



CHANGE MAKERS UNITED

An initiative strengthening social entrepreneurs as changemakers for resilient and inclusive societies.

And: An invitation.



Changemaker

A changemaker is someone who imagines a new reality, takes action and collaborates with others to bring that new reality into being for the good of others.

In times of crisis one thing becomes clear: Strong societies are those with many active changemakers.

When Covid-19 hit, we saw Ashoka Fellows and many other changemakers around the world quickly **step in as first responders, active supporters and visionary entrepreneurs** designing new models to react and to build forward – towards resilient societies in which everyone is powerful. So when crisis hits and we see humankind responding to uncertainty, it's also a test: A test on how well we do as society in **unlocking people's potential as changemakers** building better futures for all.

Changemakers United as an initiative was one of our responses as a global network to the Covid-19 pandemic. **Ashoka mobilized its network** of social entrepreneurs as well as partners, workforce and communities to **support its Fellows in times of crisis**.

We worked with **75** selected Social Entrepreneurs to **foster their ideas**. While doing so, **we brought in many to support** - partner companies and individuals, pro bono experts and funders. The **initiative showed beautifully the power of organizing around shared causes**. What is more: Through broad communication activities we are very happy to have been able to **inform and inspire hundreds of thousands** globally and engage **over 9,300** people as participants in online events.

The **effects** we saw: High levels of satisfaction with the initiative providing peer-to-peer exchange, valuable inputs for advancing the work and scaling its impact as well as (an outlook on potential) collaborative action.



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What you'll find in this overall report.

1. Changemakers United at a glance.
2. **Map & Select:** Meet the Social Entrepreneurs we work(ed) with.
3. How we facilitated **support** to the Ashoka Fellows.
4. How we **convened, connected** and **communicated** throughout the initiative.
5. **Impact:** Which effects did we see?
6. What we **learned** and apply for future initiatives.
7. Methodology, team and a heartfelt thank you to our partners.



Our invitation.

Change is here to stay.

As Ashoka we invest our experience, knowledge and power into shaping a world in which everyone has the ability to become a changemaker for the greater good.

Come join us on this journey!

Contact:

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Changemakers United at a glance.

Changemakers United is an initiative to respond to the Covid-19 pandemic, its outlook towards a new reality.

About

Ashoka's global initiative a.) helps to alleviate the immediate disruptions from Covid-19, and b.) accelerates systems changing solutions emerging across healthcare, education, human rights, economic development, environment and civic participation.

Regional Chapters

Europe, Africa, Latin America, and South Asia

Urgent Response

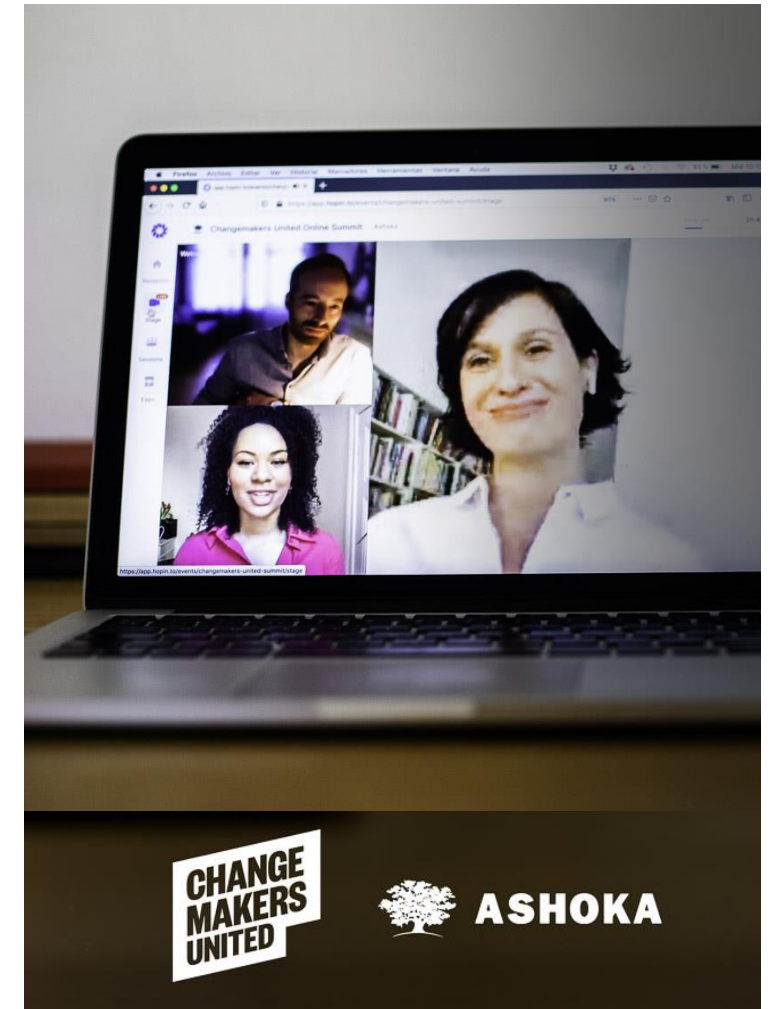
We have supported 75 outstanding social entrepreneurs by providing strategic guidance, expertise, visibility and funding (April 2020 – May 2021).

One Year After

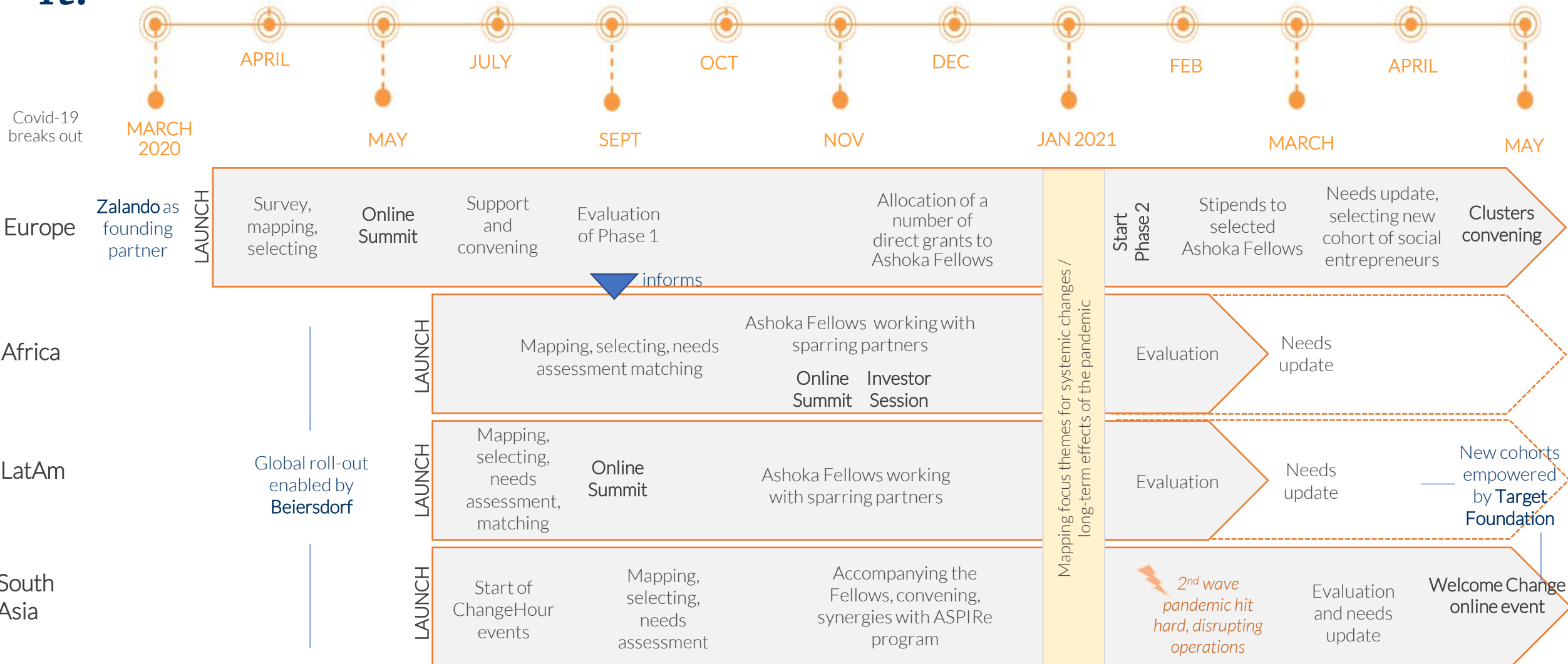
The pandemic sheds a special light on broken societal systems. Hence, besides responding to the urgent needs our societies have in tackling the pandemic (i.e. healthcare), social entrepreneurs around the world aim to shape the new reality and focus on transforming educational models, embracing new formats of work, empower communities to improve their livelihood and drive change.

Schwab, H., Wells, D., Gips, D. and Billimoria, J. (2020). *Social entrepreneurs as first-responders to the Covid-19 crisis. This is why they need support*. World Economic Forum. (Online) available at:

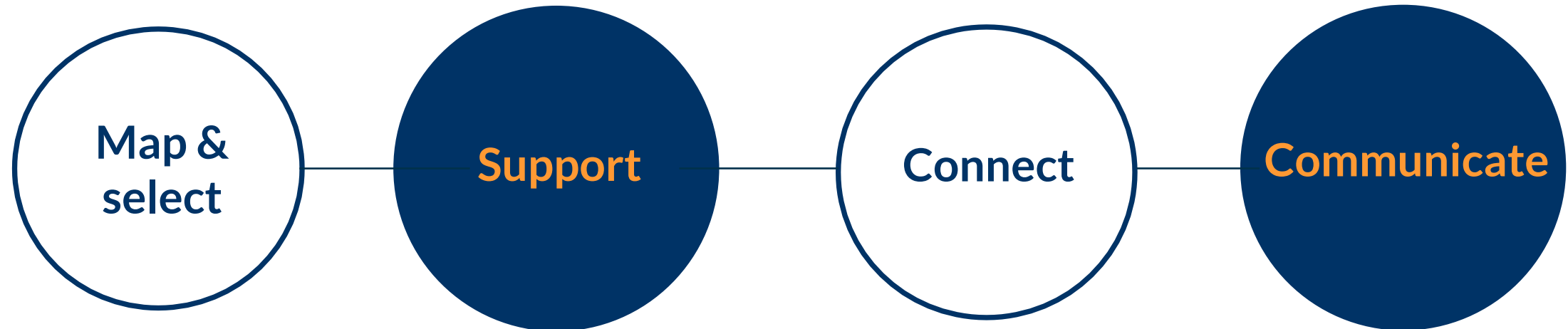
www.weforum.org/agenda/2020/09/social-entrepreneurs-are-first-responders-to-the-Covid-19-crisis/



At a glance: A journey started fast and became a global initiative inviting many to co-create and shape it.



