014	0,18%
family	6	4906	0,18%
organization	12	4896	0,18%
services	8	4743	0,17%
care	4	4677	0,17%
change	6	4588	0,17%
society	7	4530	0,16%
life	4	4373	0,16%
high	4	4364	0,16%

Source: Personal re-elaboration

The words that appear with the most frequency are a first indicator that is able to shed light on the main topics of the sample, or rather, on the directions of action of the various social enterprises in the Ashoka network. As shown in the table, the most significant words that appeared with the greatest frequency were “people,” “community,” “work,” “children,” “social,” “local,” “school,” “education,” and “women.”

The first word, “people,” appears 13,875 times with a percentage of 0.50%. This result indicates that people are the main point for the majority of the Fellows and, consequently, for Ashoka, which attempts to select social entrepreneurs who will act directly for people’s well-being.

The second and third words which are “community” (13,112 times) and “work” (12,739 times), with respective percentages of 0.47% and 0.46%, and they can be considered to be connected. These words indicate that the typical range of action of the Ashoka Fellows is at the community level, in many cases, with the goal of creating employment inside the community. In addition, the word “local,” in sixth position, with a percentage of 0.37% and 10,134 appearances, can be connected to this point.

The fourth word is “children” (11,387 times) with a percentage of 0.41%. As shown in the previous chapter, many Ashoka programs are focused on children and education, because the organization believes that to create change in society and make a world in which “everyone is a changemaker,” the starting point must be children and education, because the only way to create the adults of tomorrow with a different mindset is to act on the children of today. It is possible to connect to this concept the words in eighth and ninth position, that is, “school” (9,200 times, 0.33%) and “education” (9,192 times, 0.33%).

The word in fifth position is “social” (10,943 times), with a percentage of 0.40%. This word is almost obvious in the field of this work, as Ashoka is a social enterprise that has created a network of social enterprises with the goal of improving social welfare as a whole.

The last word is “women” (8,353 times), with a percentage of 0.30%. The word indicates the centrality of women in Ashoka, from the point of view of social entrepreneurs. Many fellows are women, and Ashoka is committed to supporting them, including with regard to the requalification of the role of women in society.

For the second phase of the analysis, we used the software QDA Miner and Wordstat. QDA Miner is a qualitative data analysis software that permits the coding, analysis, and retrieval of very large samples of documents. Wordstat is a software that works together with QDA Miner for content analysis and text mining. With these, it was possible to determine the most recurrent topics and their related words in the dataset. It was also possible to determine the most recurrent phrases, that is, combinations of two words, which enabled the meaning and the framework of every word to be understood. The last analysis was a hierarchical cluster analysis based on proximity rules of the words, in order to understand the connections between the words.

The following table shows the most recurrent and most significant topics. For each topic, the words and phrases associated with it, the total frequencies of all the words of the group, and their percentage of appearance are shown.

TABLE 3 – MOST RECURRENT TOPICS IN THE DATABASE

ID	TOPIC	KEYWORDS	FREQ.	CASES	% CASES
1	COMMUNITY MEMBERS / RURAL COMMUNITIES	COMMUNITIES; COMMUNITY; RURAL; VILLAGES; LOCAL; VILLAGE; DEVELOPMENT; AREAS; COMMUNITY MEMBERS; RURAL COMMUNITIES; LOCAL COMMUNITIES;	20183	2617	91,06%
2	TRAINING PROGRAM / COMMUNITY MEMBERS	VOLUNTEERS; MEMBERS; TRAINING; STAFF; PROGRAM; NETWORK; TRAINING PROGRAM; COMMUNITY MEMBERS; TRAINING PROGRAMS; FAMILY MEMBERS;	7799	2429	84,52%

3	RURAL AREAS / URBAN	URBAN; POPULATION; AREAS; CITIES; PERCENT; MILLION; RURAL; POOR; RURAL AREAS; URBAN AREAS; MILLION PEOPLE; RURAL COMMUNITIES; PERCENT OF THE POPULATION;	8533	2360	82,12%
4	CIVIL SOCIETY / SOCIAL PROBLEMS	SOCIETY; POLITICAL; SOCIAL; CULTURAL; RELIGIOUS; CIVIL; ECONOMIC; CIVIL SOCIETY; SOCIAL PROBLEMS; SOCIAL AND ECONOMIC;	7894	2289	79,65%
5	TEACHERS SCHOOLS /	TEACHERS; SCHOOLS; STUDENTS; SCHOOL; EDUCATION; TEACHING; CURRICULUM; TEACHER; LEARNING; EDUCATIONAL; EDUCATION SYSTEM;	21536	2264	78,78%
6	YOUNG PEOPLE	YOUNG; YOUTH; PEOPLE; YOUNG PEOPLE;	13054	2259	78,60%
7	EMPLOYMENT	EMPLOYMENT; JOB; LABOR; SKILLS; TRAINING; OPPORTUNITIES; WORKERS; TRAINING PROGRAM; TRAINING PROGRAMS; EMPLOYMENT OPPORTUNITIES; JOB TRAINING;	6923	2112	73,49%
8	SMALL BUSINESSES	BUSINESS; BUSINESSES; ENTREPRENEURS; COMPANIES; CREDIT; FINANCIAL; SMALL; COMPANY; SMALL BUSINESSES; SMALL BUSINESS;	5516	1500	52,19%

9	HUMAN RIGHTS	RIGHTS; LEGAL; LAW; HUMAN; JUSTICE; CASES; HUMAN RIGHTS;	8087	1412	49,13%
10	SMALL PRODUCERS	PRODUCTS; PRODUCERS; MARKET; MARKETS; PRODUCTION; PRODUCE; SMALL PRODUCERS; PRODUCTS AND SERVICES;	4020	983	34,20%
11	ENVIRONMENTAL PROTECTION / NATURAL RESOURCES	CONSERVATION; ENVIRONMENTAL; NATURAL; FOREST; PROTECTION; ENVIRONMENT; FISHING; ENVIRONMENTAL PROTECTION; NATURAL RESOURCES; ENVIRONMENTAL EDUCATION; ENVIRONMENTAL ISSUES; ENVIRONMENTAL DEGRADATION; ENVIRONMENTAL PROBLEMS;	4305	872	30,34%
12	WASTE MANAGEMENT / WATER SUPPLY	CONSTRUCTION; WASTE; WATER; HOUSING; PROJECTS; WASTE MANAGEMENT; WATER SUPPLY; WATER MANAGEMENT; CLEAN WATER; AFFORDABLE HOUSING; SOLID WASTE;	2632	735	25,57%
13	SOCIAL CHANGE	CHANGE; SOCIAL CHANGE; CLIMATE CHANGE; POLICY CHANGE; AGENTS OF CHANGE; BEHAVIOR CHANGE; POSITIVE CHANGE; REAL CHANGE; CHANGE AGENTS;	915	621	21,61%

Source: Personal re-elaboration

The first topic is “COMMUNITY MEMBER / RURAL COMMUNITY,” including the words and phrases “communities,” “community,” “rural,” “villages,” “local,” “village,” “development,” “areas,” “community members,” “rural communities,” and “local communities.” This topic appears in 91.06% of cases, meaning that around 90% of the Fellows are engaged in this sense. This underline the concept expressed before in the explanation of the most recurrent words “work” and “community,” that is, that the majority of the Fellows operate at community level.

The second topic is “TRAINING PROGRAM / COMMUNITY MEMBERS” and includes “volunteers,” “members,” “training,” “staff,” “program,” “network,” “training program,” “community members,” “training programs” and “family members.” The percentage is of 84.52%, indicating that many fellows act to provide training to people or to create a network useful for implementing the possibilities of work. This is very common avenue of social enterprise work in general, and this result demonstrates that the Fellows of the Ashoka network act in this way as well.

The third topic, “RURAL AREAS / URBAN,” indicates the place of action of these social enterprises. The words and the phrases that comprise the topic are “urban,” “population,” “areas,” “cities,” “million,” “rural,” “poor,” “rural areas,” “urban areas,” “million people” and “rural community.” It can thus be seen that the Fellows typically act in populous urban areas and rural areas, though this information cannot display more. However, 82.12% act in this area in favor of poor people.

Another topic is “CIVIL SOCIETY / SOCIAL PROBLEMS,” which indicates the kind of issues that Fellows try to solve and includes words and phrases such as “society,” “political,” “cultural,” “religious,” “civil,” “economic,” “civil society,” “social problems,” and “social and economic.” These words and phrases highlight that issues are generally of an economic and social nature.

The fifth topic, “TEACHERS / SCHOOLS,” underline the importance of education in general for Ashoka. The words and the phrases included are “teachers,” “schools,” “students,” “school,” “education,” “teaching,” “curriculum,” “teacher,” “learning,” “educational,” and “education system.” This topic can be connected to sixth topic, “YOUNG PEOPLE,” which appears with a percentage of 78.60% and includes “young,” “youth,” “people,” and “young people.”

The seventh topic, “EMPLOYMENT,” appears in 73.49% of the cases. The words and phrases that it includes are “employment,” “job,” “labor,” “skills,” “training,” “opportunities,”

“workers,” “training programs,” “employment opportunities,” and “job training.” It is easy to understand that the majority of the Fellows want to create employment opportunities through job training in order to create skills in people without it.

The eight topic is “SMALL BUSINESSES” and includes: “business,” “businesses,” “entrepreneurs,” “companies,” “credit,” “financial,” “small,” and “small businesses.” This topic underlines the nature of the beneficiaries of many of the initiatives of Ashoka Fellows, namely, that they support initiatives for small businesses and small entrepreneurs. Linked to this topic is “SMALL PRODUCERS,” which includes “products,” “producers,” “market,” “production,” “small producers,” and “products and services.”

The topic “ENVIRONMENTAL PROTECTION / NATURAL RESOURCES” appears with a low percentage of 30.34% and includes words and phrases such as “conservation,” “environmental,” “natural,” “forest,” “protection,” “fishing,” “environmental protection,” “environmental education,” “natural resources,” and “environmental problems.” The lower percentage indicates that the environmental dimension is not at the center of the majority of the projects of the Fellows, but it remains a theme that enjoys considerable importance. With a similar percentage of appearance, “WASTE MANAGEMENT / WATER SUPPLY” includes “construction,” “waste,” “water,” “housing,” “waste management,” “water supply,” “water management,” “clean water,” “affordable housing,” and “solid waste.”

The last topic is “SOCIAL CHANGE,” and it confirm the role of Ashoka in a world in which everyone is a changemaker. It is interesting because it makes light around the word “change”, and the different shapes of change driven by the fellows. The phrases in the topic are “social change,” “climate change,” “policy change,” “agents of change,” “behavior change,” “positive change,” “real change,” and “change agents.”

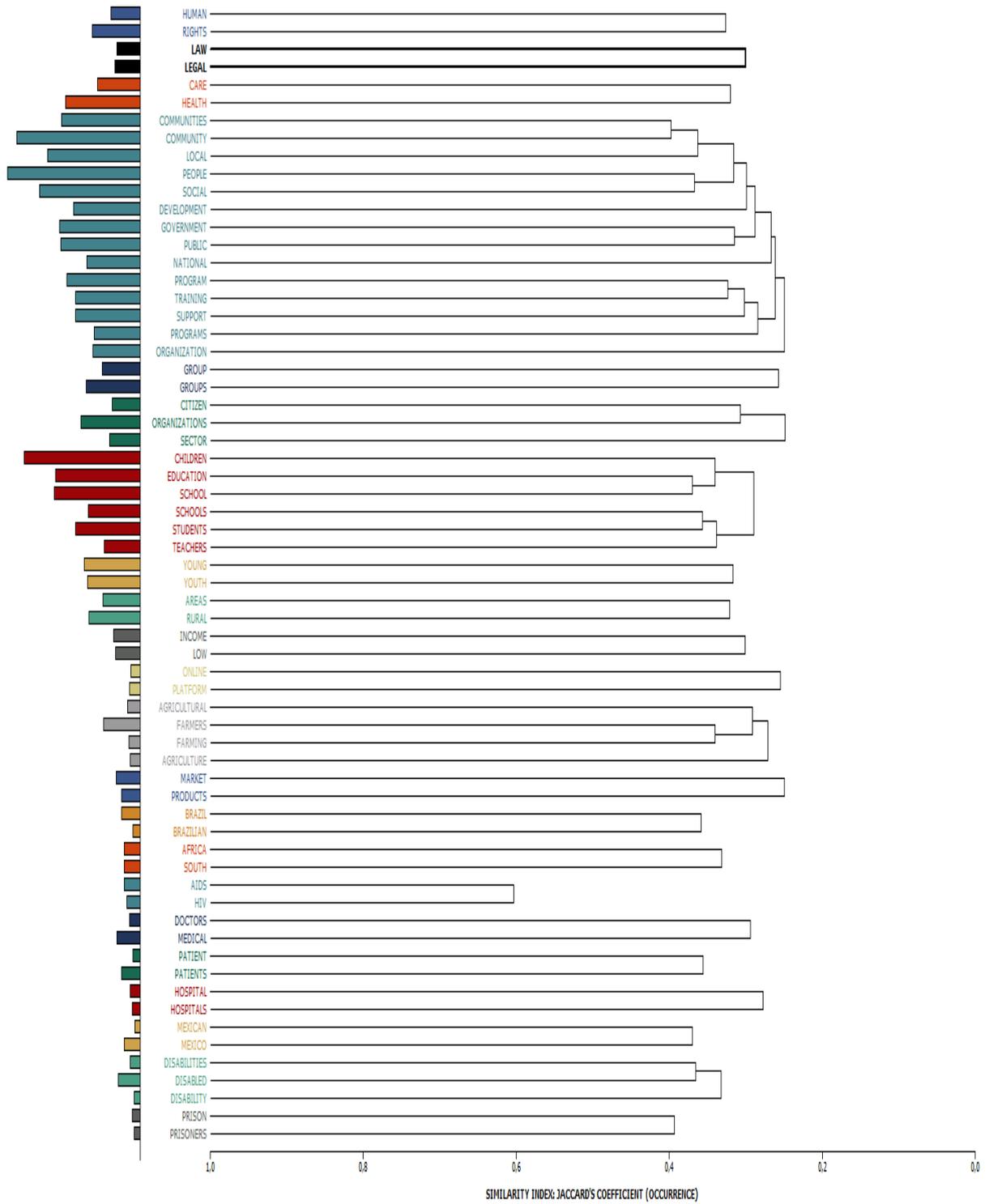
We found the most recurrent phrases, that is, combinations of two words, through WordStat as well to provide further insight about the Fellows of Ashoka. The following table shows the first fifty most recurrent phrases of the entire database.

