



EMERGING INSIGHTS

Ashoka Fellows

2018





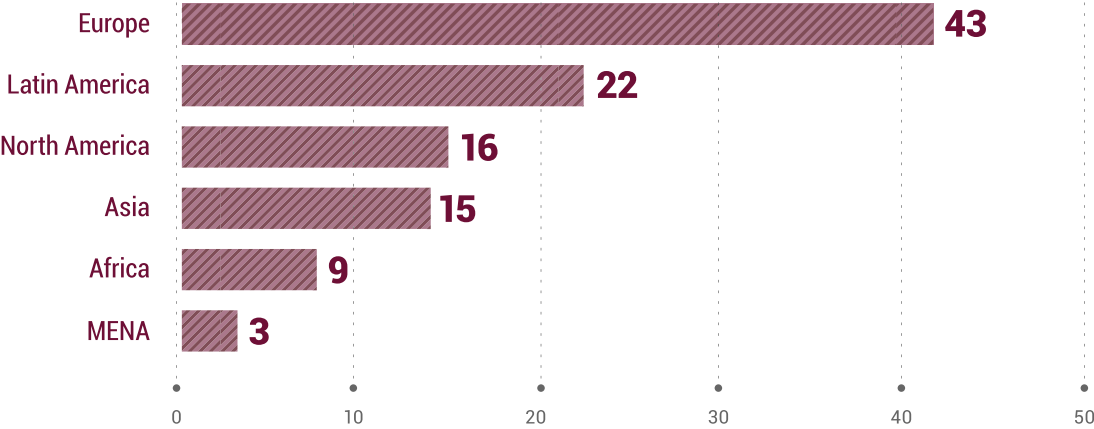


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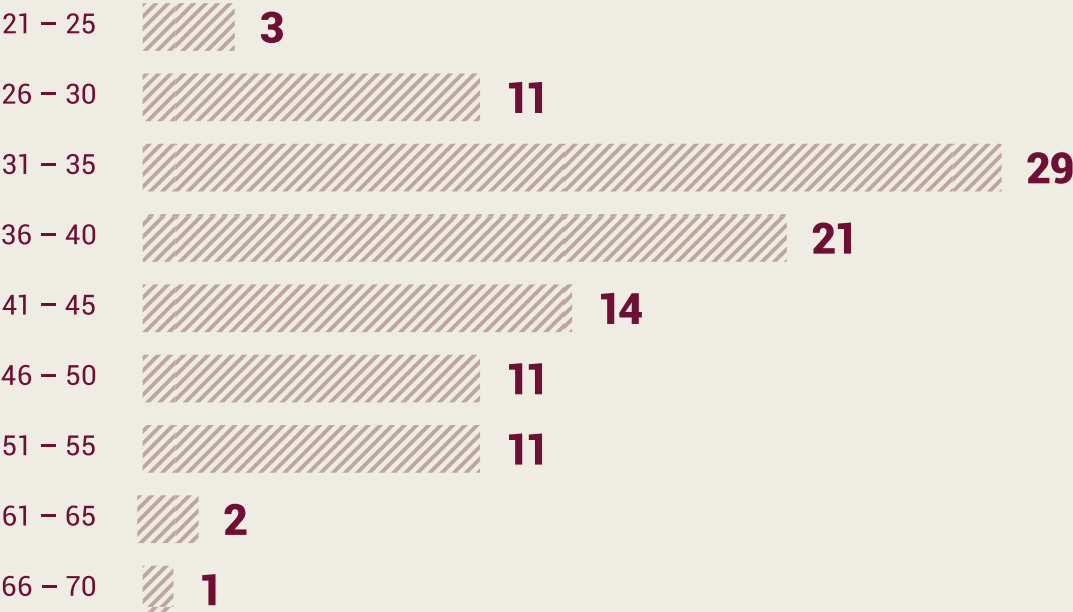
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snapshot

Region of Election

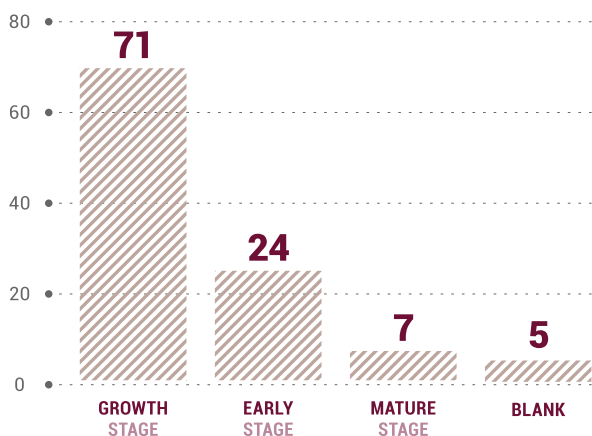


Elections by Age

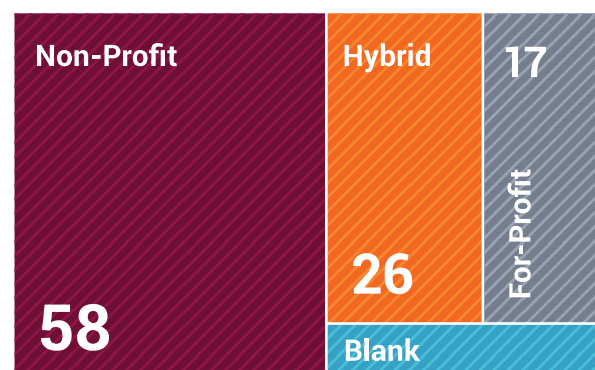


Ashoka Fellows 2018

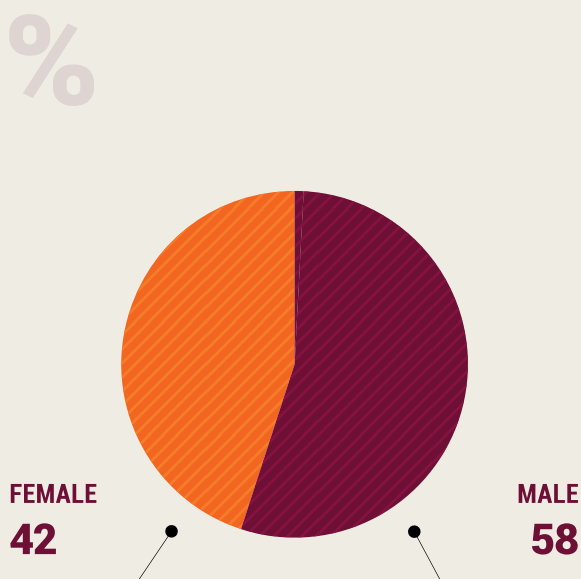
Venture Stage



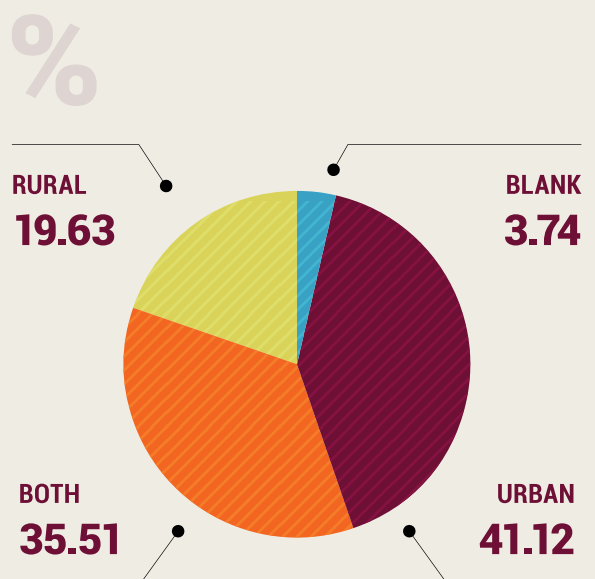
Business Model



Elections by Gender



Impact: Rural / Urban



INTRODUCTION

IF WE DON'T ALL WIN, WE ALL LOSE.

This is the lesson that Ashoka Fellows around the world continue to teach us as they work to solve the most pressing issues of today and tomorrow. We live in a world of fast change and interconnected problems where a singular event can cascade quickly to become a systemic and global incident.

This year, we endeavored to showcase how our newly elected Ashoka Fellows change systems, cross borders, and shift mindsets in collaborative and holistic ways. This insights report showcases both the urgency of issues in which our Fellows work as well as the tangible and replicable solutions they have developed. In analyzing the work of 109 Fellows elected over the last 12 months, we looked for patterns in their visions for social change and in the strategies and tools they have been using to achieve them. Organized broadly across eight complex global issues, we found a commonality of ideas and approaches that run throughout.

To change systems, Ashoka Fellows:

- 1. Require global connections and networks:** 18% of the 2018 Fellows (20 of 109) are focused on building formal networks to create pressure for systemic change and 20% (22 of 109) are creating non-traditional and multi stakeholder approaches, bringing in people from different background together, to help influence and scale their ideas at international and global levels.
- 2. Engage in iterative knowledge and adaptation:** It was especially clear in this year's cohort of Fellows that knowledge and learning lies at the core of each new idea. Specifically, the work of 16 of our new Fellows revolves around the opening up of data, through production and curation. Eight Fellows are engaged in action research aimed at applying rigorous intellectual inquiry to solve societal level problems and supporting the rise of the new field

of scipreneurship.¹ It is clear that a focus on facts, problem solving, and evidence-based interventions are a core strategy for our Fellows.

- 3. Resonate at a social and emotional level:** While the models vary, at least 17 Fellows take on a specific strategy to shift the mindsets of the people they engage. Some of these models include awareness activities (11 Fellows), social media and storytelling (Eight Fellows each), as well as public sensitization and advocacy (Four Fellows).
- 4. Distribute leadership:** The old hierarchies of work and politics are changing. Leaner and flatter systems of organization are replacing old models which rely on one leader at a time. 13 Fellows are specifically working to enable others to lead in their organizations and social movements, but most lean into enabling others to adopt, replicate, and spread their ideas.
- 5. Focus on accessibility:** Ensuring equitable access to resources and opportunities is of an ever-growing concern. 23 Fellows from this year's cohort address issues through a diversity, equity, and inclusion lens to ensure that all people are not only capable of being changemakers but that the system in place encourages such change.
- 6. Build systems that make everyone powerful:** Ashoka Fellows are successful at creating systemic change because they are uniquely tuned into developing solutions that involve community and beneficiaries as part of their team. 25% of our Fellows this year have meaningful community participation and co-creation as a key strategy in how they affect change. 11 Fellows have incorporated experiential or inductive learning into their strategies, 11 are focused on peer-to-peer exchange, and 9 have strategies to improve and innovate new mentorship models, all with an aim to ensure that everyone advances together.

The future of social change is fluid and will depend on a collective recognition that the boundaries between economic sectors, institutions, or nations need to be less fixed as we work to address big global challenge. Our Fellows help us see the future and unlock human potential to enable an everyone a changemaker world.

* An electronic version of this report is available at www.ashoka.org

1. Ashoka has begun to focus on Social Scipreneurship as a bridge between science and the citizen sector. The aim is to bring scientific methods, insights and discoveries and make them more accessible to citizens addressing social issues as well launching a generation of scientists who see their professional accomplishments equally in terms of innovation in fields and in entrepreunering solutions for wide-scale social change.



EMERGING INSIGHTS

01

DIVERSITY & INCLUSION

Empathy and Visibility in Polarized Societies

Global Issues

In a world more connected than ever before, it's puzzling that it still feels so divided. True integration of people who do not look, act, or believe the same has to go beyond simply being able to access a world of information. The status quo of discrimination and fear is reinforced, in part, because the information we receive is determined by algorithms that cater to our biases. Two people can be exposed to the same issue, but have two entirely different interpretations of the facts.



There is an urgency to look for solutions to solve for the stereotyping and discrimination that is perpetuated in this landscape of misinformation. Even with progress toward inclusion, people around the world are put in peril with the promotion of isolationism, exclusion, and political division that has recently been on the rise. Social innovators are pushing through the division to build cohesion and empathy in a time of polarization.

The Headlines

Fear about jobs keeps fueling anti-migrant sentiment and xenophobia in South Africa

Quartz Africa 8/15/18

Humans for sale: Libyan slave trade continues while militants kill and torture with impunity, U.N. says

Newsweek 3/21/18

'If we go they will kill us': Rohingya refugees fear repatriation to Myanmar

CNN 11/15/18

Racism against black people in EU 'widespread and entrenched'

BBC News 11/28/18

Italian Minister Moves to Count and Expel Roma, Drawing Outrage

New York Times 6/19/18

New Ideas

We see reasons to be hopeful. In 2018, Ashoka Fellows are building innovative solutions focused on authentic integration and pathways to rethink approaches to race, diversity, and inclusion of people from all creeds, political parties, ethnicities, and national backgrounds.

Our Fellows have focused on sharing new strategies for justice, healing, and reconciliation. These include an initiative in the southern United States focused on building a repository of stories of racial discrimination for healing and awareness. Another two Fellows are working to bring Roma people – in Brazil and in Europe – out of the shadows. And, we have multiple stories from our Fellows working to ensure there is authentic inclusion of people who are differently abled.

Closing the gaps in empathy and equality

In the United States, **Reverend Steve Miller**, Founder of the HBCU Truth and Reconciliation Oral History Project, works to improve a fundamental misinterpretation of the roots of racism. He begins by recognizing a systemic failure of empathy that has reinforced institutional racism where the systems that perpetuate inequality continue to be part of the legal, legislative, and administrative infrastructure of the country. Using storytelling rooted in the personal narratives of family members, students from Historically Black Colleges and Universities (HBCU) gather stories from their loved ones to serve as evidence, inform public policy, and provide for grassroots organizing and advance in research. The stories will be marshaled by the black church, which will take a leading role in matters of racial equality and relationship building, in order to help the narrators be healed, by being heard. The project has been adopted by seven historically black colleges and universities and two independent universities.

Combatting the economics of racial inequality in Brazil, **Adriana Barbosa** is building new social and economic systems that remove the invisible barriers that have restricted Afro-Brazilians to economic activity in micro and small enterprises. Constituting the majority population in Brazil, citizens of African descent have dominated these markets, but have incomes that are less than half the average of people of European descent. Adriana's work accelerates, connects and promotes Afro-entrepreneurs within corporate value chains to break through this reality. She has built a physical, branded marketplace event, the Feira Preta, which is an annual fair that brings entrepreneurs together for a celebration of black enterprise and creativity. It is also an institute with a co-working space and a lab to help entrepreneurs develop strong business models and gain access to financial markets and services. Adriana Barbosa is filling an important economic gap to re-envision a more equitable future for people of color.