Our work based on four pillars of action and impact based on our experience in accompanying social entrepreneurs.



Ashoka Fellows are creative social entrepreneurs who respond quickly to emerging challenges. Ashoka mapped the solutions of Fellows for the pandemic and selected a diverse and complementary set of solutions that can be supported and scaled.

The solutions of Ashoka Fellows can be strengthened and scaled through the support of experienced professionals. They can support pro-bono with very specific strategic and operational needs identified by the Ashoka Fellows.

The solutions of Ashoka Fellows are often complementary and connecting the Fellows to each other and to other relevant funders and stakeholders in their fields can determine more coordinated action that can achieve greater impact.

Ensuring visibility and awareness of the solutions of Ashoka Fellows can intermediate useful funding and partnership opportunities that can support in scaling and improving the solutions.

Each region based its work on the four pillars with regional specifics based on needs and network.

	Map & Select	Support	Connect	Communicate
Europe	Reaching over 600 social entrepreneurs in Europe, identifying over 100 answers to the Covid-19 pandemic, selecting and profiling 20 of them.	Development of these solutions through pro-bono expertise and mentoring from partners in the Ashoka network – 121 experts, 25 mentors, 15 pro bono companies, 2 webinars.	Connecting participants in the program with other potential partners and other social entrepreneurs around the world. 15 Fellows received direct grants from partners of the initiative.	Changemakers United Summit was held on May 20th, 2020, with over 1,500 participants.
Africa	Outreach to almost 500 social entrepreneurs and young changemakers in Africa and selecting 16 of them with outstanding answers to the Covid-19 pandemic: 13 Fellows and 3 young changemakers.	Tailored expertise from 37 professionals acting as thought partners or pro-bono experts focusing on scaling up the solutions of participating social entrepreneurs. Great opportunity to engage skilled professionals.	Connections to peers and possible supporters such as a session with 15 investors and business leaders from Silicon Valley and 4 Fellows. 2 Fellows received direct grants.	A multimedia communication campaign, key organizations in the sector and Newmark as media partner supported this effort. The African summit hosted over 1,000 online guests on November 10th, 2020.
Latin America	Contacting over 1,000 social entrepreneurs in Latin America and selecting 20 of their Covid-related solutions.	Gathering a group of specialists who offered pro-bono support to boost impact – 26 pro-bono mentors and 89 pro-bono consultants.	Connecting the social entrepreneurs to their peers in Europe, ecosystem actors interested in replicating their initiatives, and to potential donors and social investors. One Fellow received a direct grant.	Extensive coverage of the responses to Covid-19 through the channels of our partners all over the world. On September 3rd, 2020, the Latin American team conducted their summit with 1,500 registrants.
South Asia	Approaching over 400 social entrepreneurs in South Asia and selecting 19 of them for the initiative.	Focus on supporting them in discovering new ways of achieving impact. Using synergies with ASPIRe program. Partnering with a fintech start-up to enable donations.	Peer exchange between social entrepreneurs in two ChangeHour events on volunteering and young leaders in law and policy. 2 Fellows received direct grants.	Sharing the stories of change with a broader public and key players through online events with 4,800 participants and media. The Welcome Change event on May 19th, 2021.

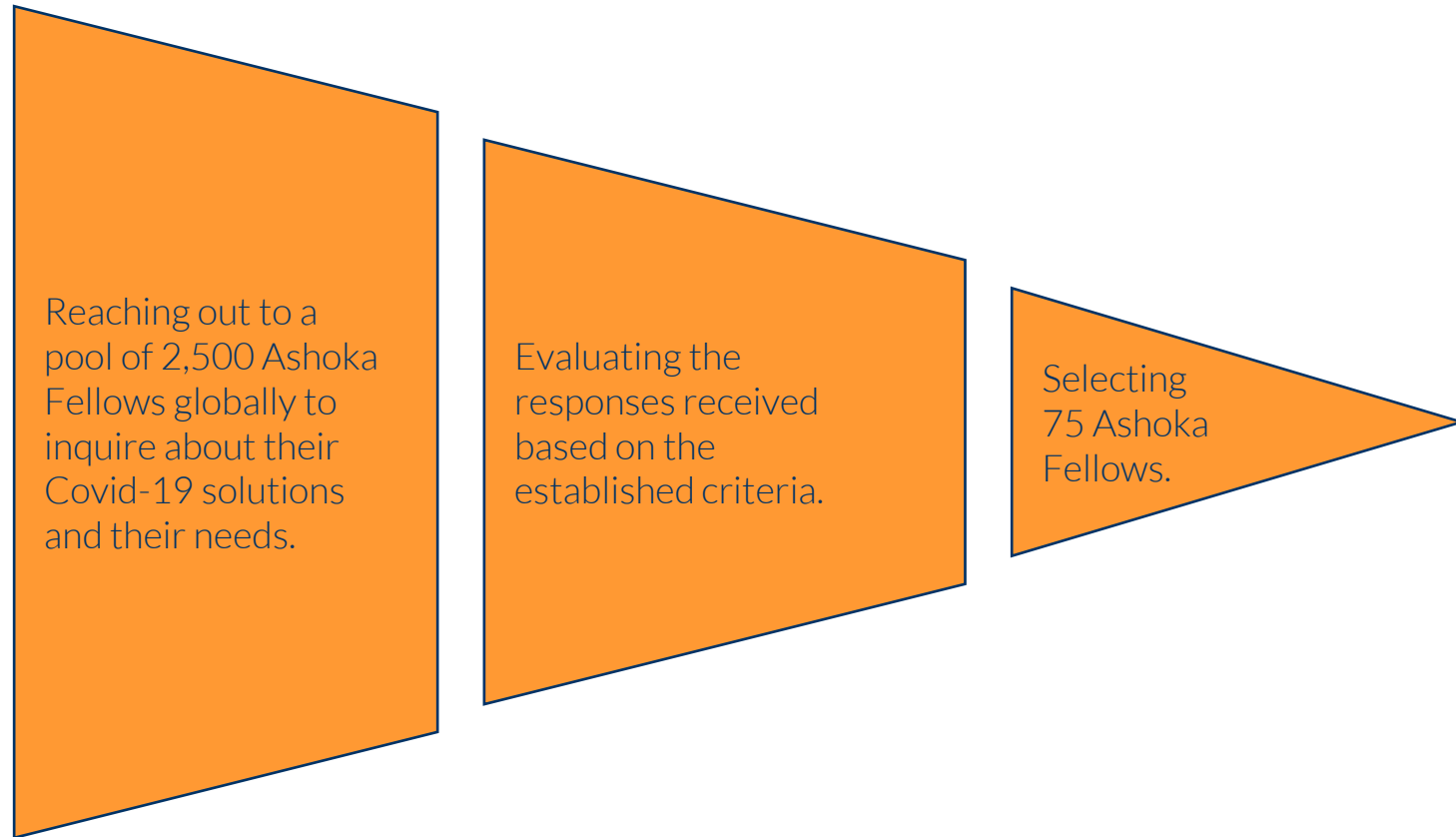


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Map & Select: Meet the Social
Entrepreneurs we work(ed) with.



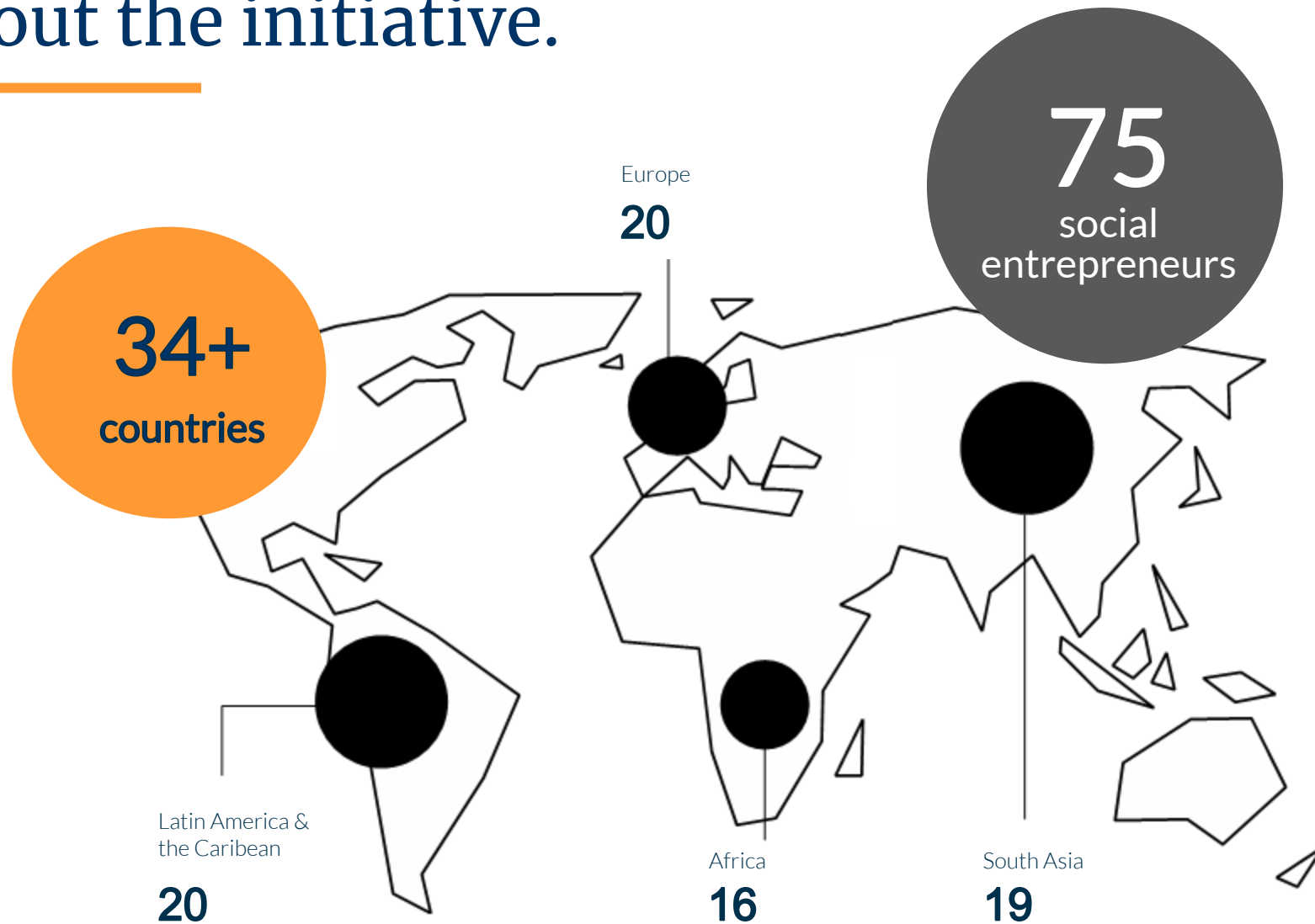
A clear mapping process guided us...