TABLE 4 – MOST RECURRENT TOPICS IN THE DATABASE

PHRASE	FREQUENCY	NO. CASES	% CASES
LONG TERM	1269	807	28,08%
YOUNG PEOPLE	3040	764	26,58%
HIGH SCHOOL	1165	709	24,67%

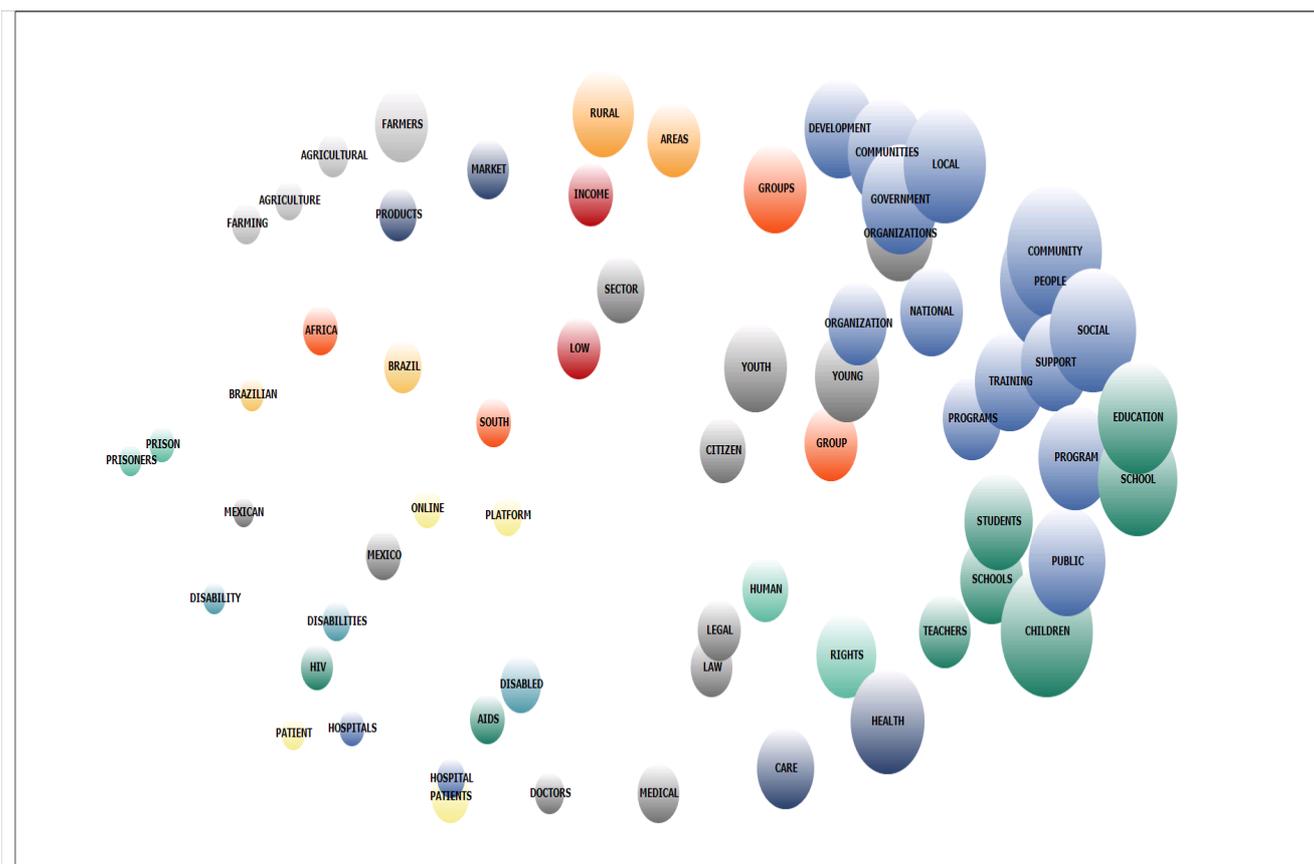
RURAL AREAS	1086	557	19,38%
CITIZEN ORGANIZATIONS	708	557	19,38%
HUMAN RIGHTS	1791	495	17,22%
FULL TIME	536	451	15,69%
CITIZEN SECTOR	843	427	14,86%
CIVIL SOCIETY	691	394	13,71%
UNITED STATES	573	392	13,64%
LOW INCOME	951	379	13,19%
ACROSS THE COUNTRY	505	379	13,19%
COMMUNITY MEMBERS	665	370	12,87%
HEALTH CARE	947	368	12,80%
COMMUNITY BASED	578	363	12,63%
MILLION PEOPLE	380	331	11,52%
LATIN AMERICA	545	314	10,93%
DECISION MAKING	458	309	10,75%
LOW COST	430	306	10,65%
LOCAL COMMUNITIES	490	301	10,47%
EDUCATION SYSTEM	540	299	10,40%
PUBLIC HEALTH	653	298	10,37%
SOCIAL CHANGE	492	297	10,33%
PRIVATE SECTOR	447	291	10,13%
HIGH QUALITY	416	291	10,13%
NATIONAL LEVEL	337	286	9,95%
TEN YEARS	316	286	9,95%
LARGE SCALE	381	284	9,88%
RURAL COMMUNITIES	578	283	9,85%
TRAINING PROGRAM	360	274	9,53%
URBAN AREAS	352	274	9,53%
ASHOKA FELLOW	333	268	9,32%
COMMUNITY DEVELOPMENT	438	263	9,15%
TRAINING PROGRAMS	355	263	9,15%
EARLY AGE	285	261	9,08%
GOVERNMENT OFFICIALS	352	260	9,05%
NATIONAL AND INTERNATIONAL	320	258	8,98%
YOUNG AGE	268	253	8,80%
YEARS AGO	269	247	8,59%
LOCAL COMMUNITY	326	243	8,46%
GOVERNMENT AGENCIES	323	241	8,39%
LOCAL GOVERNMENT	341	236	8,21%
SHORT TERM	279	236	8,21%
CITIZEN ORGANIZATIONS COS	235	235	8,18%
FAMILY MEMBERS	387	232	8,07%
SOCIAL PROBLEMS	330	232	8,07%

Figure 11 – Clusters of the entire Database



Source: Personal re-elaboration

Figure 12 – Words map of the entire Database



Source: Personal re-elaboration

The following table summarizes the 20 clusters:

TABLE 5 – SUMMARY OF THE CLUSTERS

ID_CLUSTER	WORDS
1	HUMAN, RIGHTS
2	LAW, LEGAL
3	HEALTH, CARE
4	COMMUNITIES, COMMUNITY, LOCAL PEOPLE, SOCIAL, DEVELOPMENT, GOVERNMENT, PUBLIC, NATIONAL, PROGRAM, TRAINING, SUPPORT, PROGRAMS, ORGANIZATION
5	GROUP, GROUPS
6	CITIZEN, ORGANIZATIONS, SECTOR

7	CHILDREN, EDUCATION, SCHOOL, SCHOOLS, STUDENT, TEACHERS
8	YOUNG, YOUTH
9	RURAL, AREAS
10	LOW, INCOME
11	ONLINE, PLATFORM
12	AGRICULTURAL, FARMERS, FARMING, AGRICULTURE
13	MARKET, PRODUCTS
14	BRAZIL, BRAZILIAN
15	SOUTH, AFRICA
16	HIV, AIDS
17	DOCTORS, MEDICAL
18	PATIENT, PATIENTS
19	HOSPITAL, HOSPITALS
20	MEXICAN, MEXICO
21	DISABILITIES, DISABLED, DISABILITY
22	PRISON, PRISONERS

Source: Personal re-elaboration

What emerges from a first look at the table are the clusters numbered 4, 7, and 12, which are the most numerous in terms of words and thus deserve attention.

Cluster 4 contains words such as community, local, people, social, development, government, public, national, program, training, support, programs and organizations. The general concept in this cluster is social entrepreneurship and the forms it takes under Ashoka. It is possible to deduct that the social enterprises of this network work to develop peoples and local communities, especially through training and support programs. Figure 12 also shows the proximity of the different clusters. Cluster 4, colored blue, is on the right and is near to cluster 7, which contains the words children, education, school, student, and teachers. It thus refers to the topic education, which is particularly important for Ashoka, many of whose programs and initiatives are related to education, schools, and children. The proximity to cluster 4 indicates that the concept of social entrepreneurship is strictly related to education in the “Ashoka World.”

Cluster 12, which contains the words agricultural, farmers, farming, and agriculture, demonstrates that agriculture is important inside the Ashoka Network. However, the interesting information comes from seeing which clusters are the closest. Clusters 9, 10, 11, 13, 14, and 15 are small, composed of only two words. Grouping together all the words of these clusters results in rural, areas, low, income, online, platform, market, products, Brazil, south, and Africa. Adding these words, it is possible to deduce more information related to the topic agriculture. First, from the words rural, areas, low, and income, we understand that many projects and initiatives of the social enterprises aim to support farmers from rural areas characterized by low incomes. The words online, platform, products, and market, provide information on how these kinds of farmers, who usually have difficulty entering and expanding their markets, are supported. Many social enterprises that work in this field help farmers build a network or access new markets, sometimes through technology, for example, through smartphone applications or online platforms. The clusters containing the words Brazil and Africa provide information on the geographic concentration of these kinds of projects.

In the lower left part of the word map, a series of clusters, namely, clusters 3, 16, 17, 18, 19, and 21, refers to the topic “health” and includes the words health, care, HIV, AIDS, doctors, medical, patient, patients, hospital, disabilities, disabled, and disability. This group of clusters notes important role of healthcare in the Ashoka network and all the forms thereof. The cluster with the words HIV and AIDS indicates that this kind of disease it is the focal point of a number of Fellows. The cluster linked to disability says something similar, but in a more general way and not focused on a specific form of disabilities. Cluster 11 (online, platform) is near this group of clusters, meaning that in the health care sector many social enterprises are based on technological innovations to solve the issues.

The last cluster that is interesting is the one with the words prison and prisoners, which indicates that this topic is important in the network; in fact, we also have the example of Luciana Delle Donne and the social enterprise Made in Carcere. This cluster is in an isolated position, which hinders the interpretation of more information.

3.2.2 CONTENT ANALYSIS OF THE DATABASE DIVIDED BY SECTOR

After the analysis of the entire database, we decided to segment the database by sector, or, to be more precise, by area of intervention. In the database, for every Fellow the field of

intervention of the social enterprise is indicated according to the classification of Ashoka. The eight macro-fields of intervention used by Ashoka are the following:

- BUSINESS & SOCIAL ENTERPRISE
- CHILDREN & YOUTH
- CIVIC ENGAGEMENT
- DEVELOPMENT & PROSPERITY
- ENVIRONMENT & SUSTAINABILITY
- HEALTH & FITNESS
- HUMAN RIGHTS & EQUALITY
- PEACE & HARMONIOUS RELATIONS

Each macro-field is then divided into many sub-fields, according to the Ashoka classification, but we omitted the segmentation of the Database; otherwise, the number of files would have been too numerous. Using a filter in Excel, the database was segmented into eight different files, each containing information on the Fellows who work in that specific sector. Many Fellows work in more than one sector, such as John Bird, with the enterprise The Big Issue, who operates in civic engagement, citizen/community participation, development and prosperity, and housing. Since the Fellow works concurrently in both the macro-fields civic engagement and development and prosperity, the information on this Fellow is provided in two files, one for each macro-field.

After the segmentation, we determined the number of Fellows for each macro-field, and the results are reported in the following table:

TABLE 6 – NUMBER OF FELLOWS FOR EACH SECTOR

SECTOR	NUMBER OF FELLOWS
BUSINESS & SOCIAL ENTERPRISE	775
CHILDREN & YOUTH	841
CIVIC ENGAGEMENT	1262
DEVELOPMENT & PROSPERITY	855
ENVIRONMENT & SUSTAINABILITY	640
HEALTH & FITNESS	705
HUMAN RIGHTS & EQUALITY	852
PEACE & HARMONIOUS RELATIONS	289

With this segmentation, we then moved to an analysis of the most recurrent words for every sector, in order to understand the differences between sectors and in which direction the Fellows work.

The first sector is “BUSINESS & SOCIAL ENTERPRISE.” According to Ashoka, the sub-sectors are:

- *Business*
- *Communication*
- *Consumer Protection*
- *Cooperatives*
- *Employment*
- *Fair Trade*
- *Financial Services / Market*
- *Income generation*
- *Information & Communication Technology*
- *Intellectual Property*
- *Labor*
- *Microenterprise*
- *Philanthropy*
- *Social Enterprise*
- *Travel and Tourism*

Using the software Atlas.TI, the most recurrent words were searched, and the following table shows the first ten word of the sector “BUSINESS & SOCIAL ENTERPRISE”:

TABLE 7 – MOST RECURRENT WORDS: BUSINESS & SOCIAL ENTERPRISE SECTOR

BUSINESS & SOCIAL ENTERPRISE			
Word	Length	Count	Percent
also	4	3695	0,50%
work	4	3655	0,49%
people	6	3497	0,47%
community	9	3434	0,46%

social	6	3390	0,46%
local	5	3130	0,42%
new	3	2916	0,39%
women	5	2912	0,39%
will	4	2615	0,35%
development	11	2412	0,32%

Source: Personal re-elaboration

The table shows the frequency of appearance (as a percentage of the total words), the total number of appearances, and the length of the word for the first 10 most recurrent words in the entire database. The first word, “also,” is meaningless in this context, but the second word “work” provides more information about the sector and better highlights the goals of many social enterprises that operate in this sector. The words “people,” “community,” “social,” “local,” “women,” and “development” describe a sector in which 775 social operate for work creation and social and local development and in which women are in many cases at the center of the projects. The sub-sectors provide an idea of the various forms that the social enterprises can take inside this sector, including “microenterprise,” “cooperatives,” “philanthropy,” and “communication.”

The second sector, “CHILDREN & YOUTH,” with 841 Fellows, is sub-divided as follows:

- *At risk youth*
- *Behavioral Issues*
- *Boys development*
- *Child Abuse*
- *Child Care*
- *Child Protection*
- *Early childhood development*
- *Education/Learning*
- *Education Reform*
- *Girls Development*
- *Higher Education*
- *Non-formal education*
- *Play*

- *Youth Development*
- *Youth Leadership*

The first 10 most recurrent words are presented in the table below:

TABLE 8 – MOST RECURRENT WORDS: CHILDREN & YOUTH

CHILDREN & YOUTH			
Word	Length	Count	Percent
children	8	7544	0,91%
education	9	5833	0,71%
school	6	5767	0,70%
students	8	4945	0,60%
schools	7	4004	0,48%
also	4	3977	0,48%
work	4	3836	0,46%
people	6	3667	0,44%
community	9	3621	0,44%
program	7	3375	0,41%

Source: Personal re-elaboration

The word “children” is the most recurrent, with a percentage of 0.91%, followed by the words “education,” “school,” and “students.” The 841 Fellows in this sector express the importance for Ashoka of education and young age for the creation of a world in which everyone is a changemaker, conditions discussed during the clusters analysis.

The third sector, “CIVIC ENGAGEMENT,” is the most numerous, with 1,262 Fellows, and is sub-divided as follows:

- *Changemaking*
- *Citizen / Community participation*
- *Citizen sector*
- *Conscious consumerism*
- *Corruption*
- *Democracy & voting*
- *Disaster relief / crisis management*
- *Freedom of information*

- *Journalism*
- *Law and legal reform*
- *Mentorship*
- *News and Knowledge*
- *Public Policy*
- *Spirituality*
- *Transparency*
- *Volunteerism*

The first 10 most recurrent words are presented in the table below:

TABLE 9 – MOST RECURRENT WORDS: CIVIC ENGAGEMENT

CIVIC ENGAGEMENT			
Word	Length	Count	Percent
community	9	7109	0,58%
people	6	6580	0,54%
social	6	5876	0,48%
also	4	5707	0,47%
work	4	5627	0,46%
local	5	5062	0,41%
public	6	4557	0,37%
communities	11	4337	0,35%
children	8	4334	0,35%
will	4	4319	0,35%

Source: Personal re-elaboration

This sector is the most numerous, with 1,262 Fellows (44%) operating in civic engagement. The most recurrent words that appear in this sector are very similar to those of the sectors “DEVELOPMENT & PROSPERITY” and “PEACE & HARMONIOUS RELATIONS.” The word “community” was in first place, with a percentage of 0.58%, indicating Ashoka’s view that a condition for the creation of civic engagement is community creation and involvement. The presence of the words “people” and “children” indicates the beneficiaries of the action of the Fellows that operate in this sector.

The fourth sector, “DEVELOPMENT & PROSPERITY,” with 855 Fellows, is sub-divided as follows:

- *Adult education*
- *Capacity building*
- *Community development*
- *Economic development*
- *Food security*
- *Housing*
- *Hunger*
- *Municipal services*
- *Poverty Alleviation*
- *Rural development*
- *Sustainable development*
- *Technology*
- *Urban development*

The first 10 most recurrent words are presented in the table below:

TABLE 10 – MOST RECURRENT WORDS: DEVELOPMENT & PROSPERITY

DEVELOPMENT & PROSPERITY			
Word	Length	Count	Percent
community	9	4634	0,56%
people	6	4250	0,51%
also	4	4053	0,49%
work	4	3835	0,46%
local	5	3770	0,46%
communities	11	3303	0,40%
social	6	3269	0,40%
development	11	2987	0,36%
new	3	2973	0,36%
rural	5	2926	0,35%

Source: Personal re-elaboration

The words that appear, such as “people,” “work,” “development,” and “rural,” describe the interpretation of the concept of development and prosperity taken by Ashoka and its Fellows. Through work, poverty can be alleviated and community and economic development generated, particularly in rural areas, which is an area of intervention particularly important in the network.

The fifth sector, “ENVIRONMENT & SUSTAINABILITY,” with 640 Fellows, is sub-divided as follows:

- Animal rights
- Biodiversity
- Climate change
- Conservation / protection
- Eco products
- Ecology
- Energy
- Environment
- Global warming
- Green business
- Green consumerism
- Natural resource management
- Pollution
- Population
- Recycling
- Renewable energy
- Rural
- Sustainability
- Urban
- Waste
- Water management

The first 10 most recurrent words are presented in the table below:

TABLE 11 – MOST RECURRENT WORDS: ENVIRONMENT & SUSTAINABILITY (

ENVIRONMENT & SUSTAINABILITY			
Word	Length	Count	Percent
farmers	7	3512	0,58%
local	5	3247	0,54%
also	4	3131	0,52%
community	9	3029	0,50%
environmental	13	2904	0,48%

communities	11	2668	0,44%
work	4	2529	0,42%
people	6	2489	0,41%
will	4	2213	0,37%
government	10	2158	0,36%

Source: Personal re-elaboration

The sector “ENVIRONMENT & SUSTAINABILITY” is particularly linked to the concept of social entrepreneurship, discussed both in the “classic” business world and in the today’s world. The work of the 640 Fellows indicate that this issue is being addressed in different ways within Ashoka and its network. The sub-sectors show the 70 different areas of intervention, ranging from animal rights to water management and from biodiversity to renewable energy. The most significant words are “farmers,” “local,” “community,” and “environmental.”

