

Changemakers United

Ashoka's global initiative to shape
the new reality in the aftermath
of the Covid-19 crisis



IMPACT REPORT OF 2021
WITH EMPHASIS ON EUROPE



**CHANGE
MAKERS
UNITED**

Our premise

Exceptional times need exceptional leaders.

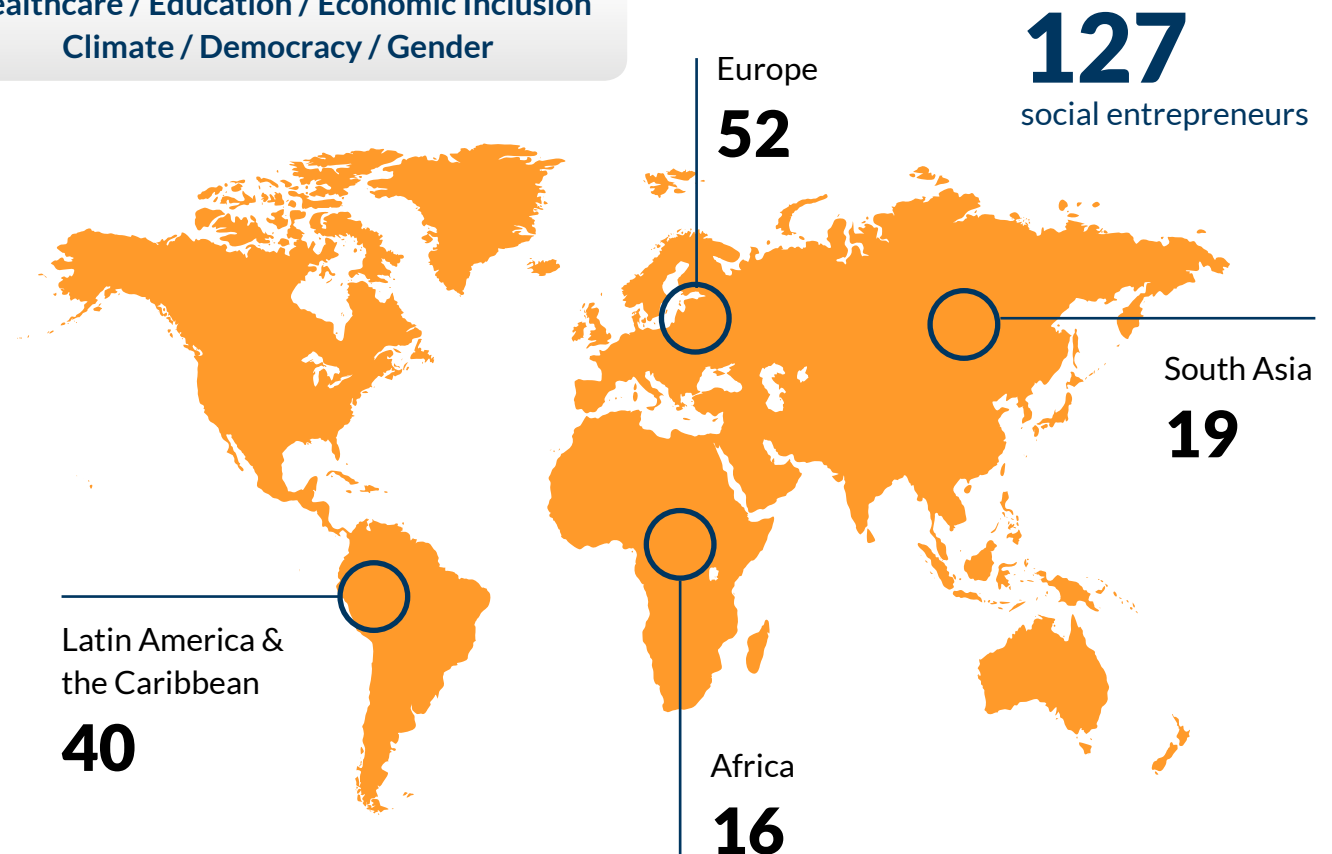
Together we support leaders of social change – entrepreneurs, who work to scale their impact and fight social issues at their core – issues arising from and accelerated through the pandemic.



