TECHNOLOGY → HUMANITY

EMERGING INSIGHTS REPORT 2021

CONTENT

Green Hub Fellowship

EXECUTIVE SUMMARY

Social entrepreneurship has its roots in Asia, with a long history of over 40 years with the first generation of its leaders in India, Indonesia and Thailand. In the field of social entrepreneurship, there are three levels of impact: direct service, systems-change, and mindset / framework change. We need direct service – such as the teacher in the classroom and the humanitarian aid workers attending to natural disasters. In a world of increasing change and complexity, we need systems-change leaders who target the root-causes of problems and create innovative social models to eradicate them. Ultimately, framework change is needed – when society shifts and adopts a new viewpoint or norm has by far the largest impact – and is again a different game requiring different measures. When Ashoka was launched, it set out to create the construct of "social entrepreneurship" (and of "changemaking") as an entire new field of citizen-led innovation to actively create a world that is good for all.

This report is in four parts, the first two parts outline the needs, challenges, and the support social entrepreneurs need to make systemic and large scale impact. The latter parts are for the first time a forward-looking outline of emerging insights from society and action-oriented pathways towards a better future.

As this report demonstrates it has become increasingly important to support social entrepreneurs through capacity building initiatives with an enabling environment and engage critical actors to mobilise for high impact. Through increased organisational sustainability of such a coalition - we will be able to see a larger scale of impact and take-off. The report clearly calls out for more support from corporations including technology partners in the future, governmental support, and international foundations alongside local actors.

Our lives are increasingly being impacted by technology. And in the world of accelerated change, it is important to increasingly focus on the key principles and pathways that accelerate the good in humanity.

The key emerging insights from social entrepreneurs are the following:

- They tell us that agency matters - that individuals and communities can have oversight over technologies and choices, so they can make technology and digitisation work for the betterment of society as whole
- That solidarity matters - that what is good for everyone must also be good for humanity as a collective
- That everyone matters - everyone should have access and power. We must demystify technology, its power structures and biases, so we can make changes and have more accountability. Additionally community creation offline matters to allow for greater participation, oversight and uptake.

Peace Generation

Underlying all of these points is the need to accelerate changemaking - the creative action to solve problems by all actors in the world. One such clear pathway is to change the definition of success in the way young people grow-up - this report, for the first time, has invited young people to contribute as equals to shape the insights for our shared future. This has significant implications to go beyond the skills conversation: towards seeing young people as critical actors for the future, taking charge to solve problems with empathy, sophisticated team-working skills, and new leadership qualities with a shared consciousness to create a better world. Anugreh S' Hybrid Labs is advising over 12 companies around the world on technology adoption, and Tarriq Kemal al Idrus' Akademis.id is providing new pathways for learning across Indonesia. These are clear examples of young changemakers exemplifying the qualities for all of humanity to serve a better society.

Lastly, the call to action for all actors is to invite systems-changing social entrepreneurs to be part of society's decision-making process with policy-makers, business and civil society - there are five key action steps:

1. Invest in people and social innovation models that maximise human potential for a better future
2. Create governance and digital rights frameworks for society drawing on the wisdom of social entrepreneurs and citizen science
3. Invest in community assets offline and digitally interconnect society for the good of all
4. Increase partnerships with social entrepreneurs working in the technology field regarding research and development for fairer and newer markets of the future
5. Leverage technology to enable measurements and nudges towards real improvements. This has even more potency though using digital tools to drive mindset change through powerful story-telling.

"It's not a conversation of blame. It's a conversation of responsibility. It's not a conversation of guilt. It's a conversation about transparency. We are all engaged as people, as stakeholders, both as users and creators at the same point in time in making sure our world is better tomorrow."

– Apar Gupta, Internet Freedom Foundation (India)

EMERGING INSIGHTS IN TECHNOLOGY & HUMANITY

Technology, is a powerful force driving two of the world's primary transformations: an ever-accelerating rate of change and increasing connectivity between people and societies. Social entrepreneurs and changemakers around the world are leveraging technology in inventive ways to solve urgent problems, bridge gaps, and create more equal societies.

Although, at the same time, technology can also cause or worsen inequities and drive a wedge between people and cultures, raising questions of ethics, morality, empathy, power, agency, and control. Ashoka, with the support of Google.org- Google's philanthropic arm has brought together 28 social entrepreneurs who are creating impact with their systems changing approaches from India, Indonesia and Singapore on a capacity building **The Changemaker Journey** to strengthen their social impact in the short-term (particularly during the pandemic) and longer-term. The delivery of the technology and Measurement and Evidence (M&E) modules of the programme was designed and delivered, in partnership with InfoXchange and Sattva Consulting.

These 28 social entrepreneurs in the global south amongst others were surveyed and interviewed to bring together insights on how social entrepreneurs use technology for positive social change and along with gaining an understanding of the current gaps within the systems.

This report features insights and interviews of social entrepreneurs using technology for positive social change and outlines the challenges they face, the recommendations for next steps, and envision the future role of technology. This report builds on qualitative and quantitative data from 100 social entrepreneurs, including the cohort of 28, to assess the four areas of interest:

- Part 1: Understanding needs, challenges and barriers for social entrepreneurs
- Part 2: Capacity building to support social entrepreneurs drive greater impact
- Part 3: Emerging Insights in the field of Technology & Humanity
- Part 4: Pathways for a new societal framework in an increasingly digital world


Peace Generation

Ashoka

Peace Generation

ABOUT ASHOKA

Ashoka envisions an 'Everyone a Changemaker' world - a society that responds quickly and effectively to challenges, and where each individual has the freedom, confidence, and societal support to address any social problem.

Ashoka is the **largest network of leading system changing social entrepreneurs**, having supported more than 3,600+ 'Ashoka Fellows' in more than 90 countries with solutions addressing society's most pressing issues. These social entrepreneurs create sustainable solutions for their communities, and find creative ways to ensure that their impact spreads regionally, and even globally, to **establish new, widespread norms**.

SUPPORTED
3,600+
ASHOKA
FELLOWS

ADDRESSED
90+
COUNTRIES
WITH SOLUTIONS
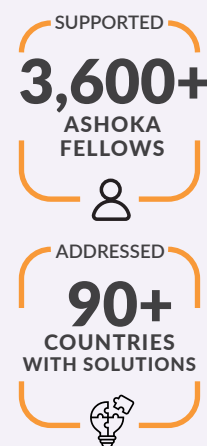
ABOUT GOOGLE.ORG

Google.org, Google's philanthropy, supports non-profits that address humanitarian issues and apply scalable, data-driven innovation to solving the world's biggest challenges. We accelerate their progress by connecting them with a unique blend of support that includes funding, products, and technical expertise from Google volunteers. We engage with these believers-turned-doers who make a significant impact on the communities they represent, and whose work has the potential to produce meaningful change. We want a world that works for everyone—and we believe technology and innovation can move the needle in four key areas: education, economic opportunity, inclusion and crisis response.

WHY CAPACITY BUILDING MATTERS?
THE CHANGEMAKER JOURNEY

In many parts of Southeast Asia, there is a significant number of civic society organisations lacking the scale of impact in their work to achieve the desired social outcomes.

There is a need to strengthen the skills and abilities of social impact organisations in the region to enable them develop scalable and systemic solutions (addressing root-causes of problems), thereafter leverage technology to achieve their systemic change goals and better serve humanity.

1. **The opportunity to accelerate impact by reviewing the Models of Impact** of organisations in order to achieve more scale and systemic change across their respective countries and the region. Based on Ashoka's Impact Reports and the United Nations Development Programme Primer Study, it is well-documented that the CEO's and leadership teams of citizen sector organisations will need to design and operationalise their programmes for systemic change. This means that we need to create the space and opportunity for organisations to articulate their system-change and scaling models. In addition, in Asia we have the added opportunity to strengthen organisation development, leadership structures, social finance and impact measurements.

2. **The opportunity to understand technological needs and the ethical use of technology** to solve problems at a systemic level that better serves humanity. Critically as technology becomes more prevalent in society and greater access to technology is provided to these organisations - there are many challenges in the field that limits adoption or strategic use of technology to innovatively solve problems. Access to funding, tactical use, the lack of organisation structure, and leadership are some of the issues. In general, there is a lack of experience and dearth of relevant skills for design, development, and maintenance of solutions. [2]

3. **The opportunity to surface and identify exceptional innovations in the sector** (such as systems-change leaders) that are serving humanity through addressing some of the unintended consequences of digitisation (such as hoax, misinformation, digital safety) as well as innovation pathways that are disrupting and bringing new frontiers of social change. The first step towards this work is to understand the innovation pathways and patterns in the field, which will be outlined in the latter part of this report.

Capacity building programmes focused on systems-change for civil society is often overlooked as a direct intervention method in Asia for large-scale social resilience, transformation, and impact. For social entrepreneurs to

> "
> **After all, we (social entrepreneur) are solving problems that no one has solved before.** When we look at education, we still have a world where 263 million children and youth aren't attending school. We are nowhere near solving the problem, but joining this program gave me and my team the inspiration and excitement to continue challenging ourselves.
> "
>
> JANINE TEO, FOUNDER AND CEO OF SOLVE EDUCATION (SINGAPORE)

Janine Teo, is the founder of Solve Education, an organisation committed to helping children and youth receive quality, effective education regardless of the lack of accessibility or efficiency of traditional education.

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[2] R. Freeborough & K. Patterson. *Exploring the Effect of Transformational Leadership on Nonprofit Leader Engagement. Georgia: D. Abbott Turner College of Business, 2015.*

create systemic-change there is a need to allow space and time for them to co-learn, interconnect, and co-create new innovative pathways. These civil society leaders are often tackling problems at a root-cause level through innovative pathways to solve the toughest challenges in their community, country, and ultimately the region. In Asia they need more support to build their knowledge, skills, and networks from local, regional, and global actors to implement these innovative pathways and systems-change plans.

The Changemaker Journey aims to:

1. To create the enabling learning space and opportunity for organisations to articulate their system-change and scaling models. To further strengthen the implementation of the systems-changing and scaling intentions of the organisations, Ashoka provided new insights in the topics of organisational systems-change, development and leadership, social finance, improved the use of technology, and impact measurement. Ashoka's partners InfoXchange and Sattvaa provided the much needed insights and guidance into the field of technology and measurement & evaluation to the cohort of 28 social entrepreneurs. This was implemented with new tools, knowledge, frameworks, and skills to meet their immediate priorities at the same time to shape and sustain their efforts over the long-term.

2. To build an ecosystem of mentors and senior advisors that are invested in supporting the skills development of social entrepreneurs for systemic-change in solving social issues in Asia Pacific. This consists of Googlers, consultants from Kearney and Accenture who mentored the organisations through five - 90 minute sessions. In addition, the organisations had a pitching session with C-suite leaders of foundations, companies, and private philanthropic individuals.

3. To generate new insights from the cohort of 28 entrepreneurs on their future needs, and social innovation patterns from the field culminating in a report that will be shared.

The structure of the programme was divided into three crucial stages and included various external partners:
1. Cohort Knowledge-Building
2. Mentoring & Advisory
3. New Insights, Co-Learning & Sharing

Pratham Storyweaver

In the last six months in 2020, we convened 28 organisations with a New Learning Space i.e. _TheChangemakerjourney.org_ - **The Changemaker Journey** with the following tracks:

The cohort of the 28 social entrepreneurs engaged in 12 knowledge building sessions within the programme, allowing them to evaluate and maximise their models of impact with a core focus on systems changes. Along with, five sessions on general technology mentoring, hosted by InfoExchange and two monitoring and evaluation sessions conducted by Sattva. The second stage of the programme involved both monitoring and advisory sessions, which saw the cohort engage in one-on-one expert technology mentoring with InfoExchange, one-on-one expert monitoring and evaluation sessions with Sattva and five mentoring sessions with industry experts from Google, Kearney, and Accenture.

Moreover, within the final stage of the programme, the 28 social entrepreneurs took part in a series of events that accumulated to the Technology and Humanity Forum. Within these engagements, the cohort continued to refine their models of impact and shared their key learnings, experiences, and valuable insights on the social impact sector. These engagements included:

THE CHANGEMAKER JOURNEY - PROGRAMME OVERVIEW		
1	Cohot Knowledge-Building (Co-Learn)	• Models of Impact - with Systems Change (12 sessions at 120 mins) • Technology with InfoXchange (5 Sessions at 90 mins) • M&E (2 session at 90 mins)
2	Mentoring & Advisory (Interconnect)	• 1-on-1 Expert tech mentoring with InfoXchange • 1-on-1 Expert M&E mentoring with Sattva • 5 mentoring sessions at 90' mins each (32 mentors from Google, Kearney, Accenture) • 23 Senior Advisor on (C-suite/Foundation leaders/ Founders) • Additional opt-in sessions: 2x training sessions (G Suite, Google Ads) by volunteers
3	New Insights & Co-learning & Sharing (Co-create)	• #1 experience : Changemaker Day • #2 experience: Advisory Day • #3 experience: Technology + Humanity Summit • Emerging Insights Report outlined here

The overall programme, particularly relevant in the era of COVID19, has provided a much-needed learning environment for systems leaders in the Global South – a first of its kind.