The sixth sector, “HEALTH & FITNESS,” with 705 Fellows, is sub-divided as follows:

- *Aging*
- *Disability*
- *Health care*
- *Health education*
- *HIV / AIDS / STDs*
- *Infant health*
- *Maternal health*
- *Medical research*
- *Mental health*
- *Nutrition*
- *Reproductive health*
- *Sanitation*
- *Sexuality*
- *Substance abuse*
- *Wellness*

The first 10 most recurrent words are presented in the table below:

TABLE 12 – MOST RECURRENT WORDS: HEALTH & FITNESS

HEALTH & FITNESS			
Word	Length	Count	Percent
health	6	5911	0,87%
people	6	4403	0,65%
also	4	3464	0,51%
children	8	3281	0,48%
care	4	3246	0,48%
work	4	3020	0,45%
community	9	2809	0,41%
public	6	2474	0,37%
will	4	2343	0,35%
social	6	2283	0,34%

Source: Personal re-elaboration

The field of Health and Fitness is important in the network, boasting 705 Fellows. The sub-fields indicate the different spheres of intervention, which include reproduction, disability, health care in general, and HIV and AIDS. Many words are not extremely meaningful, such as the general word “health,” which occupies the first position. The words “children” and “public” provide more information about the sector, and hence it is possible to deduce that children are important in the action of the Fellows working in this sector and that there is a link with the public sector in this field of action.

The seventh sector, “HUMAN RIGHTS & EQUALITY,” with 852 Fellows, is sub-divided as follows:

- *Civil rights*
- *Cultural preservation*
- *Disability rights*
- *Gender equity*
- *Human rights*
- *Human trafficking*
- *Indigenous cultures*
- *Land rights*
- *Lesbian, Gay, Bi, Transgender rights*

- *Men's issues*
- *Migration*
- *Minority rights*
- *Racial equality*
- *Violence and abuse*
- *Vulnerable Populations*
- *Women's issues*

The first 10 most recurrent words are presented in the table below:

TABLE 13 – MOST RECURRENT WORDS: HUMAN RIGHTS & EQUALITY

HUMAN RIGHTS & EQUALITY			
Word	Length	Count	Percent
women	5	5227	0,65%
people	6	4335	0,54%
work	4	4257	0,53%
children	8	4112	0,51%
also	4	4031	0,50%
rights	6	3670	0,46%
community	9	3620	0,45%
social	6	3063	0,38%
will	4	2904	0,36%
public	6	2562	0,32%

Source: Personal re-elaboration

Many Fellows, specifically 852, work in this sector, indicating its importance in the social entrepreneurship provided by Ashoka. These issues are usually addressed by working in tandem with other fields. The first word that appears is the word “women,” indicating the main beneficiaries of the work made by social enterprises in this field. The words “people,” “work,” “children” and “rights” are also present.

The last sector, “PEACE & HARMONIOUS RELATIONS,” with 289 Fellows, is sub-divided as follows:

- *Abuse & violence*
- *Conflict resolution*

- *Crime prevention*
- *Criminal justice*
- *Intercultural relations*
- *Intergenerational issues*
- *Terrorism*
- *Tolerance / pluralism*

The first 10 most recurrent words are:

TABLE 14 – MOST RECURRENT WORDS: PEACE & HARMONIOUS RELATIONS

PEACE & HARMONIOUS RELATIONS			
Word	Length	Count	Percent
people	6	1814	0,62%
community	9	1487	0,51%
work	4	1451	0,50%
also	4	1369	0,47%
social	6	1234	0,42%
children	8	1227	0,42%
communities	11	1050	0,36%
rights	6	993	0,34%
public	6	921	0,32%
one	3	919	0,32%

Source: Personal re-elaboration

This sector is the least numerous, with only 289 Fellows. The words that appear the most frequently are not significant, being the same words that appear in the other sectors without any unique words.

3.2.3 CONTENT ANALYSIS OF THE DATABASE DIVIDED BY COUNTRY

The next step in our study was to segment the database by country to find the most recurrent words for every country. The appendix provides a summary of the first ten words for every country. After this step, important and significative words were selected, and their percentage of appearance was compared between countries in order to identify the countries more attentive to certain themes. The Fellows in the database came from 87 different countries, and the next table shows the distribution:

TABLE 15 – NUMBER OF FELLOWS FOR EACH COUNTRY

COUNTRY	FELLOWS	COUNTRY	FELLOWS
INDIA	366	PALESTINE	10
BRAZIL	308	LEBANON	9
UNITED STATES	217	EL SALVADOR	8
MEXICO	197	ISRAEL	9
INDONESIA	151	PHILIPPINES	7
SOUTH AFRICA	115	AUSTRIA	5
THAILAND	98	GHANA	7
NIGERIA	82	JORDAN	9
POLAND	70	LITHUANIA	8
GERMANY	57	NORWAY	7
ARGENTINA	64	GUATEMALA	7
FRANCE	54	NICARAGUA	6
BANGLADESH	61	SWEDEN	8
COLOMBIA	56	CAMEROON	6
CANADA	52	JAPAN	4
EGYPT	48	TANZANIA	7
CHILE	49	THE GAMBIA	6
UNITED KINGDOM	35	IVORY COAST	4
PAKISTAN	43	MOROCCO	3
KENYA	37	TOGO	2
NEPAL	40	DENMARK	3
PERU	39	HAITI	2
SPAIN	31	PORTUGAL	1
TURKEY	37	RWANDA	4
BURKINA FASO	32	TUNISIA	3
HUNGARY	33	ZAMBIA	4
CZECH REPUBLIC	30	AFGHANISTAN	3
ECUADOR	31	EAST TIMOR	3
BOLIVIA	22	SAUDI ARABIA	3
SENEGAL	25	SINGAPORE	2
VENEZUELA	24	BENIN	2
UGANDA	26	KUWAIT	2
SRI LANKA	21	MOZAMBIQUE	2
URUGUAY	20	BELIZE	1
SLOVAKIA	20	BOTSWANA	1
PARAGUAY	15	GUINEA-BISSAU	1
ZIMBABWE	15	HONDURAS	1
BELGIUM	10	ICELAND	1
COSTA RICA	13	LATVIA	1
ITALY	8	LIBYA	1
MALI	12	MALAWI	1
SWITZERLAND	12	NIGER	1

SOUTH KOREA	7	
IRELAND	13	
NETHERLANDS	3	

Source: Personal re-elaboration

The words selected are “environmental,” “education,” “health,” and “work,” as these were considered to be representative of the most important areas of intervention in the network. A basic consideration for the understanding of the results is that the countries with the highest percentages are considered to be those in which the Fellows are more attentive toward the specific theme.

The word “environmental” is the first word analyzed. This word appears in the first ten words of the sector “ENVIRONMENT & SUSTAINABILITY,” with a percentage of 0.48%, and it does not appear in the other sectors, and so it is considered representative of this area. First, it is significant to examine the most recurrent phrases that contain the word “environmental”:

TABLE 16 – PHRASES WITH THE WORD “ENVIRONMENTAL”

	FREQUENCY	NO. CASES	% CASES
ENVIRONMENTAL PROTECTION	250	140	4,87%
ENVIRONMENTAL ISSUES	201	132	4,59%
ENVIRONMENTAL DEGRADATION	136	107	3,72%
ENVIRONMENTAL EDUCATION	199	104	3,62%
ENVIRONMENTAL PROBLEMS	130	92	3,20%
SOCIAL AND ENVIRONMENTAL	120	88	3,06%
ENVIRONMENTALLY FRIENDLY	89	68	2,37%
ENVIRONMENTAL IMPACT	99	59	2,05%
ENVIRONMENTAL MOVEMENT	92	54	1,88%
ENVIRONMENTAL AWARENESS	63	51	1,77%
ENVIRONMENTAL CONSERVATION	65	48	1,67%
ENVIRONMENTAL AND SOCIAL	59	47	1,64%
ENVIRONMENTAL ORGANIZATIONS	59	39	1,36%

Source: Personal re-elaboration

From this, it is possible to understand the context in which the word is used and to see that with the highest percentages we have “environmental protection,” “environmental issues,” “environmental degradation,” and “environmental education.” In this context, the key role of education for Ashoka can be seen, and the steps taken by the Fellows with respect to the environment can also be seen. These are largely related to the protection of the environment, environmental issues, and degradation.

The next table shows, in descending order, the percentage of appearance of the word “environmental” for every country:

TABLE 17 – WORD “ENVIRONMENTAL” FOR EVERY COUNTRY

ID	COUNTRY	% ENVIRONMENTAL
65	TOGO	1,37%
84	LATVIA	0,86%
80	BOTSWANA	0,74%
39	COSTA RICA	0,66%
57	NICARAGUA	0,47%
63	IVORY COAST	0,45%
71	ZAMBIA	0,44%
79	BELIZE	0,40%
36	PARAGUAY	0,35%
34	URUGUAY	0,33%
70	TUNISIA	0,32%
17	CHILE	0,29%
22	PERU	0,27%
28	ECUADOR	0,27%
27	CZECH REPUBLIC	0,25%
9	POLAND	0,24%
62	THE GAMBIA	0,23%
83	ICELAND	0,23%
35	SLOVAKIA	0,21%
7	THAILAND	0,20%
64	MOROCCO	0,18%
14	COLOMBIA	0,17%
2	BRAZIL	0,17%
61	TANZANIA	0,17%
58	SWEDEN	0,16%
26	HUNGARY	0,16%
15	CANADA	0,15%
5	INDONESIA	0,15%
4	MEXICO	0,15%
12	FRANCE	0,15%
13	BANGLADESH	0,15%
47	LEBANON	0,15%
30	SENEGAL	0,14%
37	ZIMBABWE	0,12%
38	BELGIUM	0,11%
23	SPAIN	0,11%

10	GERMANY	0,10%
18	UK	0,10%
1	INDIA	0,10%
56	GUATEMALA	0,10%
24	TURKEY	0,09%
3	US	0,09%
11	ARGENTINA	0,09%
16	EGYPT	0,09%
21	NEPAL	0,08%
8	NIGERIA	0,08%
6	SOUTH AFRICA	0,08%
19	PAKISTAN	0,07%
29	BOLIVIA	0,07%
20	KENYA	0,06%
76	BENIN	0,06%
44	IRELAND	0,05%
32	UGANDA	0,05%
59	CAMEROON	0,05%
48	EL SALVADOR	0,05%
25	BURKINA FASO	0,05%
40	ITALY	0,04%
33	SRI LANKA	0,04%
31	VENEZUELA	0,04%
72	AFGHANISTAN	0,03%
73	EAST TIMOR	0,03%
69	RWANDA	0,03%
41	MALI	0,02%
50	PHILIPPINES	0,02%
53	JORDAN	0,02%
43	SOUTH KOREA	0,01%
49	ISRAEL	0,01%
42	SWITZERLAND	0,01%
45	NETHERLANDS	0,00%
46	PALESTINE	0,00%
51	AUSTRIA	0,00%
52	GHANA	0,00%
54	LITHUANIA	0,00%
55	NORWAY	0,00%
60	JAPAN	0,00%
66	DENMARK	0,00%
67	HAITI	0,00%
68	PORTUGAL	0,00%
74	SAUDI ARABIA	0,00%
75	SINGAPORE	0,00%

77	KUWAIT	0,00%
78	MOZAMBIQUE	0,00%
81	GUINEA-BISSAU	0,00%
82	HONDURAS	0,00%
85	LIBYA	0,00%
86	MALAWI	0,00%
87	NIGER	0,00%

Source: Personal re-elaboration

The next graph shows the distribution, and it is easier to identify the countries that are more attentive to environmental issues. The statistic mean of the percentage of appearance is 0.15%, and the median is 0.09%. It is possible to see that Togo is the country with the highest percentage, at 1.37%. The other countries with a percentage particularly greater respect to the average are Latvia, Botswana, Costa Rica, Nicaragua, Ivory Coast, Zambia, and Belize, all of which are located in the graph area above 0.40%. A consistent group falls between 0.20% and 0.40%, meaning that the Fellows of these countries are also attentive to environmental themes. This group consists of Paraguay, Uruguay, Tunisia, Chile, Peru, Ecuador, the Czech Republic, Poland, Gambia, Iceland, Slovakia, and Thailand. The lower part of the graph is difficult to read because of the number of countries it contains, consisting as it does of all the countries that are not very committed to environmental issues. Is important to underline that a quite large group of countries, that is, 18 countries, has a percentage of appearance of 0.00%, indicating a total lack of interest in environmental themes: the Netherlands, Palestine, Austria, Ghana, Lithuania, Norway, Japan, Denmark, Haiti, Portugal, Saudi Arabia, Singapore, Kuwait, Mozambique, Guinea-Bissau, Honduras, Libya, Malawi, and Niger.

EDUCATIONAL MATERIALS	77	61	2,12%
SCHOOL EDUCATION	72	59	2,05%
QUALITY OF EDUCATION	84	58	2,02%
EDUCATIONAL PROGRAM	69	57	1,98%
SECONDARY EDUCATION	61	54	1,88%
EDUCATION AND TRAINING	67	52	1,81%
CHILDREN S EDUCATION	65	52	1,81%
BASIC EDUCATION	61	49	1,70%
SPECIAL EDUCATION	75	45	1,57%
PUBLIC EDUCATION SYSTEM	57	41	1,43%
ADULT EDUCATION	54	40	1,39%
PHYSICAL EDUCATION	73	23	0,80%
SEX EDUCATION	75	20	0,70%

Source: Personal re-elaboration

The phrase that appears with the highest percentage is “education system,” which says something about the nature of the projects that work in this area and how the Fellows act toward the education system of their country of origin. The phrases inform the different directions that the Fellows take, because we find the phrases “health education,” “environmental education,” and “sex education,” indicating the specific direction taken by the projects in some specific cases.

The next table shows, in descending order, the percentage of appearance of the word “education” for every country.

TABLE 19 – WORD “EDUCATION” FOR EVERY COUNTRY

ID	COUNTRY	% EDUCATION
72	AFGHANISTAN	1,82%
67	HAITI	1,52%
82	HONDURAS	1,21%
43	SOUTH KOREA	1,17%
78	MOZAMBIQUE	1,15%
61	TANZANIA	0,83%
65	TOGO	0,74%
46	PALESTINE	0,69%
54	LITHUANIA	0,65%
32	UGANDA	0,62%
30	SENEGAL	0,54%
69	RWANDA	0,51%
51	AUSTRIA	0,51%
81	GUINEA-BISSAU	0,49%
17	CHILE	0,49%
77	KUWAIT	0,48%

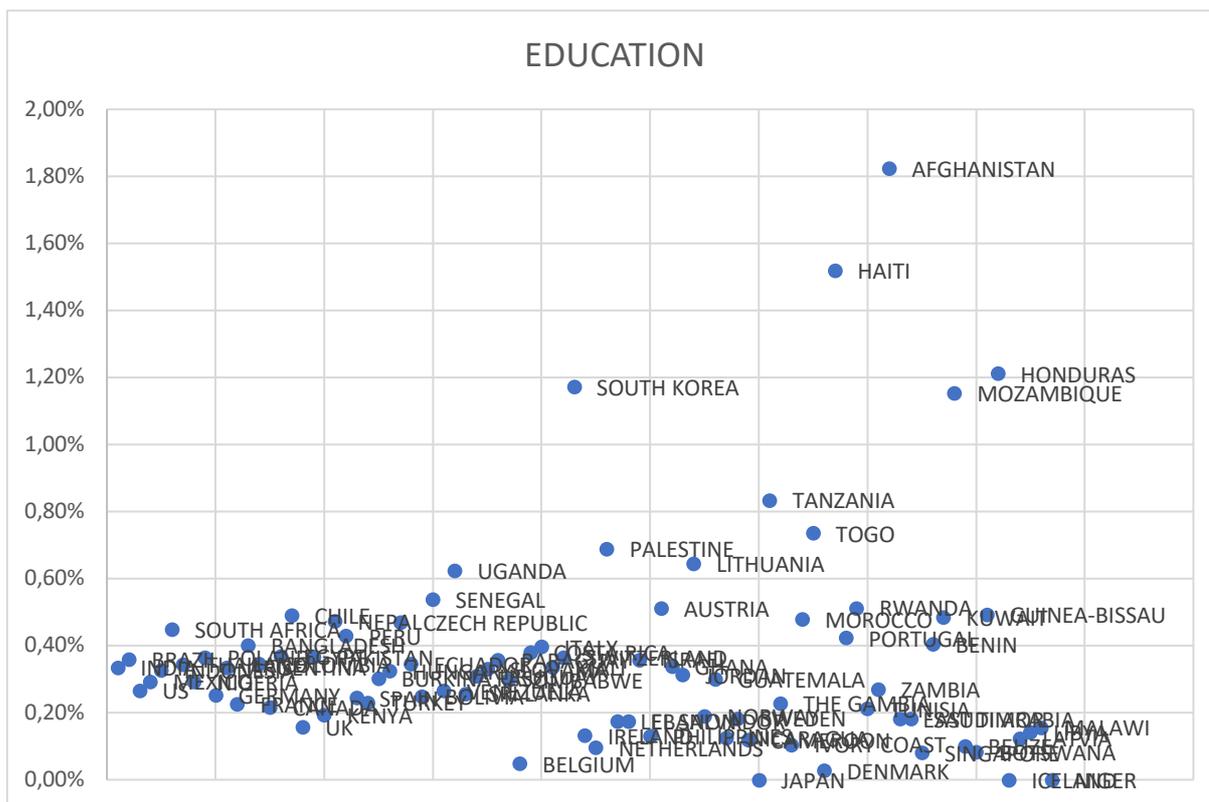
64	MOROCCO	0,48%
21	NEPAL	0,47%
27	CZECH REPUBLIC	0,47%
6	SOUTH AFRICA	0,45%
22	PERU	0,43%
68	PORTUGAL	0,42%
76	BENIN	0,40%
13	BANGLADESH	0,40%
40	ITALY	0,40%
39	COSTA RICA	0,38%
16	EGYPT	0,37%
19	PAKISTAN	0,37%
42	SWITZERLAND	0,37%
9	POLAND	0,37%
2	BRAZIL	0,36%
49	ISRAEL	0,36%
36	PARAGUAY	0,36%
28	ECUADOR	0,35%
14	COLOMBIA	0,34%
7	THAILAND	0,34%
52	GHANA	0,34%
41	MALI	0,34%
11	ARGENTINA	0,34%
1	INDIA	0,33%
35	SLOVAKIA	0,33%
5	INDONESIA	0,33%
26	HUNGARY	0,32%
53	JORDAN	0,31%
34	URUGUAY	0,31%
25	BURKINA FASO	0,30%
56	GUATEMALA	0,30%
37	ZIMBABWE	0,30%
4	MEXICO	0,29%
8	NIGERIA	0,29%
71	ZAMBIA	0,27%
3	US	0,27%
31	VENEZUELA	0,26%
33	SRI LANKA	0,26%
10	GERMANY	0,25%
29	BOLIVIA	0,25%
23	SPAIN	0,24%
24	TURKEY	0,23%
62	THE GAMBIA	0,23%
12	FRANCE	0,23%