Globally building forward futures worth living in

What Ashoka and Zalando started in Europe, as an immediate response to the Covid-19 crisis in April 2020, is today a **global initiative**. It has showed pathways to changemaking to **more than 30 partner companies, 123 mentors and 236 pro-bono experts**. They stepped up to support the efforts of social entrepreneurs from **Europe, Africa, Latin America and India**.

Healthcare / Education / Economic Inclusion
Climate / Democracy / Gender



Europe progressing through collective learning and experience

1

Solutions Accelerator

In 2020, as an urgent Covid response, we identified 20 outstanding social entrepreneurs in Europe and supported them by mentorship, expertise and funding to scale their impact.

The program was replicated in Latin America, India and Africa.

2

Collaboration Booster

In 2021, we moved from a focus on short-term to long-term effects of the Covid-19 pandemic. We built 4 clusters of social entrepreneurs around critical fields affected by the crisis and facilitated peer-to-peer learning and networking opportunities to spark new partnerships.

3

What's Next?

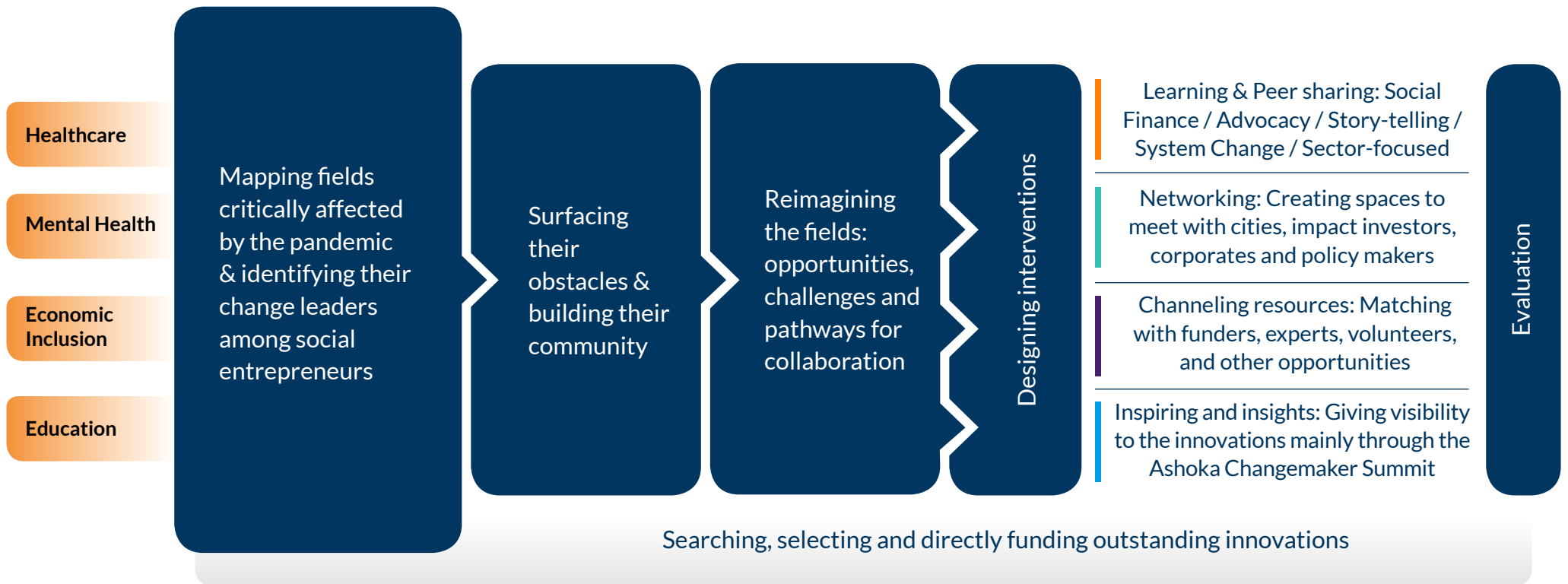
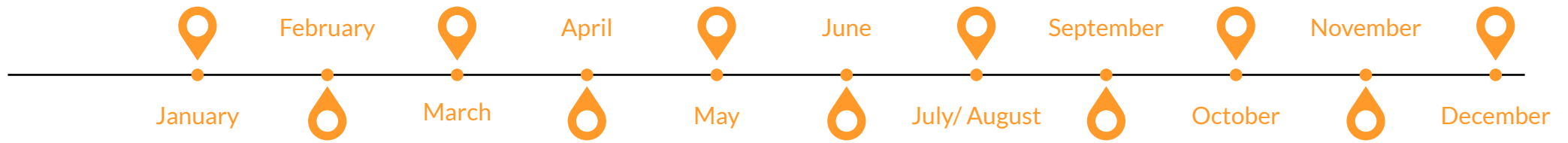
In 2022, we want to gather changemakers representing key stakeholders to engage together in a collective systems analysis, problem identification, network mapping, and co-create potential collective impact efforts to unlock solutions.