Enhancing visibility of the marginalized

While Adriana Barbosa seeks to correct injustices for a majority population in Brazil, two Fellows are work-

ing to bring a historically marginalized community, the Romani, to light. There has been a historical lack of information about Roma people that has perpetuated institutional racism and excluded them from accessing public resources. **Elisa Costa's** Maylê Sara Kali International Association (AMSK) is the only Roma organization in Brazil. Her organization coordinates networks to collect and disseminate information which counteracts negative stereotypes. A network of volunteers (prosecutors, statisticians, sociologists, and lawyers) has helped to revise statistics to demand they receive benefits. Due to AMSK's work, all 800,000 Romani have been guaranteed healthcare by the Ministry of Health.² In Italy and across Europe, **Carlo Stasolla's** organization Associazione 21 Luglio is redefining what it means to be Roma and is specifically focused on advocating for integration strategies across the continent. With a focus on providing data to propel action, Carlo's team focuses on providing governments with information on housing, health, education, and legal status of Romani, based on extensive fieldwork. After developing a policy plan for the closing of Roma camps in Italy, the City Council of Rome changed laws to adopt the suggestions and the European Commission against Racism and Intolerance published the report as a call to action on how segregation based on ethnic origin is in violation of both Italian and European law. The organization monitors the implementation of these plans and much work is left to be done. A report from earlier in the year shows that 26,000 of the estimated 180,000 Roma are still housed in informal shanties and Roma camps.³

Reconsidering the definition of ability

Our Fellows are focused on driving inclusive social programs and services for diverse ethnic or racial groups, but a number of Fellows this year are also showing us that we need to rethink ability and inclusion for differently abled individuals. **Jonas Staub** creates a culture of inclusion in Switzerland by ensuring that everyone in society feels responsible for each other. His organization, Blindspot, works to reverse the trend of treating children with differing abilities as apart from everyone else. As a social worker, he noticed that differently abled people had no autonomy – they were always told what was good for them and removed from decision making. He believes that differently abled people should be enabled to connect and integrate in authentic ways with everyone in society. Sports have been his starting point – giving children the opportunities to play together and understand that differences should not divide them.

Danny Sajida Rahman brings together parents and caregivers to collectively develop tools and resources to change mindsets around autism. In Bangladesh, children diagnosed with autism find themselves living

2. GASPAR, Lúcia (2012) Ciganos no Brasil. Retrieved from <http://basilio.fundaj.gov.br/pesquisaescolar/>

3. Associazione 21 Luglio. (2018). 2017 annual report of. Retrieved from <http://www.21luglio.org/21luglio/rapporto-annuale-2017-26-mila-rom-emergenza-abitativa-2/>

completely closed off from the rest of society because they are often misunderstood as “cursed.” There is little to no infrastructure to protect children with neurological disorders and there is no social safety net to help them as they grow older. Danny has united caregivers and parents to form the Parents Forum for Differently Abled. As a collective they work to address negative media portrayals of autism and advocate for policy shifts. A major outcome of this effort has been the addition of Autism Spectrum Disorder as a di-

agnosis recognized in the “Rights of Persons with Disabilities Act 2013.”

Autistic children, children with Down syndrome, or children with dyslexia are being integrated more meaningfully into the Turkish education system through the work of **Hasan Zafer Elcik**. Only 5% of the 375,000 pre and primary school-aged children with autism in Turkey have access to education. Access to special kindergartens where they can interact with peers are especially cost-prohibitive. Zafer created Otsimo, a mobile applica-

tion and community (both on- and off-line) to reach more families. Children can focus on basic literacy with positive and stress-free learning tools. A “family app” enables parents and caregivers to participate in their child’s education and help them succeed. There are 44,000 registered users and 16,000 children a month actively using it. In moving forward, Zafer plans to scale globally, democratizing information through play-based educational tools for any child with a special condition.

How to Celebrate the Local

In many communities and nations around the world, discrimination and division are not necessarily reflected by skin color, religious belief, or ethnic affiliation. Economic and educational inequality, uneven distribution of resources, and rural and urban divides can be just as damaging to economic livelihoods. There has been great progress in ethical businesses, with more companies recognizing their practices have had detrimental effects on down-market producers, but the fight for equity and inclusion in markets continues.

In 2018, two Fellows are putting fair trade at the forefront, while also celebrating and promoting local and indigenous talent.

Carla Fernández demonstrates that small-scale, ethical, and eco-friendly textiles made by artisans who respect the integrity of ancestral production techniques can secure commercial success at international scale. Her bottom-up creation process, rooted in a careful study of Mexico’s rich variety of artisanal textile-making techniques, enables artisans to be protagonists in the production and design process. Carla protects traditional pre-Hispanic production techniques and designs from extinction, transforms them into high fashion, and plugs them into international value chains.

Chid Liberty is creating a full, ethical apparel supply chain in Africa aimed at catalyzing economic growth and setting new ethical standards for apparel manufacturing globally. Liberia, Chid’s home country, is recovering from a 14-year civil war that destroyed national infrastructure and basic social services and left an estimated 64% of the population living below the poverty line. Prior to the war, the economy, like much of Africa, relied heavily on natural resource extraction and agriculture that was controlled by governments and foreign-owned companies. To create a sustainable manufacturing revolution that benefits Africans first, Chid’s solution is to introduce value-based brands that focus on local talent and needs. He has begun with a fair-trade certified apparel factory called Liberty and Justice that started with the help of a group of women in Liberia. The brand is sold in the United States at a high-end retailer, Bloomingdales, and donates school uniforms and supplies to Liberian children for each t-shirt sold. There are nine factories in multiple African countries.

The Opportunity:

Make Everyone Powerful

How do we reshape our societies to enable everyone to be equally powerful?

Change is the new normal. Today’s economic, political, and social environments stand out for their complexity and uncertainty. The global community will continue to connect through new technological advances and grow and expand in response to economic and political instability. To be able to adapt to change, everyone will require skills in empathy and agility. Some will fear integration, but we know this can be overcome when people are able to employ complex thinking, problem solving, and creativity.

The seventeen Ashoka Fellows in our 2018 cohort who are contributing diversity and inclusion solutions show us how integration enables everyone to win, not just the select few. They are showing us how to overcome deep cultural and structural barriers to build a future in which all beings – regardless of their gender, race, ability, or age – are treated with dignity and supported in reaching their full potential as changemakers.

With our continued commitment to diversity and inclusion, Ashoka seeks opportunities to amplify and accelerate these innovations for more collective impact by helping convene teams to scale impact, match make solutions with key stakeholders, and cultivate a global conversation to influence others to adopt and spread solutions.



EMERGING INSIGHTS

02

CLIMATE CHANGE &
THE ENVIRONMENT

Connecting diverse ecosystems for global impact

Global Issues

The most recent World Economic Forum Global Shapers Survey, an annual survey of 31,000 18- to 35- year olds in 186 countries, found that climate change was the most worrying issue for young people worldwide. Nearly half (48.8%) of the survey participants chose climate change as their top concern and 78.1% said they would be willing to change their lifestyle to protect the environment.⁴ The concern over climate change, however, varies widely.” to “Climate change awareness varies widely. In another survey, Pew Research found that citizens of Latin American and sub-Saharan African countries were the most concerned about the effects of a warming planet, while people in the United States and China, the largest CO₂ producers, worried least.⁵



To mitigate climate change, it is becoming clear that the work has to move beyond the science to policy and individual action. There is no single panacea that will shift the current realities of a warming planet, changing biodiversity, unpredictable and more extreme weather patterns, drought, and population pressure. But our Fellows are leading the way to show how cross-border collaborations and new consumer demands can address an issue that is bigger than all of us.

4. World Economic Forum (2017) Global Shapers Survey. Retrieved from <http://www.shaperssurvey2017.org/>

5. Stokes, B., Wike, R. and J. Carle (2015) Global Concern about Climate Change: Broad Support for Limiting Emissions. Pew Research Center.

The Headlines

US pulls out of Paris Climate Agreement

Weather Channel 6/1/17

Think The Migration Crisis Is Bad? Climate Change Will Make It Far Worse

WBUR 11/28/2018

How climate change could be causing miscarriages in Bangladesh

BBC 11/26/18

UN report says fragile climate puts food security at risk

Washington Post 11/27/18



New Ideas

In the face of climate change, building resilient and sustainable communities and finding innovative pathways to improve natural resource management is of vital necessity. We have found in our analysis of this year's Fellows that fostering and strengthening bottom-up, entrepreneurial, and inclusive approaches is a key way to address the various facets and complexities of climate change. Our Fellows focus on both individual changes and more systemic, global collaborations to mitigate the effects today and to offer solutions for adaptation into the future.

Global collaboration

By 2100, it is estimated that nearly half of the marine species may be on the brink of extinction.⁶ Illegal fishing, plastics pollution, and global warming are quickly decimating marine biodiversity and ecosystems, resulting in regional instabilities with rippling effects. After 25 years fighting illegal fishing in the Mediterranean and North

Large-scale actors committed to large-scale change are important to mitigating the effects of lost biodiversity, food insecurity, and human migration. Through her organization, GoodLands, **Molly Burhans** is using technology to inform environmental planning that moves beyond national boundaries and is helping one of the world's largest landholders, the Catholic Church, recognize the role they can play in climate change action. The Catholic Church had never kept a central, digital record, so Molly has deployed Geographic Information Systems mappings to organize data on their landholdings. Her team surveys the properties, assesses how they function, and combines the information with other available data to analyze how the lands can best be managed to contribute to local ecosystems and communities. This contributes to a robust, dynamic, and cloud-sourced map that helps dioceses, religious orders, and other large landholders make informed decisions



Africa, **Wietse Van der Werf** realized that more needed to be done to protect fish stock and conservation efforts in Marine Protection Areas (MPA). To respond, Wietse designed an initiative called the Sea Rangers. The organizational model combines the empowerment of unemployed youths and reintegration of navy veterans to provide a concrete solution to severe global human capacity shortages in the monitoring of MPAs. Sea Rangers are not mandated enforcers; instead they monitor and collect evidence and data that enables national agencies to improve the effectiveness of conservation efforts. Wietse's innovative ideas have attracted broad backing from the Netherlands and United Kingdom governments where the initial pilot programs have begun, but the vision is seeing traction in many countries around the world.

about land use. Molly knows that the technology and tools GoodLands is building have the potential for broad applications by other large landholders.

Knowledge management and communication at a global scale is also important to **Oriol Vilalta**, who has built a global community of researchers, firefighters, and civil society members to create new solutions to make forests and rural areas safer and more prosperous. His Pau Costa Foundation, founded in 2011, has created a central knowledge hub about fire prevention and standard operational plans to increase efficiency. They also, disseminate research and lobby for fire management approaches. His platform has connected experts from 30 countries on 4 continents with over 2,500 specialists attending learning events and expeditions. His advocacy methods have led 500 allies, including influential organizations like Greenpeace and the WWF, to focus conservation efforts and resources on prevention and management.

6. UNESCO (n.d.) Facts and figures on Marine Biodiversity. Retrieved from <http://www.unesco.org/new/en/natural-sciences/ioc-oceans/focus-areas/rio-20-ocean/blueprint-for-the-future-we-want/marine-biodiversity-facts-and-figures-on-marine-biodiversity/>



Creating demand for ethical food systems

Several Fellows this year are focused on the urgent and pressing need for food security and food waste solutions as part and parcel of our adaptation to climate change and environmental pressure.

Raphael Fellmer is a pioneer in Germany who is now mainstreaming and commercializing saved food to solve this global problem. Food waste is largely a problem of overproduction since food producers must meet high consumer demand standards. Raphael began by matching retailers, bakeries, and restaurants with individual actors – food-saving volunteers – who picked up and distributed saved food. But to reach scale and create consumer demand, he restructured his intervention. Sir Plus, his latest venture, commercializes the practice by establishing stores and an online delivery service to enable customers to buy saved food at much lower price points than conventional retailers. Three stores are open in Berlin with over 150 suppliers currently providing surplus food with new suppliers being added each week. Raphael is planning to roll out a social franchising model to scale across Germany.

In the United States, **Paula Daniels** has set a standard for ethical food

sourcing that supports local economies, public health, labor, animal welfare, and the environment with the creation of her organization, the Center for Good Food Purchasing. She began this work in public schools in Los Angeles, Oakland, and San Francisco and is currently piloting the work in Austin, Chicago, Denver, Cincinnati, and Washington D.C., with the ambition to change the food systems used to feed students. The standards she has identified have guiding metrics with targets on procurement (for example, purchasing seasonally) and food service environment (like eliminating deep frying), and she acknowledges existing standards in her guidelines as well. Paula is showing us the way to build new ethical food systems while creating a national demand.

Influencing lifestyle and behavior change

Raphael and Paula are working to change food systems for environmental impact through the demonstration of sustainable market models. Other Fellows are working to shine a light on how individuals can play a role in mitigating climate change. In Mexico, **Julio Alvarez** works with school communities to incorporate environmental practice into the regular curriculum. His or-

ganization, Grupo Promesa, offers a primary and secondary curriculum focused on student-led and sustainable adoption of responsible waste management. The pedagogy promotes eco-friendly behaviors within and outside the school. He currently works in 188 schools in Mexico City and reaches 130,000 students and their teachers with an average of 70% participation.

Deforestation in many parts of the world is a continued problem that contributes to the warming of the planet. Smallholder farmers who do not have the funds to invest in land productivity will often cut back trees to increase their arable land. Or due to economic hardship, they will sell timber or charcoal to make ends meet. **Federico Garcea** and his organization, Treedom, create an alliance between smallholder farmers and virtual supporters to fight deforestation by enabling people and companies to plant trees remotely and offset CO₂ emissions. Treedom also empowers local communities in 11 countries to start new agricultural enterprises by helping them fill the time gap between planting a seed and harvesting a tree. Since its founding in 2010, the organization has planted over 450,000 trees with 27,000 farmers and has offset more than 163 million kilograms of CO₂.

Spotlight on:

Incentivizing Forest Conservation

Since the 1960s, over half of the tropical forests worldwide have been destroyed globally. Deforestation leads to habitat and biodiversity loss, soil degradation, and water quality and access. Over 20% of all carbon emissions come from deforestation, unsustainable usage, and rural poverty.⁷ Common contributors of these negative external effects include the demand for land housing, harvesting timber for natural resource extraction, like palm oil, and creating room for cattle ranching.

Two Fellows this year are working at the intersection of conservation and economy to protect forests and provide incentives to build coalitions to stop deforestation.

Andreas Eke plants Generation Forests in Panama which are a mix of natural forest biodiversity and high valuable timber trees. In partnership with Yale University's Forestry School, the Smithsonian Tropical Research Institute, and other research institutes, Andreas has identified tree species that complement each other and are profitable in the short and long terms. Even more importantly, Generation Forests are planned specifically to be planted in degraded soils and reintroduce native tree species. Andreas organization Futuro Forestal began in 1994 by building "better practice plantations" for teak in Panama and Nicaragua and introduced the Generation Forest concept in 2007. So far, they have reforested 8,000 hectares in better practice plantations and 1,000 hectares of Generation Forest.

In the Malaysian state of Sabah, conservation efforts to protect old-growth rainforests have been hit or miss. Even with protected government forest land, the area continues to see a rapid decrease in forest cover due to logging and the demands of palm oil and mining. **Cynthia Ong's** organization Forever Sabah, a collaborative social movement, is focused on building an ethical circular economy focused on four focus areas: livelihoods, tourism and enterprise; forests, water and soil; food, agriculture and fisheries, and energy, infrastructure and waste.⁸ Projects are determined by the citizens of Sabah on issues that are most important to them. For example, Forever Sabah has rolled out a sweeping sustainable palm oil initiative where the entire palm oil sector in the state would be sustainable by 2025. 100% of palm oil produced, sourced, or used on Sabah will be certified by the Roundtable on Sustainable Palm Oil (RSPO). This is a global first and monumental in Malaysia where the certification has been highly controversial.