15	CANADA	0,22%
70	TUNISIA	0,21%
20	KENYA	0,19%
55	NORWAY	0,19%
58	SWEDEN	0,18%
74	SAUDI ARABIA	0,18%
73	EAST TIMOR	0,18%
47	LEBANON	0,17%
48	EL SALVADOR	0,17%
18	UK	0,16%
86	MALAWI	0,16%
85	LIBYA	0,14%
44	IRELAND	0,13%
50	PHILIPPINES	0,13%
57	NICARAGUA	0,12%
84	LATVIA	0,12%
59	CAMEROON	0,12%
63	IVORY COAST	0,10%
79	BELIZE	0,10%
45	NETHERLANDS	0,10%
80	BOTSWANA	0,08%
75	SINGAPORE	0,08%
38	BELGIUM	0,05%
66	DENMARK	0,03%
60	JAPAN	0%
83	ICELAND	0%
87	NIGER	0%

Source: Personal re-elaboration

The graph below indicates in which countries of the Ashoka network the Fellows are more oriented toward education themes. The average of the percentage of appearance is 0.36%, and the median 0.31%. Afghanistan, Haiti, Honduras, South Korea, Honduras, and Mozambique have a percentage higher than 1%, indicating a particularly strong attention to education. The group of Tanzania, Togo, Palestine, Lithuania, and Uganda is in the interval 0.60–1%, which is higher than the average. Japan, Iceland, and Niger have a percentage of 0%, indicates that these countries pay no attention to education.

Figure 14 - Distribution of word "education"



Source: Personal re-elaboration

The third word is “health,” the most recurrent in the sector “HEALTH & FITNESS,” with a percentage of 0.87%.

TABLE 20 – PHRASES WITH THE WORD “HEALTH”

	FREQUENCY	NO. CASES	% CASES
HEALTH CARE	947	368	12,80%
PUBLIC HEALTH	653	298	10,37%
HEALTH SERVICES	283	181	6,30%
HEALTH PROBLEMS	191	136	4,73%
MENTAL HEALTH	685	132	4,59%
HEALTH ISSUES	176	125	4,35%
HEALTH ORGANIZATION	126	120	4,18%
WORLD HEALTH ORGANIZATION	115	109	3,79%
MINISTRY OF HEALTH	156	108	3,76%
HEALTH SYSTEM	184	106	3,69%
COMMUNITY HEALTH	151	96	3,34%
HEALTH PROFESSIONALS	146	81	2,82%
HEALTH CENTERS	130	81	2,82%
REPRODUCTIVE HEALTH	189	78	2,71%
HEALTHCARE SYSTEM	146	71	2,47%
HEALTH INSURANCE	143	71	2,47%
HEALTH WORKERS	124	70	2,44%
HEALTH EDUCATION	111	69	2,40%
HEALTH AND EDUCATION	80	67	2,33%

HEALTH CARE SYSTEM	100	58	2,02%
NATIONAL HEALTH	70	55	1,91%
HEALTH CENTER	67	47	1,64%
HEALTH SECTOR	55	47	1,64%
HEALTH SERVICE	65	45	1,57%
LOCAL HEALTH	64	42	1,46%
HEALTH CLINICS	62	41	1,43%
HEALTHCARE PROVIDERS	72	39	1,36%
PUBLIC HEALTH SYSTEM	60	35	1,22%
SEXUAL HEALTH	92	26	0,90%
MENTAL HEALTH CARE	58	22	0,77%

Source: Personal re-elaboration

The word “health” is associated in 12.80% of cases with the word “care,” suggesting that in the majority of cases, health issues are not approached in a specific way. The other phrases with the highest percentage are “public health,” “health services,” and “health problems” all of which have a general meaning and say nothing about the specific nature of the projects. The first phrase to provide more specific information is in fifth position, “mental health,” appearing in 132 cases, making this particular area of intervention important for Ashoka. The phrase “health workers” is present in 70 cases.

TABLE 21 – WORD “HEALTH” FOR EVERY COUNTRY

ID	COUNTRY	% HEALTH
84	LATVIA	3,95%
72	AFGHANISTAN	0,69%
30	SENEGAL	0,54%
58	SWEDEN	0,53%
22	PERU	0,52%
69	RWANDA	0,51%
18	UK	0,50%
86	MALAWI	0,47%
4	MEXICO	0,46%
38	BELGIUM	0,46%
44	IRELAND	0,45%
32	UGANDA	0,43%
34	URUGUAY	0,40%
61	TANZANIA	0,40%
50	PHILIPPINES	0,39%
60	JAPAN	0,38%
11	ARGENTINA	0,34%
16	EGYPT	0,34%
36	PARAGUAY	0,34%

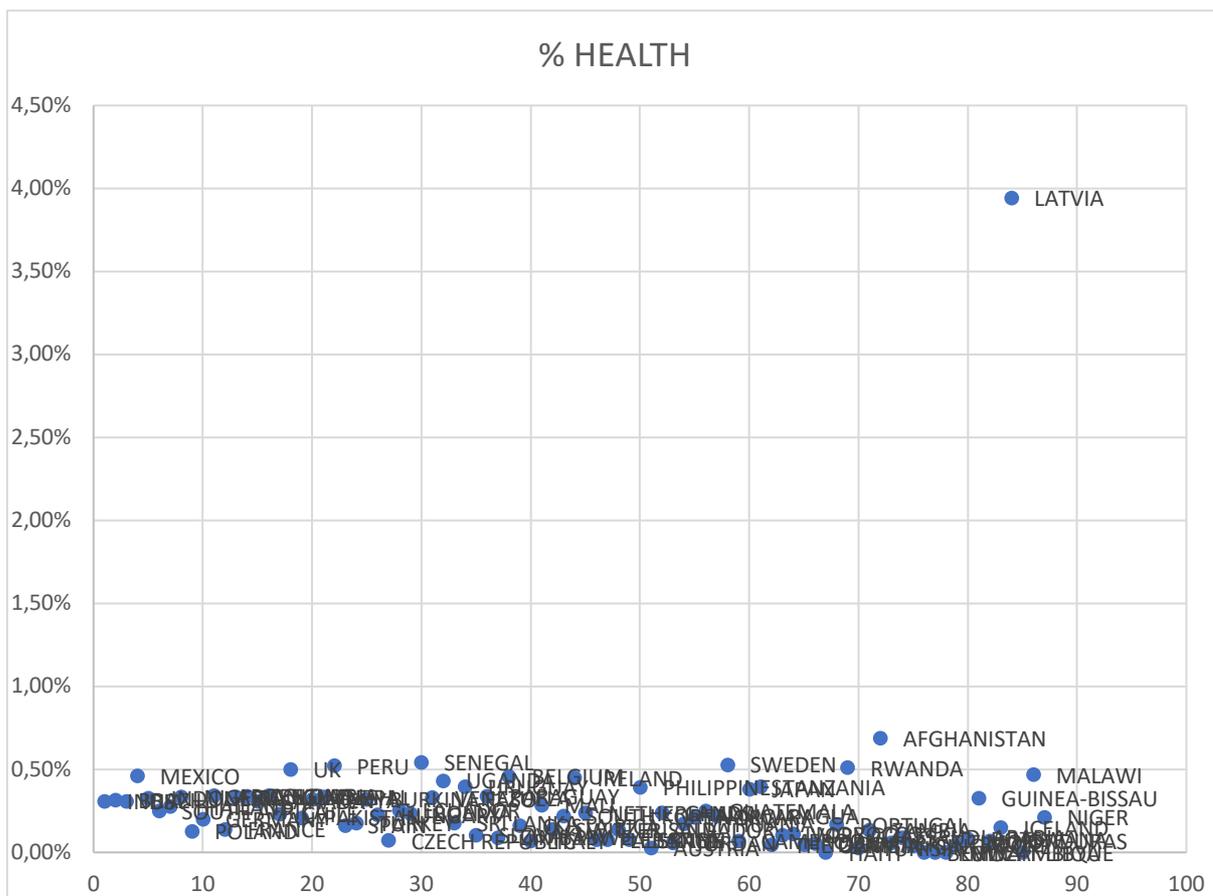
14	COLOMBIA	0,34%
13	BANGLADESH	0,33%
21	NEPAL	0,33%
8	NIGERIA	0,33%
31	VENEZUELA	0,33%
81	GUINEA-BISSAU	0,33%
5	INDONESIA	0,33%
25	BURKINA FASO	0,32%
20	KENYA	0,32%
2	BRAZIL	0,32%
1	INDIA	0,31%
15	CANADA	0,31%
3	US	0,31%
41	MALI	0,29%
7	THAILAND	0,28%
28	ECUADOR	0,26%
56	GUATEMALA	0,25%
6	SOUTH AFRICA	0,25%
45	NETHERLANDS	0,24%
52	GHANA	0,24%
29	BOLIVIA	0,24%
17	CHILE	0,23%
26	HUNGARY	0,23%
43	SOUTH KOREA	0,22%
57	NICARAGUA	0,22%
55	NORWAY	0,21%
87	NIGER	0,21%
19	PAKISTAN	0,21%
10	GERMANY	0,20%
33	SRI LANKA	0,18%
24	TURKEY	0,18%
54	LITHUANIA	0,17%
68	PORTUGAL	0,17%
23	SPAIN	0,16%
39	COSTA RICA	0,16%
83	ICELAND	0,15%
12	FRANCE	0,14%
48	EL SALVADOR	0,14%
42	SWITZERLAND	0,14%
71	ZAMBIA	0,13%
9	POLAND	0,13%
64	MOROCCO	0,11%
35	SLOVAKIA	0,11%
63	IVORY COAST	0,10%

74	SAUDI ARABIA	0,09%
37	ZIMBABWE	0,09%
80	BOTSWANA	0,08%
47	LEBANON	0,08%
49	ISRAEL	0,08%
46	PALESTINE	0,08%
27	CZECH REPUBLIC	0,07%
82	HONDURAS	0,07%
59	CAMEROON	0,07%
40	ITALY	0,07%
73	EAST TIMOR	0,06%
53	JORDAN	0,06%
66	DENMARK	0,05%
79	BELIZE	0,05%
65	TOGO	0,05%
62	THE GAMBIA	0,05%
75	SINGAPORE	0,04%
51	AUSTRIA	0,03%
70	TUNISIA	0,03%
67	HAITI	0,00%
76	BENIN	0,00%
77	KUWAIT	0,00%
78	MOZAMBIQUE	0,00%
85	LIBYA	0,00%

Source: Personal re-elaboration

This word contains an outlier, with Latvia displaying a percentage particularly high compared to the other countries, and for this reason, there are two graphs, one with Latvia, and one without, to provide an easier graphic interpretation. For this word, the average is 0.27%, and the median 0.22%. In contrast to the other words analyzed in this context, apart from the previously mentioned case of Latvia, the percentage distributions do not differ significantly from each other. A small group of countries displays a percentage higher than 0.50%, which indicates good attention toward health issues: Afghanistan, Senegal, Sweden, Peru, Rwanda, and the United Kingdom. The countries Haiti, Benin, Kuwait, Mozambique, and Libya expressed no interest in health issues, with a percentage of appearance equal to zero.

Figure 15 - Distribution of word "education"



Source: Personal re-elaboration

ADVOCACY WORK	53	44	1,53%
MIGRANT WORKERS	96	40	1,39%
DOMESTIC WORKERS	216	29	1,01%
FARM WORKERS	79	15	0,52%

Source: Personal re-elaboration

The first phrase is “social work” and is related to the sphere of work undertaken by many social enterprises. The word is used in different contexts that include words such as migrant, domestic, or sex workers, and it is likely used in projects in which the Fellows try to improve the working conditions.

TABLE 23 – WORD “WORK” FOR EVERY COUNTRY

ID COUNTRY	COUNTRY	% WORK
66	DENMARK	0,99%
26	HUNGARY	0,93%
65	TOGO	0,88%
74	SAUDI ARABIA	0,88%
54	LITHUANIA	0,73%
81	GUINEA-BISSAU	0,66%
40	ITALY	0,65%
45	NETHERLANDS	0,60%
35	SLOVAKIA	0,60%
19	PAKISTAN	0,59%
80	BOTSWANA	0,58%
14	COLOMBIA	0,58%
62	THE GAMBIA	0,57%
27	CZECH REPUBLIC	0,57%
29	BOLIVIA	0,56%
33	SRI LANKA	0,54%
28	ECUADOR	0,54%
55	NORWAY	0,53%
23	SPAIN	0,52%
2	BRAZIL	0,52%
51	AUSTRIA	0,51%
13	BANGLADESH	0,51%
7	THAILAND	0,50%
50	PHILIPPINES	0,50%
59	CAMEROON	0,50%
1	INDIA	0,50%
9	POLAND	0,50%
11	ARGENTINA	0,49%
31	VENEZUELA	0,48%

38	BELGIUM	0,48%
48	EL SALVADOR	0,47%
58	SWEDEN	0,47%
34	URUGUAY	0,47%
4	MEXICO	0,47%
5	INDONESIA	0,46%
18	UK	0,46%
70	TUNISIA	0,45%
22	PERU	0,45%
36	PARAGUAY	0,45%
42	SWITZERLAND	0,45%
52	GHANA	0,44%
10	GERMANY	0,44%
21	NEPAL	0,44%
44	IRELAND	0,43%
56	GUATEMALA	0,43%
37	ZIMBABWE	0,43%
87	NIGER	0,42%
73	EAST TIMOR	0,42%
24	TURKEY	0,42%
49	ISRAEL	0,42%
16	EGYPT	0,42%
8	NIGERIA	0,41%
57	NICARAGUA	0,40%
25	BURKINA FASO	0,40%
12	FRANCE	0,39%
3	US	0,38%
47	LEBANON	0,38%
15	CANADA	0,38%
83	ICELAND	0,38%
41	MALI	0,37%
84	LATVIA	0,37%
17	CHILE	0,37%
30	SENEGAL	0,36%
46	PALESTINE	0,36%
67	HAITI	0,36%
82	HONDURAS	0,36%
61	TANZANIA	0,35%
20	KENYA	0,35%
79	BELIZE	0,35%
39	COSTA RICA	0,34%
6	SOUTH AFRICA	0,34%
32	UGANDA	0,34%
69	RWANDA	0,33%

53	JORDAN	0,33%
64	MOROCCO	0,32%
86	MALAWI	0,31%
63	IVORY COAST	0,31%
43	SOUTH KOREA	0,30%
77	KUWAIT	0,29%
75	SINGAPORE	0,28%
72	AFGHANISTAN	0,28%
60	JAPAN	0,27%
76	BENIN	0,23%
71	ZAMBIA	0,22%
85	LIBYA	0,21%
78	MOZAMBIQUE	0,16%
68	PORTUGAL	0,08%

Source: Personal re-elaboration

For this word, the average percentage of appearance is 0.45%, and the median is 0.43%. The majority of the countries are distributed in the interval 0.20–0.60%. A small group of countries displays a percentage higher than 0.60%: Denmark, Hungary, Togo, Saudi Arabia, Lithuania, Guinea-Bissau, and Italy. The countries in which the Fellows are less oriented toward improving the themes related to work are Portugal and Mozambique, which are the only two with a percentage lower than 0.20%.