Which criteria did we consider when selecting Ashoka Fellows to Changemakers United?

- **Covid-19 relevance:** How relevant do we find the solution in fighting the consequences of Covid-19?
- **Short-term impact and systemic vision:** We aimed to have a good balance between Fellows who address immediate needs and Fellows with responses on a more systemic level.
- **Replication potential:** How is the solution scalable to other countries?
- **Potential benefit from the program:** Can we really help them with the needs with the resources we have at hand? For instance, if a Fellow had only fundraising needs, we did not include them into the program.
- **Diversity of the cohort:** country, gender, field of focus.

... to the cohorts of social entrepreneurs we worked with throughout the initiative.



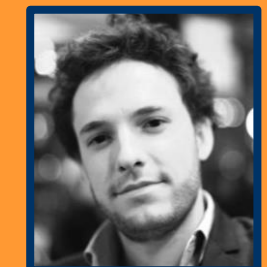
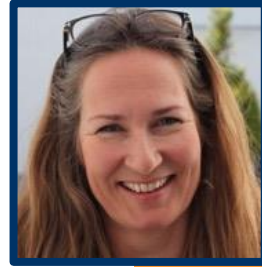
The social entrepreneurs addressed the areas that were impacted the most by the pandemic.

The social entrepreneurs in the global Changemakers United initiative developed solutions in a variety of areas depending on the specificities and urgent needs of each region.

Still, we notice that across the world, Ashoka Fellows were focused on **providing direct healthcare and emergency response**, protecting and servicing **vulnerable communities**, developing **educational alternatives**, providing **accurate information**, and **ensuring livelihoods and economic perspectives**.

The power of the Fellow solutions however comes from the fact that although the challenges faced globally through the pandemic were similar, the solutions for them need to be strongly **custom-tailored to local communities** and contexts that the Ashoka Fellows know best.





EUROPE

Providing direct health care and producing health care equipment

- Carmen Pellicer Iborra, Spain
- Caroline Kant, Switzerland
- David Cuartielles, Spain
- Dorica Dan, Romania
- Krystian Fikert, Ireland

Protecting the most vulnerable groups

- Ana Bella Estevez Jimenez de los Galanes, Spain
- Jérémy Lachal, France
- Lone Koldby, Norway
- Ole Kassow, Denmark
- Volker Baisch, Germany

Education models and tools for children and youth

- Emer Beamer, The Netherlands
- Jen Lexmond, United Kingdom
- Massimo Vallati, Italy
- Thorsten Kiefer, Germany

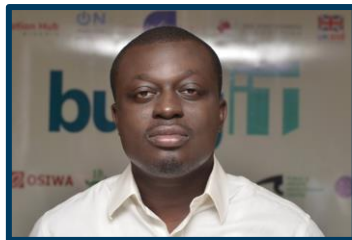
Delivering reliable and accessible information

- Klaus Candussi & Walburga Fröhlich, Austria
- Mehmet Atakan Foça, Turkey
- Mike Feerick, Ireland

Solutions for the economic and political effects of the pandemic

- Alberto Alemanno, Belgium
- Pablo Santaefemia, Spain
- Radek Hábl, Czechia





AFRICA

Frontline health responses

- Neo Hutiri, South Africa
- Shona McDonald, South Africa
- Muzalema Mwanza, Zambia
- Moka Lantum, Kenya
- Bukola Bolarinwa, Nigeria (young changemaker)

Education and new ways of learning

- Taddy Blecher, South Africa
- Karima Grant, Senegal

Protecting vulnerable groups

- Lilian Keene-Mugerwa, Uganda
- Naomi Tulay-Solanke, Liberia
- Catherine Miano, Kenya (young changemaker)

Economic resilience

- Maxine Moffett, Cameroon
- Oulaï Daniel, Cote d'Ivoire (young changemaker)

Combatting fake news and corruption

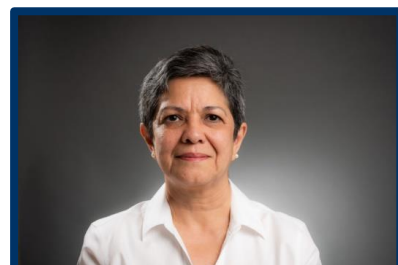
- Hamadou Tidiane Sy, Senegal
- Oluseun Onigbinde, Nigeria

Building awareness

- Kompaore Prosper, Burkina Faso
- Maria Baryamujura, Uganda



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LATIN AMERICA

Economic effects / Technology / Working with Governments

- Angie Ferrazzini, Argentina
- Juan Infante, Peru
- Victor Moctezuma, Mexico
- Mauricio Martinez Miramontes, Mexico
- Melina Masnatta, Argentina
- Joao Souza, Brazil
- Joaquím de Mello, Brazil
- Sebastián Gatica, Chile
- Daniel Buchbinder, Mexico
- Allison Silva, Bolivia
- Delfina Irazusta, Argentina
- Carolina Biquard, Argentina

Healthcare /Mental care

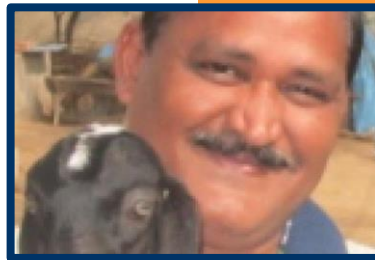
- Josefa René Patriota, Brazil
- Fermín Reygadas, Mexico
- Mireya Vargas, Venezuela/LatAm
- Joaquín Leguía, Peru

Education & Youth

- Marta Esteves de Almeida Gil, Brazil/LatAm
- Dina Buchbinder, Mexico
- Marcela Zubieta, Chile
- Juan David Aristizábal, Colombia



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SOUTH ASIA

Healthcare & Mental care

- Ashwin Naik, India
- Dr. Hanumanappa Sudarshan, India
- Mukti Bosco, India
- Shailabh Kumar, India

Medical supplies

- Manu Gupta, India
- Ashif Shaikh, India
- Piyush Tewari, India

Economic & Livelihoods effects

- Manoj Bhatt, India
- Sanjeev Kumar, India
- Anita Ahuja, India
- Mathew Jose, India
- Jessica Mayberry, India
- Anshu Gupta, India
- Anup Akkihal, India
- Deep Jyoti Sonu Brahma, India

Education

- Kavita Anand, India
- Kuldeep Dantewadia, India
- Priya Agrawal, India
- Urvashi Sahni, India



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3

How we facilitated support to the
Ashoka Fellows.

We facilitated support based on current needs in all regions – this is how in Europe.

All Changemakers United initiatives across the world started by identifying the most pressing needs of the social entrepreneurs in developing their solutions for the pandemic, but also in maintaining their organizations operational.

The 75 Ashoka Fellows were then supported in overcoming some of these challenges by dozens of partner companies, 67 mentors and 231 pro-bono experts who could advise them on a wide range of issues and facilitate their access to funding, partnerships, and further improving their solutions.

“We are a small team and for us it was amazing to feel such support during these times. The experts gave us space to breathe.”

Ashoka Fellow Changemakers United Europe

Changemakers United Europe

20 Ashoka Fellows from 15 European countries worked with 25 mentors and 121 pro-bono experts on developing their solutions from April 2020 onwards. They covered topics ranging from marketing and communications to business planning, fundraising, digital and legal expertise. These are the challenges and needs they were addressing in order to develop and scale their solutions:



Challenges:

- Funding (93 %)
- Specific expertise (41 %)
- Capacity to operate (37 %)
- Staff (36 %)
- Access to target group (31 %)
- Other challenges such as access to production materials, marketing and communications capacity, digital infrastructure, support in transferring solutions internationally, advocacy capacity and contacts, core partnerships.

Support needs:

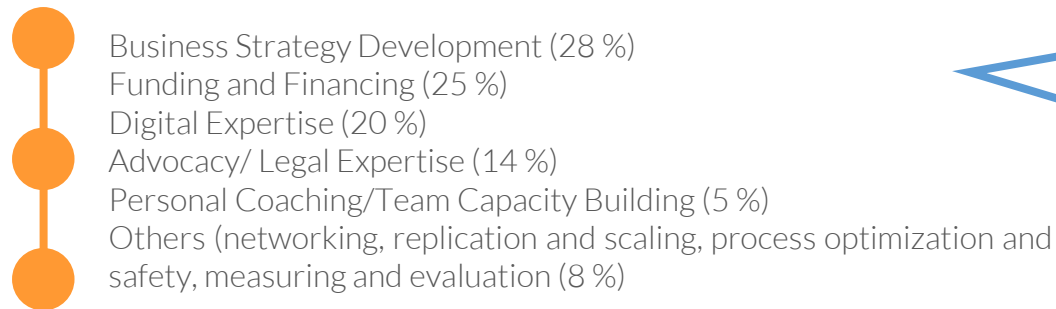
- Contact with potential funders (92 %)
- Medium and long-term collaborations (scaling, business models, expansion solutions) (78 %)
- Visibility and promotion of solutions (66 %)
- Expertise and support by volunteers in various fields (34 %)
- Peer support from Ashoka Fellows (14 %)
- Others such as measuring impact, access to policy-makers, public institutions and media (8 %)

Source: Needs Assessment Changemakers United Europe, N=59

We facilitated support based on current needs in all regions – this is how in Africa and Latin America.