PART 1: EIGHT NEEDS AND CHALLENGES OF THE SOCIAL IMPACT ORGANISATION

41%
Global
"Work is in multiple countries and on multiple continents"

51%
Local
"Work is in the same country as the organisation's headquarters"

8%
Regional
"Work is in multiple countries, but on the same continent as the organisation's headquarters"
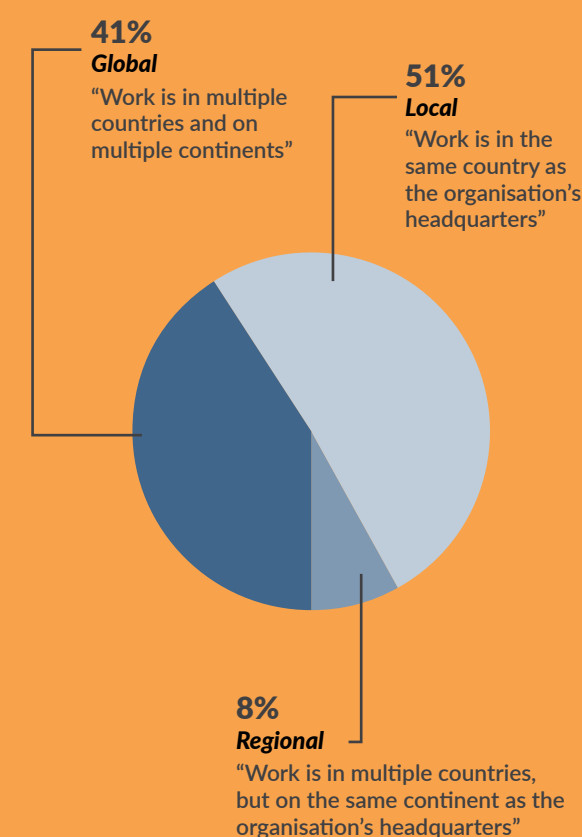
*(Above) Figure 1
The panel of respondents are either working largely locally or globally.*

Anahad

Social Entrepreneurs, in the field who are using technology face multiple barriers, influencing the impact of their work. Barriers are seen as a core component of a problem that, if removed, allow for true systems and framework change to occur. Barriers are not underlying causes that merely describe a situation; instead, they are moveable, actionable, and specific to the problem.

In the field of technology, social entrepreneurs shared the barriers they face ranging from the lack of networks to the lack of transparency and accountability. These barriers impact the way and the depth that social entrepreneurs create social impact. As seen in figure 1, only 41% social entrepreneurs surveyed scaled globally and 8% regionally, most - 51%- have only been able to scale locally. This is an outcome of the barriers that social entrepreneurs face.

There is a significant scope of converting local and regional actions to the global level by expanding the means for innovators. Most Ashoka Fellows believe that they can create a better impact by having strategic partnerships and enabling collaboration by creating networks, using social media, virtual presence and events. The following section synthessises the key barriers social entrepreneurs describe as the barriers that are impacting the way they scale.

1.1: A GROWING NEED OF SUPPORT FOR NEW ACTORS IN THE ECOSYSTEM

As social entrepreneurs scale their impact they begin to peak in their personal network, approach with governments, and corporations as their initial partners. Expansion of impact usually means taking increasing participation and support of international foundations, which is a barrier for many social entrepreneurs. From the survey, as seen in figure 2 **although 28% of respondents are already working with international foundations, 50% of social entrepreneurs are still looking for further partnerships with international foundations for collaboration to scale their projects. The other areas of growth are partnerships with technology experts and impact measurement.**

> We are talking and discussing with partners, we want to run fast. We need partners, good partners for technology, to collaborate.

SILVERIUS OSKAR UNGGUL, TELAPAK (INDONESIA)

Silverius Oskar Unggul, has created a business model that empowers and provides economic incentives for forest dwelling communities to get involved with conservation efforts by helping them manage their own sustainable "eco-label" timber businesses.
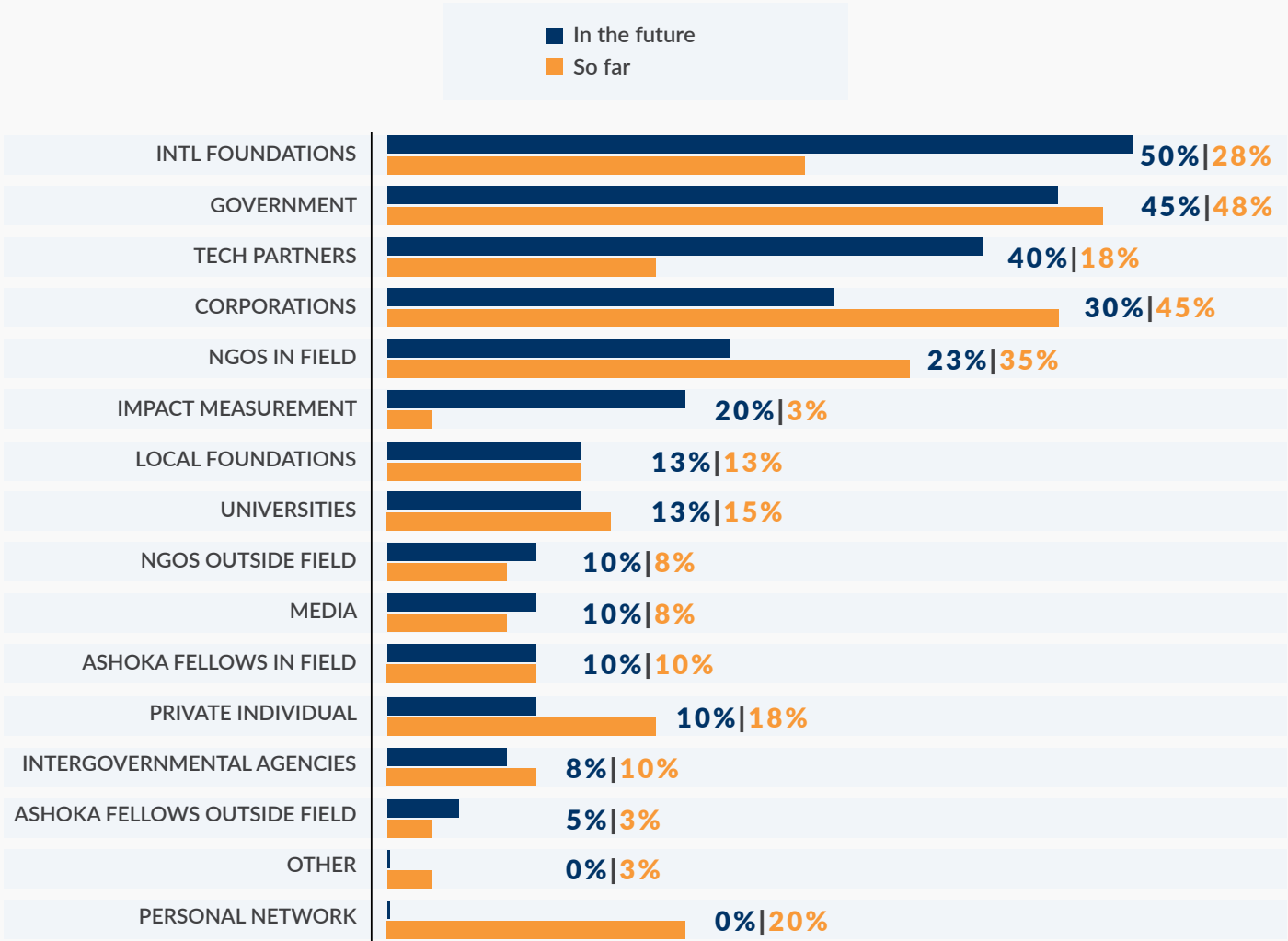
> Yes, collaboration is essential. We are part of the International Fact-Checking Network and the Coronavirus Facts Alliance. We are in daily contact to understand what's trending, and where. When a false claim emerges somewhere in the world, it can easily travel to all countries, across language groups. The priority for all of us is to contain potentially viral claims.

MEHMET ATAKAN FOCA, TEYIT.ORG (TURKEY)

Mehmet Atakan Foca, is redefining Turkish citizens' relationship with the media. He is using the rising wave of misinformation in sharing of information in digital and social media channels as an opportunity to enhance digital literacy. By creating demand for trustworthy news on the individual user level, they are forming a platform that is empowering, enabling and encouraging citizens, key organisations and players in social and digital media to be the backbone of a burgeoning field made up of citizens and journalists from all segments of society.

Legend: ■ In the future ■ So far

Partner	In the future	So far
INTL FOUNDATIONS	50%	28%
GOVERNMENT	45%	48%
TECH PARTNERS	40%	18%
CORPORATIONS	30%	45%
NGOS IN FIELD	23%	35%
IMPACT MEASUREMENT	20%	3%
LOCAL FOUNDATIONS	13%	13%
UNIVERSITIES	13%	15%
NGOS OUTSIDE FIELD	10%	8%
MEDIA	10%	8%
ASHOKA FELLOWS IN FIELD	10%	10%
PRIVATE INDIVIDUAL	10%	18%
INTERGOVERNMENTAL AGENCIES	8%	10%
ASHOKA FELLOWS OUTSIDE FIELD	5%	3%
OTHER	0%	3%
PERSONAL NETWORK	0%	20%

(Above) Figure 2
What types of partners would you need most in order to increase your impact exponentially in the future (next 5 years)?

What individuals or organisations have contributed most to your impact so far?

Ashoka

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TECHNOLOGY
HUMANiTY

NEEDS & CHALLENGES   12

TECHNOLOGY
HUMANiTY

NEEDS & CHALLENGES   13

1.2: LACK OF ACCESS TO DECISION-MAKERS

Social entrepreneurs are experts at spotting social problems that are caused by technology. They are also experts at designing solutions that address social problems at the root-cause level. Yet, governments and companies too often fail to see or value them as essential partners in finding an innovative way forward. It is an unfortunate reality that access to key decision-makers is often limited.

Many social entrepreneurs like Apar Gupta, of Internet Freedom Foundation and Akshay Saxena of Avanti Fellows are pursuing bigger players to help them create a passage for their own ideas to be scaled.

48% of social entrepreneurs surveyed view Government as an important contributor to their impact of their work as seen in figure 2. At the same time, governments of many countries are still building knowledge and understanding on the impact of the excessively advancing technology. This creates an opportunity for policy makers' understanding of citizen science, through the innovative approaches that social entrepreneurs are deploying in society, to solve increasingly complex social problems.

Therefore, there is a growing need for more informed dialogue between policymakers, the citizen sector, academia, industry, and civil society to create policies that are relevant to the people affected by them. Bharath Pallavi, founder of Fields of View, aims to tackle this problem by creating games, simulations, and role-playing exercises which allow different stakeholders to discuss, collaborate and function together on creating relevant and usable policy. Some of these gaps include challenges with data collection, funding, approval processes, and are time-intensive, and sometimes huge hindrances for the social entrepreneurs.

> "
> The next challenge, I think, is governmental buy-in.
>
> AKSHAY SAXENA, AVANTI FELLOWS (INDIA)
> "

Akshay Saxena, is creating an affordable alternative to the expensive after school classes that currently serve as a threshold for students to pass their college entrance exams in India. By focusing on empowering teachers as classroom facilitators and peer-to-peer education, he gives students from low-income households a realistic chance to access higher education.

> "
> The larger challenges we've noticed is that tech firms not only in India, but even abroad, interests overlap quite often in terms of the interests of certain government entities, which may be commercial towards gathering greater amounts of data.
>
> APAR GUPTA, INTERNET FREEDOM FOUNDATION (INDA)
> "

Apar Gupta, is creating a model for digital rights advocacy in India that is driven by the public, for the public. By bringing grassroots interests and campaigns into the realm of civic action through institutional engagement with regulators, courts, and legislative bodies, he ensures that accountability and action towards ensuring fundamental rights continues to be met.

> "
> The challenge for us is the impact of capital. The government needs to step forward - we can give whatever we have done free to them, but we need financial support to keep ourselves sustainable.
>
> SACHIN CHAUDHARY, TRUST CIRCLE (INDIA)
> "

Sachin Chaudhary, is improving emotional resilience and well-being for all by focusing on prevention and early intervention for mental health issues, and by empowering individuals and organisations to take proactive action, create awareness, destigmatize mental health, and to promote overall well-being for our society at large.

Nina Azzahra, 13 (left) is advancing better waste management in Indonesia with her friends and decision-makers.

Ashoka

Fields of View

🏷 1.3: THE NEED TO SUPPORT ORGANISATIONAL SUSTAINABILITY & VIABILITY

As the field of social entrepreneurship continues to expand it is crucial to ensure there is sufficient funding and resources into the sector. As the majority of the social entrepreneurs' business models are non-profit based, financial viability is always a key consideration, an aspect that has been exacerbated due to the COVID-19 pandemic. Both figures 3(A) and (B) (pg 17) outline the necessity for financial security that these organisations face in order to continue expanding their missions and therefore impacting more people.

Primarily, Ashoka fellows intend to partner with philanthropic funders to ensure their organisation's sustainability and boost the impact of their work. This was reflected in our social innovation mapping. Many social entrepreneurs see funding and resources as a potential challenge while pursuing sustained growth. This is reflected by Sachin Chaudhary, who started TrustCircle to focus on the mental well-being of school children:

The necessity for continued funding is reflected in figure 3(A), demonstrating the large operating costs these organisations have in pursuing their social impact missions. The data from the survey shows that 42% of social entrepreneurs require at least half a million or more dollars each year, in operating costs, to sustain themselves. With only less than 10% of the surveyed organisations requiring fifty thousand or less dollars in operating costs, philanthropic funding for overheads and organisational costs is imperative to continue changing systems and creating impact for more people. However, with the funding there is also an added pressure to expand as the work needs visibility and the support of several partners.

Other than funding alone, there are other challenges which indicate limited access to resources, infrastructure and human capital, further hindering the sustainability of organisations. Apar Gupta, who works with a group of lawyers and seeks engineers' help, outlines one of these challenges as having to fight for talent with the right recruitment with huge corporations.

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As shown by figure 3(B) aside from flexible funding for operations, strategic partnerships with philanthropic foundations and companies is vital to continue sustainable growth and in turn accelerate social impact.

> We compete for talent with large tech companies. It's partly financial, it's partly reputational, but getting them in is tougher.

APAR GUPTA, INTERNET FREEDOM FOUNDATION (INDIA)

> I've been trying to work with many other civic-sector actors. Often we do not mobilise towards impact due to the lack of resources. With resources for collaboration, we can strengthen our strategic approaches and develop a system to drive our activities for greater impact.