7. International Union of Conservation of Nature (n.d.) Deforestation and Forest Degradation. Retrieved from <https://www.iucn.org/resources/issues-briefs/deforestation-and-forest-degradation>

8. For more on the circular economy and Ashoka's efforts to bring stakeholders together to challenged traditional linear economies (make, use, dispose) and keep resources in use for as long as possible see: <https://ashoka-circularfutures.org/>

The Opportunity:

Global Connections

How can we engage more people to see their role in climate change solutions?

Societal response to climate change today will determine its effects on future generations. How we consume and produce energy changes fundamental natural forces on the planet – the rise in average temperatures, the circulation and biodiversity of our oceans, and the nutrient quality in plants. Every living organism and its health and wellbeing are affected by climate change.

We now know we need more social innovation for climate equity and decarbonization to counteract these threats and to enable us to manage and plan for uncertain future conditions. Everyone needs to be involved to mitigate and adapt to environmental change. The fifteen Ashoka Fellows contributing to climate change solutions this year join more than 400 Fellows innovating for the environment, including many of whom are directly addressing climate change adaptation and mitigation efforts.

As Ashoka continues to scan for more innovators with unique solutions to solving the multi-faceted angles of environmental degradation and climate change effects, it also seeks opportunities to amplify and accelerate innovations for more collective impact by helping convene teams to scale impact, match make solutions with key stakeholders, and cultivate a global conversation to influence others to adopt and spread solutions.







EMERGING INSIGHTS

03

MIGRATION

Harnessing People Power

Global Issues

285 million (3.4% of the world population) international migrants were counted globally in 2017. Only 25.4 million were registered as refugees, indicating that many are on the move voluntarily for personal, economic, or political reasons.⁹ Most migration involves people moving from neighboring countries or countries in the same part of the world. Most people move for economic reasons. Almost two-thirds of migrants now reside in developed countries where they fill a labor deficit.¹⁰



In 2018, some countries strained under the persistence of permanent migration, struggling to identify solutions when individuals cannot repatriate. In East and Central Africa, decades of continued conflict in the Democratic Republic of Congo, South Sudan, and Somalia have pushed governments to come up with solutions for the integration and settlement of refugees who have been living long-term in camps. Perhaps the most heart-breaking story this year involved the forced migration of Rohingya Muslims from Myanmar to Bangladesh, a country ill-equipped to house them. And despite the overwhelming data showing that migrants improve economies, we have seen escalating tensions between developed countries and immigrants looking to settle in Europe and the United States.¹¹ Solutions for human migration that are more organized and humane will necessarily involve deeper understandings of the intersectional push and pull factors that compel people to move.

9. International Organization for Migration (2018) Global Migration Indicators.

10. Woetzel, J., Madgavkar, A., Rifai, K., Mattern, F., Bughin, J., Manyika, J., and Hasyagar, A. (2016, November). Global migration's impact and opportunity. Retrieved from: <https://www.mckinsey.com/featured-insights/employment-and-growth/global-migrations-impact-and-opportunity>

11. Passel, J.S. and D'Vera Cohn. (2017) "Immigration Projected to Drive Growth in U.S. Working-age Population Through at Least 2035" Pew Research Center. Retrieved from <http://www.pewresearch.org/fact-tank/2017/03/08/immigration-projected-to-drive-growth-in-u-s-working-age-population-through-at-least-2035/>

The Headlines

Europe Does Not See Us As Human': Stranded Refugees Struggle In Greece

NPR 3/9/18

Yemen: The deadly migration route that the world is ignoring

CNN 6/20/18

Forced displacement above 68m in 2017, new global deal on refugees critical

UNHCR 6/19/18

Fleeing hardship at home, Venezuelan migrants struggle abroad, too

Reuters 10/15/18

The Impact of Migration on Water Scarcity in Central Asia

The Diplomat 6/19/18



New Ideas

Whether migrants are pushed or pulled, many of our Fellows in 2018 are working to identify ways to enable them to have greater decision making in their lives. One of the common insights we have had in working with Fellows focused on migration is that creating positive change fundamentally involves ensuring they can find meaningful livelihoods and economic autonomy. In this year's cohort of Fellows, we see two models of economic integration. Our insights have also shown us that including migrants into the economy must to be accompanied with recognition of their potential contributions and three of our newest Fellows are developing initiatives that fully value the role of immigrant leadership and community building.

Matchmaking for economic autonomy

In Germany, of the major barriers to immigrants to enter the workforce, specifically refugees who have sought asylum in the country, has been that companies find it difficult to bear the full financial risk of hiring people who 1) may need extra assistance with their legal statuses and 2) who might not speak the language fluently or who are not fully assimilated into German work life and culture. Only 20% of the 1.3 million working age refugees currently living in Germany have found employment.¹² State efforts to integrate and assimilate migrants exist, but they are generally vocational training and other apprenticeships aimed at young people. Middle-aged and low-skilled refugees are especially left out.

Growing up in Germany, **Zarah Bruhn** lived a sheltered life until a big influx of refugees landed in the country and she felt compelled to give back. She began by organizing welcoming initiatives but quickly realized the most urgent need was in finding low-barrier entry to employment. Her solution was a temporary employment agency model called Social Bee. She recruits and hires refugees, takes full employer responsibility, and eventually places employees in jobs. She requires that each sub-contract last for a minimum of one year so that employees have a real opportunity to gain legitimate experiences which could then lead to a permanent hire or placement in another work opportunity. Social Bee acts as an interpreter for both refugees and the companies who hire them – helping refugees to understand German work culture and enabling companies to more deeply understand the complex life situation of refugees. Zarah's initiative bridges cultural and structural divides.

The economic inequality between EU and non-EU citizens in Belgium is also grim, in spite of the fact that 18% of the population is currently comprised of immigrants from outside of Europe.¹³ In some locations

predominantly inhabited by non-Europeans, there can be unemployment rates as high as 30%. There are also numerous signs of polarization between European and non-Europeans with racism, Islamophobia, and populism on the rise.¹⁴ In response, co-founders **Matthieu Le Grelle** and **Frédéric Simonart** developed DUO for a JOB to create new economic opportunities for immigrants, while simultaneously enabling Belgian retirees to serve as mentors. They create linkages between people with skills, connections, and networks in Belgium and the refugees and immigrants who need help to understand how to market themselves for the Belgium job market. The result is that newcomers have the opportunity to learn from experienced locals who are hungry to offer their talent and resources.

Harnessing human potential for urban integration

In Portugal, **Hugo Menino Aguiar** is also working to bridge the cultural gap between diverse groups. He designed SPEAK, a technology platform that enables refugees and immigrants to become Buddies, or informal facilitators and teachers, within a network of people interested in cultural exchange. SPEAK also has Ambassadors, who work to build offline communities in 10 cities in Portugal, Spain, Italy, and Germany. Through linguistic and cultural exchange, Hugo is weaving together people from diverse backgrounds and showcasing that integration does not happen linearly. Over 5,000 people have participated in events created by the SPEAK network, and over 6,000 have participated in language learning. More than 50% of participants are people who have recently migrated to Europe.

Agazi Afewerki was a refugee when he first traveled to Canada as a child. He grew up in Regent Park, Toronto's oldest public housing complex where the immigrant population was exposed to high rates of poverty, illiteracy, unemployment, violence, and crime. The negative image of the community was pervasive and in high school, Agazi began to dream of changing the narrative. He grew up in communities of immigrants where he recognized that young people were able to teach adults new skills and were a core resource for community development and transformation. With this idea, Agazi Afewerki grew Youth Empowering Parents (YEP), a program that employs reverse mentorship and enables young people in immigrant communities to assist their elders to integrate more easily, learn English, and gain skills for employment. The youth see greater success in school and increased leadership capacities. Agazi has brought together more than 2,000 participants in four countries to improve intercultural and intergenerational communication.

12. Romei, V, Ehrenberg-Shannon, B., Maier-Borst, and G. Chazan (2017) "How well have Germany's refugees integrated?" Financial Times. Retrieved from <https://www.ft.com/content/e1c069e0-872f-11e7-bf50-e1c239b45787>

13. Petrovic, M. (2012) Belgium: A Country of Permanent Immigration. Migration Policy Institute. Retrieved from <https://www.migrationpolicy.org/article/belgium-country-permanent-immigration>

14. Bayrakli, E and F. Hafez (2017) European Islamophobia Report. Setra | Foundation For Political, Economic And Social Research.

Sonia Ben Ali, a French citizen, has focused her efforts to mitigate social ills caused by migration with her organization, Urban Refugees. She is focused on responding to the crisis of forced displacement in a long-term and sustainable way. She works with the invisible refugees who currently live scattered throughout host populations in cities around the world. Most refugee-related funding and atten-

tion is given to humanitarian aid in established refugee camps, but nearly 60% of refugees are actually in urban areas.¹⁵ Like Agazi and Hugo, Sonia is focused on harnessing the potential of refugees to innovate for their own needs. She supports urban refugee-led

organizations through training modules that include accounting, fundraising, community management, and basic digital and communication skills to increase their indirect impact to communities. She is also helping to equip local and international NGOs with knowledge on supporting refugees who live outside the established system. 80 NGOs have already registered to learn best practices.

15. Park, H. (2017, October 10). The Power of Cities. UNHCR. Retrieved from <https://www.unhcr.org/innovation/the-power-of-cities/>

How to Bridge Social Capital

Political scientist Robert Putnam offers a definition of two kinds of social capital – the capital symbolized by the value of a person's social network. *Bonding* social capital is acquired from people making connections to others with similar ethnic origins, religious backgrounds, or social class. *Bridging* social capital is earned from making connections with non-similar people. Bonding social capital is useful for "getting by" and bridging social capital is useful for "getting ahead."¹⁶ Unsurprisingly, greater bonds forged for bridging social capital has proven to lead to greater economic outcomes for migrants and other marginalized people.

In our cohort this year, we have two Fellows who are helping workers who engage in non-formal, autonomous wage labor to access resources and secure futures to get ahead. The old forms of work, characterized by repetition and hierarchies, have given way to more freelance and autonomous labor in the gig economy in many developed countries. While in the developing world, rapidly urbanizing economies have contributed to huge numbers of laborers working in informal sector markets with little regulation. In both locations, workers lack the security of health insurance, retirement savings plans, and tenure.

- **Sandriano Graceffa** of Belgium, has designed a cooperative model, funded through membership fees and a small service charge that enables members to be "employees" and receive benefits like social security, insurance, and the stability of salaried workers, while remaining autonomous in their choice of work and hours. 120,000 professionals in 9 European countries have joined SMart for the social protection and the entrepreneurial dynamic it offers.
- In Mexico, **Miguel Duhalt** has designed an insurance package for employers of domestic workers, fulfilling a need for benefits coverage that had not traditionally been offered to the informal sector. The plan includes accident coverage, telephone and in-person medical consultations, and enables informal workers to be able to save 3% more of their wages per annum. The result is that the employers of these informal sector workers are taking an active role in providing secure futures for their employees.

16. Putnam, R. D. (2001). *Bowling alone: The collapse and revival of American community*. Simon and Schuster, 23.

The Opportunity:

New tools for a world on the move

How do we prepare to integrate and enable migrants to be powerful worldwide?

Whether seeking opportunity or fleeing from war, political instability, and climate change effects, more and more people are on the move. This has far-reaching consequences on both the place one comes from and where one ends up. Migrants' identities and relationships to country and community shifts; economic, social and political uncertainty reigns. More solutions are needed to mitigate the trauma of displacement and create positive opportunities for both those on the move and the communities they touch.

Ashoka's expansive global network enables us to solve global level issues like migration by bringing together and scaling the best ideas with governments, multilateral institutions, private sector companies, and other citizen sector organizations. In 2016, we began to tackle this as part of our Hello Europe Initiative. Ashoka and key European partners (including Zalando, Robert Bosch Foundation, and the Schöpflin Foundation) invested more than €1 million to source, scale, and transfer innovative solutions in four European countries.¹⁷ Our attention is now being turned to the whole of Europe and beyond. Ashoka recognizes that with our expansive global network, we have the knowledge tools and resources to help get the best solutions to the right people.

17. Learn more about Hello Europe at: <http://www.hello-europe.eu/>



EMERGING INSIGHTS

04

WOMEN

Redefinitions and Reductions in Harm

Global Issues

The #MeToo movement and Women's March have had ripple effects globally, and women's right and grassroots women's groups are challenging narratives around the world.¹⁸ And it can sometimes seem like women around the world have made great strides to increase their presence in the business and political spheres.



But challenges persist in ensuring equal rights and protections for women everywhere. Economically, women worldwide face discrimination in hiring, restrictions in their economic mobility, lack rights to control their own incomes and own property, and bear an unequal share of unpaid care work. They also continue to face physical insecurities. An estimated 70% will experience physical or sexual violence in their lifetime and 15 million adolescent girls (between 15 and 19) will have experienced forced sex at some point in their young lives.¹⁹ Initiatives to counter these realities require comprehensive approaches to secure women's livelihoods and engage women as co-leaders in their own advancement.

18. Global Fund for Women (n.d.) Top 10 Moments for Women's Rights in 2017. Retrieved from <https://www.globalfundforwomen.org/top-10-moments-for-womens-rights-2017/#.XabfjWhKjcs>

19. UN Women (2018) Facts and Figures: Ending Violence Against Women. Retrieved from <http://www.unwomen.org/en/what-we-do/ending-violence-against-women/facts-and-figures>

The Headlines

Japanese Medical School Accused of Rigging Admissions to Keep Women Out

New York Times 8/3/18

Woman gang-raped inside beauty parlour in India

Khaleej Times 11/25/18

Brazil has a serious #MeToo Problem

Bloomberg 3/8/18

We can't wait any longer for men to speak up for women's safety

The Guardian 11/29/18

New Ideas

Women are the key to transforming leadership in the world. The traits that embody leadership for systemic change are qualities that distinguish women's unique ways of leading. Women are 45% more likely than men to be seen as demonstrating empathy and outperform men in inspirational leadership, conflict management, organizational awareness, adaptability, and teamwork.²⁰

20. Korn Ferry (2016) Women Outperform Men in 11 of 12 Key Emotional Intelligence Competencies. Retrieved from <https://www.kornferry.com/press/new-research-shows-women-are-better-at-using-soft-skills-crucial-for-effective-leadership>

In social entrepreneurship, women inspire impact differently – emphasizing changing behavior, mindsets, and culture – over the traditional, male-dominated franchise model of scaling up to different countries. Female Fellows working this year to change systems for women in their communities are no different. We see examples of how social entrepreneurs challenge and shift societal norms, restructure harmful systems, and amplify women as leaders to enable them to change their communities and society.

Challenging to change norms

There are countless societal pressures for women to look and behave in particular ways. The effects of these can be visible in the continued discrimination of women in the workplace or harassment on the streets, but there are also invisible consequences of harmful cultural norms. In Chile, **Nerea de Ugarte** has specifically focused two organizations, La Rebelion de Cuerpo (The Body Rebellion) and La Fundación Niñas Valientes (The Brave Girls Foundation) to fight the mental health complications that arise when girls and women find themselves unable to meet an impossible standard. La Rebelión de Cuerpo creates body positive content and publishes women's testimonies to make an inclusive movement for all women. This work has gained enough traction to put pressure on companies to stop displaying imagery in advertisements that stereotype a woman's body and portray negative gender roles. She has been able to get public pledges from companies like Steve Madden, Pop-eyes, Canada Dry, Watt's, and Claro Chile, to discontinue this harmful practice. Nerea also works directly with girls through workshops that arm them with tools to mediate mental health issues and bullying from a gender lens. La Rebelión del Cuerpo has over 50,000 Instagram followers, over 1,500 volunteers throughout Chile and around the world, and chapters in 10 different regions of Chile and Argentina, Spain, Mexico, and Australia.