Changemakers United Africa

The 16 selected social entrepreneurs in Africa expressed these pressing needs:



16 Thought Partners, seasoned professionals with an understanding of the African context, have been acting as the main sparring partners to help them clarify their acceleration needs, strategies, and plans.

21 pro-bono experts have assisted on specific projects across five verticals: business development, digital and coding, marketing and communications, legal and administrative work and financing and fundraising. Their commitment was a minimum of 4 hours.

“Impressed by the drive and the speed at which “my” social entrepreneur and her team move from product concept to actual product shown by.”

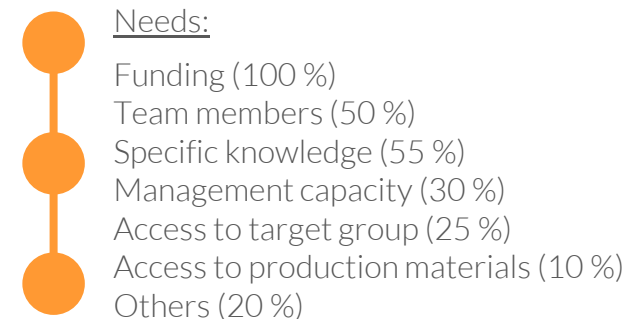
Thought Partner Changemakers United Africa

“Working with my thought partner has helped us to restructure our enormous archive of tools and materials. It has also brought us into discussion with new partners to help extend our impact. Fingers crossed!”

Karima Grant, Ashoka Fellow, Senegal

Changemakers United Latin America

For the 20 Latin American Fellows, the main needs identified in the initial assessment were funding, specific knowledge and skills and having a working team. That was the basis for the matching process between Fellows and 26 mentors and 89 pro-bono consultants who worked with them from September 2020 onwards.



Source: Needs Assessment Changemakers United Latin America, N=20

We facilitated support based on current needs in all regions – this is how in South Asia.

Changemakers United South Asia

Starting from the immediate needs of Ashoka Fellows around their relief and disaster support work, the Changemaker United South Asia initiative set up an [online page](#) highlighting Fellows' work and facilitating donors' access to supporting the Fellows. Many of the South Asian Fellows were struggling with manual processes and multiple people dependencies that was delaying the funding and support process. India's top fintech unicorn, Razorpay, enabled a 24-hour set up of the payment page, with all required documentation being processed quickly so that Ashoka Fellows could find timely support for their mission critical work.

One of the Ashoka partners, Arghyam, is offering **financial support** to social organizations working on Covid response. Support could be in the range of 1-10 lakh rupees (1,200- 12,000 EUR) depending on the need and impact. They are prioritizing projects which are focused on vulnerable communities that do not have access to government facilities.

Within the cohort we were able to use **synergies with the Ashoka ASPIRe program**, which supports social entrepreneurs in bringing their existing impact to a population scale by using technology as a tool to amplify and power their ideas and networks and forge new ways to get them to grow. The program involves a series of workshops with and mentorship from business entrepreneurs and experts and it creates opportunities for 7 Ashoka Fellows from Changemakers United to showcase and raise funds for their work.

As Fellows keep on developing and adapting their solutions post-pandemic, they also need to be able to communicate in a powerful manner. To support this, a **storytelling session** for all the Fellow teams will take place. The workshop was initially planned in May 2021 but will now move to the fall. Three additional **ChangeHour sessions** to connect Fellows with a broader audience have also been moved to fall 2021 as the pandemic hit hard in the past few months.

For Fellows who are able to leverage technology, the Changemakers United team will also enable systematic conversations and a support network on how to think in terms of **societal platforms** and how to incorporate digital tools in their solutions moving forward.

“Why are we not addressing the problems at the root? [...] We need to understand the problems are in the rural areas. And we can solve them because there are certain systems and institutions in place and people like us who are ready to deliver solutions.”

Anshu Gupta, Ashoka Fellow, India



4

How we convened, connected and communicated throughout the initiative.

We created room to convene and connect; we communicated solutions broadly – this is how in Europe.

Changemakers United was also strongly focused on ensuring visibility of the work and solutions of social entrepreneurs during the pandemic. This was achieved through 3 online Summits and by convening many events that gathered over 9,300 participants and reached over 40,000 more people through online promotion. Social media and media campaigns have reached hundreds of thousands globally.

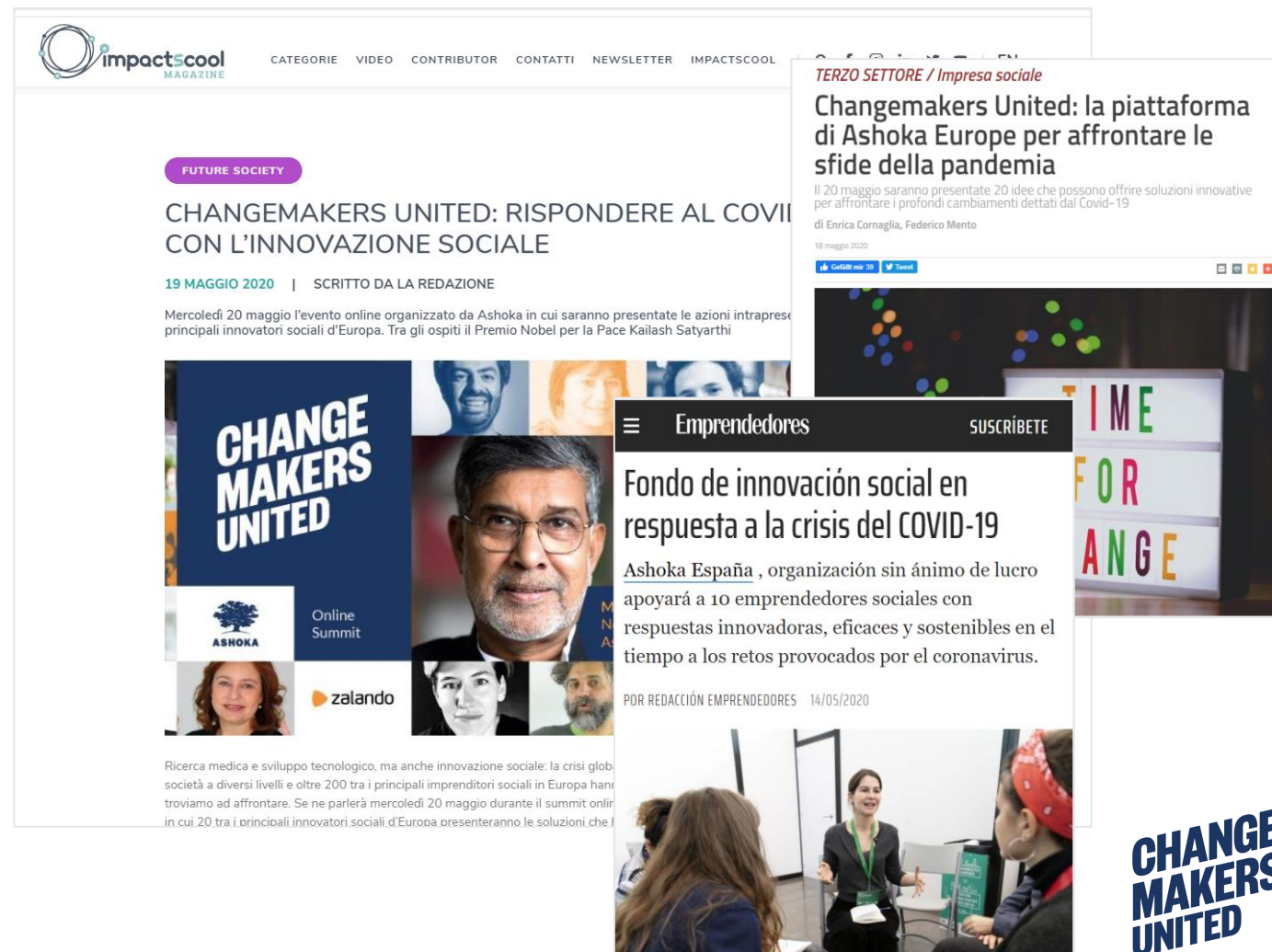
The Summits were the most visible milestones and focused on showcasing the innovative solutions of Fellows and on connecting them with potential partners, funders, and other interested stakeholders from around the world.

The purpose of the events was also to convey that everyone has an active role in re-imagining our societies globally after the Covid-19 crisis.

Changemakers United Europe

The [Changemakers United Europe Summit](#) in May 2020 served as the kick-off to the support process for the 20 selected entrepreneurs. 2,769 people registered and over 1,500 participants joined from around the world. The keynote speech was given by Nobel Peace Prize Laureate and Ashoka Fellow Kailash Satyarthi.

The initiative was featured on social media and in 30 media publications across Europe – amplifying the impact of Changemakers United.



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We created room to convene and connect; we communicated solutions broadly – this is how in Africa.

The [Changemakers United Africa Online Summit](#) connected the social entrepreneurs with the wider community of potential partners, funders and other interested stakeholders from Africa and beyond. Over 1,000 people participated in the summit through Zoom and Facebook Live thanks to the active engagement of network partner organizations that also supported dissemination. A simultaneous translation in French/ English was provided.

From August 2020 to January 2021 a **social media campaign** was conducted, introducing the initiative, highlighting the work of social entrepreneurs individually and thematically, and engaging the audience through the summit. Initiative partners and other key organizations in the field helped amplify messages that reached 85,843 people. 16 videos were created about the participating social entrepreneurs.