DR YUHYUN PARK, DQ INSTITUTE (SINGAPORE)

Dr Yuhyun Park, is empowering young children around the world to become responsible digital citizens by helping them to build the fundamental skills of respect, self-confidence, and empathy through fun and interactive learning activities.
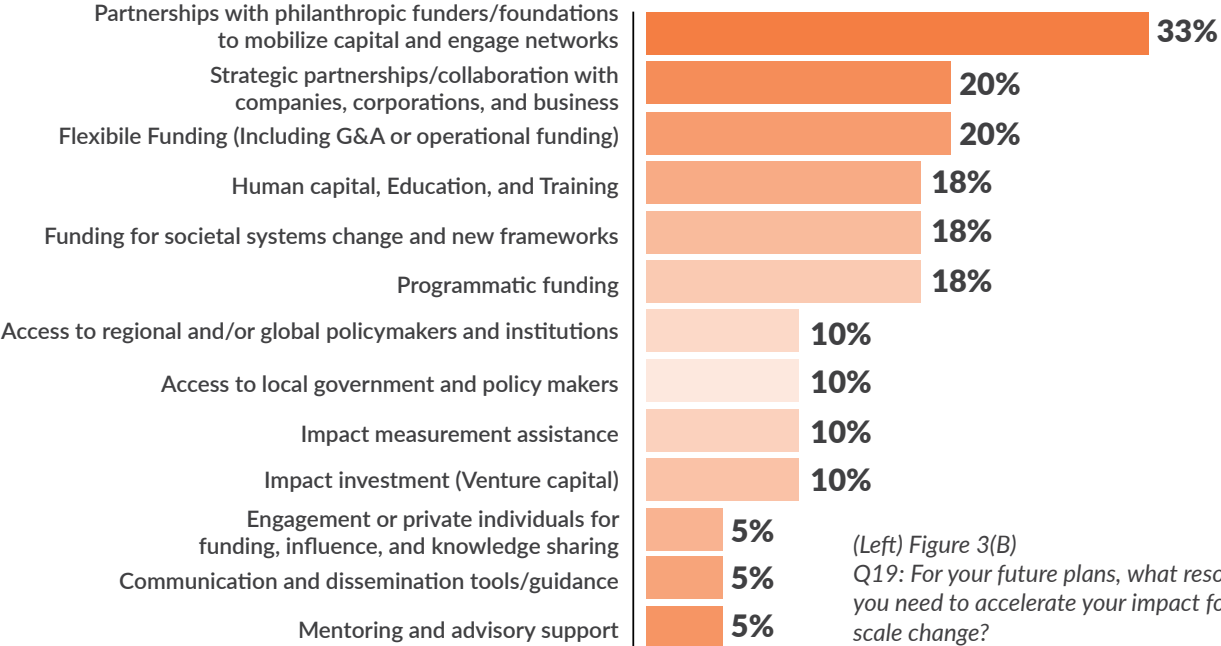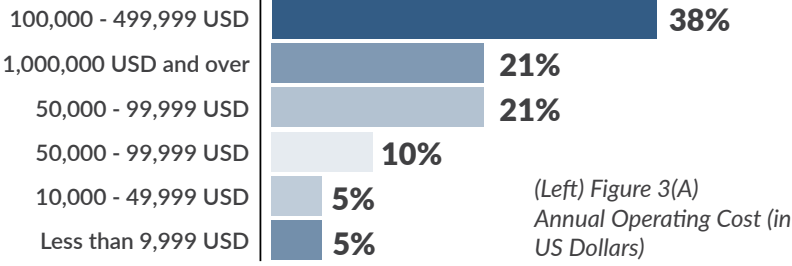
The challenges and necessity for funding and ensuring financial security is clearly reflected in the data. Without this many organisations face the unfortunate fact of downsizing their missions. In the era of COVID-19, this has become even more pertinent as not only are some organisations having to re-evaluate their impact approach, they are downsizing in human capital with the crucial loss of funding.

> The non-profit model is a hard one in India. It's difficult to raise funds at these kinds of levels in India through CSR, which is also drying up, and plus this Foreign Contribution Regulation Act (FCRA), they are huge constraints.

NALINI SALIGRAM, AROGYA WORLD (INDIA)

Nalini Saligram, is promoting healthy lifestyles and chronic disease prevention by mobilizing youth and women, starting in India and spreading globally. She is doing this by implementing educational programs in schools and by changing the culture of workplaces.

Annual Operating Cost	
100,000 - 499,999 USD	38%
1,000,000 USD and over	21%
50,000 - 99,999 USD	21%
50,000 - 99,999 USD	10%
10,000 - 49,999 USD	5%
Less than 9,999 USD	5%

(Left) Figure 3(A) Annual Operating Cost (in US Dollars)

Partnerships with philanthropic funders/foundations to mobilize capital and engage networks	33%
Strategic partnerships/collaboration with companies, corporations, and business	20%
Flexible Funding (Including G&A or operational funding)	20%
Human capital, Education, and Training	18%
Funding for societal systems change and new frameworks	18%
Programmatic funding	18%
Access to regional and/or global policymakers and institutions	10%
Access to local government and policy makers	10%
Impact measurement assistance	10%
Impact investment (Venture capital)	10%
Engagement or private individuals for funding, influence, and knowledge sharing	5%
Communication and dissemination tools/guidance	5%
Mentoring and advisory support	5%

(Left) Figure 3(B) Q19: For your future plans, what resources do you need to accelerate your impact for large scale change?

> " We have the capacity to serve more people from Bangladesh, Pakistan and the Middle-East, but we don't have the capital to continue to serve them, and that's where we have to sustain ourselves and to sustain ourselves we have to focus where the money is, which is limiting the growth of the company. "
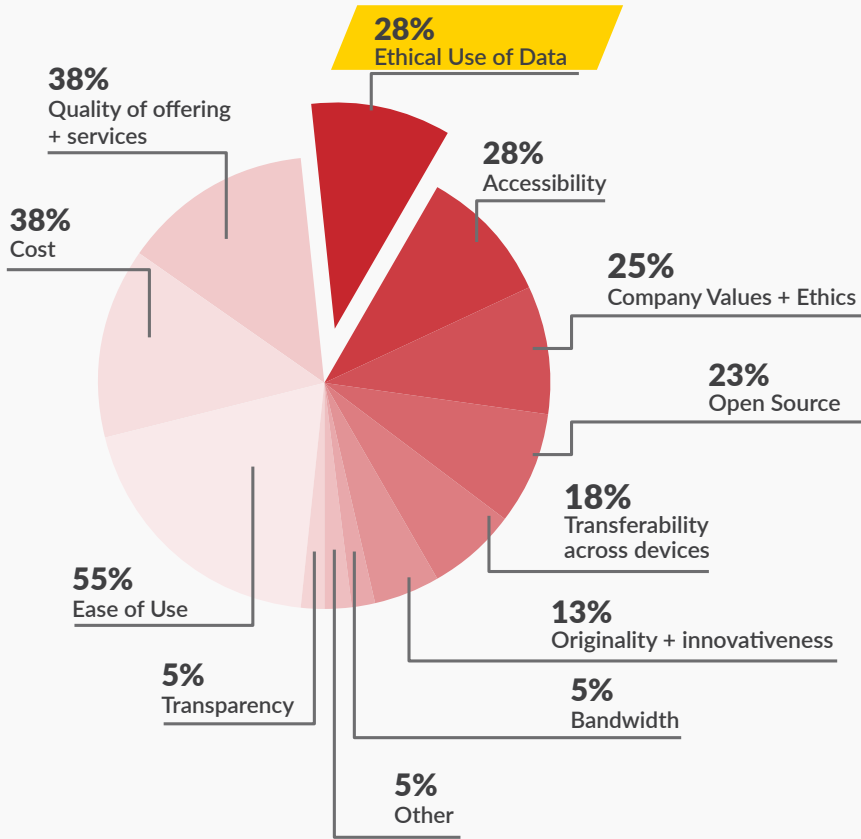>
> SACHIN CHAUDHARY, TRUSTCIRCLE (INDIA)

Green Hub Fellowship

1.4: THE NEED FOR MORE TRANSPARENCY AND ACCOUNTABILITY

Within the field, many new technologies are being rolled-out faster than the development of a robust regulatory environment. In the absence of legal frameworks, increasingly, social entrepreneurs are looking at the ethical use of data as a criterion for deciding which technology they should use in their work. The data in Figure 4 indicates the importance of data on the characteristics of technology that are important to social entrepreneurs. This is not trivial- the importance of ethical use of data comes close after the ease of use, cost, and quality of offering of a particular technology.

28% Ethical Use of Data

38% Quality of offering + services

38% Cost

55% Ease of Use

5% Transparency

5% Other

28% Accessibility

25% Company Values + Ethics

23% Open Source

18% Transferability across devices

13% Originality + innovativeness

5% Bandwidth

(Above) Figure 4
What criteria do you take into consideration when deciding which technology to use?

> " There's a large gap in the digital rights ecosystem where you have spontaneous volunteer groups where people usually come together, they ban together, on social media. The trend of these social media hashtags for a day or two, allows people to set up these petition websites. "
>
> APAR GUPTA, INTERNET FREEDOM FOUNDATION (INDIA)

> " 60% of children, 8 to 12 years old have experienced at least one cyber risk in the last one year. "
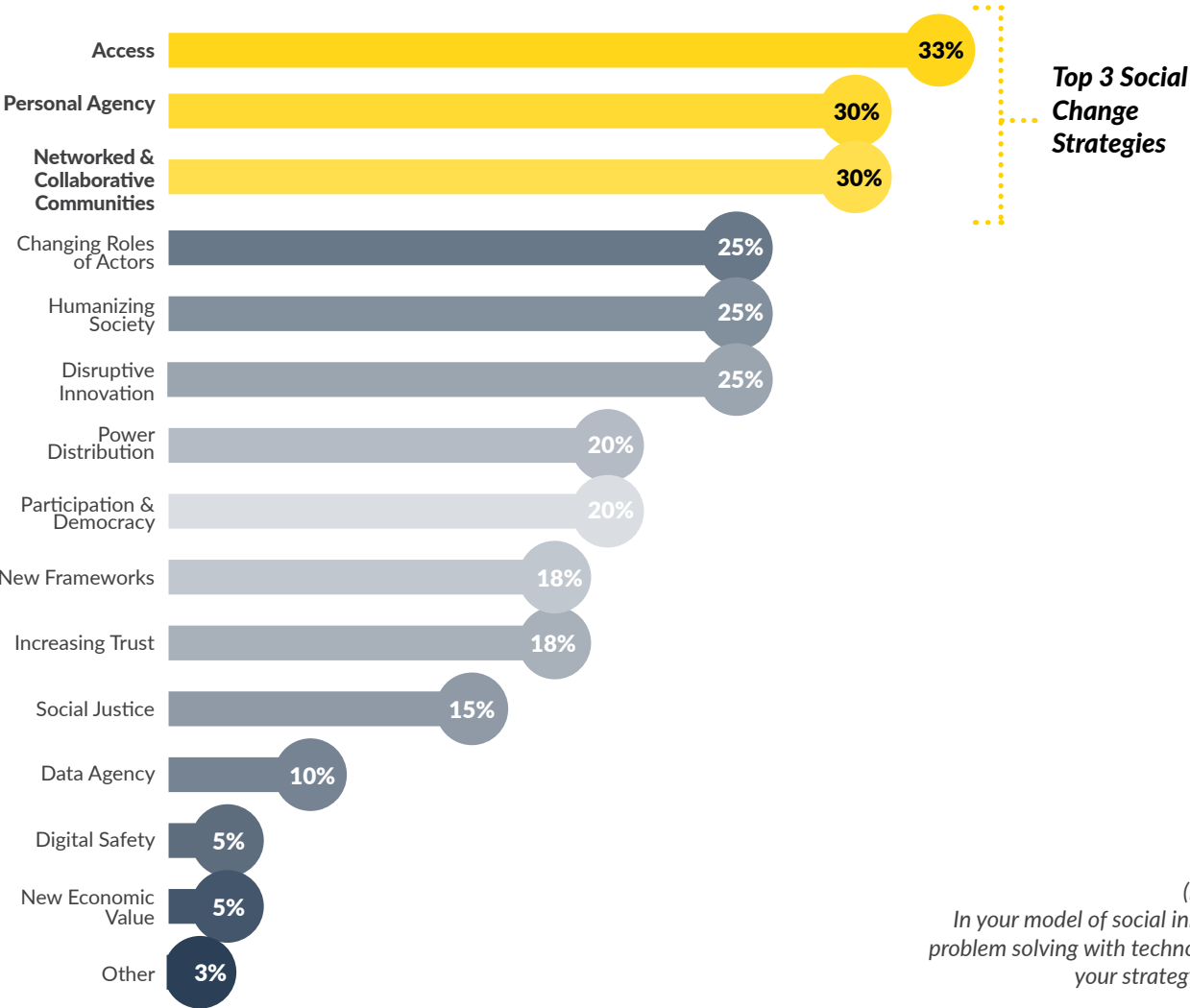>
> DR YUHYUN PARK, DQ INSTITUTE (SINGAPORE)

🏷 1.5: LACK OF INVESTMENT IN INFRASTRUCTURE ACCELERATES INEQUALITY

As noted in figure 5, 33% of social entrepreneurs focus on creating better access as their strategy for change in their models for social innovation and problem-solving. While technology holds great promise as a force for good, tech infrastructure deployments are unevenly distributed. Many users in under-resourced communities have to deal with the reality of low bandwidth, high data prices, and a lack of access to affordable devices. Social entrepreneurs implement their ideas which are geared around radical inclusivity, reaching the "last mile" patient, user, or customer. Social entrepreneurs working in the poorest of communities are important actors to involve in discussions around the provision of solutions that serve humanity in the last-mile, as this barrier is a significant challenge in the global south and poor communities.