Figure 17 - Distribution of word "work"



Source: Personal re-elaboration

3.3 THE ALIGNEMENT ISSUE-MISSION INDEX

Following the AIMindex created by Margonari et al. (2018), we conduct an analysis of the alignment of social initiatives and real social problems of every country, comparing the percentage of the words with indices that express the severity of different social issues. The words analyzed in the previous paragraphs (“environmental,” “health,” “education,” and “work”) were used in this phase, with every word considered representative of specific social issues and assuming that a higher percentage of the word represents a stronger commitment by the Fellows of the country to that specific social problem. The indices selected are as follows:

1. Environmental Performance Index (“environmental”)
2. Life Expectancy Index (“health”)
3. Quality of Educational System Index (“education”)
4. Labor Market Efficiency Index (“work”)

Index 1, the Environmental Performance Index, comes from the homonymous document prepared by the joint work of Yale and Columbia Universities. Is a very important index for

policymakers, because it includes an effective scale of the distance between the country and the rest of the world (the index is available for 180 countries). The document is redrawn every two years, and the latest available are for the years 2016 and 2018. Since our dataset extended to 2017, an average of the two indices (2016 and 2018) was used for the alignment index.

The index 2 comes from the World Health Organization's report "Life expectancy and healthy life expectancy – Data by country," and it contains a variety of indicators. Life expectancy is indicated at birth and at age 60 for males, females, and both sexes. The data used for the construction of the alignment index is the life expectancy at birth for both sexes for the year 2016 (the most recent year available).

As regards indices 3 and 4, respectively, the Quality of Educational System and Labor Market Efficiency indices, both were obtained by analyzing the document "The Global Competitiveness Report 2017–2018," produced by the World Economic Forum. The Global Competitiveness report is an annual report that presents a ranking of different nations based on an index composed of over 110 variables.

The alignment index is the result of the comparison between the value of the various indices and the percentage of appearance of the single word associated with the specific problem for each individual country. A limit was established for each index, below which the problem was considered to be present in the country, and vice versa; the limits established are as follows:

1. Environmental Performance Index: **60** (score 0–100)
2. Life Expectancy Index: **71.8** (world average)
3. Quality of Educational System Index: **4.2** (score 1–7)
4. Labor Market Efficiency Index: **4.2** (score 1–7)

For the percentage of appearance, the median was considered to be the limit, thus defining a country with a percentage above the median to be attentive to the resolution of the specific issues, and vice versa.

A binary value was therefore assigned both as regards the word's percentage of appearance and the index value:

1. *BINARY_ "word"* : 1 if above the limit / 0 if below the limit
2. *BINARY_ "index"* : 1 if below the limit / 0 if above the limit

The difference between the two binary values provides information on the alignment of the single country. The possible results are as follows:

- **(1)** – The issue is addressed by the social enterprise of the network, but the problem is not urgent in the country.
- **(0)** – The social enterprises and the issue addressed align. The binaries can both take the value 1 or the value zero, but in any case, this result expresses alignment.
- **(-1)** – The issue is urgent in the country but is not addressed by the social enterprises of the Ashoka network.

These results provide useful information for Ashoka, by enabling a clear picture to be provided of the issues that are addressed by the social enterprises in every single country and in which countries the Fellows are not oriented toward issues that are urgent at a country level. The alignment index was used in the regression analysis described in the following pages. The figure below shows an example of the Excel page used for the construction of the index for the word “education”:

Figure 18 – Alignment index example for the word “education”

	A	B	C	D	E	F	G
1	ID COUNTRY	COUNTRY	% EDUCATION	Q.Eindex	BIN_EDUCATION	BIN_Q.Eindex	DIFFERENZA
2	1	INDIA	0,33%	4,19	1	1	0
3	2	BRAZIL	0,36%	2,44	1	1	0
4	3	US	0,27%	4,86	0	0	0
5	4	MEXICO	0,29%	2,85	0	1	-1
6	5	INDONESIA	0,33%	4,29	1	0	1
7	6	SOUTH AFRI	0,45%	2,25	1	1	0
8	7	THAILAND	0,34%	3,58	1	1	0

Source: Personal re-elaboration

The appendix presents the alignment indices for all the countries and words.

3.4 REGRESSION ANALYSIS: METHOD AND RESULT

The final step of this dissertation was a regression analysis, which was conducted to study the effect of the social enterprises of the Ashoka network on the economic development of the country. The dependent variable selected was GDP growth for 2018 (from 2017 to 2018), expressed in logarithmic form as “log_gdp_growth_2018.” The control variables used in the model are the population density for 2017 and the Technological Readiness Index of 2017 that

express the level of ICT adoption. The independent variables were extrapolated from our database using content analysis software, except for the variable “tot_matches,” which was found through the use of CULTR, a web-based application designed to trawl websites. The variables “environment,” “education,” “health,” and “work” represent the percentage of appearance of the respective words and are indicators of the level of attention placed by each country on the specific social problem. The variables “environment_al,” “education_al,” “health_al,” and “work_al” are the binary values determined through the procedure explained above indicating the alignment or misalignment of the social enterprises of every country as regards the four issues identified.

The variable “tot_matches” explained the differences in “category promotion” or the extent to which the Fellows of every country promoted belonging to the Ashoka network. Through CULTR, we identified the number of terms that appear within the first three levels of the websites (i.e., any page on or within two clicks of the home page). The words selected and considered to be representative of the belonging to the network were “ASHOKA,” “ASHOKA FELLOW,” and “CHANGEMAKER.” The website of the social enterprise of the Fellows was included in the database, but not all the Fellows had a website, with the total number of social enterprises with a website being 1,553 out of 2,874. The results obtained through CULTR were then cleaned and divided by country in order to provide a final value of the total number of matches (the number of times that the words considered to be representative of belonging to Ashoka) in every country. The next picture shows as an example the summary results of the country “ITALY,” in which 279 is the total number of matches obtained by all the Fellows.

Figure 19 - Total Matches "ITALY"

ID_FELLOW	LINK SOCIETA	PROVENIENZA	TOT_MATCHES			
32	http://www.r	Rome, RM, Italy,	2		TOT_MATCHES	279
33	http://www.g	Gioiosa Ionica, R	4		TOT_LINK	8
34	http://www.a	Palermo, PA, Ital	10		TOT_ZERO	3
35	http://www.r	Lequile, LE, Italy,	29			
36	http://materr	Milan, MI, Italy,	0			
99	http://www.f	Italy	234			
113	http://e4imp	Italy	0			
989	http://www.s	Bra, Italy	0			

Source: Personal re-elaboration

The table below summarizes the variables and includes a small description, the minimum value, the maximum value, the average value, and the source thereof.

TABLE 24 – THE VARIABLES OF THE REGRESSION ANALYSIS

VARIABLE NAME	LABEL	DESCRIPTION
log_gdp_growth_18	VALUE	Logarithm of the Gross Domestic Product growth for the year 2018. (Source: World Economic Outlook Database - International Monetary Fund)
environment	VALUE	Percentage of appearance of the word “ <i>environmental</i> ”. (min=0% / avg=0,15% / max=1,37%) (Source: personal re-elaboration)
education	VALUE	Percentage of appearance of the word “ <i>education</i> ”. (min=0% / avg=0,36% / max=1,82%) (Source: personal re-elaboration)
health	VALUE	Percentage of appearance of the word “ <i>health</i> ”. (min=0% / avg=0,27% / max=3,95%) (Source: personal re-elaboration)
work	VALUE	Percentage of appearance of the word “ <i>work</i> ”. (min=0,08% / avg=0,45% / max=0,99%) (Source: personal re-elaboration)
work_al	VALUE	This value expresses the alignment of the social enterprises of the Database toward the specific national issue “work”. (min=-1 / avg=0 / max=1)

		(Source: personal re-elaboration)
health_al	VALUE	<p>This value expresses the alignment of the social enterprises of the Database toward the specific national issue “health”.</p> <p>(min=-1 / avg=0 / max=1)</p> <p>(Source: personal re-elaboration)</p>
education_al	VALUE	<p>This value expresses the alignment of the social enterprises of the Database toward the specific national issue “education”.</p> <p>(min=-1 / avg=0 / max=1)</p> <p>(Source: personal re-elaboration)</p>
avg_env_al	VALUE	<p>This value expresses the alignment of the social enterprises of the Database toward the specific national issue “environment”.</p> <p>(min=-1 / avg=0 / max=1)</p> <p>(Source: personal re-elaboration)</p>
p_dens_2017	VALUE	<p>Population density of the year 2017 for each country (expressed as people per sq. km of land area).</p> <p>(min=3 / avg=241 / max=7916)</p> <p>(Source: The World Bank)</p>
ict_adoption	VALUE	<p>Technological Readiness index [1 = not at all; 7 = to a great extent].</p> <p>(min=2,22 / avg=4,35 / max=6,39)</p> <p>(Source: The Global Competitiveness Report 17-18, World Economic Forum)</p>

tot_matches	VALUE	Total number of matches of the words “Ashoka”, “Ashoka Fellow” and “Changemaker” in the Fellows websites. (min=0 / avg=75 / max=1426) (Source: data obtained by using the web scraper software CULTR)

Source: Personal re-elaboration

We conducted the regression analysis with the software Stata, and we found several interesting results. We ran the model in six steps, first examining the effect of the control variables on the dependent variable. The next table shows the results of the effect of the control variables on GDP growth of the countries. The effect of both the variables persists for all the steps of the model, and it is interesting to notice the negative effect of the variable “ict_adoption.”

Second, the variables “environment,” “education,” “health,” and “work” were added, and a positive effect of the variable “health” emerged, with an R-squared of 0.239. This value suggests that the countries in which the Fellows have a high level of attention towards health issues see a positive effect on the economic development of the country.

Third, the percentage of appearance of the words was removed, and we examine the effect of the different alignment indices. The variables “work_al,” “health_al,” “education_al,” and “avg_env_al” were analyzed, and the results indicate that only the indices relative to the issue “work” and “education” had a positive effect on growth. The significant, positive value indicates that the alignment between the urgency of the issues and the attention placed by the various Fellows of the specific country positively affects the economic growth of the country.

Fourth, the independent variables analyzed in the steps were studied together to see if the overlap of the variables led to changes in the results. We found that the effect of the alignment index relative to the issue “work” disappears, wiped out by the effect of the variable “health.”

In the last two steps, we studied the effect of the variable “tot_matches” with and without the other independent variables. We found that communication about belonging to the network

Ashoka has no effect, indicating a weak “brand effect” of Ashoka. The fifth step displayed the highest R-squared, equal to 0.374.

After seeing the model from a more general perspective, we now shift the attention to the individual variables, trying to draw more detailed conclusions.

The control variables “p_dens_2017” and “ict_adoption” have been kept in all six steps of the model. The effect of these variables remained stable for all the steps of the model. The “p_dens_2017” variable has a positive impact on economic development with $p < 0.1$ in all steps with the sole exception of step 2 where p assumes a value < 0.05 . On the other hand, the significance level of the variable “ict_adoption” is different, which in all the steps of the model assumes a negative value with $p < 0.01$.

The “environment” variable which expresses the attention of social enterprises towards the issue of environmental respect and all the various nuances of the case does not seem to have a positive impact on the economic development of the country. The companies belonging to the Ashoka network that operate in environmental areas do not seem to have a positive impact on economic development, a thesis confirmed also by the high value of the robust standard error that in the steps where this variable was used assumes the following values: 23.54, 42.57 e 44.47.

The “education” variable also expresses the level of attention expressed by social enterprises towards educational issues. As seen during the content analysis, this topic is particularly important within the network, as Ashoka firmly believes that real change can start from young people and consequently from education. From the model built this theme does not seem to have a positive impact on economic development.

The “health” variable, unlike the previous two, is significant within our model. Like the previous ones, it expresses the level of attention on the part of social enterprises towards the health theme. In all the steps in which the variable is used it positively impacts the economic development of the country, with a $p < 0.05$ in step 2 and a $p < 0.1$ in steps 4 and 5. This result indicates that the companies selected by Ashoka operating in the health field are able to generate a positive economic impact, probably both in terms of direct employment and the effects of their services, which directly affect people's health and can bring about economic growth.

Unexpectedly, the “work” variable did not yield positive results, resulting neutral within the model. The variable expresses the attention towards the theme “work” also containing the issue

related to employment, which is part of the mission of different social enterprises of the network. Presumably the selected word is not adequate to capture the occupational nuances of the theme and consequently is not significant within the model.

The “work_al” variable expresses the alignment between the country's labor problem and the commitment of social enterprises to the problem. In other words, it indicates whether the social enterprises of the Ashoka network respond to the real problems of the country or not. The results of this variable within the model are not uniform, in fact in step 3 the variable is significant with a $p < 0.05$, while in steps 4 and 5 its positive effect disappears. In step 3 of the model the variables studied, in addition to the control ones, are the 4 related to the alignment. At this stage, being aligned with the real problem can generate a positive effect on the country's economic growth. In steps 4 and 5 the effect is canceled by the health variable, which seems to have more impact on the independent variable.

The health theme seen from the alignment point of view has no effect in our model. In fact, the “health_al” variable expresses the alignment of social enterprises with regards to the health theme, and in every step of the model in which it was studied, no effect was seen. This tells us that the health theme positively impacts if we talk about attention to the problem and does not affect the logic of alignment.

The “education_al” variable describes the alignment of the enterprise towards the problem of education. In all the steps where the result was analyzed, the result is positive with a $p < 0.01$ in steps 4 and 5 and a $p < 0.05$ in step 3. This result indicates the positive effect created by social enterprises in the network that respond to a real problem present in the field of education, indicating that Ashoka's great commitment to this specific theme, if addressed in areas where the problem is real, finds a result.

Even in the context of the variables related to alignment, the environment theme does not produce effects. Both the environment variable and the “avg_env_al” variable did not give results in all the phases of the model, being the only theme of the four analyzed not to affect economic development. This suggests that Ashoka should pay more attention to social enterprises operating in this sector, guaranteeing them greater support so that they can create a positive economic impact.

The “tot_matches” variable, as previously expressed, did not generate positive results. This fact shows how the Ashoka brand in the digital environment is not strong enough to generate

attraction and involvement. Many social enterprises do not communicate on their sites belonging to the network, and those who do do not derive any important advantages.

VARIABLES	(1) log_gdp_growth 18	(2) log_gdp_growth 18	(3) log_gdp_growth 18
environment		10.23 (23.54)	
education		1.315 (23.57)	
health		17.37** (7.932)	
work		20.52 (31.26)	
work_al			0.162** (0.0704)
health_al			0.0272 (0.0848)
education_al			0.186** (0.0733)
avg_env_al			-0.00263 (0.0931)
p_dens_2017	3.39e-05* (1.76e-05)	4.93e-05** (2.21e-05)	4.13e-05* (2.16e-05)
ict_adoption	-0.152*** (0.0341)	-0.160*** (0.0324)	-0.216*** (0.0539)
tot_matches			
Constant	2.071*** (0.157)	1.945*** (0.247)	2.356*** (0.222)
Observations	74	74	74
R-squared	0.197	0.239	0.307

VARIABLES	(4) log_gdp_growth 18	(5) log_gdp_growth 18	(6) log_gdp_growth 18
environment	29.19 (42.57)	23.79 (44.47)	
education	-7.956 (25.76)	-9.863 (26.86)	
health	19.05* (9.749)	20.01* (10.02)	
work	-1.402 (32.99)	-3.955 (33.54)	
work_al	0.143 (0.0912)	0.146 (0.0905)	
health_al	-0.0161 (0.107)	-0.0227 (0.109)	
education_al	0.235*** (0.0782)	0.249*** (0.0896)	
avg_env_al	-0.0423 (0.142)	-0.0249 (0.151)	
p_dens_2017	4.67e-05* (2.40e-05)	4.44e-05* (2.45e-05)	3.33e-05* (1.81e-05)
ict_adoption	-0.205*** (0.0620)	-0.207*** (0.0631)	-0.150*** (0.0358)
tot_matches		-0.000111	-3.87e-05

Constant	2.273*** (0.350)	(0.000148) 2.314*** (0.371)	(0.000147) 2.067*** (0.161)
Observations	74	74	74
R-squared	0.370	0.374	0.198

Robust standard errors in parentheses, *** p<0.01, ** p<0.05, * p<0.1

CONCLUSIONS

The question we tried to answer with this study is the following: “Does Ashoka select social enterprises that respond to the real problems of the country? Are these companies able to generate a positive impact on the economic development of the country? ”.

The aim of the paper is to have a mapping of the social enterprises, belonging to the Ashoka network, in order to understand its national specificities and to be able to understand in which areas of intervention there is no coverage by the network companies. In a second phase, the effect generated by these social enterprises on the economic development of the country was then studied.

