

THE FIELD IS SHIFTING

FROM HERO-PRENEURS TO CHANGEMAKER-MAKERS.

During the last few decades, social entrepreneurship focused on identifying and scaling exceptional individuals. Ashoka played a defining role in shaping that model. It proved that individuals can shift systems. But today's challenges are more interconnected, more complex, and more resistant to isolated interventions.

Our network of 4,000 Fellows in 99 countries shows a new pattern of scale:

76% → 27%

Before participating in Ashoka's scaling programs like the Globalizer, 76% of social entrepreneurs relied on organizational growth as their main strategy. After: just 27%. They became changemaker-makers, shifting from doing the work themselves to activating others as agents of change.

96%

of Fellows that have participated in Ashoka's scaling programs reoriented their strategies to prioritize collaboration and activation of others, and 96% continue applying systems-change methodology years later.

75%

of Fellows report their innovations have been independently adopted by others. Their ideas have spread across an average of 8 countries, not through growing their own organization, but through others taking solutions forward.

70%

now focus on 1–2 high-leverage strategies to activate others compared to up from 56% before. Strategic focus replaces fragmentation as changemaker-makers concentrate on what moves systems.

We come to Skoll with the world's largest dataset on social entrepreneurship: **577 social entrepreneurs surveyed, 150 young leaders, 250 network members**, providing clear evidence of a new operating logic where collaboration, systems thinking, and activation of others drive impact at scale.

THE EVIDENCE

FROM SCALING ORGANIZATIONS TO MAKING CHANGEMAKERS

The most impactful social entrepreneurs in our network are no longer solo leaders growing their own organizations. They are **changemaker-makers**, people who activate others to drive change.

COLLABORATION LEADS TO MORE IMPACT

16% of Fellows are “super-collaborators”, working across five or more stakeholder groups. This density of collaboration is strongly associated with greater scale: super-collaborators are 43% more likely to advise policymakers, 19% more likely to contribute to legal reform, and 28% more likely to provide critical data that informs policy decisions.

WORKING WITH GOVERNMENT ACCELERATES IMPACT

From our 2024 dataset of 577 Fellows: **47% work directly with government**. Those who do are nearly twice as likely to advise policymakers (60% vs 31%), more likely to contribute to policy or law changes (38% vs 25%), and twice as likely to influence public budget allocations (43% vs 21%).

Social entrepreneurs who collaborate across 5+ sectors are 43% more likely to advise policymakers. Systems change is increasingly occurring within institutions, not outside of them.

72% of Fellows have influenced legislative change, and the trajectory is accelerating, with a significant increase following COVID-era barriers.

THE CHANGEMAKER-MAKER IDENTITY

84% of Fellows have embedded changemaking as a concept into their organizational strategy.

87% say Ashoka changed how they see themselves as leaders.

Young leaders are spearheading this evolution, they do not just absorb the concept, they redesign their organizations around it, hiring for changemaker skills, prioritizing empathy and collaboration.

SYSTEMS CHANGE IS ADAPTIVE, NOT LINEAR

90% of Fellows remain committed to their core idea, yet 47% have significantly evolved their strategy over time, rising to 56% among super-collaborators. They are committed to solving the problem, not to any particular solution. This adaptability is a hallmark of the changemaker-maker: persistent on vision, flexible on strategy.

FUNDERS ARE BEGINNING TO FOLLOW

More than **90% of donors** engaged with Ashoka report shifting their perspective toward systems thinking. Over **85% have changed their philanthropic strategy as a result**, moving away from funding discrete projects toward supporting conditions that enable impact at scale.

The direction is clear. Scale is no longer about growing organizations. It is about how effectively ideas spread through others, how deeply collaboration reshapes institutions, and how widely changemaking embeds within organizations and cultures.

ABOUT ASHOKA

In 1980, Ashoka Founder, **Bill Drayton (Skoll Foundation Global Treasure Award 2025)**, coined the term and the concept of “social entrepreneurship”. A radical shift from the prevailing top-down model of international development. Ashoka offered a bold alternative: invest directly in local leaders with powerful ideas—people deeply rooted in their communities and determined to solve pressing problems.

Since then, Ashoka has built the global ecosystem for social entrepreneurship, widely recognized as the field’s pioneer and leader. Our Fellows lead systemic changes that ripple across societies, creating a world where everyone can be a changemaker.

The term “changemaking,” first used by Ashoka in 1981, is now part of a global vocabulary—and an emerging societal expectation. Ashoka elects and supports social entrepreneurs whose solutions transform millions of lives. **Fellows’ innovations range from shifting policy to shifting mindsets, laying the groundwork for people of all ages to lead change.** 69% say Ashoka has played a leading role in enabling this work in their countries.