> " The internet is weak and bandwidth is low in many parts of India, but we have to think of different ways of getting this material to them.
>
> NALINI SALIGRAM, AROGYA WORLD (INDIA) "

Figure 5 — Top 3 Social Change Strategies

Strategy	%
Access	33%
Personal Agency	30%
Networked & Collaborative Communities	30%
Changing Roles of Actors	25%
Humanizing Society	25%
Disruptive Innovation	25%
Power Distribution	20%
Participation & Democracy	20%
New Frameworks	18%
Increasing Trust	18%
Social Justice	15%
Data Agency	10%
Digital Safety	5%
New Economic Value	5%
Other	3%

Top 3 Social Change Strategies

*(Left) Figure 5
In your model of social innovation and problem solving with technology, what is your strategy for change?*

> " In Nigeria, a lot of telecommunications companies, of course, have costs attached to setting up infrastructure they need to provide the internet. So, whether that's in mass-based stations, laying fibre in the ground, now there are fees that they need to pay for laying the fibre in the ground, and it's really, expensive.
>
> OREOLUWA SOMOLU, THE WOMEN'S TECHNOLOGY EMPOWERMENT CENTRE (W-TEC) (NIGERIA) "

Oreoluwa Somolu, is working to bridge the gender digital divide and increase the number of women working with technology to earn a living. Ensuring that women are better represented on the Internet and understand how to address issues like domain name abuse and cybersecurity challenges is an important aspect of her work

Arogya World

1.6: CONCENTRATION OF POWER IS LIMITING THE FULL POTENTIAL OF TECHNOLOGY TO SERVE HUMANITY

58% of social entrepreneurs, surveyed use technology to democratise digital tools and skills to create social change in their work. However, social entrepreneurs are observing a greater concentration of technological solutions in the field, often provided by big technology companies (there are many solutions being generated, but they are not being adopted). This potentially shifts individual preferences and habits, which unfortunately leads to lower participation of diverse voices across different parts of society, in the production of solutions.

This means that the social innovation pipeline of solutions from the citizen sector becomes increasingly limited in addressing increasingly complex problems of the world today. There are several implications to this. Firstly, smaller not-for-profit players cannot attract creators, engineers and designers to design more solutions for the citizen sector. Secondly, the flow of resources and capital stays largely outside the ecosystem of social entrepreneurs. The current business model of the for-profit sector is based on the monetization of data, which in turn results in the expertise of social entrepreneurs and their communities being monetized elsewhere. Thirdly, technology platforms will likely continue to encourage similar ways of thinking and doing, leading to more, "echo chambers", thereby neglecting to reflect the true diversity in a global society.
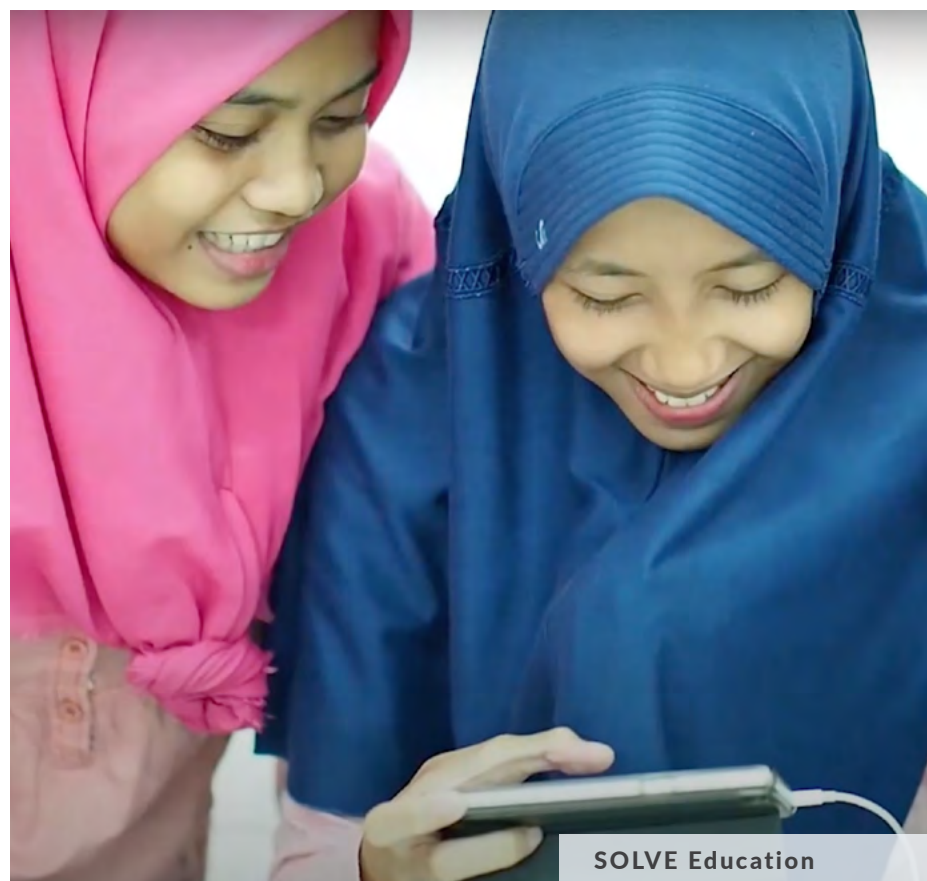
> " Seven to eight companies are disproportionately having controlling interests in core parts of how the internet is structured and how people consume information on the internet. Or they have cross-holdings into other companies in which they have made investments. "
>
> APAR GUPTA, INTERNET FREEDOM FOUNDATION (INDIA)

> " I think there's some thinking that needs to happen on how to involve engineers, especially young engineers, in building tech-forward, which I don't think there's enough conversation about. The only way they can do it right now is if they volunteer and that would require them to be really forthcoming, which many engineers are not. Alternatively they go and work in a 20% company endorsed social project, which again is not fun. That's not how this stuff gets done typically. So that might be an interesting thing to think about. "
>
> AKSHAY SAXENA, AVANTI (INDIA)

SOLVE Education

1.7: NOT BELIEVING THAT EVERYONE IS POWERFUL AS PART OF THE PROBLEM-SOLVING PROCESS

Ashoka found that one third of all Ashoka Fellows working with youth are putting young people in charge, working with them as true co-creators of strategies and initiatives. In the present study, social entrepreneurs are focusing on the most vulnerable communities to elevate their voices and capacity to take action and generate solutions. These social entrepreneurs are tackling one of the most complex barriers towards using technology to create change - the belief that every person is powerful and thus should be brought into the conversation about how to innovate and change their own reality. From young people, to women, to elderly populations, there is a clear trend of exclusion from the creation of technology that prevents large populations from participating in development and benefits created by technology led innovations.

This is a generation of digitally native citizens in society that will live longer than ever before. Close to 70% of social innovations in the global south are deployed in the field of education and youth empowerment (Figure 6), which require a greater participation of young people. Dr. Yuhyun Park, of DQ Institute is electing young people and giving them a seat at the table in the formation of future frameworks for digital safety.

> " Hybrid Labs, is dedicated to bringing teen innovators into the Hybrid community, to building workspaces, where students can learn, and practice design thinking in order to contribute their skills towards developing assistive technology. With these skills they can go out to work with other social enterprises to bring them better technology solutions. "
>
> ANUGREH SEHTYA, 20, HYBRID LABS (INDIA)

Anugreh Sehtya, develops technology-based design solutions to address challenges in the healthcare and social sector.

> " It's always the same people sitting at the table making decisions and we are still getting the same results. Clearly something needs to change at the table. I'm not saying, remove people from the table but I'm saying, why don't we, at least add some additional chairs. Give those that are marginalized, those that are underserved, those that are not represented enough, give them the opportunity to be at the table as well. What do we have to lose? **We've got everything to gain.** "
>
> MARLON PARKER, RLABS (SOUTH AFRICA)

Marlon Parker, is using information technology to reach out to vulnerable youth and help them design practical technology-based solutions that address social challenges in their communities. In the process, they improve their employability, create opportunities for self-employment, and regain a sense of belonging in their communities and hope for a better future.

🏷 1.8: THE NEED TO DELIVER RELEVANT SOCIAL OUTCOMES IN THE USE OF TECHNOLOGY FOR RURAL & POOR COMMUNITIES

As technology grows more social entrepreneurs are pivoting their work to online platforms. While this allows for social entrepreneurs to reach some of the most rural communities it also brings into question on how these solutions for social problems are being delivered on the ground. As seen in figure 6, over 68% of the social entrepreneurs surveyed believe in education and learning development as their primary emphasis of impact. The top usage of tech for them is community creation and democratization of digital tools – 68%- as seen in figure 6. However, through deep-dive interviews, it is clear that social entrepreneurs can reach different communities through online sources. Entrepreneurs like Marlon Parker believe in the power of personal agency and the potential of people. It might be relatively easy to establish awareness but hard to take it to the last mile. Suzanne thinks this to be her next challenge too - therefore, social entrepreneurs will continue to face issues as they continue to grow and pivot with technology to ensure all their beneficiaries have access to the impact they are creating. How can technology support social entrepreneurs in ensuring everyone has access to social change and reach the most rural regions they are working in?
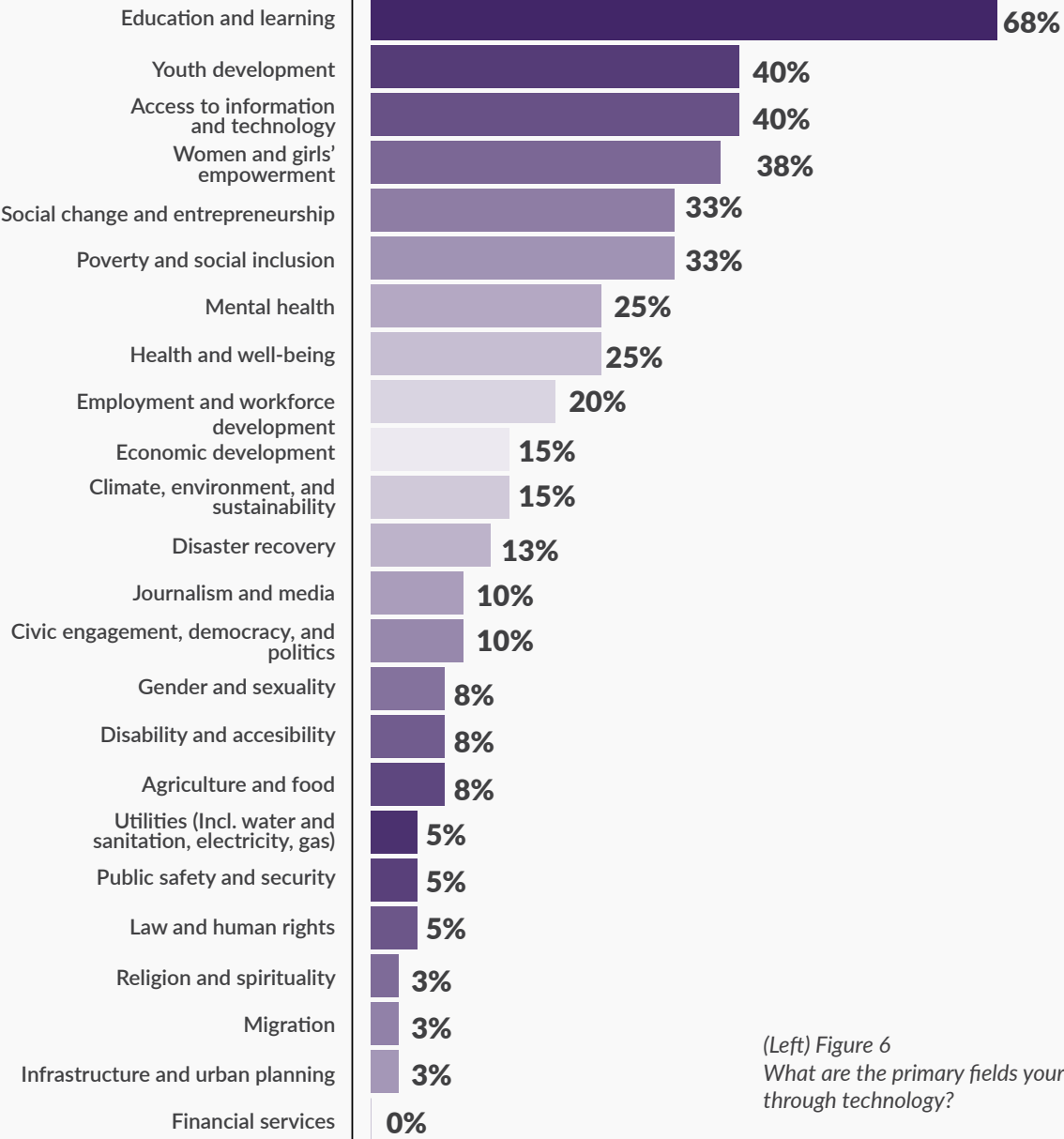
> "One of the biggest challenges, I would say, is how do you solve the last mile? We're still solving for online, offering partial online, right? Is there a way to have a set of solutions that can be delivered where there is no internet access? Right now it's in print, but are there other better solutions?"
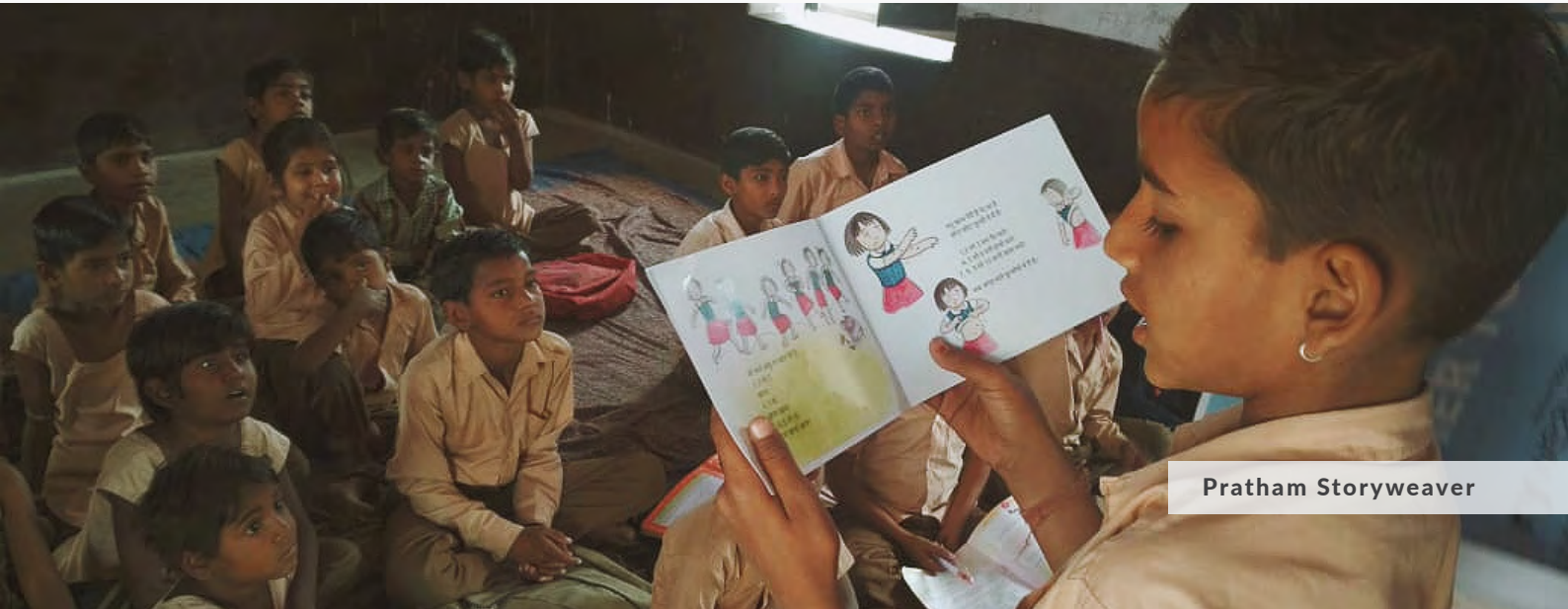
SUZANNE SINGH, PRATHAM BOOKS (INDIA)