Thanks to the precious support of Nairobi-based Newmark group as a strategic communication partner, Ashoka has developed content and distributed 29 online and printed **articles across Africa** – amplifying the impact of Changemakers United and the “Everyone a changemaker” message. The vital role of social entrepreneurs as key respondents to the crisis and as key players to fix broken systems was highlighted. The articles reached an estimated audience of over 8 million people.

The most relevant media to have published the articles are Forbes (Global), The African Exponent (Pan African), The Standard (Pan African/Kenya), Eposite Epodigital (Pan African), Citizen Daily (Kenya), Agence de Presse Sénégalaise (Senegal), All Africa (Pan African), and RTBF (Belgium).

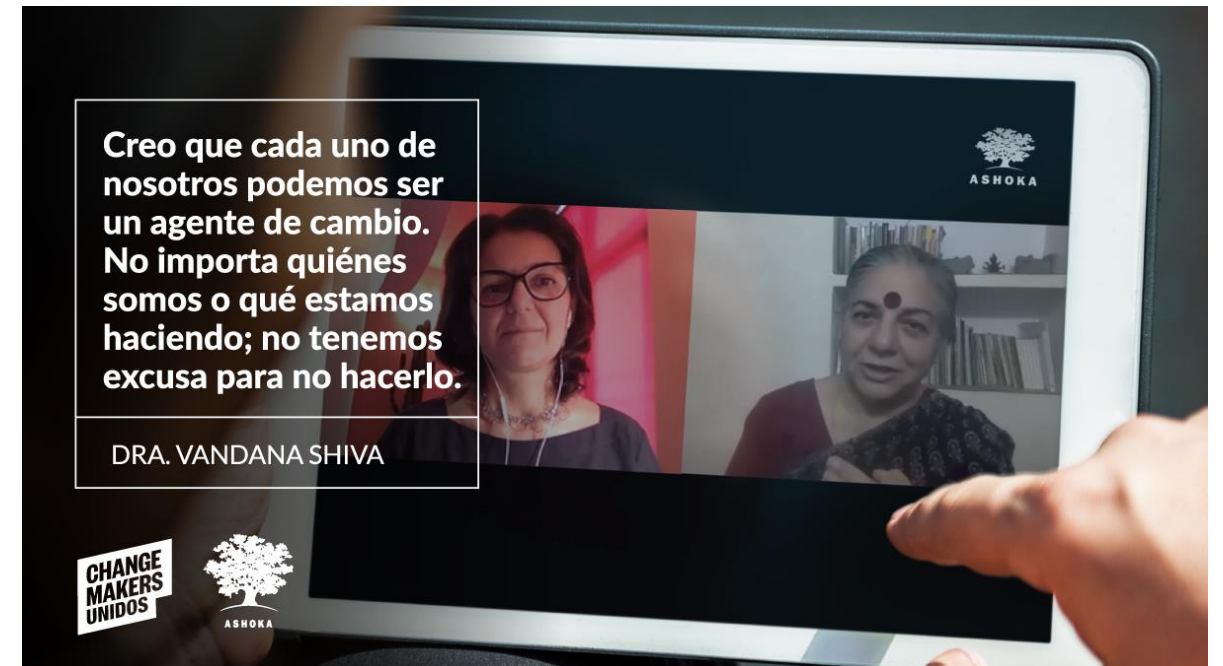


We created room to convene and connect; we communicated solutions broadly – this is how in Latin America.

In September 2020, the 20 Ashoka Latin American Fellows were presented at the [Changemakers United Online Summit](#). It was an open meeting, free of charge and had speakers from the social innovation ecosystem in Latin America and the world. More than 1,500 people registered for the event. The keynote speech of the summit was given by the philosopher and environmental activist Dr. Vandana Shiva.

Media partnerships played an important role to raise awareness of the solutions supported by the Changemakers United initiative in Latin America:

- The podcast Visibl + Ashoka “Reimaginando Latinoamérica” with a total of 5 [podcast](#) episodes and the participation of 4 social entrepreneurs and the coordinator of the program.
- Xfeed created “Changemakers Unidos” on the RED / ACCIÓN online blog with a total of 3 journal-style [publications](#) where a summary of what was experienced in key stages of the project was shared.
- Other media presence included 3 interviews and 12 mentions in [online media](#) such as Disruptivo TV, Wild Entrepreneur, Covernews, Metro FM 95.1, among others from countries such as Argentina, Bolivia, Brazil and Mexico.



“I believe that each of us can be a Changemaker. No matter who we are or what we are doing, we have no excuse for not doing it.”

Dr. Vandana Shiva

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We created room to convene and connect; we communicated solutions broadly – this is how in South Asia.

In 2020, the team started convening practical gatherings called #ChangeHour to bring together collaborative conversations on change to action, involving Ashoka Fellows and other key changemakers with audience of 4,800. These were promoted via [social media](#), where they gathered over 10,000 views across Instagram and Facebook. The most interaction on the ChangeHour posts was found to be from the users in the age range of 25-34 years which showed increased youth involvement and motivation around change. Most of the viewers of the posts were from Bangalore, Delhi, Mumbai, Chennai, and Hyderabad.

Additional [articles](#) were published about the events in online media (example [here](#)).

As the crisis in South Asia deepened again in April 2021, many social entrepreneurs were shifting to urgent responses that ranged from decentralizing supply chains for oxygen and other life-essentials, to addressing mental health & care gaps, and expanding vaccine access. On May 19, [Fellows Anshu Gupta, Ashwin Naik and Priti Krishtel](#) lent their perspectives on how they were responding to the urgency of now, while also leading long-term change in India and beyond. More information about this [Welcome Change session](#) and the main highlights from it can be found [here](#).

The Ashoka team also plans three more ChangeHour sessions later in 2021 on the critical areas emerging – Platform thinking for reinventing social purpose organizations, Youth and changemaking in the year of Covid-19, and Stories from the Field: A year after the lockdown.



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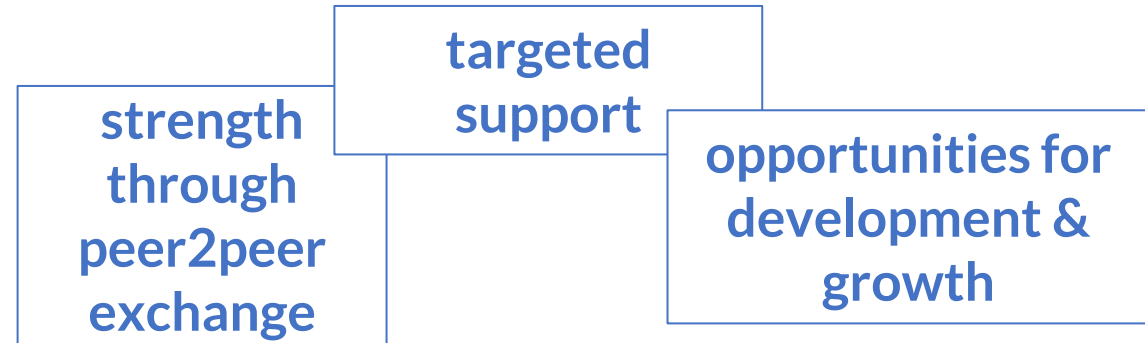
(Intended) Impact:
Which effects did we see?

Ashoka as empowering platform: We set out to support social entrepreneurs in doing their work, impacting society.

The Changemakers United initiative aimed to support Ashoka Fellows in a variety of targeted and helpful ways in their work. This is visible in the **multitude of engagement formats developed** globally, all aiming at providing a strengthening network of peers in times of crisis, catalyzing targeted support, creating opportunities of development and growth, reaching more people and making an impactful difference in their lives in times of crisis and beyond.

The **experiences** of the individual Ashoka Fellows **varied** throughout Changemakers United. This was due to their own engagement and time resources for the initiative, as well as due to different formats of support, different degrees of compatibility in the matchings, the availability of mentors and pro-bono experts, and the expectations of all participants. The level of development of their solution probably also played a role in the way in which the pro-bono expertise was offered and used and to what extent it was helpful.

Overall, Ashoka Fellows, mentors, and pro-bono experts **were highly and very highly satisfied** with Changemakers United. Although measured in a multitude of ways globally, the satisfaction levels and feedback for the initiative were mostly positive. The constructive feedback received from the participants is also incorporated in the learnings section of this report.



over 450 milion

people were reached by Ashoka Fellows directly or indirectly through their Covid-19-responses globally*

*This number is based on the estimates and self-reported data of some Ashoka Fellows including media coverage.

Involved Ashoka Fellows and other stakeholders state: This was a helpful and timely initiative addressing the crisis.

“The most important help of Changemakers United was the network of peers, the mental support and the connections with other organizations where collaborations could emerge.”

Ashoka Fellow Europe

Europe

83,4% of responding Fellows are satisfied or highly satisfied with Changemakers United overall.

"The conversations with the mentor have been the most enriching. To be able to have that feedback from someone in the industry who understands the value of what we are doing and gives feedback.”

Ashoka Fellow Latin America

Latin America

The mentoring program of Changemakers United obtained an NPS* of 72 points.

(rated by the mentors)

“From [...] individual thought partners and pro-bono experts to arranging opportunities [...], and providing positive media exposure and support. Thank you so much for all the thought and caring you provide to social entrepreneurs.”

Ashoka Fellow Africa

Africa

Ashoka Fellows rated the program with an average score of 4.14 on a scale from 1 to 5 (not satisfied at all to extremely satisfied).

“My hope is that we are more people asking questions after all this is done. And really asking the tough questions, either to the government or to ourselves.”

Ashoka Fellow South Asia

South Asia

Positive qualitative data gathered about satisfaction levels with initiative from Ashoka Fellows.

(no survey data available)

**Net promoter score is a metric that measures customer satisfaction with a product or service using a single question "How likely are you to recommend the program to a family member/friend/colleague?" A positive NPS of greater than 0 is considered positive and an NPS of greater than 50 is considered excellent.*

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Highlights from Europe

More than 419 million people were reached by Ashoka Fellows through their Covid-19 solutions (direct and indirect beneficiaries reported by the Ashoka Fellows).