Restructuring systems to reduce harm

In Bolivia, **Daniela Valdivia** is addressing gender-based violence by redefining masculinity to reduce the alarming number of femicides and incidences of sexual abuse. She recognized that challenging patriarchal practices meant bringing men into the conversation. Therefore, her programs at Huellas y Futuro, which began in schools to share tools with parents, children, and teachers about how to identify, prevent, and break cycles of violence, are now being introduced to unlikely allies like the military and police force. Moreover, Daniela is influencing legal and political practices at regional and national levels as a result of her advocacy, including the passage of laws on gender-based violence, which did not previously exist.

From an approach to change the mindsets of perpetrators to a new victim-centered tactic of reporting sexual assault, **Jess Ladd** is flipping the way legal and medical professionals in the United States respond. She founded, Callisto, an online reporting tool, which began at two

colleges and has grown to 13 campuses, supporting over 149,000 students. A survivor of sexual assault can securely create time-stamped records of the assault which is reported to their college when they are ready to take action. If a repeat offender is named, the report is automatically sent to relevant institutions and authorities. Jess is disrupting a system where victims and the structural causes of gender-based violence have been ignored. Her reporting tool applies pressure on existing institutions and players in the complex system – from HR departments to the police to lawyers – and provides new mechanism for accountability in universities that had been previously overlooked.

Two Fellows are addressing quality of life issues for incarcerated women through institutional reform. In Mexican prisons, families of incarcerated women have had to ensure they have access to cash, as the government does not provide basic personal products, like sanitary napkins, shampoo, and toothpaste. Companies have taken advantage of incarcerated women's lack of cash resources and have employed them in substandard working conditions. **Daniela Ancira** addresses this with her program, La Cana, which is fundamentally shifting the system of prison labor by ensuring the passage of new legislation that incentivizes companies to employ inmates at fair wages and in good conditions. She models how this can reduce recidivism with her own social enterprise that produces knitting and embroidery and pays women more inside the prison than they earned outside. **Erica Gerrity** is working on changing correctional institutions in the United States to improve women's health access. Specifically, she is working to improve the conditions for the 6-10% of women who enter prison when pregnant and find a prison healthcare system ill-equipped for maternal care. Through partnerships with the University of Minnesota and pilot programs with prisons in two states, Erica's organization Ostara is poised to spread a cost-effective model for improved prenatal and maternal health to ensure that the 75% of incarcerated women who are mothers are able to have autonomy over their bodies and dignity in care.

Amplifying Female leadership

A persistent theme in the work of Fellows who aim to improve the autonomy of women around the world is to enable authentic leadership opportunities. In Turkey, **Huriye Goncuoglu's** organization, Fisherwomen of Turkey, is training fisherwomen who have been historically left out of decision making to be leaders of economic autonomy and environmental protection. There are 100,000 fisher families in Turkey's coastal areas, producing 1,000 tons of fishery products annually, yet the communities are largely impoverished. Women from the families are often overworked and exploited for their labor and lack visibility, work safety, and equal pay. Through a holistic training program with a focus on professional development and leadership, Fisherwomen of Turkey is enabling leaders to take charge in their communities and leading a movement for women to demand equal rights and improved livelihoods. Huriye plans to

adapt the model to other industries and locations across the country.

Alexandra Machado is paving a pathway for strong female leadership with her Girl Move Academy in Mozambique. As the 6th poorest country in the world²¹ where the median age for first birth of a child is 19.7,²² women in Mozambique

21. IMF (2018) World Economic Outlook. Retrieved from <https://www.imf.org/en/Publications/WEO/Issues/2018/09/24/world-economic-outlook-october-2018>

22. Trading Economics (n.d.) Mozambique - Fertility rate, total. Retrieved from <https://tradingeconomics.com/mozambique/fertility-rate-total-births-per-woman-wb-data.html>

lag behind their male counterparts in literacy – only 28% of adult females can read.²³ In light of this, Alexandra has focused on identifying female university graduates who can help uplift women across the country. She finds participants through a competitive selection process and gives them a one-year scholarship for a post-grad program on entrepreneurship and service leadership. Under the guidance of national and international

23. USAID (2017) Education | Mozambique. Retrieved from <https://www.usaid.gov/mozambique/education>

experts, they engage in service work in informal settlements in three cities to pass on their learnings to other young women in these communities. The 64 Girls Movers, who have completed the program, have already mentored 2,400 12-year old girls, and 80% of the mentees have transitioned to secondary school (against the 24% nationwide average). By focusing on women leadership, Alexandra is betting on a trickle-down effect that ensures that adolescent girls are protected from early school drop-out, forced marriage, and child pregnancy.

How to Keep Girls in School

It is not new knowledge that girls' menstruation can have an adverse effect on their attendance in school – Always, leading sanitary pad company has shed light on the situation in their advertising campaigns and we have several Ashoka Fellows working across the world to address the issue.²⁴ But in Liberia, the problem is especially acute. The school dropout rate at grade 5 (the average age when a girl reaches menses) is 73% for girls.

To address this, **Naomi Solanke** uses the production and distribution of sanitary napkins as an organizing strategy to tackle the myriad challenges that women and girls face in the country. She introduced a reusable pad, certified by the Ministry of Health, to bolster the economic sustainability of existing women's cooperatives that were organized but struggled to have productive livelihoods. Her organization, The Community Health Initiative, provides practical trainings to construct the pads combined with information on sexual reproductive health, business management, financial literacy, and sexual abuse. Her Live, Lead, Learn groups engage teenage mothers in peer support groups which helps them to return to school or join an income-generating women's cooperative. The work is currently operating in 21 communities and Naomi is working with the Ministry of Education to incorporate reproductive health education in primary schools.

24. Always (n.d.). Helping Girls Across the World. Retrieved from <https://always.com/en-us/about-us/girl-empowerment-throughout-the-world-with-always>

The Opportunity:

More female changemakers

How can we redefine success for women entrepreneurs to enable their growth and opportunity?

While women worldwide have made strides in critical areas such as health, education, and political empowerment, it is estimated that, given the current rates of change, the global gender gap will not be closed for another 100 years, and it will be another 217 years before economic gender parity is achieved.²⁵ In the face of such strikingly slow progress, we know that women entrepreneurs are uniquely capable of pushing the advancement of all women, and communities, forward.

Although the success of women entrepreneurs is well-documented, women innovators systematically face a lack of access to capital, social and financial, that would allow them to grow entrepreneurial initiatives, build networks, and scale their impact. The structural and social challenges begin in childhood and adolescence, when girls and young women are less encouraged and equipped to master changemaking skills and employ them to create social initiatives. Ashoka's Women in Social Entrepreneur initiative (WISE) is an innovative and collaborative program that identifies and addresses the gender-specific challenges that stand in the way of women becoming leading social entrepreneurs and changemakers in their communities. WISE is redefining success and impact in social entrepreneurship from a gendered perspective and working to create a global mindset shift that acknowledges women's unique ways of leading and changemaking.

25. Duke, S. (2017) "The key to closing the gender gap? Putting more women in charge" World Economic Forum Retrieved from <https://www.weforum.org/agenda/2017/11/women-leaders-key-to-workplace-equality/>



EMERGING INSIGHTS

05

SCIENCE & TECHNOLOGY

The Rise of the Social Scipreneur

Global Issues

How can science and technology help us to solve the world's most pressing social issues? It is evident, at least, that future of jobs will be increasingly reliant on science and technology literacies. Children entering primary school today will grow up to engage in careers that do not yet exist, and these will be driven by ubiquitous high-speed mobile internet, artificial intelligence, widespread adoption of big data analytics, and cloud technology.²⁶ How do we enable educators, employers and the general public to acknowledge and prepare for a technological future at scale while recognizing that these skills must help to solve pressing global issues? Science education needs to evolve to produce students who can learn to iterate, problem-solve, and adapt to our changing world.



It can sometimes feel that support for science is at risk as a distrust of academic institutions and big data abound. In the face of this, the World Economic Forum has called for a renewed push to “stand up for science.”²⁷ And numerous institutions and organizations are calling for scientists to integrate their scientific focus on practical solutions. Scientists are already taking up the charge — moving beyond their labs to engage in the public debate to advocate for truth in the age of disinformation, but even more are needed to ensure that scientific evidence remains the foundation on which we build knowledge.

26. Leopold, T.A., Ratcheva, V.S. and S. Zahidi. (2018) The Future of Jobs Report 2018. World Economic Forum.

27. Bourguignon, J. (2018) Scientists can lead the fight against fake news. World Economic Forum. Retrieved from <https://www.weforum.org/agenda/2018/09/scientists-can-lead-the-fight-against-fake-news/>

The Headlines

Mexico wants internet access for all. Getting everyone online could reduce poverty, too

The Conversation, 11/26/18

The Digital Gap Between Rich and Poor Kids Is Not What We Expected

New York Times 10/26/18

Disadvantaged girls change their communities by learning to code

CNN 9/13/18

Here's How Scientists Can Become More Politically Engaged

Scientific American 4/25/18



New Ideas

Science has a great potential to contribute to solutions for today's social challenges, but barriers still prevent scientific research to be deliberately and efficiently leveraged. In France, **Melanie Marcel** is building the framework and standards to make impact-driven research a recognized, easily accessible and attractive field through her organization SoScience. In a world where a reality for many researchers is that their work is often determined by an availability of funding provided by outside institutions and companies, Mélanie is creating a bridge between science and its social application by creatively curating a process that integrates both scientists and social entrepreneurs. Her campaign, Science for Good, highlights scientists working at the intersection of science, social impact, and business to spotlight great initiatives that are assessed by a team of experts from different sectors.

This emergence of science for social impact can be seen in several examples from our recently elected Fellows who are helping to create new science literacies and designing tools and resources that improve lives.

Science as a literacy

While Melanie is working to bring scientists to the social sector globally, **Theo Anagnostopoulos** is focused on helping the public distinguish between science, pseudoscience, and antiscience in Greece. His organization, SciCo, from Science Communication, began as a theater company with a goal to popularize and increase the science literacy of the public. SciCo has reached over 30,000 children with Science Theater and has integrated tools for science communication, like an annual Science Festival, into standards set by the Greek Ministry of Education. But Theo has also moved beyond institutions to the street – his program Mind the Lab is driven by scientists, teachers, and students who set up science labs in metro stations and use interactive, entertaining ways to engage the public in STEM related topics.

Making science accessible for meaningful futures

Science education and promotion is at the core of **Melina Masnatta's** work in Argentina. Her organization Chicas en Tecnología is focused on making technology careers a possibility for girls. Her initiative, Programming for a Better World, rests on the premise that experiential learning through technology not only encourages the adoption of technology as a course of study but also builds complementary skills like teamwork, logical reasoning, and communication. Young women, between the ages of 13 and 17 are encouraged to solve a problem in their communities by building technology tools together. Outside the core program, Chicas en Tecnología offers clubs, where members meet weekly to identify problems and receive training on how to solve them. Alumni of the program are also supported through scholarships and other opportunities. In just two years, 50 clubs have

formed in partnership with local education ministries and companies. Melina joins Fellows globally who find innovative and practical purposes for technology while preparing youth for the future.

To reform the education of math and science in Thailand, **Tanin Timtong** focuses on instant feedback. He combines virtual teaching on computers with adaptive curriculum in the classroom. His organization, Learn Education, has built a service for resource-strapped schools to improve the quality of teaching by reducing the burden of manually evaluating student work. Instead, students learn in the classroom but are tested on the computer. Their results are immediate – they are encouraged to review materials they missed or move



forward in their learning. This blended learning platform enables students to learn at their own pace and frees up teachers to spend more time on individual coaching. The platform has been introduced in 150 schools in 45 provinces with a cost of just \$50 a student per year. Tanin is already working on alternative financing models to ensure the program is able to reach all children in Thai schools.

A major disadvantage in science and technology education is access. In Chile, Mexico, and the United States, **Komal Dadlani** is working to change how science is taught by employing smartphone technology. In doing so, she partners with resource stricken schools to provide students with virtual laboratory tools, enabling all to engage in real-life experiments, develop critical thinking skills, and see new potential careers. Her team has developed an app, Lab4U, which uses the built-in sensors of a smartphone and offers lesson plans and instructional videos for teachers to connect to other science instructors through a forum. The app does not require wifi, so students can use the application in school, public places, and at home. The app has been downloaded over 128,000 times, is used in schools in Chile and the United States, and is being piloted for expansion into Mexico.

Spotlight on:

Solar Technology and Finance Solutions

Two Fellows from this year's 2018 cohort have found opportunities to combine solar solutions and innovative financing to increase access to communities:

In Bangladesh, **Sebastian Groh** is transforming how energy is being delivered and consumed through a peer-to-peer solar energy trading platform.

How it works:

1. Individuals in a community each buy a SOLbox which is a power meter, a solar charger, and a communications enabled device that serves as an individual node on the energy network.
2. They consume energy as needed and trade surplus energy with each other.
3. As more people buy SOLboxes and connect to the network, more and more users can trade and sell energy to the grid.
4. A big SOLShare network can connect to the national grid and draw power when it is available and metered at a single location.

This last-mile power distribution infrastructure enables communities to construct their own power grids while enabling them to adapt. So far, SOLshare has impacted 15,000 lives, trained 2,750 field staff and estimates to reduce 25,000 metric tons of CO₂ by 2019.

In Colombia, **Camilo Herrera**, is using technology to connect people who live in rural areas and territories affected by conflict. He places intelligent energy posts that provide both lighting for the community as well as internet access. The idea is that the light posts serve as routers for which members will pay a small fee to access. The contributions also develop a community fund to use on local projects. With Google, Camilo is refining the design and production to offer the posts as a "light post" in a box – an easy to assemble, do-it-yourself solution that will integrate wifi, public light, and electrical outlets, all based off solar power. The model has already reached 16 cities in Colombia and is being spread to eight countries on three continents.

The Opportunity:

A scipreneurship ecosystem

How can we promote the promise of technology while protecting against its harm?

For more scipreneurs to emerge and thrive, we need to build effective coalitions of leading social entrepreneurs and scientists to achieve ambitious social and environmental goals. We also need to empower more young people to be problem-solvers equipped with the power of science and technology for the benefit of all. Public commitments from like-minded universities, school districts, and philanthropists to empower the next generation of such changemakers can be an important starting point. Transformative alliances between tech businesses and social entrepreneurs to leverage market dynamics for large-scale social change are another important avenue.

We also see an urgent imperative to find and support Fellows working at the intersection of technology, science and social change. We have seen that technological solutions can radically democratize access to basic needs and help communities leapfrog innovations. But in building a movement to find and support new technologies, we are also interested in entrepreneurs who are addressing the risks and mitigating the social isolation that technology has created. This is an area of opportunity of which we are only beginning to understand the implications.