Suzanne Singh, is the co-founder of Pratham Books, which has a mission 'to put a book in every child's hand.' This was born out her belief that children have the right to enjoy good books and should be able to access stories set in surroundings and languages familiar to them. StoryWeaver is an extension of that idea, which is an online platform that pushes the idea of promoting children's reading further by allowing users to translate or version the content into languages of their choice.

Ibu Profesional

Field	%
Education and learning	68%
Youth development	40%
Access to information and technology	40%
Women and girls' empowerment	38%
Social change and entrepreneurship	33%
Poverty and social inclusion	33%
Mental health	25%
Health and well-being	25%
Employment and workforce development	20%
Economic development	15%
Climate, environment, and sustainability	15%
Disaster recovery	13%
Journalism and media	10%
Civic engagement, democracy, and politics	10%
Gender and sexuality	8%
Disability and accessibility	8%
Agriculture and food	8%
Utilities (Incl. water and sanitation, electricity, gas)	5%
Public safety and security	5%
Law and human rights	5%
Religion and spirituality	3%
Migration	3%
Infrastructure and urban planning	3%
Financial services	0%

(Left) Figure 6
What are the primary fields your work impacts through technology?

Pratham Storyweaver

Ibu Profesional

PART 2: CAPACITY BUILDING TO SUPPORT SOCIAL ENTREPRENEURS DRIVE GREATER IMPACT

Overcoming the barriers social entrepreneurs face, as outlined in the previous section, is critical in continuing growth, impact and innovation. **The Changemaker Journey** was designed as a new learning space for social entrepreneurs to gain insights and skills that will take them towards creating systemic changes and allowing some to overcome the barriers outlined. Consisting of 28 non-profit organisations, the programme helped them take the first step.

Within this programme, 28 social entrepreneurs were bought together on a journey that created learning spaces for them to gain insights on how to deepen the impact of their work and create new networks. Along with, sharing and gaining new insights into the current state of the field.

2.1: ADAPTING WITH THE EMERGENCE OF COVID-19

As 2020 was hit with an unprecedented pandemic, like most organisations and individuals, social entrepreneurs also felt the impact of the pandemic. The effects of COVID-19 on social entrepreneurs ranged from the ceasing of programmes to a decline in their funding, both leading to uncertainty in their organisations sustainability. Seeing these pattern, the social entrepreneurs were engaged in an additional session on COVID-19 scenario planning was offered to the 28 social entrepreneurs. This session took the social entrepreneurs through a framework and process on how to ensure their organisations are able to sustain themselves during the current climate.

The participants of the programme engaged in discussions around different sustainability frameworks and discussed what strategies they could adopt. Social entrepreneurs, were able to evaluate their current situation and we were given frameworks that allowed them to respond to challenges they were facing in a more structured manner. Connecting as a community, they engaged in conversations that allowed them to reimagine new possibilities around leadership, education, and building communities.

> " Having spaces to share insights between organisations really helps us to learn from each other. "
>
> PURVI SHAH, PRATHAM STORYWEAVER (INDIA)

> " With COVID-19, the programme helped me and my team to rationalize decisions that need to be taken during this difficult situation… Shifting the approach from offline to online is really challenging for us. We are curious to see how other organisations (from the programme) are coping. "
>
> KHELMY K. PRIBADI, MAARIF INSTITUTE (INDONESIA)

Khelmy K. Pribadi is the programme director at Maarif Institute. It is an NGO and Think Tank for a Pluralism-Tolerance and Preventing/Countering Violent Extremism issue in Indonesia since 2003. He has been conducting a Preventing Violence Extremism (PVE) project, especially on how to build a school based community resilience, since 2010 until now

Maarif Institute

> " Learning more about the way teams can be organised is very helpful because we work with volunteers. We now know how to communicate better to a community and partners. It helps us put it into a framework that we can offer to the volunteers. "
>
> DR. IR. M.M. INGGRIAN (INGE), BEBRAS (INDONESIA)

Inggriani Liem, is the CEO of Bebras Indonesia an international initiative promoting informatics and computational thinking for teachers and youth via series of online challenges and competitions.

Ashoka

2.2: UNDERSTANDING SYSTEMS CHANGE & DEVELOPING NEW NARRATIVES TO INCREASE IMPACT

With the need to sustain and evolve during times of crisis, social entrepreneurs must also adapt. In order to combat the increasingly complex problems that are surfacing today, social entrepreneurs must also consider how their solutions change mindsets and policies, allow for replication by other changemakers, create new markets, get buy-in from stakeholders across sectors; and inspire other innovative solutions. When these results are achieved, old systems are shaken up, giving way to impact that is more long-lasting and widespread. Hence, these insights becomes the cornerstone of any capacity building programme for social entrepreneurs.

Understanding of Systems Change
Participants of the programme were engaged in conversations that allowed space for them to better understand the systems they were working in and what the best ways of intervention in the system are; along with better understanding how their work fits into the systems. By gaining an understanding and a better picture of this social entrepreneurs were able to rethink their work and how they can reshape elements of their ventures to create greater impact.

Scaling Strategies & Collaboration
In addition to reimagining the systems that they worked in, social entrepreneurs were taken on a journey to understand how to scale their impact and to explore different models of scale. They began to gain insights on the strategies of replication and how to increase their impact further. This helped to spark ideas of collaborations and conversations around different ways of collaborating. These conversations allowed for social entrepreneurs to engage in the conversation of building a shared vision and collaborative approaches for systems change. This has further allowed participants to rethink their way of working in silos, to connect, and grow together.

"Thinking about change beyond the organisation in terms of system level change – and thinking about it in a highly organised fashion has been particularly useful for me. We are working towards implementing some of these frameworks internally as well.

APAR GUPTA, INTERNET FREEDOM FOUNDATION (INDIA)

"The session helped us reframe some persistent challenges we've had.

JANINE TEO, FOUNDER AND CEO OF SOLVE EDUCATION (SINGAPORE)
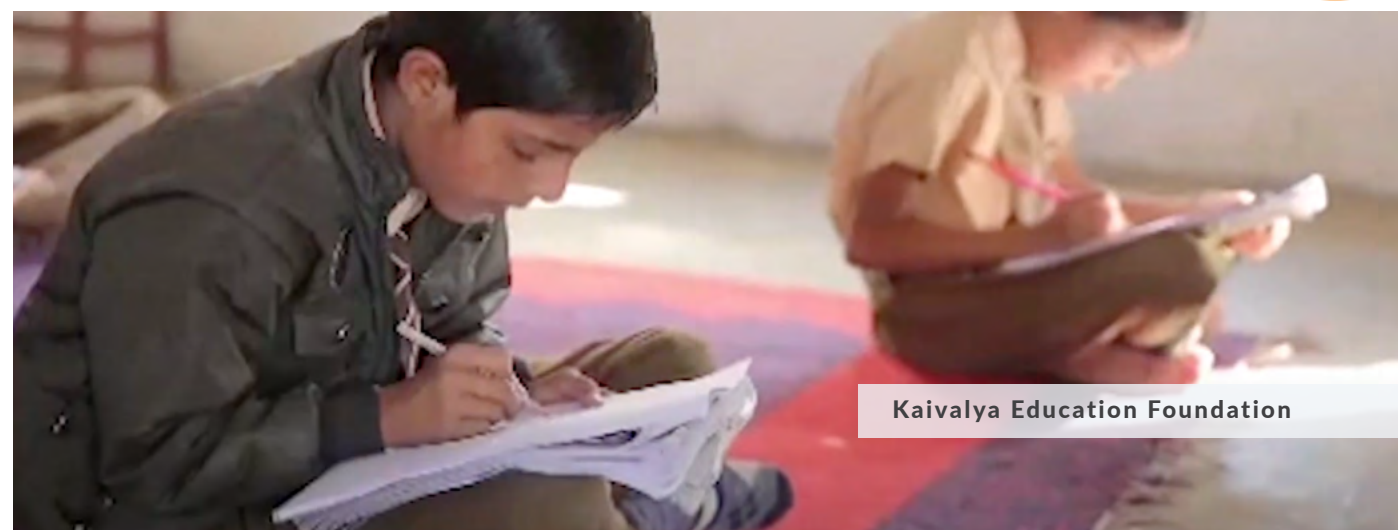
Kaivalya Education Foundation

"Though this session was focused on external collaboration, I think it is extremely useful for internal collaboration. I am working on a 3 year long organisation strategy that would use these tools for aligning functions within an organisation.

CHRISTOPHER TURILLO, MEDHA (INDIA)

Christopher Turillo, is the co-founder of Medha, an employability education and career development organisation based in Lucknow, Uttar Pradesh. Under Chris' leadership, Medha has trained and placed over 3,000 students across 35 educational institutions, worked with 200 leading employers, and built a public-private partnership with the government of Uttar Pradesh.

"Putting your vision in solving the problem systemetically at the center, rather than your organisation is important for systemic change. There are many factors in the ecosystem you are only one. **Therefore, collaboration is important.**

RAJASEKHAR KALIKI, KAIVALYA EDUCATION FOUNDATION (INDIA)

Rajasekhar Kaliki, is the CTO of Kaivalya Education Foundation (KEF). KEF supports leadership development of state, district and school leaders to effect change. KEF envisages a major shift in education leadership, where the government school principal is perceived as a lever to affect large-scale change in a failing system.

"The discussion about collaboration provides us with an overview of the things that can be done and improved through organisational collaboration with other parties and ways to make collaboration successful. We used what we got in this session to succeed in our collaboration with other organisations and institutions to maximize the online programs that we are running.

DINEA HARYANA, SEJIWA (INDONESIA)

Diena Haryana, is the founder of Sejiwa, a non-profit organisation that is focusing on the safety and protection of children in schools and online.

"I think the distinctions drawn between partnerships focused on systems change and typical partnerships are very helpful though I still wonder how to build that level of deep trust with collaborators.

ERNIE CHEN, CODE FOR ASIA (SINGAPORE)

Ernie Chen, is the founder of Code for Asia a non-profit organisation that is championing inclusive, digital innovations by bringing an ecosystem of private, public and people sector talents together to connect, co-create and collaborate for the greater good.

▶ 2.3: FINANCIAL SUSTAINABILITY

As sustainability both in human resources and finance is a barrier that many social entrepreneurs face, the programme showcased tools and resources for participants to consider as they continue to grow and scale their organisations.

Sessions on financial sustainability allowed for social entrepreneurs to gain insight on the importance of diverse funding for their organisations and what the strategies should be implemented for their organisation to be able to scale.

> " The session showcased how to unlock different ways of getting capital in order to stay financially sustainable. "
>
> CHRISTOPHER TURILLO, MEDHA (INDIA)

Ini Budi

▶ 2.4: ORGANISATIONAL DEVELOPMENT

As an organisation grows, along with the talent, the values and the structure the team holds may change. Participants were brought into a conversation around their organisation design and culture. The community of social entrepreneurs contemplated how they can define their organisation's culture, how they can have a shared vision with their team and maintain this vision throughout their work and development.

Through **The Changemaker Journey** Programme, the 28 social entrepreneurs were able to begin to rethink their work and organisation. With this they have been able to overcome some of the systemic barriers that they face on their journey. Once again, this showcases the importance of capacity building programmes on organisations. By allocating time to focus on their growth and dive deeply into the topics outlined it allows for social entrepreneurs to continue their journey with a new way of thinking.

> " It was a very encouraging session, which opened our minds on how to be more creative in looking for an opportunity. Also to be more sensitive about the environment, especially during the pandemic. Also to see COVID19 as a positive opportunity to raise our foundation to be sustainable through strategic fundraising. "
>
> PURNAWAN BUDISETIA, YPK BALI (INDONESIA)
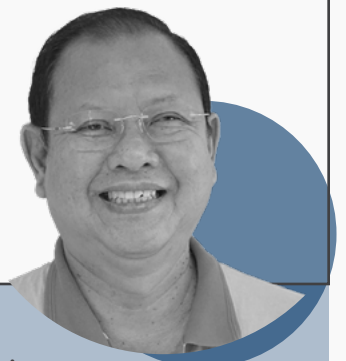
Purnawan Budisetia, is the founder of YPK Bali a non-profit organisation that is working alongside people in Bali who have a disability and is assisting them in being independent by providing affordable, caring and professional services.