From the first general analysis of the database, several interesting ideas emerged, allowing to understand which areas Ashoka are most concentrated on. Only by looking at the most recurrent words we can see how the term "people" is the most present in the whole dataset, to indicate the centrality of the person in the activities carried out by all the social enterprises of the network. The arguments that emerge most strongly from the first analysis are the following:

- A theme that stands out in different phases of the study is the one related to the “young people”, “education” and “children”; this indicates the great commitment put in place by the organization towards an improvement in the conditions of young people and in being able to intervene in the educational sphere, considered fundamental by the organization.
- With regard to the “work” topic, the particular attention placed by the organization on the employment sphere emerges. There is also a notable commitment to small producers and small businesses, where Ashoka is committed to providing support.
- The role of women emerges in different phases, to underline the effort made by the organization towards the female figure.
- The environmental theme, which is very timely today, emerges but with less force than the previous themes.

The analysis of companies divided by country has allowed us to have a more precise view of the commitment of the various countries towards the four selected themes. The results indicate that the social enterprises of Togo are the most attentive to the environmental issue, the social enterprises of Afghanistan the most careful towards education theme, the social enterprises of

Latvia are the most concentrated in the health field, while the Danish ones pay more attention to the subject of work. These results were then used in the regression, to understand how the attention to a particular theme may affect the economic development of the country.

The construction of the issue-mission alignment indexes allows us to have a precise overview of the situation of each individual country. The results represent a useful tool for Ashoka, through which it is possible to understand in which areas and in which countries greater efforts should be concentrated. These constructed indexes were then used as variables in the regression, to understand if the alignment towards a specific problem is able to positively impact the economic development of the country.

In the last part of our analysis we built a regression model, where we tried to understand Ashoka's effect on economic development in the countries in which it operates. From the model it emerges that the attention to health issues by network companies has a positive impact on economic development. The commitment to other selected topics (work, environment and education) does not seem to have a direct positive effect in the countries. With the inclusion in the model of the built-in alignment indices it was instead possible to see how the fact of being aligned to problems that really exist in the country could have positive effects on economic development. In countries where there is an alignment between social enterprises and problems such as work and education there is a positive effect. The fact that social enterprises actually respond to existing problems, or do not spend too much energy on problems that are not urgent in the country, creates a positive economic impact on the development of the country.

This work was able to shed light on the topics of greatest interest to the network, and it created a mapping with regards to the commitment of social enterprises in each individual country that allows to trace the areas of greatest interest. It then pointed out which sectors are the most directly impacting in the economies of the countries. This dissertation is a starting point in the study of a subject and an organization that is still unexplored. The choice of the topics analyzed could be expanded, thus creating a broader analysis of the network, able to photograph different aspects of the organization and see if other sectors of intervention create positive impacts on the economy.

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ONLINE SOURCES

ENVIRONMENTAL PERFORMANCE INDEX

<https://epi.envirocenter.yale.edu/epi-downloads>

GDP GROWTH

https://www.imf.org/external/datamapper/NGDP_RPCH@WEO/OEMDC/ADVEC/WEOWORLD

GLOBAL COMPETITIVENESS REPORT

<https://www.weforum.org/reports/the-global-competitiveness-report-2017-2018>

<http://www.grameen.com/>

<http://www.ikuretechsoft.com>

<https://edsurgeindependent.com/social-entrepreneurship-as-a-force-for-good-in-education-d089d6c1f514>

<https://pollinateenergy.org/>

<https://www.algramo.com/>

<https://www.ashoka.org/en-US>

<https://www.ashoka.org/en-US/fellow/sujay-santra>

<https://www.bio-bean.com/>

<https://www.fairphone.com/it/>

<https://www.leapforword.org/>

<https://www.madeincarcere.it/it/>

<https://www.waterhealth.com/>

<https://www.zhl.org.in/>

LIFE EXPECTANCY

https://www.who.int/gho/mortality_burden_disease/life_tables/situation_trends/en/

POPULATION DENSITY

<https://data.worldbank.org/indicator/EN.POP.DNST>

<https://www.mailman.columbia.edu/research/population-health-methods/content-analysis>

APPENDICES

FIRST TEN WORDS FOR EVERY COUNTRY

INDIA			BRAZIL		
Word	Count	Percent	Word	Count	Percent
children	1932	0,55%	brazil	1462	0,54%
india	1786	0,51%	community	1446	0,54%
work	1736	0,50%	work	1399	0,52%
government	1682	0,48%	social	1332	0,49%
people	1399	0,40%	also	1291	0,48%
will	1343	0,39%	people	1286	0,48%
local	1204	0,35%	public	1246	0,46%
women	1183	0,34%	children	1187	0,44%
rural	1181	0,34%	communities	972	0,36%
community	1177	0,34%	education	969	0,36%
UNITED STATES			MEXICO		
Word	Count	Percent	Word	Count	Percent
school	1384	0,53%	mexico	1372	0,82%
community	1310	0,50%	community	913	0,55%
new	1278	0,49%	work	780	0,47%
students	1249	0,48%	social	776	0,46%
people	1118	0,43%	health	774	0,46%
will	1008	0,38%	also	756	0,45%
work	1000	0,38%	communities	705	0,42%
one	984	0,38%	children	662	0,40%
can	893	0,34%	people	662	0,40%
public	871	0,33%	will	639	0,38%
INDONESIA			SOUTH AFRICA		
Word	Count	Percent	Word	Count	Percent
community	902	0,64%	south	1037	0,92%
people	858	0,61%	community	778	0,69%
also	838	0,60%	africa	730	0,64%
local	730	0,52%	people	641	0,57%
indonesia	709	0,50%	also	587	0,52%
government	665	0,47%	education	508	0,45%
work	649	0,46%	communities	484	0,43%
women	621	0,44%	program	465	0,41%
school	605	0,43%	development	454	0,40%
children	569	0,40%	will	451	0,40%
THAILAND			NIGERIA		
Word	Count	Percent	Word	Count	Percent
thailand	600	0,69%	nigeria	518	0,82%
community	579	0,66%	women	502	0,80%

local	509	0,58%	people	419	0,66%
work	439	0,50%	also	369	0,58%
people	436	0,50%	community	310	0,49%
also	401	0,46%	young	292	0,46%
thai	399	0,46%	will	279	0,44%
children	378	0,43%	government	261	0,41%
government	373	0,43%	work	257	0,41%
communities	369	0,42%	communities	252	0,40%
POLAND			GERMANY		
Word	Count	Percent	Word	Count	Percent
poland	444	0,77%	germany	331	0,52%
people	422	0,73%	also	329	0,52%
local	374	0,65%	children	311	0,49%
children	334	0,58%	social	303	0,48%
program	321	0,56%	work	277	0,44%
social	293	0,51%	people	254	0,40%
work	286	0,50%	can	247	0,39%
also	281	0,49%	school	243	0,38%
community	259	0,45%	support	243	0,38%
school	249	0,43%	first	233	0,37%
ARGENTINA			FRANCE		
Word	Count	Percent	Word	Count	Percent
argentina	361	0,58%	social	526	0,91%
public	332	0,54%	people	351	0,61%
social	314	0,51%	local	339	0,59%
people	311	0,50%	france	322	0,56%
also	307	0,49%	also	281	0,49%
work	301	0,49%	new	278	0,48%
new	279	0,45%	public	231	0,40%
community	269	0,43%	french	225	0,39%
children	250	0,40%	work	223	0,39%
school	236	0,38%	first	214	0,37%
BANGLADESH			COLOMBIA		
Word	Count	Percent	Word	Count	Percent
bangladesh	334	0,69%	people	365	0,64%
also	264	0,54%	colombia	363	0,64%
women	251	0,52%	community	359	0,63%
work	247	0,51%	work	328	0,58%
government	243	0,50%	children	324	0,57%
will	228	0,47%	also	311	0,55%
students	210	0,43%	social	267	0,47%
people	209	0,43%	communities	253	0,45%
education	195	0,40%	new	246	0,43%
children	193	0,40%	public	219	0,39%
CANADA			EGYPT		

Word	Count	Percent	Word	Count	Percent
social	355	0,63%	egypt	374	0,71%
community	342	0,61%	community	301	0,57%
canada	305	0,54%	children	266	0,50%
youth	293	0,52%	will	250	0,47%
also	262	0,46%	people	244	0,46%
local	247	0,44%	also	229	0,43%
first	241	0,43%	youth	221	0,42%
communities	217	0,38%	work	220	0,42%
work	213	0,38%	local	219	0,42%
people	211	0,37%	egyptian	211	0,40%
CHILE			UNITED KINGDOM		
Word	Count	Percent	Word	Count	Percent
chile	331	0,72%	people	452	0,93%
community	286	0,62%	young	322	0,66%
social	282	0,61%	local	250	0,51%
also	246	0,53%	health	244	0,50%
school	245	0,53%	work	225	0,46%
education	226	0,49%	time	202	0,41%
people	215	0,47%	social	194	0,40%
communities	210	0,46%	first	179	0,37%
local	209	0,45%	can	176	0,36%
students	203	0,44%	system	174	0,36%
PAKISTAN			KENYA		
Word	Count	Percent	Word	Count	Percent
women	237	0,77%	farmers	300	0,76%
government	204	0,66%	kenya	281	0,71%
development	194	0,63%	people	208	0,53%
work	181	0,59%	community	186	0,47%
community	173	0,56%	percent	177	0,45%
pakistan	164	0,53%	also	149	0,38%
people	157	0,51%	will	143	0,36%
also	151	0,49%	work	139	0,35%
local	139	0,45%	africa	135	0,34%
children	135	0,44%	development	128	0,33%
NEPAL			PERU		
Word	Count	Percent	Word	Count	Percent
nepal	302	0,97%	also	211	0,60%
women	258	0,83%	peru	205	0,58%
people	185	0,60%	public	188	0,53%
also	179	0,58%	health	184	0,52%
children	157	0,51%	school	176	0,50%
community	153	0,49%	communities	166	0,47%
education	147	0,47%	community	159	0,45%
rural	136	0,44%	work	159	0,45%

will	136	0,44%	will	153	0,43%
work	136	0,44%	education	151	0,43%
SPAIN			TURKEY		
Word	Count	Percent	Word	Count	Percent
also	172	0,52%	turkey	256	0,83%
work	171	0,52%	women	252	0,82%
new	169	0,52%	children	193	0,63%
people	162	0,49%	people	184	0,60%
model	155	0,47%	social	158	0,51%
spain	145	0,44%	also	157	0,51%
local	141	0,43%	work	130	0,42%
social	131	0,40%	first	129	0,42%
time	108	0,33%	local	125	0,41%
working	104	0,32%	new	117	0,38%
BURKINA FASO			HUNGARY		
Word	Count	Percent	Word	Count	Percent
burkina	187	0,72%	work	279	0,93%
women	186	0,71%	disabled	257	0,86%
faso	160	0,61%	children	214	0,72%
farmers	151	0,58%	people	209	0,70%
people	126	0,48%	hungary	206	0,69%
also	125	0,48%	program	195	0,65%
school	119	0,46%	also	158	0,53%
new	108	0,41%	school	145	0,48%
girls	107	0,41%	programs	123	0,41%
rights	107	0,41%	one	121	0,40%
CZECH REPUBLIC			ECUADOR		
Word	Count	Percent	Word	Count	Percent
czech	274	1,02%	children	153	0,60%
children	185	0,69%	ecuador	148	0,58%
republic	166	0,62%	people	141	0,55%
work	152	0,57%	work	137	0,54%
roma	138	0,51%	indigenous	132	0,52%
also	137	0,51%	also	131	0,51%
education	126	0,47%	school	131	0,51%
public	125	0,47%	community	123	0,48%
social	120	0,45%	will	122	0,48%
people	112	0,42%	program	107	0,42%
BOLIVIA			SENEGAL		
Word	Count	Percent	Word	Count	Percent
indigenous	133	0,69%	women	256	1,25%
community	128	0,66%	senegal	111	0,54%
people	121	0,63%	education	110	0,54%
bolivia	114	0,59%	also	105	0,51%
work	108	0,56%	local	100	0,49%

communities	97	0,50%	community	90	0,44%
also	88	0,45%	children	81	0,40%
groups	85	0,44%	will	79	0,39%
children	77	0,40%	training	77	0,38%
will	69	0,36%	health	75	0,37%
VENEZUELA			UGANDA		
Word	Count	Percent	Word	Count	Percent
community	214	0,90%	children	179	0,73%
venezuela	194	0,82%	uganda	177	0,72%
social	137	0,58%	women	170	0,69%
also	128	0,54%	education	154	0,62%
people	123	0,52%	people	147	0,60%
training	121	0,51%	program	123	0,50%
work	114	0,48%	school	123	0,50%
communities	106	0,45%	community	121	0,49%
will	104	0,44%	also	112	0,45%
program	92	0,39%	health	107	0,43%
SRI LANKA			URUGUAY		
Word	Count	Percent	Word	Count	Percent
sri	222	0,95%	uruguay	125	0,74%
lanka	170	0,73%	children	119	0,71%
work	127	0,54%	public	104	0,62%
also	121	0,52%	also	101	0,60%
government	105	0,45%	social	93	0,55%
rights	105	0,45%	rural	90	0,53%
children	95	0,41%	community	87	0,52%
public	92	0,39%	work	79	0,47%
new	89	0,38%	health	67	0,40%
people	85	0,36%	waste	65	0,39%
SLOVAKIA			PARAGUAY		
Word	Count	Percent	Word	Count	Percent
children	134	0,75%	local	95	0,79%
slovakia	133	0,74%	paraguay	92	0,76%
people	127	0,71%	community	86	0,71%
social	112	0,63%	social	67	0,56%
local	111	0,62%	organizations	58	0,48%
work	107	0,60%	also	56	0,46%
roma	95	0,53%	work	54	0,45%
also	94	0,53%	government	53	0,44%
community	85	0,48%	rural	48	0,40%
new	85	0,48%	communities	47	0,39%
ZIMBABWE			BELGIUM		
Word	Count	Percent	Word	Count	Percent
women	105	0,87%	social	65	0,62%
zimbabwe	104	0,86%	food	61	0,58%

rural	63	0,52%	street	56	0,54%
training	61	0,50%	people	51	0,49%
land	60	0,50%	work	50	0,48%
also	59	0,49%	health	48	0,46%
will	59	0,49%	also	45	0,43%
community	57	0,47%	belgium	45	0,43%
development	53	0,44%	legal	40	0,38%
work	52	0,43%	youth	40	0,38%
COSTA RICA			ITALY		
Word	Count	Percent	Word	Count	Percent
costa	155	1,25%	italy	88	0,76%
rica	97	0,78%	food	87	0,75%
environmental	82	0,66%	people	80	0,69%
program	79	0,64%	can	79	0,68%
will	62	0,50%	work	75	0,65%
people	59	0,48%	local	70	0,60%
students	54	0,44%	mafia	68	0,59%
university	54	0,44%	also	64	0,55%
community	53	0,43%	new	63	0,54%
communities	51	0,41%	young	51	0,44%
MALI			SWITZERLAND		
Word	Count	Percent	Word	Count	Percent
mali	62	0,77%	social	118	0,86%
women	47	0,58%	people	100	0,73%
also	45	0,56%	youth	86	0,63%
community	44	0,55%	switzerland	64	0,47%
will	40	0,50%	young	64	0,47%
local	39	0,48%	work	61	0,45%
members	38	0,47%	international	59	0,43%
village	37	0,46%	process	59	0,43%
rural	35	0,44%	new	54	0,39%
government	34	0,42%	local	52	0,38%
SOUTH KOREA			IRELAND		
Word	Count	Percent	Word	Count	Percent
school	125	1,20%	people	133	0,83%
education	122	1,17%	ireland	93	0,58%
korean	78	0,75%	local	91	0,57%
myung	69	0,66%	community	79	0,50%
korea	60	0,58%	new	77	0,48%
youths	60	0,58%	health	72	0,45%
students	59	0,57%	work	69	0,43%
sook	58	0,56%	fire	68	0,43%
violence	56	0,54%	also	65	0,41%
first	48	0,46%	neil	65	0,41%
NETHERLANDS			PALESTINE		