MEET THESE 50+ ASHOKA FELLOWS AT SKOLL

THE CHANGEMAKER-MAKERS WHO EMBODY THE SHIFT

RESHAPING INSTITUTIONS & JUSTICE

Paul Radu (Romania) Investigates corruption and organized crime through collaborative journalism · **Bright Simons** (Ghana) Mobile technology to authenticate pharmaceuticals and combat counterfeit drugs · **Vivek Maru** (USA) Legal empowerment for marginalized populations · **Oren Yakobovich** (United Kingdom) Technology to document human rights abuses · **Alain Werner** (Switzerland) Pursues justice for international crimes · **Karen Tse** (Switzerland) Builds international coalitions to strengthen criminal defense and due process rights in underserved regions · **Jessica Ladd** (USA) Data systems improving sexual assault accountability · **Hillary Blout** (USA) Prosecutor-initiated resentencing to safely release rehabilitated individuals and reform criminal justice

ACTIVATING OTHERS AS CHANGEMAKERS

Wendy Kopp (USA) Mobilizes leaders to transform education systems at scale · **Vishal Talreja** (India) Empowers volunteers and communities to support vulnerable children's development · **Minhaj Chowdhury** (Bangladesh) Decentralized community-owned water access through local micro-enterprise and democratic governance · **Saransh Vaswani** (India) Empowers marginalized parents as active agents in their children's education · **Muzalema Mwanza** (Zambia) Trains traditional birth attendants and delivers essential birth kits to improve maternal and neonatal health · **Karen Spencer** (El Salvador) Transforms institutional childcare through relationship-centered learning in orphanages · **David Flink** (USA) Transforms systems to recognize diverse abilities and unlock potential · **Melissa Malzkuhn** (USA) Expands literacy through inclusive storytelling for deaf communities · **Taddy Blecher** (South Africa) Unlocks access to quality education and economic mobility at scale · **Priya Agrawal** (India) Creates career pathways for at-risk youth by combining evidence-based mentorship, skill development, and government partnerships · **Grace Mathape** (South Africa) Empowers unemployed community members to become early childhood educators running affordable preschools in underserved townships

SCALING IDEAS ACROSS BORDERS

Jeroo Billimoria (India) Working on the building infrastructure for social innovation across governments and sectors · **Sue Riddlestone** (UK) Created the 'One Planet Living' sustainability framework, now adopted in \$30bn+ of real estate development worldwide · **Andrea Coleman** (UK) Transformed rural healthcare delivery across Africa through

motorcycle transport and maintenance systems · **Jordan Kassalow** (USA) Improves health, education, and productivity through access to vision care worldwide · **Gary Cohen** (USA) Mobilizes healthcare institutions globally to eliminate harmful environmental practices and lead on environmental health · **Paul Rice** (USA) Transforms supply chains to benefit producers and communities through fair trade · **Willy Foote** (USA) Provides innovative financing to rural cooperatives and small producers to access global ethical markets

CLIMATE, PLANET & RESILIENCE

Gita Syahrani (Indonesia) Multi-stakeholder collaborations to protect ecosystems through sustainable agriculture · **Beto Verissimo** (Brazil) Uses data to influence policy and protect Amazon ecosystems · **Tasso Azevedo** (Brazil) Influences environmental governance through data transparency and policy innovation · **Alasdair Harris** (UK) Community-based marine conservation improving coastal livelihoods · **Gladys Kalema-Zikusoka** (Uganda) Protects endangered species while improving human well-being · **Silverius Unggul** (Indonesia) Protects forests while empowering local communities through sustainable certified timber · **Albina Ruiz** (Peru) Improves urban environments while creating economic opportunities through waste management · **Lawrence Afere** (Nigeria) Promotes organic farming to reduce environmental impact and create sustainable rural livelihoods · **Krutika Ravishankar** (India) Empowers smallholder farmers as forest stewards through regenerative agroforestry, linking communities to carbon markets and climate finance

HEALTH & WELLBEING

Neo Hutiri (South Africa) Improves chronic medication access and adherence through patient-empowering smart locker technology · **Nneka Mobisson** (Nigeria) Improves access and efficiency in emerging health markets through digital innovation · **Asher Hasan** (USA) Expands affordable health insurance to low-income workers in Pakistan through a multi-stakeholder cost-sharing model · **Tarun Cherukuri** (India) Streamlines welfare entitlements delivery to ensure vulnerable families access critical government benefits · **Isabelle Kamariza** (Rwanda) Transforms institutional food systems by providing medically tailored meals to vulnerable patients through a vertically integrated farm-to-fork model · **Tom Osborn** (Kenya) Scales community-based youth mental health care through near-peer support models · **Chris Underhill** (UK) Builds networks that transform community-based mental health care globally · **Edith Elliott** (India) Improves patient outcomes by training hospital families as skilled caregivers, reducing strain on overburdened medical systems · **David Auerbach** (Kenya) Creates market-driven, community-based sanitation access in urban slums by transforming waste into valuable resources