> " Organisational value and culture should be trickling down from the very top, down to the very bottom, and it bears the importance to build a strong and long-lasting organisation. "
>
> DR. IR. M.M. INGGRIAN (INGE), BEBRAS (INDONESIA)

PART 3: EMERGING INSIGHTS IN THE FIELD OF TECHNOLOGY AND HUMANITY

The following principles in designing solutions have been identified. These innovative approaches underpin the system-changing solutions of social entrepreneurs. These insights have emerged through a combination of the social innovation mapping, **The Changemaker Journey** programme and the surveys.

YPK Bali

➥ 3.1: AGENCY AND SOLIDARITY FOR THE COMMON GOOD

Leading social entrepreneurs use technology to amplify and unlock human agency, whether enabling people to make decisions, build wealth, co-create content for their own use, or solve hyper-local neighbourhood problems. More agency leads to a sense of solidarity and collective purpose between all parts of society that are typically left out: young people, people from different ethnic backgrounds and abilities, indigineous groups, and vulnerable populations.

As seen in Figure 5, 30% of respondents use technology to foster agency, which is ranked as the second most powerful strategies for social change. This creates the conditions for many more people to step up as changemakers for life, able to continuously solve problems.

> " It is not that technology is the problem, it's that we didn't really equip the individuals to think and to become a master of technology. So, when we reverse the tide, I think, we should be able to encourage people to be more human. **The ability to think is a core ability of the human.**
>
> DR YUHYUN PARK, DQ INSTITUTE (SINGAPORE)

> " What is it going to feel like to be a person in a world where decisions about your health get made for you and imposed on you (by the AI system)? Probably not very good. So, the question is: What does it take to ensure that everyone has agency? In the new era, how can we make sure people are in charge of their own health conditions? That is what we are working on in our projects.
>
> STEPHEN FRIEND, 4YOUANDME (AMERICA)

Stephen Friend, is transforming the culture and practice of biomedical research to align with and support health outcomes.

> " We are trying to create the environment to inspire young people to identify the problems that they are facing in their respective communities, use their skills, and combine them to find a solution for that.
>
> ANUGREH SEHTYA, 20, HYBRID IDEA, ASHOKA YOUNG CHANGEMAKER (INDIA)

Hybrid Idea

3.2: NEW DATA OWNERSHIP AND PROFIT-SHARING MODELS TO SHIFT THE BALANCE OF POWER

As communities everywhere become more involved in problem solving, a wealth of data is generated. What if communities and individuals have open access to public data and ownership over their personal data? Or at least know what data is being collected about them and how? And what if they can monetize it, instead of just giving it away?

Ethical use of data is an important choice to social entrepreneurs, as shown in Figure 4. Social entrepreneurs create new ways of data ownership that allow citizens to participate in the digital economy on stronger terms and gain agency. Some models pay patients for providing data for medical research (Sharon Terry, Genetic Alliance) or for training AIs (Miguel Luengo, SpotLab). There are other models that use technology like blockchain to enable small farmers to participate in the larger economy on better terms (Regi Wahyu, Hara) and for producing sustainable timber (Silverius Oscar Unggul collects data of farmers within the network to create a sustainable ecosystem of sustainable timber farmers). Thus, they also pioneer new ways to work against tendencies towards a new class division that divides those that profit from technology from those who don't.

> " How can we create an inclusive business model to achieve inclusive growth? This is one of the thoughts behind building SoBI, where the farmers are not only stakeholders, but also shareholders in the company, which is organised like a co-operative. The shareholders are not just people who have money, but also the farmers because they have land, they have trees. So this is the inclusive business model we need to achieve inclusive growth. "
>
> SILVERIUS OSKAR UNGGUL, TELAPAK (INDONESIA)

Ashoka

> " Any data or samples you share — your experience of living with your disease, your electronic health record, and your genomic information — is encrypted, stored on the platform and never leaves the system. In lay terms, you keep a string on your data. You always know where it is, you know who's looking at it. Researchers cannot export your data. Neither can they access just your data, they only get access to a big pool of aggregate data. And the fee they pay, based on their size and capacity, and anything they find out based on the research they do, gets passed back and redistributed to the pool — in terms of shares in this public benefit corporation established by LunaDNA. "
>
> SHARON TERRY, GENETIC ALLIANCE (AMERICA)

Sharon Terry, is improving health outcomes for patients who have genetic diseases by aligning incentives and structures so that they facilitate, rather than obstruct, the continuum of research, drug development, treatment, advocacy, and support.

> " The change will happen in overlapping and iterative stages. First, there is awareness: citizens are recognizing that the status quo is not okay - that our data is taken for free and sold. Second, new businesses and initiatives will emerge that will take solidarity principles into account: they will give back to the people who helped them create their AI. Social entrepreneurs and B-corps can pave a way forward here. This alignment with citizens' motivations and interests can give them a competitive advantage. They will be the responsible choice. We expect big companies to then turn in this direction. And thirdly, that dynamic can push new regulation. "
>
> MIGUEL LUENGO, SPOTLAB (SPAIN)

Miguel Luengo, has harnessed the power of disciplined global crowdsourcing to speed up the process of medical image diagnosis and to reduce its costs. This is key because this critical step has been bottlenecked relying on manual procedures by specialists, especially in poor areas.


Ashoka

3.3: DEMOCRATIZING TECHNOLOGY DRIVES SYSTEMS CHANGE

Social entrepreneurs, use technology to bridge divides, and - via increased access to information and knowledge, no matter the distance - engage more people in the delivery and creation of knowledge and services in local communities. Access to data and expertise helps people to understand complex issues and can inform their decision-making. For example, Sanjeev Arora of Project ECHO started his work by connecting medical specialists in centers of excellence with health practitioners in rural areas via structured "all learn, all teach" video conversations. These video conversations show that a shift in power is being generated from a highly centralized structure to a distributed knowledge-sharing system.

As seen in Figure 5, **33% of respondents increase access to resources and use open access strategies to drive systemic change.**
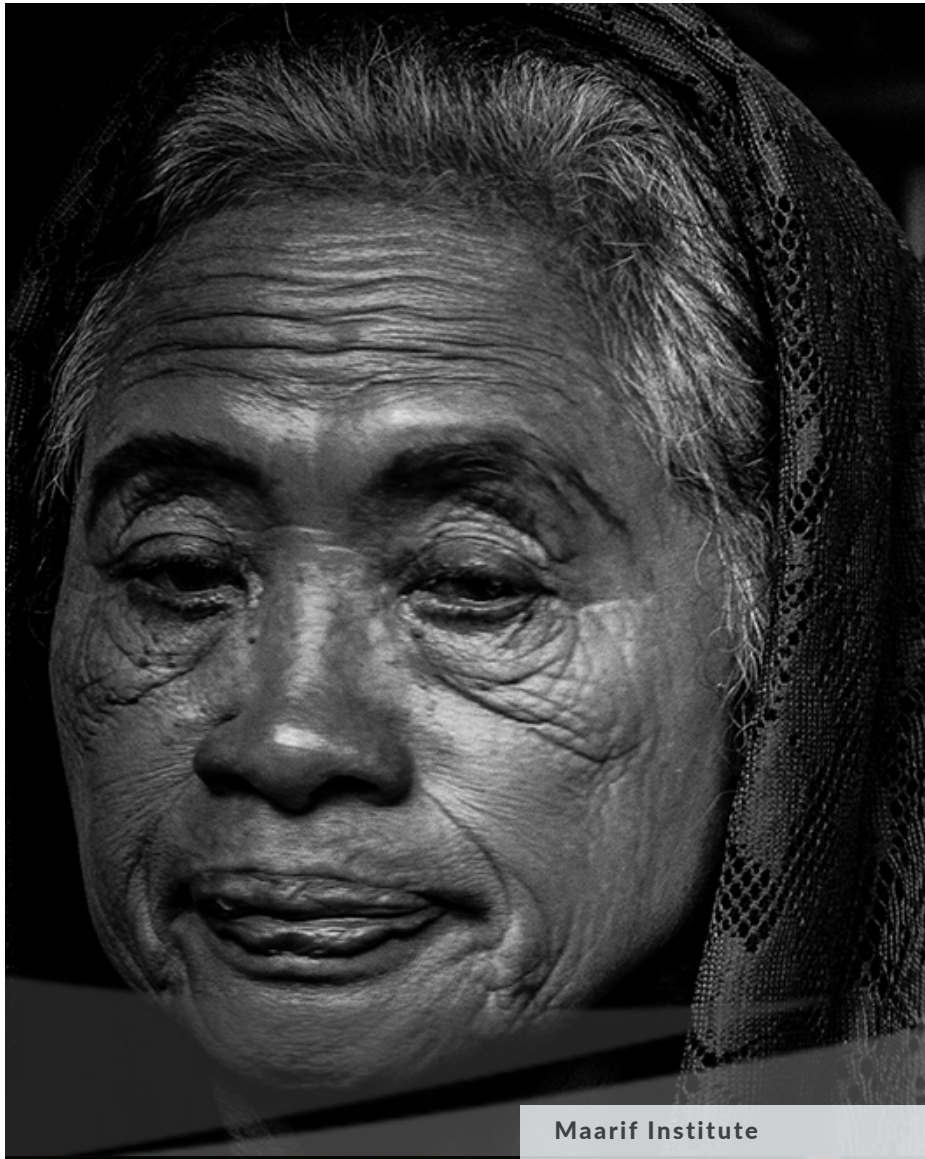
Maarif Institute

> We're set to train 350,000 health workers in Africa and start 100 new hubs there and in parts of Latin America and Asia. We are looking for more partners, countries, non-government organisations, international organisations, and corporations who want to partner with us. We have the learning platform and methodology, global network, and technology to meet this historic moment.

DR. SANJEEV ARORA, PROJECT ECHO (AMERICA)

Dr. Sanjeev Arora, is using communication technologies to dramatically reduce disparities in care in the United States for patients with common chronic diseases who do not have direct access to healthcare specialists.

> I think technology gives us a sense of democratization very, very quickly. If I have a mobile phone in my hand and I'm from an underserved community, I feel I can do something. Just that feeling in itself is a very, very powerful feeling.

KULDEEP DANTEWALDIA, REAP BENEFIT (INDIA)

Kuldeep Dantewadia, is enabling children to influence their environment through participatory problem-solving methodologies based on their schools' and students' environmental needs and concerns.

🏷 3.4: COMMUNITY PARTICIPATION OFFLINE AND BETTER OVERSIGHT OF TECHNOLOGY LEADS TO STRONGER UPTAKE

It is imperative for new solutions and innovations to be built by the community, for the community. A large part of the Global South with a large geographic footprint has society organised in communities for over hundreds of years.

Kuldeep Dantewadia of ReapBenefit, looks at the community as the central hero of the narrative, and technology as a great supporting protagonist for the community. Citizen participation, grassroots activation, getting people to understand their own potential, and solve their own problems – all these great things are now possible because a community can be organized with technology. Technology has leapt forward from a tool which is great at distributing knowledge, to one that distributes the ability to solve problems.

To drive adoption, social entrepreneurs build technology that communities can use and appropriate, according to their needs. This approach fosters trust, supports adaptation, and respects that the real experts are those closest to the problem.

> " Now we empower local, young people in rural areas who have smartphones to become data collectors (field agents). These young people collect the data and if a farmer gets a loan from the bank the field agents get a payment as well. Today we have 33,000 farmers onboard with us and we engage 1,800 field agents to do this data gathering. We work with three different banks who give loans to farmers with very low interest rates compared to loan sharks. This means a huge boost for farmers' livelihoods.
>
> REGI WAHYU, HARA (INDONESIA)

Regi Wahyu, has built a transparent data exchange infrastructure based on blockchain technology, thereby creating a movement of fair transactions in the Indonesian agricultural sector. He integrates different stakeholders such as farmers, banks, insurance companies, academic institutions, retailers and local communities that could benefit from the use of accurate data.

Mafindo

> " There is a strong brotherhood between Christian and Muslim communities living in Ambon (East Indonesia), and these people are the most immune to misinformation in Indonesia. This is because they have an established social structure, based on trust, of talking to each other whenever there is a problem, and not attacking each other as a first response. We have come to call this the 'ambon spirit'.
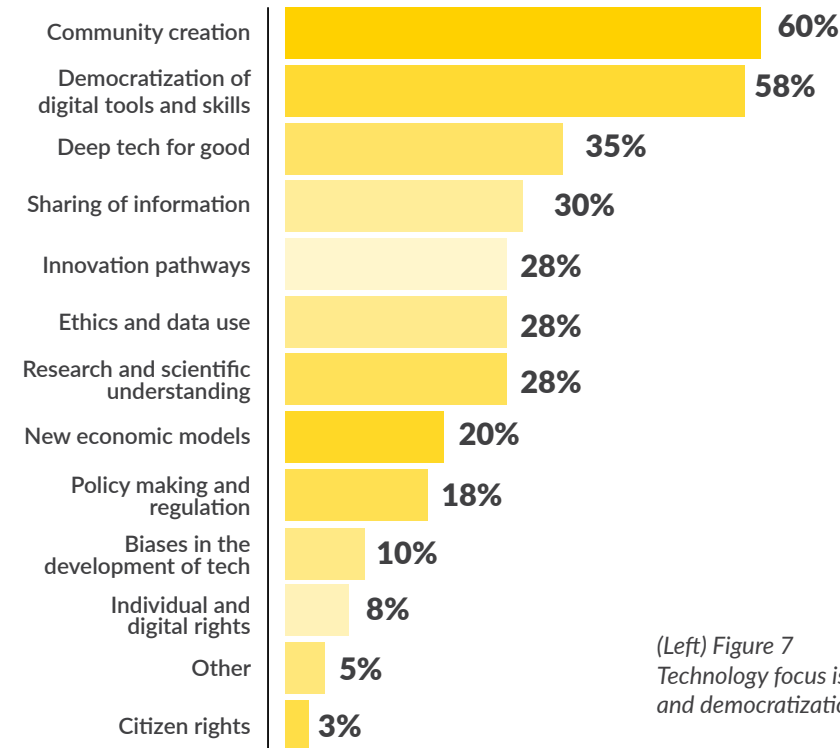>
> ZEK SEPTIAJI, MAFINDO (INDONESIA)

Zek Septiaji, started Mafindo to fight fake news or 'hoaxes' in Indonesia, which has spearheaded many anti-hoax initiatives like crowdsourced hoax busting, digital literacy education for the public, and public awareness campaigns about hoax and its dangers. Close collaborations with government agencies, corporations, and civil society help them achieve their vision of creating a civil society that's active, peaceful, and prosperous.