Word	Count	Percent	Word	Count	Percent
care	70	1,68%	women	156	1,33%
nurses	40	0,96%	palestine	98	0,83%
jos	34	0,81%	education	81	0,69%
organizations	33	0,79%	media	80	0,68%
organization	31	0,74%	children	77	0,66%
also	29	0,69%	disabled	70	0,60%
buurtzorg	28	0,67%	social	66	0,56%
can	27	0,65%	palestinian	61	0,52%
dance4life	27	0,65%	university	59	0,50%
youth	27	0,65%	school	57	0,49%
LEBANON			EL SALVADOR		
Word	Count	Percent	Word	Count	Percent
lebanon	98	0,95%	people	86	1,00%
also	61	0,59%	violence	80	0,93%
students	57	0,55%	el	77	0,89%
citizens	50	0,49%	salvador	77	0,89%
lebanese	50	0,49%	communities	47	0,54%
social	50	0,49%	rights	47	0,54%
different	49	0,48%	social	45	0,52%
local	47	0,46%	community	42	0,49%
region	46	0,45%	local	42	0,49%
arab	45	0,44%	will	41	0,47%
ISRAEL			PHILIPPINES		
Word	Count	Percent	Word	Count	Percent
social	87	0,74%	water	100	1,19%
israel	75	0,64%	deaf	85	1,01%
people	65	0,55%	community	78	0,93%
community	56	0,48%	communities	70	0,83%
first	56	0,48%	support	61	0,72%
arab	55	0,47%	philippines	56	0,67%
also	52	0,44%	also	48	0,57%
israeli	50	0,43%	work	42	0,50%
work	49	0,42%	local	37	0,44%
medical	48	0,41%	access	34	0,40%
AUSTRIA			GHANA		
Word	Count	Percent	Word	Count	Percent
people	128	1,87%	women	55	1,10%
disabilities	56	0,82%	girls	39	0,78%
johannes	42	0,61%	program	35	0,70%
system	42	0,61%	ghana	32	0,64%
otelo	40	0,58%	community	31	0,62%
austria	39	0,57%	regina	30	0,60%
students	39	0,57%	rural	30	0,60%
learning	38	0,56%	also	27	0,54%

disabled	36	0,53%	association	27	0,54%
education	35	0,51%	people	27	0,54%
JORDAN			LITHUANIA		
Word	Count	Percent	Word	Count	Percent
youth	171	1,41%	lithuania	60	1,05%
children	95	0,78%	people	53	0,93%
community	92	0,76%	school	43	0,75%
social	79	0,65%	work	42	0,73%
jordan	76	0,63%	organizations	39	0,68%
arab	73	0,60%	education	37	0,65%
will	72	0,59%	students	35	0,61%
development	59	0,49%	society	33	0,58%
opportunities	57	0,47%	schools	32	0,56%
different	56	0,46%	social	32	0,56%
NORWAY			GUATEMALA		
Word	Count	Percent	Word	Count	Percent
people	89	1,12%	communities	62	0,74%
young	74	0,93%	guatemala	60	0,72%
life	58	0,73%	local	59	0,71%
children	56	0,71%	entrepreneurs	53	0,63%
norway	56	0,71%	social	53	0,63%
activity	53	0,67%	community	48	0,57%
science	51	0,64%	information	42	0,50%
school	47	0,59%	people	41	0,49%
program	46	0,58%	rural	41	0,49%
also	43	0,54%	women	41	0,49%
NICARAGUA			SWEDEN		
Word	Count	Percent	Word	Count	Percent
local	56	0,77%	sign	102	0,93%
child	49	0,68%	language	70	0,64%
will	44	0,61%	people	65	0,59%
central	43	0,59%	health	58	0,53%
communities	37	0,51%	iug	57	0,52%
whole	37	0,51%	young	56	0,51%
also	36	0,50%	sweden	53	0,48%
years	36	0,50%	work	52	0,47%
children	35	0,48%	new	51	0,47%
community	35	0,48%	system	49	0,45%
CAMEROON			JAPAN		
Word	Count	Percent	Word	Count	Percent
children	59	1,40%	homes	39	1,07%
community	38	0,90%	sign	35	0,96%
cameroon	30	0,71%	nursing	33	0,90%
internet	25	0,59%	deaf	32	0,88%
street	25	0,59%	language	32	0,88%

people	24	0,57%	japanese	31	0,85%
digital	23	0,55%	masue	28	0,77%
social	23	0,55%	japan	27	0,74%
blind	22	0,52%	one	24	0,66%
water	22	0,52%	community	22	0,60%
TANZANIA			THE GAMBIA		
Word	Count	Percent	Word	Count	Percent
education	59	0,83%	african	53	1,21%
maasai	59	0,83%	human	46	1,05%
tanzania	59	0,83%	rights	45	1,03%
school	52	0,74%	farmers	43	0,98%
people	50	0,71%	training	31	0,71%
community	48	0,68%	also	27	0,62%
also	36	0,51%	fatou	25	0,57%
farmers	32	0,45%	work	25	0,57%
local	32	0,45%	alpha	24	0,55%
government	31	0,44%	commission	24	0,55%
IVORY COAST			MOROCCO		
Word	Count	Percent	Word	Count	Percent
women	34	1,18%	women	55	0,77%
aids	32	1,11%	support	48	0,68%
people	28	0,97%	school	45	0,63%
will	21	0,73%	also	39	0,55%
cote	20	0,69%	education	34	0,48%
hilaire	17	0,59%	government	34	0,48%
d'ivoire	16	0,56%	aids	33	0,46%
joseph	16	0,56%	people	33	0,46%
constance	15	0,52%	tarik	33	0,46%
environment	15	0,52%	many	32	0,45%
TOGO			DENMARK		
Word	Count	Percent	Word	Count	Percent
environmental	28	1,37%	people	42	1,15%
togo	23	1,13%	family	37	1,02%
sen	22	1,08%	work	36	0,99%
youth	21	1,03%	cities	35	0,96%
people	20	0,98%	autistic	29	0,80%
young	20	0,98%	children	28	0,77%
jve	18	0,88%	jesper	27	0,74%
tiyeda	18	0,88%	child	25	0,69%
work	18	0,88%	families	25	0,69%
education	15	0,74%	young	22	0,60%
HAITI			PORTUGAL		
Word	Count	Percent	Word	Count	Percent
students	40	1,79%	color	38	3,21%
school	37	1,65%	code	29	2,45%

education	34	1,52%	miguel	23	1,95%
etienne	27	1,21%	also	13	1,10%
help	26	1,16%	blind	13	1,10%
conor	22	0,98%	design	11	0,93%
also	19	0,85%	people	11	0,93%
haiti	19	0,85%	percent	11	0,93%
new	16	0,71%	blindness	10	0,85%
program	16	0,71%	colors	9	0,76%
RWANDA			TUNISIA		
Word	Count	Percent	Word	Count	Percent
farmers	58	1,48%	social	96	2,55%
women	52	1,33%	sarah	45	1,20%
rwanda	39	1,00%	asma	43	1,14%
farming	30	0,77%	leila	27	0,72%
felicite	24	0,61%	tunisia	27	0,72%
football	24	0,61%	region	26	0,69%
government	24	0,61%	farmers	24	0,64%
nicholas	23	0,59%	new	24	0,64%
rural	23	0,59%	water	23	0,61%
milk	22	0,56%	entrepreneurs	22	0,58%
ZAMBIA			AFGHANISTAN		
Word	Count	Percent	Word	Count	Percent
food	90	1,52%	education	53	1,82%
farmers	69	1,16%	afghanistan	46	1,58%
zambia	53	0,89%	afghan	32	1,10%
child	52	0,88%	women	31	1,07%
local	52	0,88%	media	29	1,00%
justice	45	0,76%	aina	23	0,79%
also	40	0,67%	ail	21	0,72%
community	38	0,64%	health	20	0,69%
children	37	0,62%	people	20	0,69%
produce	37	0,62%	reza	19	0,65%
EAST TIMOR			SAUDI ARABIA		
Word	Count	Percent	Word	Count	Percent
rights	42	1,27%	women	64	1,94%
timor	34	1,03%	saudi	54	1,64%
children	31	0,94%	saadya	37	1,12%
law	28	0,85%	work	29	0,88%
human	26	0,79%	khalid	27	0,82%
local	25	0,76%	social	24	0,73%
violence	25	0,76%	development	22	0,67%
east	23	0,70%	community	20	0,61%
timorese	23	0,70%	muhammad	18	0,55%
can	21	0,64%	district	17	0,52%
BENIN			KUWAIT		

Word	Count	Percent	Word	Count	Percent
farmers	27	1,56%	women	68	3,29%
agricultural	22	1,27%	sports	34	1,65%
salim	22	1,27%	professional	32	1,55%
bahrudin	17	0,98%	balsam	30	1,45%
people	17	0,98%	girls	28	1,36%
farming	16	0,92%	athletes	26	1,26%
students	16	0,92%	fencing	26	1,26%
farm	15	0,87%	kuwait	26	1,26%
union	12	0,69%	lulwa	26	1,26%
young	11	0,64%	sisters	26	1,26%
SINGAPORE			MOZAMBIQUE		
Word	Count	Percent	Word	Count	Percent
media	43	1,74%	training	33	1,81%
jack	27	1,09%	children	31	1,70%
sanitation	26	1,05%	ya	25	1,37%
toilets	25	1,01%	education	21	1,15%
independent	24	0,97%	centers	20	1,10%
mdlf	24	0,97%	students	20	1,10%
toilet	20	0,81%	young	17	0,93%
people	18	0,73%	skills	16	0,88%
sasa	18	0,73%	vocational	16	0,88%
new	17	0,69%	agostinho	15	0,82%
BELIZE			BOTSWANA		
Word	Count	Percent	Word	Count	Percent
cacao	53	2,66%	rights	16	1,32%
mmc	43	2,16%	communities	15	1,24%
chocolate	27	1,35%	diversity	13	1,08%
farmers	26	1,30%	will	12	0,99%
impact	18	0,90%	issues	11	0,91%
belize	17	0,85%	local	11	0,91%
high	15	0,75%	resources	10	0,83%
quality	15	0,75%	biological	9	0,74%
emily	14	0,70%	countries	9	0,74%
industry	14	0,70%	environmental	9	0,74%
GUINEA-BISSAU			HONDURAS		
Word	Count	Percent	Word	Count	Percent
isabel	23	1,89%	students	33	2,35%
food	18	1,48%	honduras	23	1,64%
nutrition	16	1,31%	community	21	1,50%
will	16	1,31%	school	21	1,50%
bissau	11	0,90%	year	20	1,43%
country	9	0,74%	communities	18	1,28%
museum	9	0,74%	education	17	1,21%
rural	9	0,74%	katia	16	1,14%

social	9	0,74%	development	14	1,00%
women	9	0,74%	rural	13	0,93%
ICELAND			LATVIA		
Word	Count	Percent	Word	Count	Percent
salmon	54	4,07%	health	32	3,95%
orri	28	2,11%	farm	18	2,22%
fishing	24	1,81%	farms	17	2,10%
fish	19	1,43%	organic	14	1,73%
atlantic	16	1,21%	mara	12	1,48%
wild	15	1,13%	products	10	1,23%
local	11	0,83%	farmers	9	1,11%
river	11	0,83%	farming	9	1,11%
conservation	10	0,75%	food	9	1,11%
fishermen	10	0,75%	rural	8	0,99%
LIBYA			MALAWI		
Word	Count	Percent	Word	Count	Percent
women	51	3,61%	water	46	2,40%
alaa	37	2,62%	community	38	1,98%
libyan	27	1,91%	sanitation	33	1,72%
women's	24	1,70%	freshwater	29	1,51%
religious	22	1,56%	rural	26	1,35%
rights	21	1,49%	communities	25	1,30%
society	17	1,20%	facilities	25	1,30%
media	12	0,85%	charles	21	1,09%
social	12	0,85%	malawi	17	0,89%
libya	11	0,78%	people	15	0,78%
NIGER					
Word	Count	Percent			
animals	15	3,18%			
dramane	11	2,34%			
cattle	7	1,49%			
abattoirs	5	1,06%			
local	5	1,06%			
marginal	5	1,06%			
niger	5	1,06%			
remaining	5	1,06%			
african	4	0,85%			
herds	4	0,85%			

Source: Personal re-elaboration

ALIGNMENT INDEX “WORK”

ID COUNTRY	COUNTRY	% WORK	LMEindex	BIN_WORK	BIN_LMEindex	DIFFERENZA
1	INDIA	0,50%	4,1460368	1	1	0
2	BRAZIL	0,52%	3,6821227	1	1	0
3	US	0,38%	5,6437492	0	0	0
4	MEXICO	0,47%	3,7708067	1	1	0
5	INDONESIA	0,46%	3,9080712	1	1	0
6	SOUTH AFRICA	0,34%	3,9631018	0	1	-1
7	THAILAND	0,50%	4,2583749	1	0	1
8	NIGERIA	0,41%	4,5988182	0	0	0
9	POLAND	0,50%	4,1386915	1	1	0
10	GERMANY	0,44%	5,0297881	1	0	1
11	ARGENTINA	0,49%	3,2921435	1	1	0
12	FRANCE	0,39%	4,3491461	0	0	0
13	BANGLADESH	0,51%	3,6005921	1	1	0
14	COLOMBIA	0,58%	3,9845213	1	1	0
15	CANADA	0,38%	5,4285621	0	0	0
16	EGYPT	0,42%	3,221274	0	1	-1
17	CHILE	0,37%	4,4169903	0	0	0
18	UK	0,46%	5,435597	1	0	1
19	PAKISTAN	0,59%	3,3670513	1	1	0
20	KENYA	0,35%	4,7047913	0	0	0
21	NEPAL	0,44%	3,8993515	1	1	0
22	PERU	0,45%	4,2709561	1	0	1
23	SPAIN	0,52%	4,2087746	1	0	1
24	TURKEY	0,42%	3,3890932	0	1	-1
25	BURKINA FASO	0,40%		0	1	
26	HUNGARY	0,93%	4,2065887	1	0	1
27	CZECH REPUBLIC	0,57%	4,4875486	1	0	1
28	ECUADOR	0,54%	3,4075296	1	1	0
29	BOLIVIA	0,56%		1	1	
30	SENEGAL	0,36%	3,911884	0	1	-1
31	VENEZUELA	0,48%	2,7235029	1	1	0
32	UGANDA	0,34%	4,6418559	0	0	0
33	SRI LANKA	0,54%	3,2983075	1	1	0
34	URUGUAY	0,47%	3,5282839	1	1	0
35	SLOVAKIA	0,60%	4,0056116	1	1	0
36	PARAGUAY	0,45%	3,7698856	1	1	0
37	ZIMBABWE	0,43%	3,7207507	0	1	-1
38	BELGIUM	0,48%	4,4686473	1	0	1
39	COSTA RICA	0,34%	4,2190498	0	0	0
40	ITALY	0,65%	3,6735708	1	1	0
41	MALI	0,37%	3,759648	0	1	-1
42	SWITZERLAND	0,45%	5,9403613	1	0	1
43	SOUTH KOREA	0,30%	4,1807656	0	1	-1
44	IRELAND	0,43%	4,8720441	0	0	0
45	NETHERLANDS	0,60%	5,0671361	1	0	1
46	PALESTINE	0,36%		0	1	

Source: Personal re-elaboration

47	LEBANON	0,38%	3,7405981	0	1	-1
48	EL SALVADOR	0,47%	3,4290103	1	1	0
49	ISRAEL	0,42%	4,8996008	0	0	0
50	PHILIPPINES	0,50%	4,0179775	1	1	0
51	AUSTRIA	0,51%	4,4873328	1	0	1
52	GHANA	0,44%	4,2964676	1	0	1
53	JORDAN	0,33%	3,9695039	0	1	-1
54	LITHUANIA	0,73%	4,3323213	1	0	1
55	NORWAY	0,53%	5,1074491	1	0	1
56	GUATEMALA	0,43%	3,8485051	0	1	-1
57	NICARAGUA	0,40%	3,8506274	0	1	-1
58	SWEDEN	0,47%	4,8747109	1	0	1
59	CAMEROON	0,50%	4,1382292	1	1	0
60	JAPAN	0,27%	4,7831591	0	0	0
61	TANZANIA	0,35%	4,2908654	0	0	0
62	THE GAMBIA	0,57%	4,6398853	1	0	1
63	IVORY COAST	0,31%		0	1	
64	MOROCCO	0,32%	3,5815181	0	1	-1
65	TOGO	0,88%		1	1	
66	DENMARK	0,99%	5,194811	1	0	1
67	HAITI	0,36%	3,8941288	0	1	-1
68	PORTUGAL	0,08%	4,3512863	0	0	0
69	RWANDA	0,33%	5,3710707	0	0	0
70	TUNISIA	0,45%	3,0928493	1	1	0
71	ZAMBIA	0,22%	3,8578544	0	1	-1
72	AFGHANISTAN	0,28%		0	1	
73	EAST TIMOR	0,42%		0	1	
74	SAUDI ARABIA	0,88%	4,1031142	1	1	0
75	SINGAPORE	0,28%	5,790878	0	0	0
76	BENIN	0,23%	4,412223	0	0	0
77	KUWAIT	0,29%	3,5940392	0	1	-1
78	MOZAMBIQUE	0,16%	3,8992683	0	1	-1
79	BELIZE	0,35%		0	1	
80	BOTSWANA	0,58%	4,516569	1	0	1
81	GUINEA-BISSAU	0,66%	4,3638689	1	0	1
82	HONDURAS	0,36%	3,4845225	0	1	-1
83	ICELAND	0,38%	5,2084866	0	0	0
84	LATVIA	0,37%	4,473517	0	0	0
85	LIBYA	0,21%		0	1	
86	MALAWI	0,31%	4,4651869	0	0	0
87	NIGER	0,42%		0	1	
	MEDIANA	0,43%				
		LIMIT	4,2			