EMERGING INSIGHTS

06

HEALTH

Serving the underserved with technology innovations

Global Issues

Heart disease, stroke, chronic pulmonary disease, lung cancer and diabetes reign as leading causes of death globally,²⁸ and malnutrition is responsible for 45% of the deaths of children around the world.²⁹ 350 million people around the world have been diagnosed with depression, which was estimated to cost at least \$800 billion in lost economic output.³⁰ Half the world lacks access to essential health services, pushing 100 million people into extreme poverty because they must pay for health care out of pocket.³¹

Despite these issues, there are reasons in 2018 to feel optimistic about the state of global health. Technological innovations, driven by the availability of artificial intelligence, have created unlikely scenarios where treatments are discovered and tested: a clinic in Uganda is teaching doctors from the United States a new technique to reduce brain swelling in babies³² and a new instrument for vaginal delivery of babies was invented by an Argentinian car mechanic.³³ Greater interconnections and cross-border communication pathways are enabling real-time health solutions and enabling more people to take proactive control in their individual health outcomes.

28. World Health Organization (2018) The Top 10 Causes of Death. Retrieved from <https://www.who.int/news-room/fact-sheets/detail/the-top-10-causes-of-death>

29. World Health Organization (2018) Malnutrition Retrieved from <https://www.who.int/news-room/fact-sheets/detail/malnutrition>.

30. Psychiatry & Neurology Resource Center (2017) Depression in Numbers. Retrieved from <https://progress.im/en/content/depression-numbers-1>

31. World Health Organization. (2017). Tracking Universal Health Coverage: 2017 Global Monitoring Report.

32. Doucleff, M. (2017) Surgery For Saving Babies From 'Water On The Brain' Developed in Uganda. Retrieved from <https://www.npr.org/sections/goatsandsoda/2017/12/20/571780235/surgery-for-saving-babies-from-water-on-the-brain-developed-in-uganda>

33. Clune, K., & M. Meriardi (2012) Meet the Innovator: Jorge Odon. Retrieved from <https://blog.usaid.gov/2012/01/meet-the-innovator-jorge-odon/>

The Headlines

Drug overdose deaths were so bad in 2017, they reduced overall life expectancy

Vox 11/29/2018

Why cancer strikes more women than men in India

BBC 3/28/2018

We can talk about self-care, but this mental health crisis is political

Guardian 11/26/2018

New Ideas

Many people do not understand the difficulties of navigating healthcare bureaucracies until they experience issues personally. **Prasanna Shirol** was working in sales and marketing in India when his first daughter was born with a rare disease, diagnosed at seven years of age and the first case to be diagnosed in the country. **Dorica Dan** was a student of economics in Romania when she gave birth to a daughter with Prader Willi syndrome which went undiagnosed for 18 years. Both Dorica and Prasanna have now dedicated their lives to help other families navigate and shift healthcare landscapes to advocate for holistic approaches to manage rare diseases.

In this year's cohort, we see that Fellows like Prasanna and Dorica can change healthcare systems by using new technologies that help to connect ideas and people

and put powerful solutions into the hands of afflicted individuals. Whether it is in enabling people to power their own healthcare through technologies that focus on preventative screenings or technology to improve financing, it is clear that the new resources and tools being developed by social entrepreneurs are improving health indicators worldwide.

People powered healthcare

One of the major industries where models of beneficiary-centered interventions are making a difference is in healthcare screenings and prevention. As we have seen, the availability of mobile technology and continuing research and innovation has created an enabling environment for more and more people to access life-saving, preventative, and adaptive healthcare.

Take **Andrew Bastowrous**. Andrew knows all too well the power of sight. When he received his first pair of glasses at the age of 12 and was suddenly able to succeed in school, he realized just how important it was to be able to catch and treat preventable blindness. A doctor by training, Andrew conducted eye care research in rural Kenya and created over 100 eye clinics. He then developed smartphone technology that would enable lay people to diagnose vision issues. His organization, Peek Vision, develops innovative and accessible technology to screen and diagnose, which he then pairs with local community outreach programs. Andrew also partners globally with Ministries of Education to deliver school screening programs that teachers can lead. His whole-system approach is working to enable local systems to easily and efficiently upgrade how they manage eye health. Peek's technology is being used in 154 countries worldwide.

Democratizing access with technology

As a volunteer with Doctors without Borders in Pakistan, South African **Mohammed Dalwai** witnessed the loss of a patient who had been incorrectly triaged and diagnosed. He realized there had to be a better way for doctors working in remote locations to be able to get regularly updated and locally appropriate standards and guidelines for treatments. Doctors often rely on outdated paper-based medical information or digital journals that have high fees to access. Mohammed's Open Medicine Project builds applications that help frontline medical workers gain access to the latest medical resources with locally appropriate data. Example projects include an HIV clinical guide, emergency medicine guide, and a mobile triage app. Based on the principles of open access, Open Medicine has empowered over 150,000 health care workers in over 200 countries. The apps give up-to-date medical information and tools so that healthcare providers in remote and underserved areas can make the best possible decisions for their patients.

From better diagnostic tools for healthcare workers to creating a culture of preventative healthcare through screenings and consultations, **Marcos Lacayo** is also

using technology to democratize access for improved health outcomes. Nicaragua is seeing a major crisis in chronic medical conditions – 10% of the adult population has diabetes with over 373,400 cases reported in 2017.³⁴ Particularly high levels of poverty and prohibitively long wait times in public health centers has resulted in citizens foregoing preventive care, leading to deteriorating health.³⁵ Marcos introduced Estación Vital to provide free health screenings in high traffic areas. These are kiosks that use iPads to guide users and help them measure blood pressure, temperature, vision, weight, or BMI. The services are free with an option to add a glucose test for 64 Cordoba (\$2). He has also introduced low-cost telemedicine services. Though still early-stage, Estación Vital has already shown that 40% of recurring users, about 7,500 people, have reported concrete improvements in health such as lower blood pressure or reduced weight.

Innovative health financing

For many people in India, purchasing health insurance has not been a high priority, as there always seems to be more immediate basic needs. In light of this, **Kumar Shailabh** co-founded Uplift Mutuals, a mutual health insurance model built on the principles of solidarity and collective responsibility. His solution enables members to co-own insurance plans and take part in designing the product and processes. They are also empowered with decision making by having access to tools that Kumar's team developed after testing the methodology in nine locations for over a decade. In doing so, members are empowered to decide premiums and whether certain illnesses should be covered under the insurance. A technological infrastructure enables claims to be processed and reimbursed in as little as eight hours, ensuring that cash gets where it is most needed. Uplift Mutuals partners with organizations like microfinance institutions and taxi and labor unions to enroll individuals who would otherwise not be able to access insurance. In the next three years, Kumar aims to scale to 1,000,000 insured.

Financing for health is majorly affecting the hospitals of France. Similarly to Kumar, **Nolwenn Febvre** has found a solution to reduce costs while improving health care delivery. Her organization Les P'tits Doudous promotes innovations in care and created a free toolkit to establish sustainable revenue streams – like recycling non-contaminated hospital waste like copper scalpel cables. There are 40 chapters with 300 volunteering health professionals who are actively designing and implementing a range of projects. One of the most successful has been the design and use of an app that decreases patient's anxiety. The app has been adopted by every local team and is lowering the pre-surgery anxiety of 50,000 children a year.

34. International Diabetes Foundation, South and Central America (SACA) members. (n.d.). Retrieved from <https://www.idf.org/our-network/regions-members/south-and-central-america/members/86-nicaragua.html>

35. Institute of Health Metrics and Evaluation. (n.d.) Nicaragua. Retrieved from <http://www.healthdata.org/nicaragua>

Spotlight on:

Technological Innovations in Mental Health

One in four people will have a mental health issue during their lifetime.³⁶ Our work with social entrepreneurs over many years has shown that to address this pervasive challenge, we must make dedicated space to enable support for everyone's wellbeing, address the socio-economic factors that affect mental health, and focus on holistic approaches, empathetic discourse, and ability.³⁷ This year, two Fellows are leveraging technology to gather better data for decision making in mental health and design interventions that enable earlier stage interventions for mental health challenges.

In India, **Sachin Chaudhry** has developed a solution to track mental health indicators and enable mental health analytics powered by mobile and AI technology to help decision makers, research institutions, and healthcare providers gain access to population level health analytics and to identify high-risk communities. His organization TrustCircle partners with key players in the mental healthcare sector, like the Schizophrenia Research Foundation, The WHO

Collaborating Center for Mental Health Research, and the Dr. Reddy Foundation, to create tests that can be digitized and made available to the general population to help predict mental health issues earlier. TrustCircle is also creating a community where caregivers, social workers, and patients can sign up to connect with support groups. Sachin's work is currently being rolled out at youth centers across India and enabling individuals to take control of their own mental wellbeing.

Oskar Blakstad is focused on improving access to affordable treatments for patients with mild and moderate mental health challenges in Norway – like depression, anxiety, and sleeping disorders. He leverages the public healthcare system with assisted self-help tools, which are integrated into municipal systems. Web-based treatments provide professional support with evidence-based, informative, and easy-to-implement tools. Practitioners, overworked by the volume of patients, can instead become supervisors who help to guide patients and monitor weekly improvement. Oskar's platform is part of a larger push to bring new knowledge and methods to the field, specifically with a focus on prevention. 28 municipalities have adopted the self-help tools into their mental healthcare systems and he is already talking to universities outside Norway to research ways to spread the platform globally.

36. World Health Organization. (2001). Mental disorders affect one in four people. Retrieved from https://www.who.int/whr/2001/media_centre/press_release/en/

37. For more information our analysis of mental health actors in the Ashoka Fellowship, see our recent social innovation mapping "The Emerging Paradigm in Mental Health" <https://www.ashoka.org/en-US/file/emerging-paradigm-health-mental-health-mapping>

The Opportunity:

Collective health outcomes

How can we enable effective co-creation in health innovations around the world?

Physical and mental wellbeing is at the core of creating communities that thrive. And Ashoka will continue to seek out and support social entrepreneurs committed to changing healthcare systems in favor of ensuring everyone has the rights and access to improved health outcomes.

The nine Fellows elected this year in the physical and mental health sectors join 574 Fellows worldwide. Our work to support social innovation in this sector has been supported by a number of strategic partnerships. Since 2010, our partnership with pharmaceutical company Boehringer Ingelheim has supported the work of 81 Ashoka Fellows worldwide who are working in specialized care, sanitation, long-term care, disability, medicine, mental health, primary health care, nutrition and acute care. A partnership with Philips Foundation is supporting efforts to identify new solutions while accelerating co-creation between business and health innovators. There have also been regional collaborations like the 17 Fellows working in health and agriculture in West Africa who have joined forces to create the Innovative Cooperative for Optimal Nutrition (ICON) to challenge nutritional outcomes in their countries by combining their systems changing solutions.³⁸ More and more, we see opportunities for targeted problem solving through collaborative teams of social entrepreneurs.

38. For more on our long-term partnership with Boehringer Ingelheim, see <https://www.makingmorehealth.org/>, our partnership with Philips, see <https://aha.ashoka.org> and with ICON see, <https://www.cta.int/en/event/innovative-cooperative-for-optimal-nutrition-in-africa-icon-sid0f17c9bc7-1ae4-471d-9087-cf19918504ba>



EMERGING INSIGHTS

07
MEDIA

Trust and Open Data

Global Issues

We are living in an era where the emergence of “fake news” means the boundaries between fact and fiction are fuzzy. Meanwhile, the global media industry is massively transforming and a decline in traditional print media is making way for myriad online platforms. With an array of options we can now be updated to the minute with the latest breaking headline, but easy access to information is also coupled with the rise of malicious actors sowing seeds of disinformation.



This year we have seen new regulations to enable citizens to take back how their information is used and a growing awareness of how social media platforms may play a greater role in disintegrating fake news.³⁹ According to the Edelman Barometer, there was a 22 percentage point drop in trust of media between 2017 and 2018 worldwide and 7 in 10 people worry about the use of “fake news” as a weapon. In 22 out of 28 market surveys, media is the least trusted institution.⁴⁰ The crisis in media today is that its role in informing and fostering civically engaged communities and the ability to hold the powerful accountable, is being called into question.⁴¹

39. Kroft, S. (2018). The law that lets Europeans take back their data from big tech companies. Retrieved from <https://www.cbsnews.com/news/gdpr-the-law-that-lets-europe-take-back-their-data-from-big-tech-companies-60-minutes/>; Brooks, A. (2018). Facing Backlash Again: Facebook Up Against Political Pressure Over Data, Disinformation. Retrieved from <https://www.wbur.org/onpoint/2018/11/28/facebook-elections-lawmakers-politicians-russia-regulations>

40. Edelman, R. (2018). Edelman Trust Barometer: Global Report. Retrieved from <https://www.edelman.com/trust-barometer>

41. Parthasarathy, L and M. Gordon (2018) The Bottom Up Media Revolution: How Social Entrepreneurs Around the World are Building Trust Between Communities. Michigan Ross: Center for Social Impact, 1.

The Headlines

U.S. Media Among Most Polarized In The World

Forbes 7/27/17

Media must look to itself to restore trust

The Detroit News 8/15/18

Press freedom advocates released after detention in Tanzania

Al Jazeera 11/9/18

Pope Francis Condemns Spread Of Fake News As Evil

Huffington Post 1/24/18



New Ideas

Ashoka Fellows are working to rebuild trust in the media and champion truth by ensuring journalists have the resources and tools that enable rigorous, fact-based, and reliable journalism. A common theme across the Fellows from this year has been in supporting and developing data sources that are open, transparent, and easily accessible for journalists to be able to serve societal interests.

Data collaborations for change

It is evident that growth in better journalism and media will necessarily involve more cross-border connections. The Organized Crime and Corruption Reporting Project was founded by Paul Radu in Romania in 2005

Bolstering good journalism

In Brazil, **Natalia Viana** is producing investigative journalism in the field of human rights and helping to promote independent journalism in a landscape where disinformation has threatened public trust. Agência Pública seizes the opportunity to do rigorous journalism and produce an essential service to society that focuses on objectivity – using in-depth interviews, exhaustive checking of facts, and powerful text. As has been the common theme with this year's Fellows, she values open data and provides all materials under a common license. Ultimately, this ensures that large, commercial media houses are able to access investigative reports and her organization is able to influence public discourse. Casa

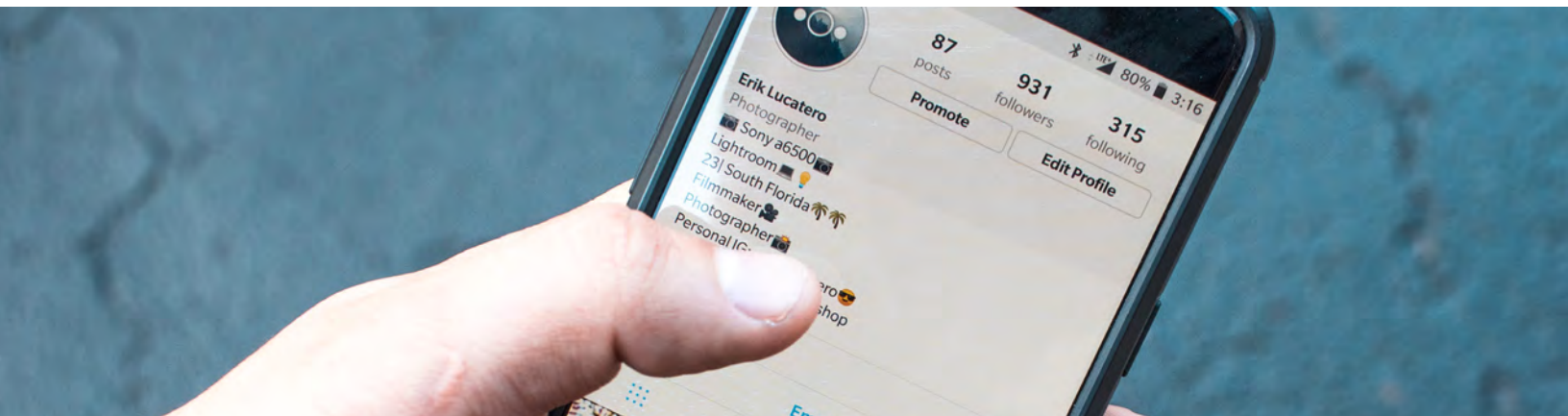


with a goal to create an investigative journalism outlet focused on mass corruption through the specialized local skills and talents of journalists. The OCCRP pieces together local paper trails and links them through technology to unmask corruption and crime on a much larger scale than a local journalist would be able to unearth. Paul is growing an open global “intelligence” agency. His global network of investigative journalists, scientists, programmers and civic hackers builds necessary technology, do-it-yourself toolkits, and provides free access to data, encouraging and enabling everyone to have the data they need to hold public and corporate officials accountable.