HARA

3.5: TECHNOLOGY DRIVES SUCCESSFUL CROSS-SECTOR COLLABORATIONS – AND VICE VERSA

As seen in Figure 7, 30% of respondents use the power of networked communities to achieve change, and to drive better technology outcomes. As seen in Figure 8, 65% of respondents engage with government or public institutions to achieve impact. Social entrepreneurs cite that they need twice as much collaboration with tech companies compared to non-tech companies.
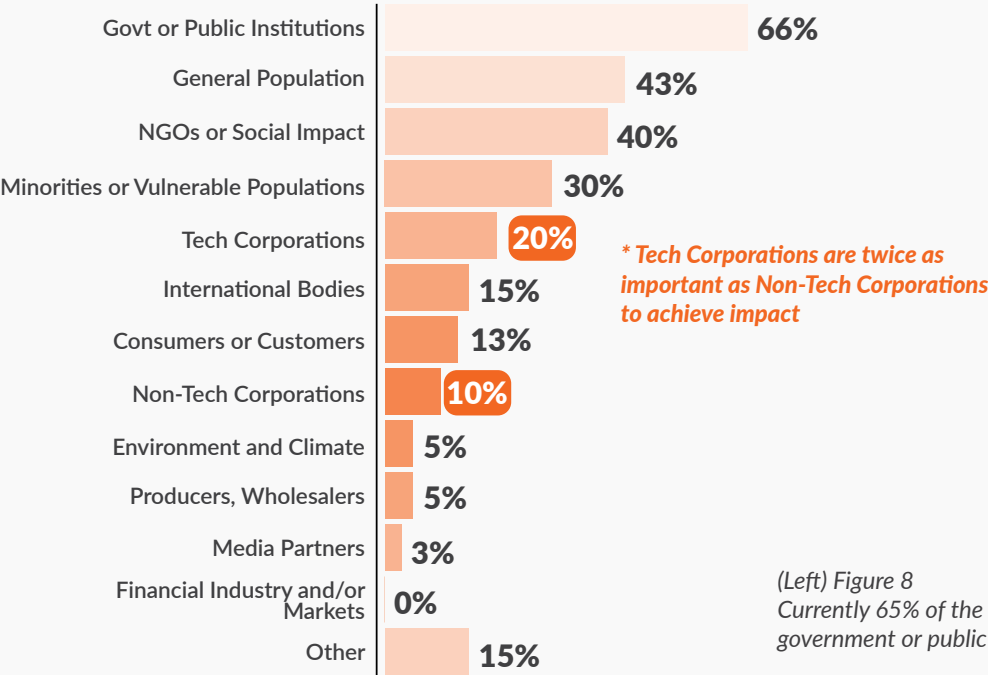
Community creation	60%
Democratization of digital tools and skills	58%
Deep tech for good	35%
Sharing of information	30%
Innovation pathways	28%
Ethics and data use	28%
Research and scientific understanding	28%
New economic models	20%
Policy making and regulation	18%
Biases in the development of tech	10%
Individual and digital rights	8%
Other	5%
Citizen rights	3%

(Left) Figure 7
Technology focus is clearly in community and democratization of tools/skills.

Govt or Public Institutions	66%
General Population	43%
NGOs or Social Impact	40%
Minorities or Vulnerable Populations	30%
Tech Corporations	20%
International Bodies	15%
Consumers or Customers	13%
Non-Tech Corporations	10%
Environment and Climate	5%
Producers, Wholesalers	5%
Media Partners	3%
Financial Industry and/or Markets	0%
Other	15%

* Tech Corporations are twice as important as Non-Tech Corporations to achieve impact

(Left) Figure 8
Currently 65% of the respondents engage with government or public institutions to achieve impact.

> "What I'm really proud of is not just the substance of the law, but the process - how it came about. It took seven years for Marco Civil to be built, and it was a truly collaborative process driven by civil society. The initiative was not proposed by the government or congress. It was a proposal that came from the Brazilian society. This idea grew up, developed and turned into a large consultation process that took place online and all interested sectors and people could participate. That led to a very legitimate, strong, reasonable and balances law. So the beauty of the Marco Civil is that it is a legal framework that balanced a lot of different interests, very carefully."

RONALDO LEMOS, ITS (BRAZIL)

Ronaldo Lemos, is using technology to enhance democracy by including people who were excluded in decision making processes and content production.

Ashoka

"We are shifting agency to publishers and translators around the world to drive scale. We use collaboration and technology to amplify reach and impact. The outcomes that we're seeing are greater than the sum of its parts. You could have 100 publishers in 100 different parts of the world publishing their own books, but collectively when you bring it together, the impact is just so much greater."

SUZANNE SINGH, PRATHAM BOOKS (INDIA)

"To get 200,00 students onto our platform, we are using a technology that is very easy to navigate. This past September (2020) we created a programme called 'Grand PayOut,' ' where we collaborated with a Telecommunication company in Indonesia called by.U, Telkomsel. With them we created a programme to give students in rural areas such as Papua, Kalimantan and more access to technology infrastructure so we can solve the issue that students don't have good access to going online. We were able to reach these students by collaborating with a non-profit called SYTB (Say Yes To Book) in Indonesia. We worked with these non-profit and by.U, Telkomsel to reach and connect some of the most rural areas in Indonesia for them to enter our platform."

TARREQ KEMAL AL IDRUS, 19, AKADEMIS.ID (INDONESIA)

Tarreq Kemal Al Idrus, started Akademis.id to empower youth on their education journey. By providing affordable high quality education using a fun learning approach, Akademis.id helps pre-university students continue their studies at the college of their dreams

Pratham Storyweaver

CHANGEMAKER STORIES

Kuldeep Dantewaldia of Reap Benefit, saw the disconnect between larger policy changes aimed at tackling big problems and real solutions for local problems in communities which citizens feel and experience on a daily basis. He also understood that in India, young people were looked at as change-makers from a tokenistic point of view, where they might work on or talk about one project or issue, but don't have the avenue or ability to solve that issue every day. Putting both these problems together and realizing that local problems don't require large levers, Kuldeep started Reap Benefit to build civic muscle in young people by creating and nurturing small-solutions champions in every community across the country.

Reap Benefit helps students investigate local problems in the local context and come up with local solutions to those problems, moving away from the cookie-cutter, one-size-fits-all approach. To increase citizen engagement in solving these problems, it incorporates and executes multiple ideas. Firstly, its grassroots mobilisation programmes provide experiential learning hubs to the youth (whether they are students in schools and colleges, or individuals in a community), helping them develop 21st century skills in public problem solving. Secondly, Reap Benefit also has a technology platform, the Solve Ninja app, that crowdsources local data, solutions, and campaigns – this enables young citizens to collaboratively act towards solving local problems and supporting local governance. Lastly, its Solve Network consisting of partners, chapters, individuals, and platforms aims to build a movement of activated young citizens by harnessing the power of networks to create deeper and more meaningful impact.

Social entrepreneurs have adeptly used technology to amplify people's personal agency. Suzanne Singh, of Pratham Books, had to take a few steps to create this. Pratham Books' mission was to see a book in every child's hand.To get that idea off the ground, they started out with the traditional model where they published, printed, and distributed books. Over 14 years, they created 4000 books in 22 languages, and distributed about 30 million copies of their books with a readership of about 50 million.

The next step was to catalyze the creation and distribution of books in an accelerated and sustainable manner. This is where they decided to stop being the producer of books, opened up the content creation to individuals, and became an enabler of book creation. This is where their platform StoryWeaver took off. They embedded tools on the platform for creation, translation, and versioning of the existing books into different forms (audio-video, animated, Braille, among others).

By not seeing themselves as the sole problem solver, they gave people a role in solving the problem. As a teacher decides, for example, what is the best book for her students, she is welcome to translate the book and use it in the class in any way she wanted. So, as a content creator on StoryWeaver, anybody can come in and create content. And StoryWeaver put in systems to filter the quality content - they trained, supported, and conducted translation hackathons. They also created a very interesting peer-to-peer review system so that when a book gets created in a workshop or a hackathon, there is a second level of review that happens that refines the book. Individuals took agency for creating content that they needed, and Pratham Books supported them by sharing their domain knowledge with the community.

When this kind of personal agency-building occurs, it leads to a sense of solidarity and community. It leads individuals to take action for the common good, and technology has greatly amplified personal agency through simply including these individual actors in the process.

PART 4: PATHWAYS FOR A NEW SOCIETAL FRAMEWORK IN AN INCREASINGLY DIGITAL WORLD

LOOKING FORWARD - THE OPPORTUNITIES AHEAD OF US

Our deep dive into systems-changing ideas and the obstacles social entrepreneurs face brings us now to solutions. How can we - together - lift the barriers that the Fellows identify and pave the way for leading social entrepreneurs to create a future that is more just, equitable, humane, and joyful.

HARA

4.1: INVEST IN SOCIAL INNOVATION MODELS THAT MAXIMISE HUMAN POTENTIAL FOR THE FUTURE

The human qualities of agency, creative-problem-solving, sophisticated team-working (collaboration), and changemaking are prerequisites for a world that is good for all. This includes recognising young people as powerful and resourceful. It also includes listening to and allowing for all diverse voices in society to participate actively in order to create better solutions for the future.

In other words: a more representative population, have to be consulted or put in charge. Yeshimabeit Milner connects Black activists with tech companies to unmask and dismantle bias in algorithms and data collection, analysis, and interpretation. Thorkil Sonne of Specialisterne successfully creates jobs inside tech companies for people on the autism spectrum, because he realized that what might be perceived as their weakness (such as a liking of repetition, attention to detail) is, in fact, their competitive strength. Anugerah S, is now mobilising young tech enthusiasts to support nonprofits in their digital transformation strategy.

> " Systemic racism shows up in many places, including housing and finance - so developing mortgage underwriting algorithms that are less racist than individuals is something we're interested in. Our teams would want to look at how we create machine learning systems that aren't recreating history, but making it so that folks who qualify will be able to get a mortgage - and from there own a home and build wealth.
>
> YESHIMABEIT MILNER, DATA FOR BLACK LIVES (AMERICA)

Yeshimabeit Milner, is building a movement of data scientists and community changemakers to transform the role that data typically plays in our lives from a tool of control to a powerful force for social change.

> " You see your own power through other people. That's why if you can have one person coming from a very rural village achieving and doing something, unlocking their potential, then it becomes accessible for others from the same village. That's where you begin to get the power. The problem is that generally when it happens, the person gets disconnected, or removed from where they come from. Because now they've moved into a certain circle and therefore it means that other people who might relate to that person begin to think that maybe that's not for them.
>
> MARLON PARKER, RLABS (SOUTH AFRICA)

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Nalini Saligram
Arogya World
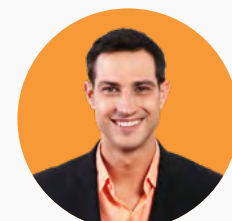
Christopher Turillo
Medha

Bharath M. Palavalli
Fields of View

Eko Teguh Paripurno
Kappala

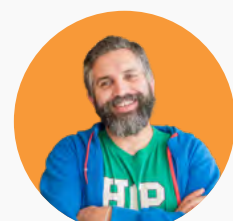**Rita Banerji**
Green Hub Fellowship

Rajasekhar Kaliki**
Kaivalya Education

Suzanne Singh**
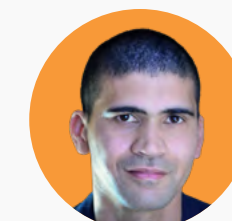*Pratham Storyweaver*

Yeshi Milner
Data for Black Lives

David Cuartielles
Arduino Verkstad

Yuhyun Park
DQ Institute

Purnawan Budisetia
YPK Bali

Marlon Parker
RLabs

Priscila Gonzales
Educadigital

Kuldeep Dantewaldia
Reap Benefit

Apar Gupta
Internet Freedom Foundation

Saurabh Chopra**
Central Square Foundation

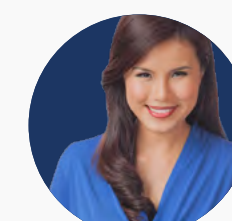**Inggriani Liem**
Bebras

Wilita Putrinda
IniBudi
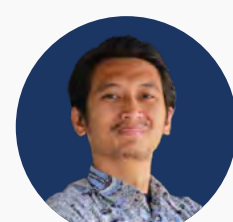
Bijaksana Junerosano
Greeneration

Ernie Chen
Code for Asia

John Tan
Saturday Kids

Janine Teo
Solve Education

⬤ 4.2: CREATE GOVERNANCE AND DIGITAL RIGHTS FRAMEWORKS FOR SOCIETY DRAWING ON THE WISDOM OF SOCIAL ENTREPRENEURS

Technology does have unintended consequences in a world where the pace of product development is high, with unbounded opportunities for creativity on the internet. Social entrepreneurs have unique insights into what happens when things go wrong and are experts in citizen innovation. Policy frameworks need to include the voices of social entrepreneurs and the public in the development process, to ensure better outcomes, fairness, equity, solidarity, justice and transparency. Furthermore, corporations can benefit from engaging with social entrepreneurs for their input and advice, because they understand both how to create impact and to remain sustainable. Software engineers, mathematicians, and data scientists can learn from social entrepreneurs about new ownership models, bias, and customer behaviour, in a way that can make their products better, help them correct mistakes, and yield better outcomes for all.