Source: Personal re-elaboration

ALIGNMENT INDEX “EDUCATION”

ID COUNTRY	COUNTRY	% EDUCATION	Q.E. INDEX	BIN_EDUCATION	BIN_Q.E.index	DIFFERENZA
1	INDIA	0,33%	4,617533207	1	0	1
2	BRAZIL	0,36%	2,58642602	1	1	0
3	US	0,27%	5,620641708	0	0	0
4	MEXICO	0,29%	3,001111269	0	1	-1
5	INDONESIA	0,33%	4,432897091	1	0	1
6	SOUTH AFRICA	0,45%	2,802266359	1	1	0
7	THAILAND	0,34%	3,718676567	1	1	0
8	NIGERIA	0,29%	2,78690362	0	1	-1
9	POLAND	0,37%	3,607949495	1	1	0
10	GERMANY	0,25%	5,371500015	0	0	0
11	ARGENTINA	0,34%	3,173131943	1	1	0
12	FRANCE	0,23%	4,304738522	0	0	0
13	BANGLADESH	0,40%	3,396286249	1	1	0
14	COLOMBIA	0,34%	3,435205698	1	1	0
15	CANADA	0,22%	5,391735077	0	0	0
16	EGYPT	0,37%	2,464646578	1	1	0
17	CHILE	0,49%	3,39162612	1	1	0
18	UK	0,16%	4,673985004	0	0	0
19	PAKISTAN	0,37%	3,752372742	1	1	0
20	KENYA	0,19%	4,519196987	0	0	0
21	NEPAL	0,47%	3,654613495	1	1	0
22	PERU	0,43%	2,597623587	1	1	0
23	SPAIN	0,24%	3,679815769	0	1	-1
24	TURKEY	0,23%	3,177279234	0	1	-1
25	BURKINA FASO	0,30%		0	1	
26	HUNGARY	0,32%	2,910271406	1	1	0
27	CZECH REPUBLIC	0,47%	3,782773256	1	1	0
28	ECUADOR	0,35%	3,384540796	1	1	0
29	BOLIVIA	0,25%		0	1	
30	SENEGAL	0,54%	3,528587341	1	1	0
31	VENEZUELA	0,26%	2,56435895	0	1	-1
32	UGANDA	0,62%	3,392811298	1	1	0
33	SRI LANKA	0,26%	3,756394386	0	1	-1
34	URUGUAY	0,31%	2,703582287	0	1	-1
35	SLOVAKIA	0,33%	2,772339106	1	1	0
36	PARAGUAY	0,36%	2,23734045	1	1	0
37	ZIMBABWE	0,30%	4,045830727	0	1	-1
38	BELGIUM	0,05%	5,087828159	0	0	0
39	COSTA RICA	0,38%	4,528458118	1	0	1
40	ITALY	0,40%	3,712863445	1	1	0
41	MALI	0,34%	3,281457663	1	1	0
42	SWITZERLAND	0,37%	6,18927145	1	0	1
43	SOUTH KOREA	1,17%	3,482000113	1	1	0
44	IRELAND	0,13%	5,424323559	0	0	0
45	NETHERLANDS	0,10%	5,447917938	0	0	0
46	PALESTINE	0,69%		1	1	

Source: Personal re-elaboration

47	LEBANON	0,17%	4,985177994	0	0	0
48	EL SALVADOR	0,17%	2,302063942	0	1	-1
49	ISRAEL	0,36%	4,63771534	1	0	1
50	PHILIPPINES	0,13%	4,210302353	0	0	0
51	AUSTRIA	0,51%	4,228530407	1	0	1
52	GHANA	0,34%	4,080832958	1	1	0
53	JORDAN	0,31%	4,230123043	0	0	0
54	LITHUANIA	0,65%	3,5914042	1	1	0
55	NORWAY	0,19%	5,315667629	0	0	0
56	GUATEMALA	0,30%	2,613382339	0	1	-1
57	NICARAGUA	0,12%	2,272727251	0	1	-1
58	SWEDEN	0,18%	4,759565353	0	0	0
59	CAMEROON	0,12%	3,465791464	0	1	-1
60	JAPAN	0%	4,384271622	0	0	0
61	TANZANIA	0,83%	3,283972502	1	1	0
62	THE GAMBIA	0,23%	4,380788803	0	0	0
63	IVORY COAST	0,10%		0	1	
64	MOROCCO	0,48%	2,713666916	1	1	0
65	TOGO	0,74%		1	1	
66	DENMARK	0,03%	4,990185738	0	0	0
67	HAITI	1,52%	2,235294104	1	1	0
68	PORTUGAL	0,42%	4,435628891	1	0	1
69	RWANDA	0,51%	4,363068581	1	0	1
70	TUNISIA	0,21%	3,083927393	0	1	-1
71	ZAMBIA	0,27%	3,750716209	0	1	-1
72	AFGHANISTAN	1,82%		1	1	
73	EAST TIMOR	0,18%		0	1	
74	SAUDI ARABIA	0,18%	4,290740013	0	0	0
75	SINGAPORE	0,08%	5,815630436	0	0	0
76	BENIN	0,40%	2,572310925	1	1	0
77	KUWAIT	0,48%	3,322308064	1	1	0
78	MOZAMBIQUE	1,15%	2,723195791	1	1	0
79	BELIZE	0,10%		0	1	
80	BOTSWANA	0,08%	3,589609385	0	1	-1
81	GUINEA-BISSAU	0,49%	2,615384579	1	1	0
82	HONDURAS	1,21%	3,192922115	1	1	0
83	ICELAND	0%	5,233926773	0	0	0
84	LATVIA	0,12%	3,664090395	0	1	-1
85	LIBYA	0,14%		0	1	
86	MALAWI	0,16%	3,17861867	0	1	-1
87	NIGER	0%		0	1	
	MEDIANA	0,31%				
			LIMIT	4,2		

Source: Personal re-elaboration

ALIGNMENT INDEX “ENVIRONMENTAL”

ID COUNTRY	COUNTRY	% ENVIRONMENTAL	EPI_AVG_16/18	BIN_ENVIRONMENTAL	BIN_E.P.index_AVG	DIFFERENZA
1	INDIA	0,10%	42,075	1	1	0
2	BRAZIL	0,17%	69,8	1	0	1
3	US	0,09%	77,955	1	0	1
4	MEXICO	0,15%	66,64	1	0	1
5	INDONESIA	0,15%	56,385	1	1	0
6	SOUTH AFRICA	0,08%	57,625	0	1	-1
7	THAILAND	0,20%	59,71	1	1	0
8	NIGERIA	0,08%	56,515	0	1	-1
9	POLAND	0,24%	72,685	1	0	1
10	GERMANY	0,10%	81,315	1	0	1
11	ARGENTINA	0,09%	69,57	1	0	1
12	FRANCE	0,15%	86,075	1	0	1
13	BANGLADESH	0,15%	35,665	1	1	0
14	COLOMBIA	0,17%	70,575	1	0	1
15	CANADA	0,15%	78,62	1	0	1
16	EGYPT	0,09%	63,83	0	0	0
17	CHILE	0,29%	67,58	1	0	1
18	UK	0,10%	83,635	1	0	1
19	PAKISTAN	0,07%	44,46	0	1	-1
20	KENYA	0,06%	54,87	0	1	-1
21	NEPAL	0,08%	40,825	0	1	-1
22	PERU	0,27%	67,435	1	0	1
23	SPAIN	0,11%	83,65	1	0	1
24	TURKEY	0,09%	60,32	1	0	1
25	BURKINA FASO	0,05%	43,27	0	1	-1
26	HUNGARY	0,16%	74,805	1	0	1
27	CZECH REPUBLIC	0,25%	76,175	1	0	1
28	ECUADOR	0,27%	62	1	0	1
29	BOLIVIA	0,07%	63,535	0	0	0
30	SENEGAL	0,14%	56,625	1	1	0
31	VENEZUELA	0,04%	70,06	0	0	0
32	UGANDA	0,05%	50,92	0	1	-1
33	SRI LANKA	0,04%	63,08	0	0	0
34	URUGUAY	0,33%	69,315	1	0	1
35	SLOVAKIA	0,21%	78,01	1	0	1
36	PARAGUAY	0,35%	62,145	1	0	1
37	ZIMBABWE	0,12%	51,33	1	1	0
38	BELGIUM	0,11%	78,765	1	0	1
39	COSTA RICA	0,66%	73,94	1	0	1
40	ITALY	0,04%	80,72	0	0	0
41	MALI	0,02%	42,595	0	1	-1
42	SWITZERLAND	0,01%	87,175	0	0	0
43	SOUTH KOREA	0,01%	66,455	0	0	0
44	IRELAND	0,05%	82,685	0	0	0
45	NETHERLANDS	0,00%	78,745	0	0	0
46	PALESTINE	0,00%				

Source: Personal re-elaboration

47	LEBANON	0,15%	65,11	1	0	1
48	EL SALVADOR	0,05%	60,99	0	0	0
49	ISRAEL	0,01%	76,575	0	0	0
50	PHILIPPINES	0,02%	65,675	0	0	0
51	AUSTRIA	0,00%	82,805	0	0	0
52	GHANA	0,00%	54,275	0	1	-1
53	JORDAN	0,02%	67,22	0	0	0
54	LITHUANIA	0,00%	77,41	0	0	0
55	NORWAY	0,00%	82,195	0	0	0
56	GUATEMALA	0,10%	60,985	1	0	1
57	NICARAGUA	0,47%	59,615	1	1	0
58	SWEDEN	0,16%	85,47	1	0	1
59	CAMEROON	0,05%	48,97	0	1	-1
60	JAPAN	0,00%	77,64	0	0	0
61	TANZANIA	0,17%	54,585	1	1	0
62	THE GAMBIA	0,23%	47,255	1	1	0
63	IVORY COAST	0,45%	52,57	1	1	0
64	MOROCCO	0,18%	68,825	1	0	1
65	TOGO	1,37%	43,94	1	1	0
66	DENMARK	0,00%	85,405	0	0	0
67	HAITI	0,00%	38,51	0	1	-1
68	PORTUGAL	0,00%	80,27	0	0	0
69	RWANDA	0,03%	47,01	0	1	-1
70	TUNISIA	0,32%	69,815	1	0	1
71	ZAMBIA	0,44%	58,515	1	1	0
72	AFGHANISTAN	0,03%	37,62	0	1	-1
73	EAST TIMOR	0,03%	52,665	0	1	-1
74	SAUDI ARABIA	0,00%	63,05	0	0	0
75	SINGAPORE	0,00%	75,635	0	0	0
76	BENIN	0,06%	40,915	0	1	-1
77	KUWAIT	0,00%	63,345	0	0	0
78	MOZAMBIQUE	0,00%	44,095	0	1	-1
79	BELIZE	0,40%	65,67	1	0	1
80	BOTSWANA	0,74%	61,21	1	0	1
81	GUINEA-BISSAU	0,00%	46,435	0	1	-1
82	HONDURAS	0,00%	60,575	0	0	0
83	ICELAND	0,23%	84,54	1	0	1
84	LATVIA	0,86%	75,915	1	0	1
85	LIBYA	0,00%	56,54	0	1	-1
86	MALAWI	0,00%	49,45	0	1	-1
87	NIGER	0,00%	36,61	0	1	-1
	MEDIANA	0,09%				
		LIMIT	60			

Source: Personal re-elaboration

ALIGNMENT INDEX “HEALTH”

ID COUNTRY	COUNTRY	% HEALTH	LIFE EXP	BIN_HEALTH	BIN_life exp	DIFFERENZA
1	INDIA	0,31%	68,8	1	1	0
2	BRAZIL	0,32%	75,1	1	0	1
3	US	0,31%	78,5	1	0	1
4	MEXICO	0,46%	76,6	1	0	1
5	INDONESIA	0,33%	69,3	1	1	0
6	SOUTH AFRICA	0,25%	63,6	1	1	0
7	THAILAND	0,28%	75,5	1	0	1
8	NIGERIA	0,33%	55,2	1	1	0
9	POLAND	0,13%	77,8	0	0	0
10	GERMANY	0,20%	81,0	0	0	0
11	ARGENTINA	0,34%	76,9	1	0	1
12	FRANCE	0,14%	82,9	0	0	0
13	BANGLADESH	0,33%	72,7	1	0	1
14	COLOMBIA	0,34%	75,1	1	0	1
15	CANADA	0,31%	82,8	1	0	1
16	EGYPT	0,34%	70,5	1	1	0
17	CHILE	0,23%	79,5	1	0	1
18	UK	0,50%	81,4	1	0	1
19	PAKISTAN	0,21%	66,5	0	1	-1
20	KENYA	0,32%	66,7	1	1	0
21	NEPAL	0,33%	70,2	1	1	0
22	PERU	0,52%	75,9	1	0	1
23	SPAIN	0,16%	83,1	0	0	0
24	TURKEY	0,18%	76,4	0	0	0
25	BURKINA FASO	0,32%	60,3	1	1	0
26	HUNGARY	0,23%	76,0	1	0	1
27	CZECH REPUBLIC	0,07%	79,2	0	0	0
28	ECUADOR	0,26%	76,5	1	0	1
29	BOLIVIA	0,24%	71,5	1	1	0
30	SENEGAL	0,54%	66,8	1	1	0
31	VENEZUELA	0,33%	74,1	1	0	1
32	UGANDA	0,43%	62,5	1	1	0
33	SRI LANKA	0,18%	75,3	0	0	0
34	URUGUAY	0,40%	77,1	1	0	1
35	SLOVAKIA	0,11%	77,4	0	0	0
36	PARAGUAY	0,34%	74,2	1	0	1
37	ZIMBABWE	0,09%	61,4	0	1	-1
38	BELGIUM	0,46%	81,2	1	0	1
39	COSTA RICA	0,16%	79,6	0	0	0
40	ITALY	0,07%	82,8	0	0	0
41	MALI	0,29%	58,0	1	1	0
42	SWITZERLAND	0,14%	83,3	0	0	0
43	SOUTH KOREA	0,22%	82,7	1	0	1
44	IRELAND	0,45%	81,5	1	0	1
45	NETHERLANDS	0,24%	81,6	1	0	1
46	PALESTINE	0,08%	no data	0	0	

Source: Personal re-elaboration

47	LEBANON	0,08%	76,3	0	0	0
48	EL SALVADOR	0,14%	73,7	0	0	0
49	ISRAEL	0,08%	82,3	0	0	0
50	PHILIPPINES	0,39%	69,3	1	1	0
51	AUSTRIA	0,03%	81,9	0	0	0
52	GHANA	0,24%	63,4	1	1	0
53	JORDAN	0,06%	74,3	0	0	0
54	LITHUANIA	0,17%	75,0	0	0	0
55	NORWAY	0,21%	82,5	0	0	0
56	GUATEMALA	0,25%	73,2	1	0	1
57	NICARAGUA	0,22%	75,5	0	0	0
58	SWEDEN	0,53%	82,4	1	0	1
59	CAMEROON	0,07%	58,1	0	1	-1
60	JAPAN	0,38%	84,2	1	0	1
61	TANZANIA	0,40%	63,9	1	1	0
62	THE GAMBIA	0,05%	61,9	0	1	-1
63	IVORY COAST	0,10%	54,6	0	1	-1
64	MOROCCO	0,11%	76,0	0	0	0
65	TOGO	0,05%	60,6	0	1	-1
66	DENMARK	0,05%	81,2	0	0	0
67	HAITI	0,00%	63,5	0	1	-1
68	PORTUGAL	0,17%	81,5	0	0	0
69	RWANDA	0,51%	68,0	1	1	0
70	TUNISIA	0,03%	76,0	0	0	0
71	ZAMBIA	0,13%	62,3	0	1	-1
72	AFGHANISTAN	0,69%	62,7	1	1	0
73	EAST TIMOR	0,06%	68,6	0	1	-1
74	SAUDI ARABIA	0,09%	74,8	0	0	0
75	SINGAPORE	0,04%	82,9	0	0	0
76	BENIN	0,00%	61,1	0	1	-1
77	KUWAIT	0,00%	74,8	0	0	0
78	MOZAMBIQUE	0,00%	60,1	0	1	-1
79	BELIZE	0,05%	70,5	0	1	-1
80	BOTSWANA	0,08%	66,1	0	1	-1
81	GUINEA-BISSAU	0,33%	59,8	1	1	0
82	HONDURAS	0,07%	75,2	0	0	0
83	ICELAND	0,15%	82,4	0	0	0
84	LATVIA	3,95%	75,0	1	0	1
85	LIBYA	0,00%	71,9	0	0	0
86	MALAWI	0,47%	64,2	1	1	0
87	NIGER	0,21%	59,8	0	1	-1
	MEDIANA	0,22%				
		LIMIT	71,8			

Source: Personal re-elaboration