Since 2009, reporting done with the assistance of the OCCRP has led to \$5.735 billion in assets frozen or seized by governments, 84 criminal investigations and government inquiries launched, 81 calls for action by civil, public or international bodies, 147 arrest warrants issued with 7 subjects on the run, 20 major sackings, including a President, Prime Minister and CEOs of major international corporations, and over 1,400 company closures, indictments and court decisions. Going forward, Paul is working to mainstream these tools and practices to law enforcement institutions so that they can work faster by distilling cross-border organized crime patterns. Paul is modeling how an active citizenry can majorly affect create in the political, business, or criminal worlds.

Pública, an arm of Agência Pública, supports independent journalism by offering a micro-stipend program to independent journalists, incubating new journalistic organizations, supporting experimental storytelling approaches, and offering public conversations with professional journalists on current issues. Like Paul, Natalia is expanding her influence through collaborative models with international foundations, connecting with other investigative journalists across Latin America.

In Spain, **Gonzalo Fanjul** is focused on encouraging a more informed public debate and influencing media outlets and policymakers worldwide to cover social issues in a new way. Currently focused on migration, his organization, PorCausa, brings together solid research, creative narrative, and a powerful network of more than 170 journalists in Spain and the world. Their goal is to influence how people are informed about social issues, to fight destructive myths, and to make public and private sectors accountable for their decisions. They have formal partnerships with national and international media networks like The Guardian, El País, Univision, and The Center for Global Development and key part of their strategy is to support journalists as they work by providing toolkits, subject matter guides, and other data sources. PorCausa builds a modular network, supporting the work of journalists, researchers, think tanks, NGOs, and universities and supports content creation in all forms. This strategy has enabled PorCausa to reach an audience of nearly 50 million worldwide.



Spotlight on:

The Power of Open Data

In the Czech Republic, **Radek Hábl's** work around indebtedness shows another example of how open data can influence public policy and bolster trust. Over-indebtedness affects 10% of the population. By collecting and synthesizing information on the debt problem into a Repossession Map, he was able to visualize the root causes for this widespread problem. With his first Repossessions Map Radek was able to shatter stereotypes about why people are in debt. Previous assumptions gave weight to personal shortcomings, but Radek was able to unveil predatory loan systems with high interest rates, privatization of debt collection, and strict conditions in bankruptcy. His in-depth investigations into debt provide the media, politicians and local authorities with stronger evidence and are enabling a shift in public perception to push for legislative changes.

The Opportunity:

Citizen-led journalism

How can we protect media's role in enabling an active and engaged citizenry?

Our newest media Fellows join Ashoka Fellows who have been working to activate citizenship (594 Fellows work in civic participation) and human rights (600 all-time Fellow elections). The media's influence in our changing world is critical and is one of the key drivers of active citizen engagement with governments and communities. Many successful social entrepreneurs are masters of creating roles for citizens who own a piece of the solution. Our study this year, "The Bottom Up Media Revolution," prepared in partnership with the Ross School of Business at the University of Michigan, saw the following types of innovations as necessary given the current situation:

1. **Improving the infrastructure in which the media operates** (i.e. solving for hub and spoke models that limit how information is shared)
2. **Strengthening quality of journalism** (i.e. trainings for investigative journalism; diversity and inclusion)
3. **Ensuring media is a tool for civic engagement** (i.e. citizen journalism)
4. **Bolstering economics of media** (i.e. building in new market models)
5. **Increasing media literacy** (i.e. helping the public gain trust)⁴²

It is clear more citizen-led, open source, and data driven journalism initiatives can provide us with blueprints for effective civic action.

42. Read the study at <https://www.ashoka.org/en-US/file/bottom-media-revolution>



EMERGING INSIGHTS

08

YOUTH

Authentic leadership and personal wellbeing

Global Issues

Like women, work in the youth development field is enigmatic. The same issues that affect our young people often affect us all. The environment, migration, economic stability, and health are factors that affect a person no matter their age, but there are challenges today that young people alone struggle to overcome. In many parts of the world, the population pressure of dramatic youth bulges are especially taxing. While social and health indicators for today's young people around the world look better than they did for their parents – more youth are in school than ever before, basic literacy is high, and maternal and child mortality rates are lowering⁴³ – they still struggle to find jobs in overcrowded markets, to find suitable housing in spontaneous settlements, and to reach milestones like marriage and children that will enable them to graduate into adulthood.

The stories of young people are often paradoxical. They are praised as tomorrow's promise, but incarcerated and legislated as a threat.⁴⁴ They represent an opportunity for progress but are lamented as lazy, uninvolved, and entitled. These binaries do more harm than good – there are no easy answers to solve the complex issues that affect a generation with wide interests, needs, and futures. With 1.8 billion people, 25% of the total global population, between 10 and 24, strategizing a better future for young people is of utmost importance.⁴⁵

The Headlines

The world has a problem: too many young people

New York Times 3/5/16

Automation threatens jobs. Can education create new ones?

PBS 12/4/18

To Build A Better Future, Yemen's Children Must Be Educated

Forbes 12/6/18

Invest in Africa's youth before migration to Europe doubles, says UN official

Guardian 12/5/18

43. UNICEF. (2018). Newborn-care. Retrieved from <https://data.unicef.org/topic/maternal-health/newborn-care/>

44. ACLU. (n.d) America's Addiction to Juvenile Incarceration: State by State. Retrieved from <https://www.aclu.org/issues/juvenile-justice/youth-incarceration/americas-addiction-juvenile-incarceration-state-state>

45. United Nations Population Fund. (2014). The State of World Population 2014: The Power Of Adolescents, Youth And The Transformation Of The Future. United Nations Publications.



New Ideas

Our Fellows this year are helping to resolve the youth paradox by recognizing the importance of personalized and local context in facilitating opportunities for young people to lead. In the United Kingdom, a Fellow builds better child protection services, focusing on the overarching factors that create situations of abuse rather than on the individual evaluation without reference to the environment. Three Fellows are focused on restructuring the play environment to provide foundational experiences for holistic development. And several Fellows show us models for engaging young people around the world for authentic leadership. These strategies are at the core of ensuring an “everyone a changemaker” world, where all youth thrive and are trusted to lead.

Contextualizing a safer future

Carlene Firmin is shining a light on adolescent abuse in the United Kingdom with her Contextual Safeguarding Network. The child protection system, as it was designed, is only able to address cases of abuse or violence that happen at home and by family members without recognizing that risk of abuse outside the home rises as young person ages. When extra-familial abuse happens, the current system reverts either to blame family members who are unaware and unable to stop the abuse or to blame individual victims, rather than trying to address the contexts within which abuse can happen. After a decade of researching community and group-based violence, Carlene designed “contextual safeguarding” to help shift the mindsets of policymakers, institutions, practitioners, and the general public about child protection and help them assess and design interventions for specific issues in specific places. For example, Carlene has worked with the Football Association, which works directly with tens of thousands of youth each year. She’s helped them to audit their programs to understand when young people may be vulnerable and design interventions to ensure safety of all young people involved.

The right to safe and empowering play

Lauren McNamara draws on years of research in Canada on the importance of recess as a foundational experience for young people to develop skills in friendship and social interaction. Her research showed that over 50% of students experienced conflict during recess and 60% report being lonely. A variety of factors indicated to her that more could be done to make this critical period of social interaction more positive. The Recess Project trains and deploys research coordinators who help to ensure that play spaces are inclusive, supportive, engaging, and protected from social exclusion and marginalization. The coordinators also put youth in charge as junior recess leaders who support their peers. Coordinators help to create Recess Committees to ensure that play is part of the whole school community. In partnership with Physical Health Education Canada, Lauren is focused on creating national policy shifts based on her learnings.

A lack of space for recreation and play in Brazil’s public schools has not deterred **Diane Sousa** from advocating for the right to play. In fact, she seizes the lack of playing

grounds at school and publicly defined play spaces as an opportunity to teach young Brazilians lessons in civic engagement. She helps communities throughout the region reclaim underused fields, lots, and public squares by using sports as a tool, not only for fun and games, but for citizenship and social change. She created the Sports and Citizenship Incubator at the Instituto Formação to help build adaptable and cost-efficient sports methodologies. With primary schools, she helps teachers reinvent spaces for guided play and in high schools she identifies youth leaders to identify areas and resources in their school and communities to be able to do sports and activities. This has led to a recreation of traditional sports in the Afro-Brazilian community. Diane’s work impacts more than 8,000 children and 2,000 teachers in the northeastern state of Maranhão.

Putting youth in charge for authentic leadership

In Ireland, **Vernon Ringland** has founded an institution, Youth Bank International, which authentically puts young people into leadership. Youth Banks are led by young people between the ages of 14-25 who are organized into grant making groups that channel money into projects that will improve the quality of life of their communities. Youth Banks are not just about youth redistributing resources – they are programs that demonstrate how young people can create positive social change when given the responsibility and enabling environment to do so. Eschewing traditional practices where youth are receivers of services, Youth Banks enable young people to control an entire grant making cycle. Young people recruit members, fundraise locally for money and in-kind donations, review applications, and support groups in implementing their community programs. By having the entire grant making process run by and for young people, the model challenges traditional philanthropic and funding processes and institutions and moves away from tokenistic youth involvement to meaningful and long-term community engagement. Youth Bank International has 26 networks on 4 continents and has led to the funding of over 4,500 small scale projects.

Creating opportunities in leadership and community development in Togo is also the goal of **Kodjo Djissenou**. In 2015, he created a National Volunteer Agency, adopted by the Togolese government, which enabled young people to be paid volunteers while developing critical economic skills. His organization, La Conscience, is now taking the idea one step further to work with local communities to identify young leaders who are committed to the development of their villages. In doing so, youth attend La Conscience’s youth center for leadership training and then use those critical skills obtained to build community development plans with villagers. Since 2013, nearly 4,000 young people from 1,400 of Togo’s 3,600 villages have been engaged in La Conscience’s programs, resulting in 255 villages adopting community development plans. Young people are driving real change in their communities as a result of their participation, overcoming the cultural constraints to attain real opportunities in leadership.



How to change policies with technology

In India, public policy has historically been framed by institutions and individuals with one-dimensional perspectives on issues of public importance. The citizens who are most affected do not feel they have been represented fairly. **Bharath Palavalli** aims to expand the of policymakers by bringing together technology, social sciences and the arts to shift policies in urban poverty, energy, transportation, disaster management and water. His Policy Lab conducts research and designs methods to help policy makers fully understand the depth and scope of issues needing solutions. They build games and simulations that can help immerse decision makers into the problem. For example, the National Disaster Management Authority (NDMA) largely borrowed their protocols from sources outside of India, but these did not fit the local realities. Bharath worked with the NDMA to design a simulation that helped show how information actually flowed between agencies during a disaster in real time. This enabled a customized solution that actually works. Field of View's School of Policy works with universities in schools of design and technology to build a talent pool of designers, planners, and policymakers to customize inclusive, scenario tools of the future.

The Opportunity:

Lead young

How can we support Fellows and young changemakers who put young people in charge and give them foundational changemaking skills?

One third of our 3,500+ Fellows focus on issues relevant and important to young people. One of the biggest insights we have had over the last four decades is that the opportunity to develop changemaking skills early in life play a foundational role in developing systems-changing social entrepreneurs. Moreover, our Fellows around the world have also helped us define a new framework for navigating the 21st century: where every person is practicing empathy, teamwork, new leadership, and changemaking.

A core strategy for Ashoka is now to enable schools, companies, parents, youth organizations, and others to create environments where young people can actively participate and deliver change. We believe a young person who is able to see a problem and innovate a solution will be set on a path for changemaking their whole lives. The old ways of organizing for repetition are fast fading. The future of work is changing and young people must be equipped with the tools to thrive in disruptive change. They cannot continue on an assembly line designed for vocations which are phasing out. We have introduced a suite of initiatives - Young Changemakers, LeadYoung, Peer-to-Peer Allies and Your Kids - aimed at amplifying the work of our Fellows and creating coalitions worldwide to help prepare young people to be active and engaged changemakers.

About Ashoka

Ashoka believes the most powerful force for change in the world is a new idea in the hands of the right person. With this conviction, we pioneered the field of social entrepreneurship 38 years ago. Ever since, we've bet on the optimists and the adventurous among us who see the world not as it is but as it should be. Year after year, they forge new pathways to get us there, growing unexpected ideas into transformative social progress.

Leading social entrepreneurs are not heroes working in isolation. Their success depends on creating roles for ordinary people — parents, refugees, computer scientists, farmers, and young people — to play an important part in the solution. With each new leading social entrepreneur we nurture, therefore, Ashoka is creating a different kind of future: one where each of us looks inside ourselves and sees a changemaker.



Methods

Ashoka's approach to supporting tomorrow's social innovations

After 38 years of electing the world's leading systems changing social entrepreneurs, Ashoka knows how to find new ideas. For this analysis of our 2018 Fellows we tapped into the resources of our Ashoka process to mine the reports, interview notes, reflections, and writings of our teams across the globe who are expert innovation spotters and who have deeply examined the work of potential Fellows. The learnings, patterns, and insights we cull during the rich Fellow selection process provided the baseline data for this report.

ASHOKA PROCESS

The average Fellow candidate will speak to 8 people during their process of election and it can take up to a year to be elected into the Fellowship. The process includes the following steps:

1

Nominate

Ashoka receives nominations from staff, volunteers, partners, Ashoka Fellows, and nominators, based on the five criteria for Ashoka Fellowship. While Ashoka's primary source for nominations is through our network of volunteer nominators, we also actively search for new ideas in emerging and under-represented fields, and welcome self-nominations from social entrepreneurs who believe they meet Ashoka's criteria.

2

First Opinion

The local Ashoka Venture team reviews the nominations to identify a key social innovation. In order to ensure that the candidate is a good fit for the Ashoka criteria, they conduct site visits and meet with the candidate, and then review their work in-depth with other experts in the field.