EQUITY, INCLUSION & ECONOMIC EMPOWERMENT

Sakena Yacoobi (Afghanistan) Founded the Afghan Institute of Learning; 12M+ Afghans served with education and health programs · **Aline Odara** (Brazil) Empowers marginalized communities through entrepreneurship for racial equity · **Samina Bano** (India) Builds inclusive education systems that ensure children from all socio-economic backgrounds learn together · **Nick Tilsen** (USA) Builds economic and political power within Native communities · **Arbind Singh** (India) Influences policy to protect informal workers' rights and livelihoods · **Celina de Sola** (El Salvador) Transforms urban systems by strengthening trust and opportunity · **Idris Brewster** (USA) Democratizes historical narrative by enabling marginalized communities to author and activate their own stories through digital civic infrastructure · **Ricardo Gorodisch** (Argentina) Builds support ecosystems for adolescent parents, enabling young families to develop their own life projects · **Yordanos Eyoel** (USA) Builds a transnational ecosystem for learning and collaboration to counter authoritarianism and strengthen democracies globally · **Azeez Gupta** (India) Delivers quality early childhood education to India's most vulnerable children through existing government infrastructure · **Kuldeep Dantewadia** (India) Enables local economic development by unlocking grassroots innovation · **Aaron Pereira** (Canada) Builds wellbeing ecosystems for social innovators · **Anshul Tewari** (India) Amplifies youth voices to shape public discourse through storytelling · **Rikin Gandhi** (India) Strengthens rural livelihoods through scalable, tech-enabled solutions · **Alice Emasu** (Uganda) Empowers small-scale farming women to own land and build economic independence in rural Uganda · **Brenda Moore** (Liberia) Builds a community-driven literacy movement by establishing school libraries and accountability mechanisms for improved learning outcomes · **Valmir Ortega** (Brazil) Strengthens local economies through inclusive models · **Juliana Uribe Villegas** (Colombia) Strengthens democracy and peace by empowering marginalized rural and Indigenous citizens to participate in civic life and influence policy · **George McGraw** (USA) Mobilizes resources and partnerships to solve water insecurity · **Jagdeesh Rao Puppala** (India) Integrates livelihoods with long-term environmental stewardship · **David Bornstein** (USA) Shifts narratives toward actionable change through solutions journalism · **Yves Moury** (Colombia) Expands financial inclusion for the poor by reshaping financial institutions and public policy at scale

YOUR ASHOKA PEOPLE AT SKOLL

YOUR GO-TO PEOPLE DURING THE FORUM



Manmeet Mehta
Director, Program
Partnership U.S.



Kelly Davies
Ashoka UK & Ireland
Director



Simon Stumpf
People & Planet
Co-Lead



Anu Bhatnagar
Senior Partnerships
Manager – Ashoka UK
& Ireland



David Bonbright
Director Strategic
Partnership, Ashoka
Global



Elena Gibson
Carry4Good Director &
Partner Ashoka Europe



Marie Ringler
Global Leadership
Member, Europe Leader



Tatiana Cary
Community Lead
Ashoka UK & Ireland



Rhea Sethna
Climate & Companies
Partnerships Manager



Eidi Cruz-Valdivieso
Director Strategy and
Engagement Ashoka U



Shafat Khan
Community &
Partnerships Manager
Ashoka UK



Daniela Matielo
Co-Leader Ashoka Ai
Lab

JOIN US AT SKOLL

FELLOWS BREAKFAST

April 23, 09:00 to 11:00 · Exeter College

Ashoka Fellows Only

A relaxed space to connect with Ashoka Fellows and invited guests. Community-focused; limited capacity.

EVENING RECEPTION

April 23, 19:00 to 23:00 · The Oxford Retreat

Drinks and conversation with Fellows, partners, and close collaborators. Attendance by invitation.

Please confirm your attendance by April 16:

<https://forms.office.com/r/R1rx0gQ8Z7>

CIVIC FUTURES: UNIVERSITIES AND COLLECTIVE CHANGEMAKING

April 24, 13:00 to 14:00 · Old Fire Station

Interactive workshop: how universities can strengthen cross-sector collaboration in social impact ecosystems.

The Marmalade program goes live on Wednesday 25 March at 09:00. You will be able to book your free ticket at:

www.marmalade.io

RSVP & CONTACTS

Fellows Breakfast: Eidi Cruz-Valdivieso

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Evening Reception: Anu Bhatnagar

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Civic Futures: Eidi Cruz-Valdivieso

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