- Europe Impact Report, October 2020
- Europe Progress Report, July 2021
- Global Impact Report, July 2021



FOCUS OF THIS REPORT

2021 was about boosting collaboration across Europe



Changemakers United: Collaboration Booster

Let's zoom in on the European Chapter in the year of 2021



**CHANGE
MAKERS
UNITED**

The pandemic exposed weaknesses and gaps emerging across many social systems

HEALTHCARE

- Fragilities of healthcare systems, fragmentation and lack of collaboration
- Access and care provision (need for digitalization, reaching rural areas, delivery of effective therapies and care for healthcare professionals)
- Vaccine roll-outs and misinformation
- Preparation for the future (prevention, research and innovation)

MENTAL HEALTH

- Care provision (better access and quality)
- Vulnerable groups in the centre (youth, elderly, women)
- Perception of mental care (less stigma, prevention) and awareness (media, governments)
- Wellbeing of individuals and community resilience

ECONOMIC INCLUSION

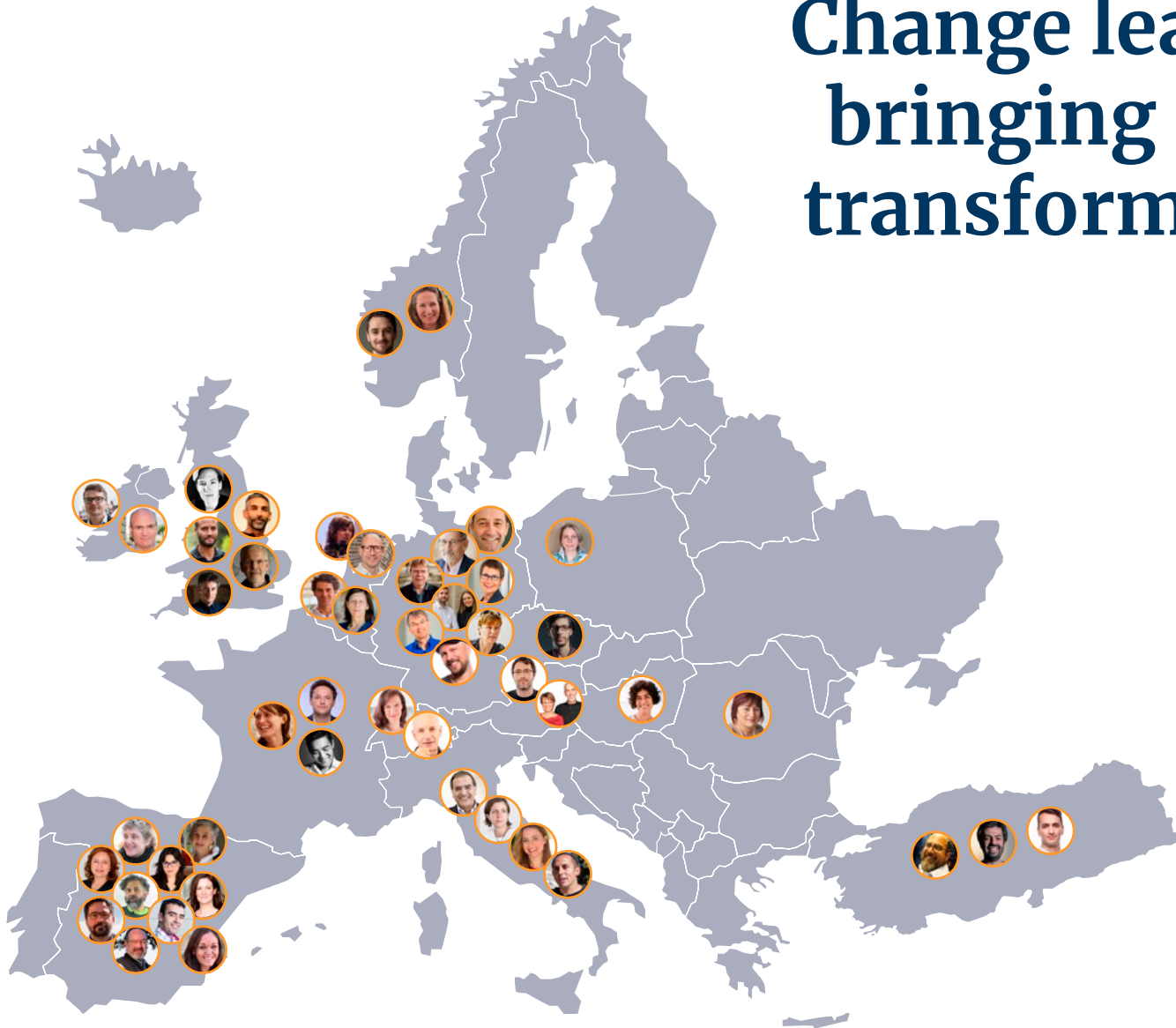
- Unemployment (policy, reskilling, entrepreneurship, youth)
- Economic recession (debts, insolvencies, investments)
- Reorganizing markets (new industries, supply chains, global trade)
- Companies' transformation (digitalization, new formats of work, remote working)
- Green economy and sustainability

EDUCATION

- Traditional educational systems challenged
- Digital tools and translating classes to online space
- Funding formats
- Inclusivity and accessibility (disadvantaged students)
- Empowering teachers and parents

Read more about the long-term effects of the pandemic [HERE](#)

Change leaders have been bringing new models to transform those systems



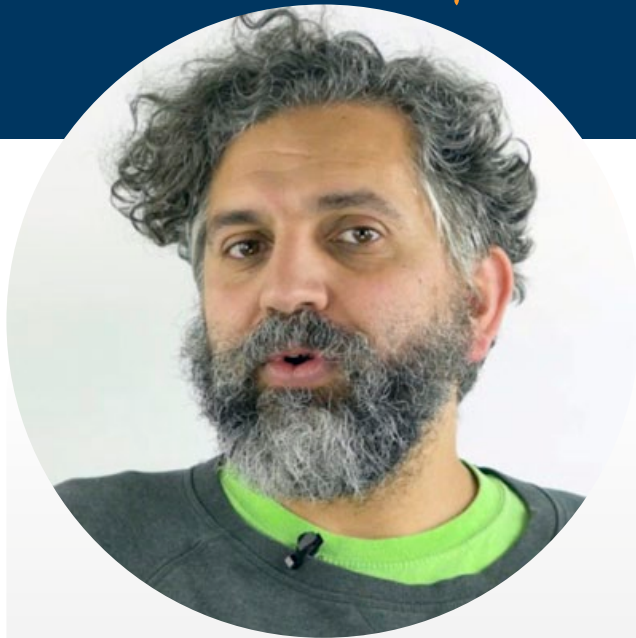
Over 50 outstanding European social entrepreneurs – CMU Fellows from 17 countries – have been recognized for bringing systems change to critical fields.