3

Second Opinion

A senior Ashoka representative with extensive experience in the field of social entrepreneurship reviews the work of the candidate with the local Venture team. The second opinion interviewer will always come from a different continent than the candidate so they can bring objectivity to the process and assess the potential of the idea to be applied elsewhere. The second opinion interviewer will have an in-depth conversation about the innovation in the idea, its potential for sparking sector-wide system change, and the candidate's fit for the Ashoka criteria.

4

Panel

In addition, three to four leading social and business entrepreneurs from the same country/region will interview the candidate. These entrepreneurs are able to assess the innovation and its potential impact in the local context. The panel then convenes as a group and, facilitated by the second opinion interviewer, decides by consensus whether they recommend that the Ashoka board elects this candidate as an Ashoka Fellow.

5

Board Review

Ashoka's Global Board of Directors reviews the candidate's case in light of the observations made by the local Venture team, second opinion interviewer, and panelists. After assessing the candidate's fit with the criteria and alignment with Ashoka's mission, they make a final decision about whether to select the candidate to be an Ashoka Fellow.

5 CRITERIA FOR THE ASHOKA FELLOWSHIP

Ashoka's selection process is anchored by our five criteria against which all Fellow candidates are evaluated in every step of the selection process:

- 1 A NEW IDEA:** Candidates must have a new idea—a new solution or approach to a social problem—that will change the pattern in a field. We evaluate the idea historically and against its contemporaries in the field, looking for innovation and real change potential. Candidates must have a truly transformational innovation, not just a tweak to how things are done currently.
- 2 CREATIVITY:** Successful social entrepreneurs are creative both as goal-setting visionaries and as problem solvers that are capable of engineering their visions into reality. Among the questions we might ask are: Does the candidate have a history of creating other new visions?
- 3 ENTREPRENEURIAL QUALITY:** Successful social entrepreneurs are driven by the vision of solving the problem they are working on. They typically will not rest until their idea is the new pattern for society. At the same time, they are willing to grapple relentlessly with many practical "how to" challenges. A successful candidate, if given the means, would dedicate themselves full time to launching and growing their idea.
- 4 SOCIAL IMPACT OF THE IDEA:** The candidate's new idea has the potential to change the field significantly and will trigger nationwide impact. The idea itself needs to be sufficiently new, practical, and useful for people working in the field to adopt it and turn it into the new norm sector wide.
- 5 ETHICAL FIBER:** Social entrepreneurs introducing major structural changes to society will have to inspire that change at a wide scale and across different stakeholder groups. If the entrepreneur is not trusted, the likelihood of success is significantly reduced. Ashoka insists that every participant in the selection process be assessed for ethical fiber.

Throughout the five stages of our election process, we gather data and information about the Fellow through application forms, field visits, and semi-structured interviews. We see the process as generative – as much as we are seeking to understand the insights and motivations of our Fellows to make systemic and lasting change in their communities, we are also hoping that our questions, frameworks, and perspectives will enable the candidates to feel they are gaining new approaches and networks. Based on a 2018 study of Ashoka's impact, **93% of 858 Fellows in 74 countries agreed that the Ashoka selection process helped strengthen and articulate their idea.**

POST-PROCESS ANALYSIS

The materials we gathered from 109 profiles this year were then taken through a qualitative analysis and we generated codes in four categories:

HOW: the approaches, how-to's and strategies Fellows use

WHY: the motivation and insight into why a Fellow founded their organization or began their work

WHO: the core constituent groups Fellows are targeting

SECTOR: the field of work or externally recognized sector Fellows operate within

We ran a network analysis, grouping the codes by type and looking for patterns and intersections across geographies, sectors, approaches and constituencies. The process also allowed us to explore a deeper understanding of each Fellow's unique ability to connect with multiple approaches to work at a systems level.

As an example, **Victor Moctezuma** is increasing social mobility in Mexico by equipping the economically vulnerable population with innovation skills and opportunities. Directly impacting more than 60,000 Mexicans in just four years, his work exemplifies that anyone, from any background, can break the cycle of poverty, given they have access to the right know-how and resources. He engages both education reform and gender in his work, while addressing inequality, unemployment and new jobs. His depth is in the use of techniques like non-formal education, teacher engagement and mentorship – all important to grow adaptable changemakers in the 21st Century, but he is also focused on building networks and engaging in authentic co-creation. Victor is a typical Ashoka Fellow, with multiple layers of complexity in his program design and approach.

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Sahesha Upadhyay

Ashoka staff that helped elect Fellows in 2018:

Agata Stafiej Bartosik
Alex Vesey
Angelika Roth
Anika Hagg
Annie Plotkin-Madrigal
Arjun Durr
Aron Mehes
Aya Sabry
Barbara Teo Dominguez
Nagel
Brittany Koteles
Caroline Garrett
Casilda Heraso
Constanca Morais
Dan Gerrard
Danica Straith
Emilie Pelletier
Enrica Cornaglia
Ezgi Dahlberg
Fernanda Mijangos
Florentine Roth
Gabriela Vondrusova

Giulia Sergi
Hannah Collins
Ifeyinwa Egwaoje
Josephine Nzerem
Julie Auffray
Kornwororatt
Worarattanawong
Laura Catana
Laura Haverkamp
Linda Peia
Maria Fonseca
Mariam Tag
Marie Bourdin
Marie Lefebvre
Marie Van Campenhout
Mariam Tag
Martyna Rubinowska
Merve Nur Okutan
Michael Hagelmueller
Michael Zakaras
Mirella Domenich
Nadia Goncalves

Ndeye Binta Houma
Ovidiu Hristu
Condurache
Pavlina Horejsova
Raghav Khemka
Rafael Murta Reis
Rahul Adhikari
Rainer Hoell
Reina DuFore
Rajesh Varghese
Sanjana Janardhanan
Sarais Tineo
Shantanu Paul
Shrushti Runwal
Simon Stumpf
Sinee Chakthranout
Stella Printezi
Sybil Caballero
Tatiana Cary
Trina Talukdar
Varistha Nakornthap
Zsolt Pethe

2nd Opinion Interviewers who supported the Fellow selection process:

Anamaria Schindler
Armando Laborde
Bill Carter
Bill Kelly
Chris Cusano
Danielle Goldstone

Derek Brown
Diana Wells
Iman Bibars
Jack Edwards
Jan Visick
Lucy Perkins

Marie Ringler
Roger Harrison
Ryszard Praszkiar
Stephanie Schmidt
Sunil Abraham
Valeria Budinich

We also appreciate the countless local experts and panelists who provide critical feedback during selection panels worldwide.



Fellows Elected in 2018



 INDICATES A FELLOW FEATURED IN THIS REPORT

AFRICA

BRENDA BREWER MOORE

Kid's Educational Engagement Project | Liberia

In a school system challenged by shutdowns due to the Ebola crisis, Brenda is improving educational outcomes for Liberia's primary school students by positioning communities to take ownership of children's education and build a safety net of parents and caregivers who actively support children's learning and development.

CHID LIBERTY

Liberty & Justice | Liberia

Chid is working to bring apparel manufacturing to Africa, building a system where workers in the industry are treated fairly and have access to social services and health care. Liberty and Justice is Africa's first fair-trade-certified apparel manufacturer.

CLAIRE REID

Reel Gardening | South Africa

To combat malnutrition, Claire uses gardening as a teaching tool and source of nutritious food in South African schools, homes, and communities.

EMMANUEL KABORE

Association SOS Sante et Developpement | Burkina Faso

Emmanuel is battling stigma for people living with HIV/AIDS (PLWHA) in rural communities, proving they are full participants in daily life and not a drain on society. Including PLWHA in economic and social life increases food production, income and wellbeing for all.

INOUSSA OUEDRAOGO

La Voix des Champs (LAVODEC) | Burkina Faso

By partnering with small farms to co-create companies, Inoussa is changing the realities of farmers in Burkina Faso by creating autonomy and control for them in the value chain. Together, they collectively identify and solve problems that are slowing their production and general development.

KODJO DJISSENOU

La Conscience | Togo

Kodjo is mobilizing young people to organize, lead change in their communities and participate in economic and political life to influence national policy.

MOHAMMED DALWAI 

Emguidance | South Africa

Mohammed has created an open-access online platform that provides up-to-date medical information, allowing health care providers in all locations are able to ensure that patients are receiving the best possible care.

NAOMI TULAY-SOLANKE 

Community Health Initiative | Liberia

Naomi is empowering women to design locally-made, reusable and affordable health products for women and girls. This enables girls to stay healthy and in school while at the same time giving them confidence to lead and solve their own health challenges.

TRACEY CHAMBERS

Clothing Bank | South Africa

Tracey is empowering township residents in South Africa to lift themselves out of poverty by providing them with excess stock from retail companies as well as business and life skills to start their own trading businesses.

ARAB WORLD

SALEM MASSALHA-BASSITA

Clickfunding | Egypt

Salem invented "clickfunding," a social innovation that allows social media users to contribute to positive change within their local communities at no cost, simply through the click of a mouse or the tap of a screen.

MOHAMED ZARIAT

Tibu Maroc | Morocco

Mohamed Zariat is leveraging basketball to give young people in Morocco a strong sense of identity, as well as teach them life skills and the power of commitment and teamwork.

EUROPE

ALEXANDRA MACHADO 

Girl Move Academy | Portugal

Alexandra is changing the social and personal expectations of women in Mozambique' by nurturing cohorts of talented young women through a well-structured leadership training program and a multi-layer, intergenerational mentorship model.

ANDREAS EKE

Futuro Forestal | Germany

Considered the tropical forestry industry's first 'impact' investment manager, Andreas is proving that economics and the environment can work together for the benefit of the planet.

ANDREW BASTAWROUS 

Peek Vision Foundation | United Kingdom

Andrew is bringing eye care health to rural communities by using smartphone technology to increase screenings, diagnoses and access to treatment.

ANTÓNIO BELLO

Just a Change Association | Portugal

Through community-based collaborative efforts, António is enabling those who live in unsafe and/or degrading housing conditions to rehabilitate their homes and to improve their livelihood.

CARLENE FIRMIN 

Contextual Safeguarding | United Kingdom

To address the fact that adolescent risk of abuse often occurs in public, school and peer environments, Carlene developed the Contextual Safeguarding Network to build partnerships to protect children outside the home.

CARLO STASOLLA 

Associazione 21 luglio | Italy

Carlo Stasolla is exposing and advocating against the segregation and stigmatization of the Roma people in Italy to ensure their inclusion into European society.

DANIEL TAROZZI

Italia che cambia | Italy

Daniel is connecting social entrepreneurs in Italy and Europe, providing them with tools and spaces to collaborate and spread solutions to social challenges

DORICA DAN 

Asociatia Prader Willi din România | Romania

Dorica created a collaborative platform that gives people suffering from rare diseases free access to diagnostics and specific treatments.

EMILIE SCHMITT

Activ'Action | France

Today, unemployment is essentially seen as an economical problem with widespread negative psychological consequences. Emilie equips unemployed persons and society with the core capabilities to seize such an opportunity to learn and grow with a unique framework for the unemployed to self-organize in local optimist communities.

ESZTER HARSÁNYI

MagikMe | Hungary

Eszter is creating a system of inclusion for differently-abled children through producing and supplying playground equipment, building and enhancing local support communities, and working with early childhood teacher training institutions.

FEDERICO GARCEA 

Treedom | Italy

Federico created an online platform that allows people and companies to plant trees remotely and offset CO2 emissions by directly financing small farmers in economic hardship.

FLORIN STOICAN

Asociatja Kogayon | Romania

Building on his experience establishing Romania's first citizen-led national parks, Florin Stoican is mobilizing citizens, communities, and businesses to collectively demand stricter protections for natural areas in the country.

FRÉDÉRIC SIMONART AND MATTHIEU LE GRELLE 

DUO for a JOB | Belgium

Frédéric and Matthieu ask retired Belgians to mentor young, unemployed migrants entering the job market, creating intercultural and intergenerational exchanges that benefit both parties.

GONZALO FANJUL 

porCausa | Spain

Gonzalo has created a new information-generating model to encourage a more informed public debate by influencing media outlets and policymakers worldwide to cover social issues in a new way. He helps society understand the reality of social challenges by ensuring that truthful information gets the relevance it deserves.

HASAN ZAFER ELCIK 

Otsimo | Turkey

Zafer founded Otsimo, a powerhouse creating affordable, easily accessible and impactful educational materials for families and children with autism or other special needs such as Down syndrome or dyslexia.

HELENA PUIG LAURRARI

Build Up | Spain

Helena is transforming peace processes worldwide by bridging the gap between institutional and governmental organizations who officially lead peace processes and the communities who suffer the harsh consequences of conflicts, and who are generally excluded from peace-making decisions.

HUGO MENINO 

SPEAK | Portugal

With SPEAK, Hugo fosters the organic emergence of local communities where migrants, refugees and locals meet and develop meaningful relationships as equals in a safe sharing space that values diversity, fosters deep human bonds and ultimately creates powerful informal support networks to enable the integration of newcomers.

HURIYE GONCUOGLU 

Fisherwomen of Turkey | Turkey

Huriye and her team are working with fisherwomen to disrupt rooted gender roles in the Turkish aquaculture sector and alleviate the marginalization of women in the workforce, protecting coastal ecosystems and empowering women to be leaders in their communities and their own lives.

JAN JAKUB (KUBA) WYGNANSKI

Stocznia | Poland

Kuba builds the infrastructure for an agile, vibrant civil society sector in Poland, empowering people to participate in a healthy democracy.

JONAS STAUB 

Blindspot | Switzerland

Jonas is ensuring the inclusion of youth with differing abilities in mainstream education, employment and extracurricular activities in Switzerland.

MACIEJ PODYMA

The Meadow Foundation | Poland

Maciej is reinventing flower meadows and bringing them into the cities. With this, he launches conversations about biodiversity and bridging the urban and rural culture by empowering inhabitants of the cities to have an active role in answering the challenge of depleting biodiversity.

MASSIMO VALLATI

Calciosociale | Italy

Massimo is reframing soccer from an intense, exclusionary, competitive sport to one that promotes empathy, teamwork, inclusion and leadership for young people and adults.

MELANIE MARCEL 

SoScience | France

While there is a growing understanding of science's potential in contributing to solve the most pressing social challenges, numerous barriers still prevent scientific research to be deliberately and efficiently leveraged towards this goal. Mélanie is building the missing framework and standards to make impact-driven research a recognized, easily accessible and attractive field.

MESUT KESKIN

E-bursum | Turkey

Mesut established E-bursum to build a democratization and digitization movement aiming to make student scholarships and loans more transparent, fair, and impactful in Turkey.

NICOLAS DETRIE

Yes We Camp | France

To face a heavy trend of social and spatial fragmentation in urban areas, Nicolas is inserting new room for experimentation within cities by temporarily occupying vacant buildings and outdoor spaces to test lively urban prototypes.



NOLWENN FEBVRE 

Les P'tits Doudous | France

Nolwenn empowers health professionals to improve their work conditions and quality of patient care in hospitals which struggle for resources.

ORIOI VILALTA 

Pau Costa Foundation | Spain

Oriol is leading a paradigm change in the wildfire community by shifting the focus from fighting fires to fire management and prevention with a global community of researchers, fire-fighters and civil society members.