Ashoka Fellows have scaled or are in the process of scaling their solutions to 35 countries worldwide (Belgium, Denmark, Bulgaria, Moldova, Canada, Sweden, Italy, Spain, Hungary, Germany, Israel, Azerbaijan, Madagascar, Italy, Poland, Hungary, Tanzania, Mexico, Netherlands, Peru, Romania, Colombia, Argentina, Guatemala, the Caribbean, Ireland, Austria, etc.)

Although Ashoka Fellows lost funding due to the pandemic, they have also established new services and products and new fundraising leads for these during this time.

Although some Ashoka Fellows had to reduce team sizes during this time, many also grew for the implementation and scaling of new services and products developed during the pandemic.

“If it wasn’t for Changemakers United, I don’t think I would have dared to take this step of international scaling. (...) I never thought about bringing my service to the private sector and to families. This was enlightening for me because I hadn’t thought about how the systems outside of Scandinavia could work differently.”

Ashoka Fellow Changemakers United Europe

The areas where social entrepreneurs felt most supported by Changemakers United:

- Strategy improvement (83,4%)
- Advice and support from experts (83,4%)
- Better positioned to address challenges of their target group caused by Covid-19 (83,4%)
- Contribution to their motivation to work on Covid-19 solution –(66,7%)

The areas highlighted as needing improvement in Changemakers United:

- Accessing funding for the Covid-19 solution – 58,3% of Fellow respondents consider this has been insufficient or have a neutral opinion on this
- Contribution to building relevant connections to increase impact – 50% of Fellows respondents are neutral on this issue and 16,7% consider this has been insufficient.

High levels of satisfaction of the Ashoka Fellows stand out in the following areas:

- 91,6% the support provided by the Ashoka staff
- 83,4% the quality of the Changemakers United Summit in May
- 83,4% the Changemakers United initiative overall
- 75% the expertise of the mentors and the pro-bono experts
- 75% the quality of online gatherings and communication tools
- 75% the preparation of Changemakers United by Ashoka
- 66,6% the visibility that Changemakers United provided them with
- 66,6% other types of support that emerged (e.g. connection with other Fellows)

The only indicator where Fellows’ opinions were split is the one related to their needs fulfillment signaled before joining the initiative: 50% of Fellows are satisfied, 16,3% are not and 33,3% are neutral on this matter. These results are connected to the variety of needs of Ashoka Fellows that could not simultaneously be addressed to the same extent within the timeframe of the initiative.

Fundraising and funding however were the key elements that Fellows expected more of and certainly the component to be considered in the future initiative developments.

David Cuartielles and César García Sáez.

A community of makers for crisis response.

MEET THE
FELLOW



David Cuartielles and César García Sáez – Coronavirus Makers - Ashoka Fellow, Spain

David and César, both innovators in the open source space, helped to curate the Coronavirus Makers Forum that they set up in March 2020 as the crisis was getting worse. The Forum took a bird's eye view of all the community's activities, connected members, extracted insights, and built bridges to health care institutions and experts – to speed up solutions that could save lives.

Changemakers United was important through the mentorship and webinars provided, the visibility, and the strategy development. The program helped in organizing their thoughts beyond the immediate response to Covid-19.

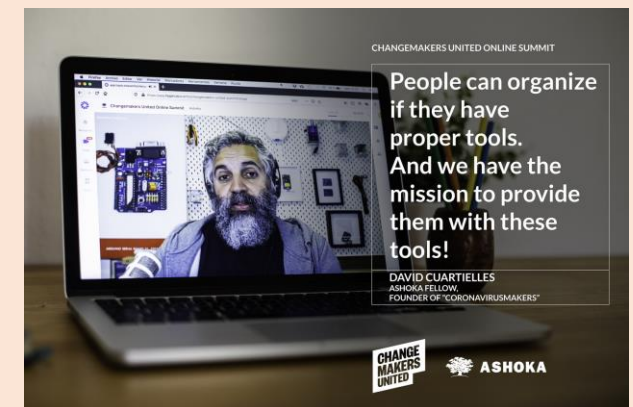
What changed during the past year?

Coronavirus Makers coordinated a community of over 20,000 makers in the whole world (10,000 only in Spain) working at providing protection equipment to medical personnel, police, and other first line workers at no cost. They had over 20 R&D projects, produced over 1 million face shields, 475,000 ears protector units, designed 4 different respirators, and transferred knowledge to local companies for them to manufacture those products at the right scale.

In terms of outreach, they monitored over 0,5 million views of Coronavirus Makers Forum in first weeks of the pandemic. They met the Spanish King, got extensive media coverage and national recognition and were approached by prestigious Cotec, The Foundation for Innovation in Spain.

They are now an officially registered NGO in Spain with over 150 founding members - MasQueMakers – but functioning as a network of 50 self-organized groups, initiatives, and NGOs who make DIY equipment across Europe. They are constantly innovating – respirators, ventilators, face shields, ear protectors, oximeters, etc. – focused on idea crowdsourcing, they aim to promote the design and development of projects that can be implemented in a decentralized manner.

Their mission goes beyond designing medical equipment as they are taking a more holistic view of the situation and try to tackle larger issues such as the environmental impact of single use facemasks. With focus on sharing knowledge and success stories of cross-sector collaboration, they serve as a role model for other countries.



Emer Beamer.

Empowering children to find solutions.

MEET THE
FELLOW



Emer Beamer – Designathon Works - Ashoka Fellow, The Netherlands

Focusing on kids between the age of 6-12 years old, Emer's organization Designathon Works trains teachers to recognize children's creative capacities and to see and use play as a rich and natural entry point to develop children's interest in social issues and in devising solutions with them. Drawing on principles from design thinking, the method creates a space where children define for themselves the social issues they see as important, and with the energy of play, devise solutions and create actual prototypes of these solutions.

What changed during the past year?

When many schools all over the world needed to close due to the Coronavirus crisis Designathon Works has launched many online educational materials. What for? To let children create solutions to worldwide problems by using their innovative methodology. This educational challenge was based on their design thinking method but adapted to be done online and at home, with instructions for parents and teachers. Within the "Corona Challenge" children were empowered to contribute ideas to tackle the challenges connected to the crisis. This empowers them to be changemakers and to contribute to much needed solutions. The reaction has been great with people signing up from India to Australia and Netherlands to Peru and sending in their ideas.

During Changemakers United they worked on organizing global online events, creating a new community website, and continuing an EU-funded project online. They also developed new programs with the government focusing on fighting poverty and a new strategy. They expanded to Tanzania, Mexico, and created new alliances in Holland. It reached 90 teachers, 2,000 children and 200 adults.

The online Summit was particularly helpful by providing visibility for the organization, as well as by strengthening European contacts and engagement. Their mentor beside her expertise invested into Emer's organization and continues to support her efforts.

For Emer, teaching more children how to design a better world is their ultimate goal, and they have just passed the 100,000 mark.

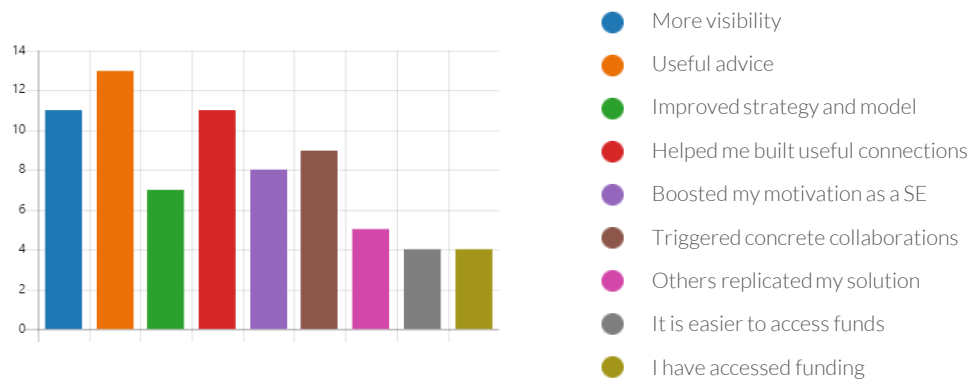


Highlights from Africa

The **Ashoka Fellows** taking part in Changemakers United Africa also had high degrees of satisfaction with the initiative:

- When asked if they would recommend to peers (other social entrepreneurs) to participate in Changemakers United overall, they answered with an average score of **4.43** (1 = not at all to 5 = absolutely).
- When asked about their satisfaction level with Changemakers United overall, they rated the program with an average score of **4.14** (1 = not at all satisfied to 5 = extremely satisfied).

Social entrepreneurs were also asked about the extent to which Changemakers United helped them in different areas of their work. The top 3 areas that were positively influenced were **gaining useful advice and know-how, more visibility through the initiative, and generating useful connections** as a result of the involvement in Changemakers United.



Source: Evaluation Changemakers United Africa, N=16

The **Thought Partners** were also asked about their satisfaction with Changemakers United and their feedback was overall positive as well:

- When asked if they would recommend to peers (other senior professionals) to participate overall, they answered with an average score of **7.9** (1 = not at all to 10 = absolutely).
- When asked about their satisfaction level overall, they rated the program with an average score of **7.3** (1 = not at all satisfied to 10 = extremely satisfied).
- When asked if they were planning to keep supporting the social entrepreneur they had been paired with **beyond January 2021**, 7 out of 10 responded positively, 2 said maybe and 1 said no.
- When asked if they would like to be contacted again by Ashoka about opportunities to support social entrepreneurs in Africa, **9 out of 10** responded positively.

When asked about their **biggest contribution** as a Thought Partner, the respondents mentioned: their input on how the social entrepreneurs approach their digital strategy; challenging the thought process of the social entrepreneur, helping to prioritize, helping to have a plan B; helping to pivot to a new strategy and business model; framing key strategic questions for our social entrepreneurs, which they didn't have time to conceptualize so far; doing research on these key strategic questions to support the social entrepreneur's decision-making process.

The Thought Partners also reflected on how important it is to adapt to the social entrepreneur one is paired with and to take the time to go in-depth and understand the challenges the social entrepreneur is facing.