Their impact spans from Austria, Belgium, Czechia, Denmark, France, Germany, Hungary, Ireland, Italy, Norway, Poland, Romania, Spain, Switzerland, The Netherlands, Turkey, and United Kingdom.

Browse through the profiles of all involved social entrepreneurs [HERE](#)

Example of supported CMU Fellows

Spain 



HEALTHCARE

David Cuartielles

David Cuartielles and César García Sáez set up the **Coronavirus Makers Forum** in Spain. What started with volunteers 3D printing respirators in March 2020, grew into a DIY movement of over 20,000 makers worldwide to provide protective equipment to medical personnel and other first line workers. So far, over 1 million face shields and 475,000 ears protector units have been produced.

Today, their organization **MasQueMakers** goes beyond designing medical equipment as they are taking a more holistic view of the situation and try to tackle larger issues, such as the environmental impact of single use face masks. The platform focuses on sharing knowledge and success stories of cross-sector collaboration – serving as a role model for other countries.



Spain

MasQueMakers



<https://masquemakers.es/>

Example of supported CMU Fellows

Norway





MENTAL HEALTH

Jimmy Westerheim

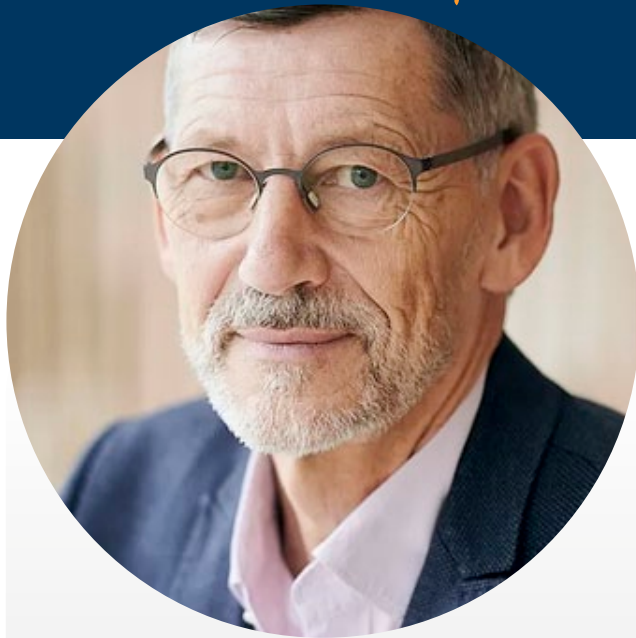
As mental health has been a rising issue throughout the pandemic, Jimmy Westerheim from Norway is trying to break the stigma around mental health burdens with his innovative **The Human Aspect** approach. For his platform, he interviews people from all over the world to capture their real-life experience, each detailing their own struggles, how they overcame them, and the tools they learned along the way. His library contains over 600 in-depth video interviews reaching audiences in 180 countries on multiple online platforms.

He partners with schools but also healthcare professionals and employers to teach the value of mental health and personal development to thousands of people globally.

 Norway
The Human Aspect
 <https://thehumanaspect.com/>

Example of supported CMU Fellows

Germany



ECONOMIC INCLUSION

Attila von Unruh

Using the spirit, engagement, and skill of insolvent micro-entrepreneurs in a peer help group, Attila von Unruh empowers, destigmatizes and lobbies for insolvent peoples' ability to restart their entrepreneurial lives.