OSKAR BLAKSTAD 

Assisted Self-Help (ASH) | Norway

Oskar is helping Norwegians with common mental health disorders gain immediate access to self-care treatments created by experts.

PAM WARHURST

Incredible Edibles | UK

By turning unused public spaces—like land around cemeteries and police stations—into edible gardens, Pam is building more resilient communities across Northern England by increasing community development and economic regeneration.

PAUL RADU 

Organized Crime and Corruption Reporting Project (OCCRP) | Romania

Paul is empowering citizens around the world to discover and expose transnational crimes with his global “intelligence” network of civic investigators such as journalists, scientists, and programmers.

RADEK HÁBL 

Repossessions Mapping | Czech Republic

Radek is supporting over-indebted Czech citizens by destigmatizing debt, eliminating pathways to debt traps, and advocating for legislation that supports recovery.

RAPHAEL FELLMER 

SirPlus | Germany

Raphael decreases food waste by taking surplus food and offering it at a discount, creating a market for unused food and making “food saving” professional and mainstream.

SANDRINO GRACEFFA 

SMart | Belgium

To support independent workers such as freelancers and project-based employees, Sandrino created a new type of organization that acts as an employer for these individuals, offering them greater stability and a collective voice.

SARAH CORBETT

Craftivist Collective | United Kingdom

Sarah uses “craftivism,”—a kinder, more inclusive and mindful approach to activism—to move communities away from confrontation and toward collaboration.

SIMON KÖHL

Serlo Education | Germany

Simon is equalizing access to quality education in Germany by launching the first interactive learning platform for students and teachers that integrates openly licensed digital media directly into the classroom.

SONIA BEN ALI 

Urban Refugees | France

Sonia is making it the norm to put urban refugee-led organizations at the center of refugee reform.

THEODORE ANAGNOSTOPOULOS 

SciCo | Greece

Battling the notion that science is tedious and best understood by specialists and academics, Theodore uses entertaining and interactive approaches to connect scientific concepts to everyday life.

VERNON RINGLAND 

Youth Bank International (YBI) | Ireland

By giving young people a way to manage grant-making and philanthropy in their communities, Vernon enables young citizens to build confidence and learn leadership, teamwork and problem-solving skills that lead to action.

WIETSE VAN DER WERF 

Sea Ranger Service | Netherlands

To protect our oceans, Wietse recruits navy veterans to train unemployed youth to work as paid Sea Rangers, who act as stewards of ocean conservation.

ZARAH BRUHN 

Social Bee | Germany

To battle severe unemployment for low-skill refugees, Zarah integrates language training, socio-emotional services and professional development into her holistic employment agency model.

LATIN AMERICA

ADRIANA BARBOSA

Black Codes | Brazil

Adriana is building a social and economic architecture to remove invisible barriers against black people at the corporate level to foster afro entrepreneurship in Brazil. She accelerates, connects and promotes afro-entrepreneurs while working with large companies to include them in their value chain.

CAMILO HERRERA

Un Litro de Luz | Colombia

Through internet access and illumination powered by the sun, Camilo is integrating isolated and non-connected communities, filling a gap where governments and private markets have yet to reach.

CARLA FERNANDEZ

Carla Fernandez | Mexico

Carla is connecting small-scale, rural artisans who make quality, ethical, and eco-friendly textiles with international high fashion and markets. Not only is she sustaining the artisans who collaborate with her brand, but she is also preserving traditional pre-Hispanic production techniques and designs.

DANIELA ANCIRA

La Cana | Mexico

Daniela is building a new legislative framework that provides basic working and social rights to Mexican inmates to improve their quality of life within jails, while contributing to a smoother reintegration into society.

DANIELA VALDIVIA

Organizacion Huellas y Futuro | Bolivia

Daniela is leading a movement to stop gender-based violence in Bolivia by including roles for men to change cultural mindsets. By partnering with the military and the police force, she gains powerful allies to help reduce incidences of sexual harassment and violence.

DIANE SOUSA

Instituto Formacao-Incubadora de Esporte e Cidadania | Brazil

Diane is showing people in impoverished areas how to reclaim community spaces and turn them into safe and inclusive environments for young people to play sports.

ELISA COSTA

Maylê Sara Kali International Association (AMSK) | Brazil

Elisa created the first national human rights association in support of the Roma population in Brazil led by women to influence the social inclusion of the Roma in public policy.

ITZEL SUAREZ

Grupo Murlota | Mexico

Using egg production to develop food security and economic self-sufficiency for rural women, older adults and people with differing abilities, Itzel is turning small producers into independent and confident micro-entrepreneurs.

JULIO ÁLVAREZ

Escuela Promesa | Mexico

Julio is cultivating environmentally sustainable behavior in Mexico's next generations with an easy to implement, self-sustainable environmental education methodology in schools.

KOMAL DADLANI

Lab4U | Chile

To give all students equal access to engaging, quality lab-based science lessons, Komal Dadlani developed a gamified, virtual lab app that turns smartphones and tablets into science instruments.

LUMBER ANDRADA

Uruplac | Uruguay

By developing a technology to recycle plastic into plates that can be used for housing and furniture, Lumber is shifting mindsets and spreading awareness about responsible waste management in Uruguay.

MARCOS LACAYO

Estación Vital | Nicaragua

Marcos is improving health outcomes and shifting mindsets on preventive services in Nicaragua by enabling widespread access to tech-enabled screenings, remote physician consultations, and educational campaigns in high traffic areas and online.

MARIANA NIEMBRO

Borde Político | Mexico

Mariana is driving a shift towards a culture of respect and transparency between politicians, institutions and citizens. Using innovative digital tools, she is strengthening democracy and civic participation to increase open government.

MELINA MASNATTA

Chicas en Tecnología (CET) | Argentina

By teaching young girls in Argentina how to develop technological solutions for challenges in their communities, Melina empowers them to solve local problems and pursue futures in science and technology.

MIGUEL DUHALT

4UNO | Mexico

Miguel is improving the quality of life for low-income workers and their families by connecting them to financial services and medical insurance. Financial inclusion is one of the most powerful tools to achieve economic self-sufficiency.

NATALIA VIANA 🗨️

Agencia Publica | Brazil

In a media landscape where only a few families control main-stream news, Natalia created the first nonprofit investigative journalism agency in Brazil to increase government and business transparency and bring independent reporting directly to citizens.

NEREA DE UGARTE 🗨️

La Rebelión del Cuerpo / La Fundación Niñas Valientes | Chile

Nerea De Ugarte is leading a gender equality movement to remove outdated stereotypical portrayals of women in advertising and media, helping girls in Chile grow up with self-esteem and a healthy body image.

RAQUEL ROSENBERG

Engajamundo | Brazil

By engaging young people in regional, national, and international public affairs, Raquel is challenging them to develop solutions to global problems and become the next generation's leaders.

SERGIO SERAPIAO

LAB60+ | Brazil

By reframing aging as a positive, collaborative and healthy life stage, Sérgio is building an intergenerational movement to change the way society views older adults in Brazil.

VICTOR MOCTEZUMA 🗨️

iLab | Mexico

Victor is bringing innovation skills and resources to vulnerable Mexicans, teaching the entire innovation lifecycle—from ideation to prototyping and creating patents—to allow participants to learn practical skills that position them for success.

NORTH AMERICA

AGAZI AFEWERKI 🗨️

YEP | Canada

Agazi is empowering youth to help adult immigrants overcome language and technological barriers; both groups mutually benefit, as young people develop self-confidence and adult assimilate more quickly.

BRANDON DENNISON

Coalfield Development | United States

Brandon is transforming the workforce in Appalachia and beyond, putting people and environment first.

DR. LAUREN MCNAMARA

The Recess Project | Canada

Lauren focuses on play at school as a critical component to develop healthy, empathetic, and engaged communities of future leaders.





ERICA GERRITY 

Ostara | United States

Erica brings high-quality birth care and health education to women's prisons, transforming U.S. prisons in the process.

FABRICE VIL

Pour 3 Points (P3P) | Canada

Fabrice is training sports coaches in low-income Canadian communities to become mentors for vulnerable youth, helping them overcome adversity and become active members of society.

JESS LADD 

Callisto | United States

Jess is rebuilding sexual assault reporting to support survivors, identify serial perpetrators, and prevent future violence.

KARA BOBROFF

NACA Inspired Schools Network | United States

Kara is building an education system based on indigenous traditions and prepares young people to shape their future.

KATRINA SPADE

Recompose | United States

Katrina is transforming our broken funeral industry with a new approach that reconnects death to natural cycles of life.

LAM NGUYEN HO

Community Activism Law Alliance (CALA) | United States

Lam is transforming legal aid by making it work with, for, and alongside those fighting for justice.

MOLLY BURHANS 

GoodLands | United States

Molly is using geographic information systems (maps and data) to transform the way the world's largest private landholder, the Catholic Church, takes care of the planet and its people.

PAULA DANIELS 

Center for Good Food Purchasing | United States

Paula is setting a new national standard for how large institutions source their food.

RACHEL ARMSTRONG

Farm Commons | United States

Rachel is creating a new legal landscape that empowers our country's farmers and entrepreneurs.

REGINALDO HASLETT-MARROQUIN

Main Street Project | United States

Regi is building a model for poultry-powered, planet-cooling, regenerative agriculture.

REV. STEVE MILLER

Oral History Project | United States

Steve is working with churches and universities to begin healing racial trauma through story-sharing alliances.

SOUTH ASIA

AMANDA KIESSEL

Good Market | Sri Lanka

Amanda is connecting social enterprises, responsible businesses and conscious consumers on a curated platform, delivering a 21st century marketplace that is good for people and for the planet.

BHARATH PALAVALLI

Fields of View | India

Using creative approaches that combine technology, social sciences and art, Bharath designs tools like game and simulations to bring the perspectives of marginalized communities to the forefront of policy making.

DANNY SAJIDA RAHMAN

PFDA-VTC (Parents Forum for Differently Abled-Vocational Training Centre) | Bangladesh

Danny is empowering caregivers of children with Autism Spectrum Disorder to better integrate these children into society and build a more inclusive future.

E.K. SHAJI

Jodo Gyan | India

Shaji is giving teachers and government administrators the power to create engaging curricula, ensuring that Indian students become skilled critical thinkers and problem solvers.

JOHN J

Grassroots Tea Corporation | India

John is empowering small-scale tea farmers to self-organize, collaborate and build a tea supply chain so they benefit equitably and economically, rather than competing against one another.

PRANSHU SINGHAL

Karo Sambhav | India

Pranshu is incentivizing safe, responsible e-waste recycling that doesn't endanger the environment or the people who process it.

PRASANNA SHIROL

Organization for Rare Diseases | India

Prasanna is building a critical infrastructure and coalition of partners to quickly diagnose and treat the approximately 70 million people in India with rare diseases.

SACHIN CHAUDHRY

TrustCircle | India

Sachin created a free web-based tool that focuses on prevention and early intervention for mental illness, empowering individuals and organizations to be proactive in seeking mental healthcare.

SEBASTIAN GROH

ME SOLshare | Bangladesh

Sebastian is building a new energy economy by creating decentralized mini-grid networks that allow neighbors and businesses to buy and sell excess electricity.

SHAILABH KUMAR

Uplift Mutuals | India

To bring affordable, quality healthcare to marginalized communities in India, Shailabh created a health insurance model that is collectively managed by its policyholders.

SOUTH EAST ASIA

BJORN LOW

Edible Garden City | Singapore

In land-scarce and import-dependent Singapore, Bjorn is leading a grow-your-own-food movement to promote community-building and change mindsets about urban farming.

CYNTHIA ONG

Forever Sabah | Malaysia

On the island of Borneo, Cynthia is driving a movement to sustainably manage the Sabah's natural resources and ensure a diversified, equitable and circular economy.

JOHN-SON OEI

EPIC Collective | Malaysia

John-Son is promoting trust and relationships between the marginalized, indigenous people of peninsular Malaysia—the Orang Asli—and urban communities.

TANIN TIMTONG

Learn Education | Thailand

Tanin is improving education in Thailand with his customizable learning platform, enabling students to learn at their own pace and thrive in school.

Partners

Generous funding from the following partners made the election and support of Ashoka Fellows possible this year:

Accenture	Frey Charitable Foundation	Open Society Foundations
American Express	Fundacion Aquae	Oracle India
Angelica Fuentes Foundation	Globe Telecom	Pan-American Development Foundation
Anonymous	Google	People in Need
APPI India	The Hague Municipality	Perdurance
Astralis	Hilti Foundation	Philips Foundation
AT Kearney	Hystra	Placido Arango
AT&T	HSBC	Pricewaterhousecoopers
Bank of the West	Hyundai Insurance	Puig Beauty
Banque Degroof	IKEA Foundation	RBSG
Becas Aquarius	Impact Transfer	Rachel's Network
Ben & Jerry's	The Indira Foundation	Rita Allen Foundation
Bernard van Leer Foundation	Instituto Alana	Robert Bosch Stiftung
Big Lottery Fund (UK)	I-Propeller	Robert Wood Johnson Foundation
Boehringer Ingelheim	The Jenesis Group	Romanian American Foundation
J. Armand Bombardier Foundation	JP Morgan Chase Foundation	Rothschild & Co
BNP Paribas	Klésia	Roots of Impact
Boyden	Laurene Powell Jobs	Royal Philips Electronics
Brian Kim (Kakao)	LeFil	SAP
Cap Gemini Invent	Leroy Merlin	Foundation Schneider Electric
C&A Foundation	Levi Strauss	Schöpflin Stiftung
CE Fellowship Fund	LNR	Sodexo
Chanel - Parfum Beauté	Lucille Foundation	Solvay Partnership
Chino Cienega Foundation	MAIF	Swiss Re
Christensen Fund	Malakoff Mederic	Tata Trust
The Cushman Foundation	Mercado Libre	Technical Centre for Agricultural and Rural Cooperation (CTA)
Degroof Petercam Foundation	Meridiam Archery	Tenzing
Disney	The Millicom Foundation	Tsadik Foundation
DPD Geopost Group	Mizuho Bank	UBS
EDF France	Motesplatsen	Unilever
EFG Bank	Nescafe	Via Celere
Einhorn Charitable Trust Fund	Nesta	Yidan Prize Foundation
ENEL Romania	Nestlé	Zalando SE
Entrepreneurs' Organization	Nilekani Philanthropies	Numerous individual funders and Ashoka Support Network members
Ethenea	Nordea	
Fondation Lunt	Oksigen	
Fondation Primat	Omidyar Networks	
Fondazione San Zeno	O'Neil Foundation	

Partner with us

We are always looking for new partners to help us find and support Ashoka Fellows around the world to advance systemic change in new and growing fields. please contact Maria Clara Pinheiro mpinheiro@ashoka.org for more information on how you or your organization can help us continue to grow the largest global network of social entrepreneurs.

Donate to Ashoka's Global Venture Fund

Global Venture Fund is a pool of philanthropic funds dedicated to finding and electing new Ashoka Fellows. The Fund prioritizes supporting the search and selection of social entrepreneurs in emerging or underrepresented areas of innovation, and under-resourced geographies. Please visit ashoka.org/donate and indicate Global Venture Fund in your donation.

Recommend a candidate

Do you know a systems-changing social entrepreneur who could benefit from the financial and network support of the Ashoka Fellowship? Nominate them at ashoka.org/engage/recommend/fellow.



Everyone a Changemaker



ASHOKA

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