> " Societies will have to confront hard questions about how they deal with challenges beyond civil liberties and the harmful biases, discrimination, and inequities revealed by data-gathering technologies. We will have to decide who owns behavioural insights and how these are used in the public interest. And we will have to recognize that who decides what based on this data, and which political ideas motivate them, will create new forms of power with far-reaching effects on our lives. As we increasingly place our faith in big data to solve major problems, the biggest question we face is not what we can do with it, but rather what we are willing to do. Unless we ask that question, it will not be answered for us. "
>
> STEPHANIE HANKEY, TACTICAL TECH (GERMANY) - PUBLISHED ON PROJECT SYNDICATE, JUNE 2020

Stephanie Hankey, started Tactical Tech as an international NGO that engages with citizens and civil society organisations to explore and mitigate the impacts of technology on society.

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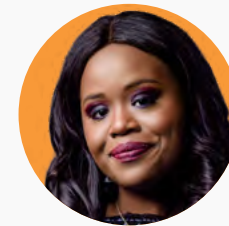
Yeshimabeit Milner
Data for Black Lives Matter
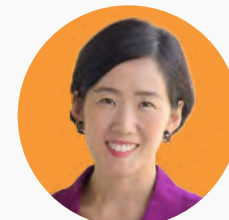
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Open Technology Institute

Nikita Bengani**
Quest Alliance

Abhijeet Mehta**
Quest Alliance

Samina Bano
RightWalk Foundation

Dr Yuhyun Park
DQ Institute

Bharath M. Palavalli
Fields of View

Helena Puig
Build Up

Ronaldo Lemos
ITS

Regi Wahyu
HARA

Emmanuel Vincent
Science Feedback

Apar Gupta
Internet Freedom Foundation

Septiaji Eko Nugroho
Mafindo

Mohamad Bijaksana Junerosano (Sano)
Greeneration

YPK Bali

4.3: INVEST IN COMMUNITY ASSETS AND INTERCONNECTING SOCIETY FOR THE GOOD OF ALL

In the Global South, from "Ubuntu" in Africa to "Gotong-Royong" in Indonesia, the idea of mutuality and solidarity, at the grass-root levels, permeates through all parts of society. This core community-based view is at the heart of the approach of many social entrepreneurs in the Global South.

Leveraging community assets and using those to catalyse social change and impact needs to be expanded. Already, many good things have happened in terms of the capacity building – the challenge going forward is how to scale that to impact more people. Critically, in the future, people will find support to solve their problems in their communities, and empowering those communities to be able to solve problems is going to be key.

> " We want to create a traceability of how rubber and timber is produced. I believe that the data we collect belongs to the farmers themselves. That's why the data we collect from the farmer belongs to the cooperative and they themselves are the owners of Sobe, the application that collects the data. These farmers are part of a community, a community that is protecting our environment by ensuring we are producing sustainability and others within the community. "
>
> SILVERIUS OSKAR UNGGUL, TELAPAK (INDONESIA)

> " All our community members have something in common: They are channelling their energy into making something positive. "
>
> DAVID CUARTIELLES, ARDUINO VERKSTAD (SPAIN)

David Cuartilles, promoters of Coronavirus Makers , a network of 15,000 volunteer experts to research and create medical supplies at scale and at low cost, which allows solving the demands generated as a result of Covid-19: filters, masks, surgical masks, ventilator visors or artificial respirators with 3D technology.

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Quest Alliance

Irfan Amalee
Peace Generation

Donny Bu
ICT Watch

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RightWalk Foundation

Christopher Turillo
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Silverius Oscar Unggul
Telepak

Septi Peni
Ibu Professional

Eko Teguh Paripurno
KAPPALA

Akshay Saxena
Avanti Learning

Kuldeep Dantewadia
(Reap Benefit)

Regi Wahyu
HARA
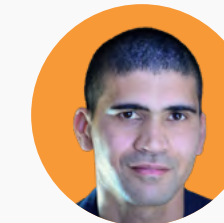
Marlon Parker
RLabs

Helena Puig
Build Up
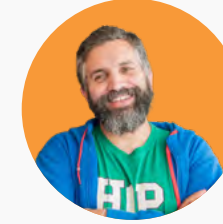
David Cuartielles
Promoters of Coronavirus Makers

Sachin Chaudhary
Trust Circle

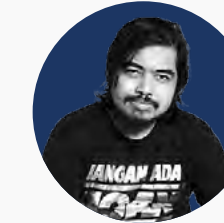**Stephen Friend**
4YouandMe

Sharon Terry
Genetic Alliance

Yuhyun Park
DQ Institute

Saurabh Chopra**
Central Square Foundation

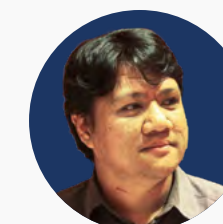**Inggriani Liem**
Bebras

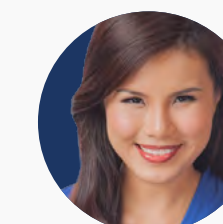**Zek Septiaji**
Mafindo

Diena Haryana*
Sejiwa Foundation

Mohamad Bijaksana Junerosano (Sano)
Greeneration
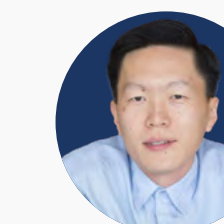
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MAARIF Institute

Janine Teo
Solve Education

Ernie Chen
Code for Asia

John Tan
Saturday Kids

4.4: INCREASE PARTNERSHIPS WITH SOCIAL ENTREPRENEURS REGARDING RESEARCH & DEVELOPMENT FOR FAIRER MARKETS IN THE FUTURE

Social entrepreneurs may be unlikely allies for corporations and governments. However, they anticipate markets. The first mobile payment solution, the sharing economy, free online education were all pioneered or co-pioneered by social entrepreneurs. Now we're seeing Fellows breaking new grounds with new data-ownership, design, and new remuneration models. In partnering with social entrepreneurs on fair terms, and investing in them, businesses can set new norms for fairer markets.

An enabling environment needs to be created for these partnerships to occur, including getting diverse voices into decision-making frameworks and more importantly allowing those diverse voices to have a say in how solutions can be built. While having oversight and accountability boards are a good first step in building consensus on what is good and what is not, social entrepreneurs are sceptical that this won't be enough. They see it as important to ensure these boards have diverse voices, and that the actions items which stem from their discussions actually play out in the solutions created. According to the survey, international foundations, corporations including technology players, and governments play an important role for social entrepreneurs currently and the future (Figure 3a & 3b). Cross-sector collaborations are the need of the hour; this will ensure different and more flexible ways of funding, philanthropy, and solutions making.

> " Some other groups do data analysis really well, but we bring people into a movement that works on actual solutions informed by people on the ground, people in academia, people at tech companies, and leaders in data science and technology - elected officials, industry leaders, and so on. "
>
> YESHIABIET MILNER, DATA4BLACKLIVES (AMERICA)

> " What we are doing is taking technology and trying to introduce it to a well-being platform as a service to create systemic change at two levels. First, at the education level, because we know that if we can do that, we can serve the roots of a future, which is our youth. Secondly, we want to shift the narrative towards prevention and early intervention. It's a shame how poorly we've done in the field of mental health, so far. So, unless we shift the narrative towards prevention and mental health, things won't change, because only the highest risk individuals would be served as a last mile health solution. If you can bring in the filters of prevention and early intervention at the education level, youth level, child level, fewer and fewer individuals will actually flip over into the illness spectrum. "
>
> SACHIN CHAUDHARY, TRUST CIRCLE (INDIA)

> " We need to share the prosperity and burden of AI, which implies the re-distribution of productivity gains, and collaboration to solve global problems caused by AI. "
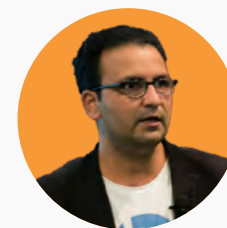>
> MIGUEL LUENGO, SPOTLAB (SPAIN)

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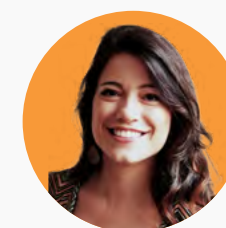**Next generation leaders of organisation's founded by Ashoka fellows

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Trust Circle

Silverius Oscar Unggul
Telapak

Purnawan Budisetia
Yayasan Peduli Kemanusiaan, Bali

Priscila Gonsales
Instituto Educadigital

Abhinav Agrawal
Anahad

Purvi Shah**
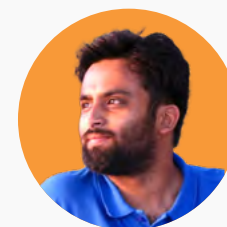*Pratham Storyweaver*

Bharath M. Palavalli
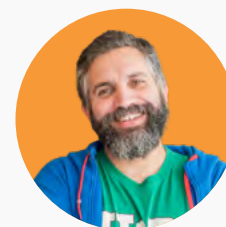*Fields of View*

Akshay Saxena
Avanti Learning

Sharon Terry
Genetic Alliance

Septi Peni
Ibu Professional

Kuldeep Dantewadia
Reap Benefit

David Cuartielles
Promoters of Coronavirus Makers

Regi Wahyu
HARA

Zek Septiaji
Mafindo

🏷 4.5A: TECHNOLOGY ENABLES MEASUREMENT AND NUDGES TOWARDS REAL IMPROVEMENTS

The work that social entrepreneurs do is heavily focused on enabling systems-change. Systems change is deeply entrenched in understanding the root-causes of problems and developing solutions to address these issues. Technology presents opportunities to measure improvements across large data sets in a short space of time. This enables a deeper understanding of root-causes and can allow for an immediate assessment of the situation. Measuring the right things and creating feedback loops from those measurements will enable the creation of a system that is continuously improving over time.

> " Impact measurement is a big part of our thinking from the beginning. It's not an afterthought. We work with partners and we want to figure out how to help India achieve its SDG commitment. That is our core goal. "
>
> NALINI SALIGRAM, AROGYA WORLD (INDIA)

> " The only way you can bring changes is by having very strong feedback loops, by constantly nudging and giving them information about where they are going. So in ReapBenefit, we call ourselves the 'Fitbit of civic change'. We will tell you what you have been doing, we will tell you what you have done and what it means. We will tell you what you have done, what it means, and how you can be better. We'll tell you what you have done, what it means, how you can be better, and what you can learn from others. "
>
> KULDEEP DANTEWADIA, REAP BENEFIT (INDIA)

HARA

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SpotLab

Nalini Saligram
Arogya World

Septi Peni
Ibu Professional

Kuldeep Dantewadia
ReapBenefit

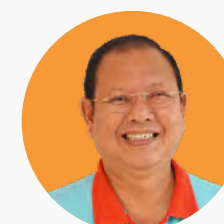**Marlon Parker**
RLabs

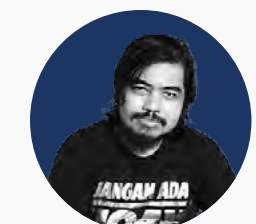**Nikita Bengani****
Quest Alliance

Silverius Oscar Unggul
Telapak

Purnawan Budisetia
Yayasan Peduli Kemanusiaan, Bali

Eko Teguh Paripurno
KAPPALA

Zek Septiaji
Mafindo

🏷 4.5B: CREATING A MINDSET SHIFT USING TECHNOLOGICAL TOOLS

Social entrepreneurs fundamentally reframe problems and help us see why new approaches are needed. They remind us that entrenched mindsets about how change happens, and who drives it, get in the way of innovation and forward movement.

Powerful stories of everyday people stepping up to solve problems will help create a more fertile culture for an "everyone a changemaker" world. Building new narratives through storytelling, videos, social media campaigns, and digital convenings is a great way to shift thinking and perceptions, and our survey respondents see this as one of the most important strategies to employ in the future to help them scale their impact.

Ibu Profesional

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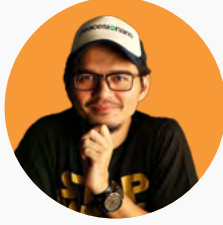🔵 Social Entrepreneurs in Google Programme working towards this

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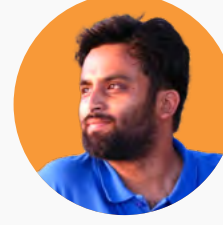*Anahad*

Yeshimabeit Milner
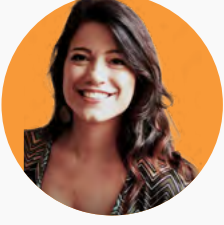*Data for Black Lives Matter*

Akshay Saxena
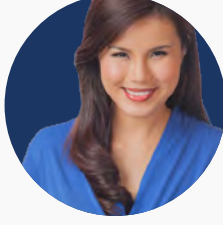*Avanti Learning*

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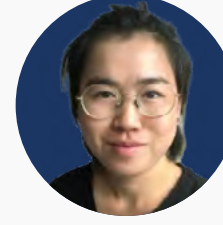
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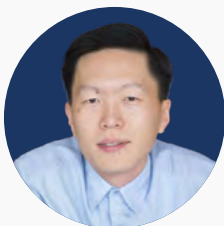
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28 CHANGEMAKERS IN THE CHANGEMAKER JOURNEY

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INGGRIANI LIEM *(BEBRAS)*

MOHAMAD BIJAKSANA JUNEROSANO *(GREENERATION)*

KHELMY KALAM PRIBADI *(MAARIF INSTITUTE)*

SEPTIAJI EKO NUGROHO *(MAFINDO)*

SEPTI PENI *(IBU PROFESIONAL & ASHOKA FELLOW)*

EKO TEGUH PARIPURNO *(KAPPALA & ASHOKA FELLOW)*

IRFAN AMALEE *(PEACE GENERATION & ASHOKA FELLOW)*

SILVERIUS OSCAR UNGGUL *(TELAPAK & ASHOKA FELLOW)*

DONNY BU *(ICT WATCH & ASHOKA FELLOW)*

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**= Next generation leaders of organisation's founded by Ashoka fellows