Highlights from Latin America

In September 2020, the Changemaker United **mentoring program** was launched. Through the activation of Ashoka's network of partnership, 26 mentor leaders and 86 pro-bono consultants joined the program. The lead mentors have played the role of strategic advisors, helping to clarify the needs, define the strategy and design the action plan necessary to move forward the project. Pro-bono consultants provided support to specific project needs, actively contributing from a more operational role related to their experience. The combination of both roles has allowed us to approach projects in an integrated manner.

Through a **matching process** that considered both the needs of the Fellows, skills, motivations of the mentors and consultants, projects were successfully assigned to the 100 % of the mentor leaders and 37 % of the pro-bono experts. During the first 4 weeks, the teams worked on diagnosing the challenges of the social entrepreneurs and designing a strategy to solve them.

The main **topics covered throughout the mentorship processes** were: redefining the long-term strategy of the Ashoka Fellow; scaling of the projects to other regions; improve structures, processes, and ways of working, as a result of the exchange with the corporate world; improving work-life balance; increasing visibility of the organization; development of virtual products for different audiences (e.g. local governments); building pro-bono expert/mentor/consultant relationships that were extended beyond Changemakers United; maintaining motivation to move forward with the solution generated as a result of the pandemic.

Overall, the Ashoka Fellows in Latin America **reached over 25 million people** directly and indirectly through their Covid-19 related solutions and scaled to over 24 countries.

The mentoring program not only had a positive impact on the development of the Fellows' work, but has also been a personal and professional development **opportunity for the mentors and pro-bono consultants**:

Participating in the Changemakers United program has helped

- 80% of the mentors and pro-bono consultants to identify themselves as changemakers (defined as someone who can take the initiative to address a social problem).
- 76% of the mentors and pro-bono consultants confirm that participating in the program has helped them develop their empathy skills.
- The program has helped 76% of the mentors and pro-bono consultants to continue their professional development.
- 76% of mentors and pro-bono consultants believe they will be able to apply what they learned in the program in their own jobs.

Examples of what the Ashoka Fellows and the mentors worked on:

VIEW THE
WORK

Digitalization of services, through the development of platforms that allowed (i) to continue to provide the services that were previously offered in person and (ii) to rapidly expand services to other Latin American countries:

Mauricio Martinez Miramontes, founder of La Mano del Mono, founded the Market Ready application which connects community-based biocultural tourism social enterprises with environmentally-conscious tourists. With the support of his team, mentors and consultants, Mauricio tested the application with partners and members, and collected the necessary feedback for its continuous improvement. At the same time, they were able to define the platform's privacy policies, a prerequisite for launching the tool on the market.

Design of the expansion strategy to other Latin American countries.

Victor Moctezuma, founder of ILab, focuses on developing alternative employment and business models for the post-pandemic world. In collaboration with his mentor, Victor designed a positioning strategy and profiling of the case for regional expansion. Once the design phase was completed, two new sellers joined the business, and two more are expected to join in the coming months.

In other instances, the mentoring turned into a coaching process, where the advisors joined the Fellows closely, helping them with their personal wellness and to achieve the necessary balance in times of crisis.

Allison Silva, founder of the Fundación Emprender Futuro, has worked hard on her role as a leader. With the help of his mentor, she has analyzed and designed new tools to improve her team management, reordering ideas, preparing meetings and organizing activities.



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Joaquim de Melo.

Providing financial services to everybody.

MEET THE
FELLOW



Joaquim de Melo – Instituto e-Dinheiro Brasil (Banco Palmas) - Ashoka Fellow, Brazil

Joaquim has developed a platform that offers greater socioeconomic support to people in vulnerable situations during the pandemic. Through this platform it is possible to open digital accounts through SMS and telephone calls, gain access to corporate funds and make purchases of essential products.

What changed during the past year?

Joaquim noticed both a direct and indirect impact from the Changemakers United initiative. He improved the management of the organization and also built new tools for it (such as indicators, organizational problems diagnosis, new activity and impact reports), which have been being really useful not only for the decision-making processes, but also for fundraising, award application, and building partnerships. In addition, Joaquim was also able to develop a temporary pro-bono partnership with a law office specialized in financial law.

Still, the main direct impact of the program was that with the help of Kearney mentoring he was able to get closer to the Central Bank and now he's trying to develop a new regulation mark which authorizes community bank business models, impacting public policies and laws related to this banking model.

The organization expanded to other municipalities and states, building partnerships with different city halls. It increased the number of beneficiaries to 25,000 (people who opened new bank accounts and started to receive the benefits) and reached 4,100 new accredited commercial units. The financial volume of Joaquim's social bank increased from around to 13 million reais per month before Changemakers United to 58 million reais per month.

An example of an indirect result that can be mentioned is that Joaquim received the Social Entrepreneur Award from Folha, also due to the new diagnosis tools developed. In the future he wants to improve the bank technology - the platform and transparency processes and mechanisms.

Joaquin Leguía.

Advancing education through digital formats.

MEET THE
FELLOW



Joaquin Leguía – ANIA Asociación por la Niñez y su Ambiente - Ashoka Fellow, Peru

The global call to stay at home has the same background for all people: empathy. It is the invitation to take care of ourselves, because in this pandemic, more than ever we have to put ourselves in the place of the other. Joaquín promotes this message through his initiative TiNi (land of girls, boys and young people). The challenge (and opportunity) is to move from classroom to virtual schools and thus empower households of all the countries of Latin America.

What changed during the past year?

In this new reality, the ANIA team is adapting the TiNi tools to a multimedia platform that can be accessed by radio, television, computers, tablets, and cell phones. The material targets the educator (teacher and parent) and can be used from home, educational institution, neighborhood and community by children in early childhood and primary education in Peru and other Latin American countries.

Joaquín reports that through Changemakers United he was able to triple the number of beneficiaries of his organization. The main thing Joaquín, his organization and his mentors worked on in 2020 was the replication opportunity and the impact measuring for his work.

Looking inside his own organization, Joaquín told us he wants to strength his team by creating motivational and learning activities for his team members. He would love to make more connections with people from the Ashoka ecosystem, as Vandana Shiva, who made a special participation on the Changemakers United Summit.

Mireya Vargas.

Fostering mental health for social entrepreneurs.

MEET THE
FELLOW



Mireya Vargas – Centro Lyra - Ashoka Fellow, Venezuela

The psychological impact of the pandemic is undeniable and the digital world imposes challenges on the individual psyche, social relationships, forms of work, and social connectivity. Mireya, in conjunction with a Latin American network of psychotherapists, provides psychological care to social entrepreneurs in the Andean Region. The goal: to reach all of Latin America and change the mindset about the importance of personal well-being.

What changed during the past year?

During Changemakers United, Mireya had access to two different mentors. With one of the mentors, she focused on developing the organizational business model. As a result of the changes made, they created new initiatives focusing on personal wellbeing of and on working with young changemakers. With the second mentor, Mireya approached legal issues, especially related to her goal to replicate her work in Spain.

Centro Lyra created a whole new wellbeing program which offers psychological support, online consulting services and also materials about wellbeing and mental health. It also started to work with young changemakers across Latin America who they reached partially also due to the visibility gained through Changemakers United. During this time, it was not only the impact of the organization that increased, but also the team, with 55 different volunteer therapists around Latin America currently.

For Mireya, the main success from Changemakers United was the help with being more strategic and focused in their work. For future opportunities she would like to have more opportunities of exchange with other Ashoka Fellows.

Highlights from South Asia

In South Asia the Ashoka Fellows provided services and support in fighting the pandemic in multiple ways. The initial phase of the pandemic saw them collectively providing **direct relief to over 9 million people**.* They also went beyond direct emergency relief and focused on education, where they ensured they could work with governments to enable hybrid learning models for over 1,000 schools. Through the technology platforms that some of the Fellows were able to leverage, the impact of their work was scaled across 27 states. They also had a strong focus on co-creating and delivering their solutions, by developing over 600 partnerships with various organizations.



A few of the organizations had not worked specifically in disaster response earlier but had a **wide reach** in the severely affected and vulnerable groups, such as migrant workers. They used this reach to help many people through these **main strategies**:

- **Collective action:** creating structures and protocols to work collectively with large set of volunteers and institutions to provide relief in their own areas of expertise.
- **Leveraging Technology:** making quick adaptations to existing technology platforms and products to help with the emergency response.
- **Using data for action:** building a large database of contacts and issues the vulnerable were facing which shaped their own actions, collaborations, and government response.
- **Starting local:** building strength within local communities in terms of economic production and delivery
- **Support for the marginalized:** creating specific relief programs and immediate livelihood opportunities for extremely vulnerable groups such as sex workers, transgender people, people with disabilities, folk artists, members of tribal communities, and manual scavengers
- **Rebuilding skills of the team members for the future.**

*This analysis is based on 17 on-depth interviews conducted with the Ashoka Fellows involved in Changemakers United. The focus of the interviews was to gain a detailed understanding of their strategies and solutions to build better support for the future. The data is self-reported by Ashoka Fellows.

Highlights from South Asia

In April 2021, a year after the first lockdown in South Asia, the second more aggressive wave of Covid-19 hit. It has challenged Ashoka Fellows further in the way they provide services and it led to **additional strategies for action**:

The collaborative approach: Fellows who had invested early in collaboration found it easier to cope with the unprecedented need for action and support at every level. This has given significant impetus to collaborations, making it easier to enroll team members and external partners to work together on a large scale.

Partnering for Scale: during Covid-19 many Ashoka Fellows had to quickly create partnerships and collaborations to expand their reach. This has made them envision a different outreach structure for achieving scale.

Community resilience: An overarching concern today is how to build resilience of communities that helps them face uncertainties and crises. Organizations are working on the ground to build economic and social cohesion, so that community members strengthen each other in peacetime as well as during crises.

Formalizing the unorganized sector: India still has approximately 90% of the working population working in the unorganized sector. During the pandemic, many services could not reach vulnerable groups as they were unorganized and unaccounted for. This glaring inequity has led many Ashoka Fellows to launch long-term programs to formalize the informal economy and workers.

Emerging hybrid models for the future: organizations were compelled to move their operations online during the lockdowns and they are now imagining the new normal with hybrid models of work. The digital channels will help expand reach but at the same time, the Ashoka Fellows recognize the importance of in-person interactions for social change.

Working with the government: The Covid-19 crisis led to the government seeking specific support from civil society organizations, largely for their tech expertise. The experience of working closely with the government has given Ashoka Fellows confidence and opportunity to institutionalize their approaches.

New pathways of changemaking: The majority of Ashoka Fellows managed to continue their work, to improve their solutions and expand their reach during the pandemic. This has energized and motivated them to persevere and work for larger impact in the future.



**CHANGE
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6

What we learned and apply for
future initiatives.

We were able to mobilize the global network quickly and thoroughly.

Based on the analysis of survey responses, interviews, and various conversations with the social entrepreneurs, pro-bono experts and mentors, and Ashoka teams involved, we can extract some main learnings from the Changemakers United initiative globally. These points can serve as orientation for the design, planning, and implementation of future support programs for social entrepreneurs in times of crises, and help to shape the initiative moving forward.

Where do we stand now?

The pandemic **raised issues** for social entrepreneurs (decrease in revenue and team sizes, loss of access to target groups, increased complexity in operations), but it also **opened opportunities** for them to develop new activities and services that reshape their organization and funding models and broaden their Impact.

Most work streams and solutions of Ashoka Fellows are still **ongoing** and will require a longer time to fully develop or be completed.

Changemakers United is developing also in **other formats** in Europe, Africa, Latin America and South Asia from now on, with the purpose of providing ongoing and overarching support in the long-term aftermath of the pandemic.

“I came into Changemakers United unsure of what to expect and uncertain about if it would help our social venture in scaling to reach more healthcare facilities in the times of Covid -19.

Little did I know that I would get an opportunity with an amazing team and thought partners. So much gratitude for all the help and perspectives. It transformed our venture in ways I could not have dreamed off.”

Neo Hutiri, South Africa, Ashoka Fellow

What worked well: Helpful support given, connections made, visibility reached.

What worked well?

The Changemakers United initiative reached its goals of supporting social entrepreneurs in a challenging time.

- Overall, the **pro-bono expertise, mentoring, and coaching** were evaluated as useful by the Ashoka Fellows. The process helped them **define strategies and objectives, prioritize, and communicate** easier to external audiences.
- Mentors** were involved and active overall, really investing the time in working with the social entrepreneurs.
- Ashoka Fellows reached out to each other and collaborated** during the Covid-19 crisis. These collaborations have spanned direct relief efforts and helped reach more people. Fellows see each other's work as complementary, and they have identified many areas and opportunities for growth.
- In addition to being an efficient strategy for visibility during the summit, the **presentation videos and other communication materials** from the initiative supported Fellow communication also post-summit.

The **online format was effective**, enabling to connect social entrepreneurs and supporters across geographies.

Changemakers United was successful in terms of **global fundraising** for the initiative in all regions.

The initiative achieved equitable representativeness in terms of gender, work themes and countries.

What are some regional successes we are proud of?

Half of the Ashoka Fellows in Europe say the visibility provided through the Summit and the communication campaigns has been useful for them in developing future partnerships and fundraising opportunities.

Integration and articulation of all Ashoka offices with active staff participation from Ashoka Brazil, Ashoka Andean Region, Ashoka Southern Cone, Ashoka Chile, and Ashoka Mexico, Central America and Caribbean at the summit.

CSOs, with their expertise, were leading governmental efforts for emergency response and relief. The idea of working with the government, as a key lever for systemic change, has taken hold with Ashoka Fellows in South Asia.

A fully bilingual Portuguese-Spanish and English-French program in Latin America and Africa.

An opportunity to engage skilled professionals in Africa where the Ashoka Support Network is not present.

CMU was an opportunity to engage a new pro-bono partner in communication: Newmark. Thanks to their support, we had an effective media campaign with 29 articles while we had traditionally struggled to mobilize African newspapers about social entrepreneurship in the past.

As a learning organization, these are feedbacks we incorporate in the extension/new initiatives.

What did we learn and how could we improve in the future?

- An even clearer **expectation management** when launching active support initiatives might increase the level of commitment and clarity on all levels.
- More **detailed initial needs assessment** can evaluate better the effect of crises on their beneficiaries and solutions but on Fellows' organizations as well. This can help mitigate some negative developments that Fellows might not be aware of at the beginning of the crisis. We already worked on this for phase II in Europe.
- The **selection of experts and the matching process** can be improved to ensure even better compatibility.
- More **awareness** around the **need for direct funding of social entrepreneurs** and more concrete fundraising opportunities would be helpful for many.
- A **longer time span of the initiative**, as meaningful collaboration takes time to build. This can (partially) be covered by running modules of Fellowship support.
- More **investment in technology training and development**. Africa's team considers a bootcamp on technology to help social entrepreneurs better define their needs and solutions. Latin America team is looking into a new platform for online events to guarantee a more fluid process and simultaneous translation to ensure inclusivity.
- Realize more **peer-to-peer connections between participating Fellows** and more community activities as they are valued a lot to build knowledge, trust and a basis for collaboration.
- Building **new and even stronger alliances with media partners** can bring valuable distribution of the ideas and work of the Fellows.

“Collaboration needs three things: time, time, and time. (...) During uncertainty, it is harder than anything else to catch the possibility of collaboration.”

Ashoka Fellow Changemakers United Europe

“We will always be very grateful and honored to be part of Ashoka. As constructive feedback, it seems to me that with programs of this scale it is important to co-curate it with the participants to ensure that expectations are well leveled and that there is a deep understanding of the needs presented.”

Ashoka Fellow Changemakers United Europe



Looking ahead.

Changemakers United continues, yet shifts focus to building a new reality in the aftermath of the pandemic.

Europe

Following the updated needs assessment in early 2021 we see the main needs signaled by the social entrepreneurs in Europe for their next stages of development: **Funding / fundraising support and leads, networking and visibility** (further contacts and connecting with people for partnerships, fundraising, staffing, potential clients, etc.), **legitimizing solutions, dealing with organizational challenges, partners for scaling and replication and expertise** on analytics, strategy, marketing, quality insurance of scaled projects, legal services, accounting, finance.

With insights from a report we worked on analyzing the long term effects on the pandemic in various areas of society, we organized **rooms for peer exchange of Ashoka Fellows** in healthcare, mental health, the economy and education in May and June 2021. Aim was for the Fellows to get to know each other and their approaches, identify systemic barriers and solutions, rethink their fields and ignite collaborations across Europe.

We will follow up within the offers of the **European Fellowship Program** and other initiatives focusing on the system-change potential of our Fellows' work.

Africa

The team continues to look for opportunities for the 16 participating Ashoka Fellows and young changemakers in phase 1. Most Thought Partners also continue to support the social entrepreneurs beyond the initial phase of the program.

We are looking for partners to help us launch Changemakers United Africa Phase 2 with a focus on recovering from the wider economic and social impact of Covid-19 in Africa. Key topics to address are socio-economic inequalities, access to education, and access to healthcare in order to:

- **Identify and support new Ashoka Fellows** addressing systems failures on key issues outlined by the crisis.
- **Launch communities of practice on Education, Empowering Girls and Access to Healthcare with Ashoka Fellows** and selected key players in the sectors. The goal is to encourage peer-to-peer learning and collaborative models for greater impact.
- **Develop a long-term network of African supporters and friends of Africa** – individuals and organizations - through the Ashoka Africa Builders program, adapted from the Ashoka Support Network.
- **Launch a viral “Everyone a Changemaker” campaign** on social media based on an attractive videos.

Changemakers United continues, yet shifts focus to building a new reality in the aftermath of the pandemic.

Latin America

The Latin American team is currently working on the development of the Changemakers United 2021 edition. It will focus on the following needs:

- **Providing mental health tools to the Fellows:** the past year has been extremely exhausting, overwhelming, and challenging for everyone. The Changemakers United team will hold wellness sessions for community members. Together with the BMW Foundation, the team already organized a workshop "Wellbeing for Welldoing" facilitated by Ashoka Fellow Mireya Vargas, with the participation of 15 BMW Alumni and the Ashoka Fellows of the Changemakers United cohort.
- **Strengthening the connection between peers by themes:** the goal for the 2021 Changemakers United edition is to allocate more time for interaction and exploration between Fellows working in similar areas.
- **Building media partnerships and improving story-telling skills** of Ashoka Fellows that would help them communicate about their solution to all stakeholders.

South Asia

Given the continuing nature of the crisis, the South Asian team plans to continue their support and work for the Changemakers United Fellows through some key actions:

- **Building new narratives:** many inequities have been exposed during the pandemic. The Ashoka Fellows can work collectively on initiatives that help marginalized groups become economically and socially resilient in the long term. Some of the initiatives with the purpose of building new narratives could be quick action research, media campaigns, public speaking and events with Fellows.
- **Resilience for the next crisis:** frequent emergencies and disasters are expected with the looming climate crisis. As Ashoka, we can bring together a community of Fellows to create an emergency preparedness plan that includes common principles or protocols on how to handle emergencies.
- **Flexible funding:** Covid-19 has seen donor money being diverted to mainstream government efforts. We could create a flexible fund to support fellows that are severely impacted by loss of funding. Crisis often creates opportunities for innovative work on the ground and this fund could also fuel this innovative work during emergencies.



Some notes on methodology and team.

Changemakers United.

About the methodology and the team.

Methodology for the report

This report is based on the regional reports of the Changemakers United program. Throughout the different phases of activity, each team has conducted needs assessments, evaluation surveys, interviews, and collected online data to document, evaluate and distill the learnings from the program. All these responses and data were then analyzed and interpreted for the regional reports. This global report has further integrated those results in order to have a comprehensive overview of the program globally.

For more information please visit the Changemakers United website: <https://changemakers-united.org/>

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If you wish to engage further with the social entrepreneurs and support them in any of these areas, please contact the Ashoka Changemakers United Team at any time. Tackling the challenges posed by the Covid-19 pandemic has just begun and we need strong collective efforts to navigate and shape the societies of the future.

Thank you for your support. We couldn't do it without you!

Founding Partner



Global Partners



Partners in regions

				+ many others