With **TEAM U** he supports entrepreneurs in times of crisis. They offer support via experienced mentors and give guidance through the crisis. With their new TEAM U Academy they offer trainings and workshops, and recently completed a series of 11 Re-Starter Trainings for entrepreneurs. The trainings are designed for self-empowerment and peer to peer learning. In times of Covid many SMEs are struggling - many of them can be saved and even become more resilient for the future.

 Germany

Early Warning Europe / Team-U

 www.team-u.de

Example of supported CMU Fellows

Netherlands



EDUCATION

Emer Beamer

Social entrepreneur Emer Beamer at **Design-a-thon Works** is giving children between the age of 6 to 12 a voice during the global school closures and lockdowns. The reaction has been great with people signing up from India, Australia, The Netherlands or Peru. Teaching more children how to design a better world is their ultimate goal, and they have just passed the 100,000 mark. Running programs in different contexts through their network in over 40 countries, they have gained valuable insights on reaching children, especially the disadvantaged ones, and decided to shift their scaling strategy towards a network partnership model.

Equipping their communities with new digital tools, they build new alliances and strive to ensure that all children have the opportunity to learn and improve their own reality.

 **The Netherlands**
Design-a-thon Works
 www.designathonworks.com

Obstacles they have been facing on their way to systems change

Individual challenges

- **Scaling** to new markets & finding **partners**
- Advocacy work & **lobbying**
- Marketing & **fundraising**
- **Visibility** for their fields, raising awareness about system change & changing mindsets
- **Leadership** challenges & protecting **wellbeing**
 - Expansion burdens
 - Working with volunteers
 - Digitalization
- Impact measurement & missing **data**



Collective challenges

Need for connecting social entrepreneurs

- Work on concrete projects together
- Gain a stronger voice and reach EU funding
- Co-create a digital platform for collaboration
- Share best practices



Need for online and in-person networking

- Get access to policy makers and company leaders, e.g., panels with decision-makers
- Find scaling partners, e.g., ideas marketplaces



Need to educate and engage stakeholders

- Specifically, funders, policy makers and affected communities about system change and impact

Learn more how we surfaced obstacles and reimaged fields together [HERE](#)

These changemakers were mobilized to overcome those obstacles

1

16 philanthropists, impact investors and mentors from the Ashoka Support Network



2

32 Ashoka Teams and other changemakers from affected communities, volunteers, experts, and media

3

Public sector

Representatives from 9 cities in the RRR Project

Belo Horizonte

Guadalajara

San Francisco

Bilbao

Montreal

Torino

Dublin

Rotterdam

Warsaw

4

16 corporate partners, among them Zalando, Beiersdorf and Target Foundation



Together we created a network of support and opportunities

Thanks to the power of Ashoka, and by listening to all engaged communities and designing interventions together, we were able to facilitate opportunities for CMU Fellows to learn, share, connect, access new resources and inspire other changemakers. The given support aimed to boost collaboration among them and increase their social impact for building better futures for all.

Facilitated opportunities



**Learning
& peer sharing**



Networking



**Channelling
resources**



**Sharing insights
& inspiring**

Direct impact of the initiative

- 100 social entrepreneurs mapped → engaging with over 50 CMU Fellows
- 16 philanthropists, impact investors and mentors, 16 corporate partners, 9 cities
- 15 direct grants and 7 living stipends
- 12 learning modules and 15 connecting events



CMU Fellows were learning and sharing with their peers

Learning with peers

Changemaker Finance (October 5th & 7th)

This online 2-day workshop taught them about how to navigate social finance approaches in order to unlock untapped sources of funding.

Data Story-telling (October 21st)

This 3-hour workshop helped them to understand the tools and frameworks of data-driven storytelling, and apply that to the practical use cases in fundraising.

Working with Governments (November 24th)

Three Fellows shared experience from their advocacy work on regional, national and global level. Their peers could also leverage the expertise of Ashoka's EU Parliament insider.

Peer co-creation

Making More Health

CMU Fellows Dorica Dan and Jimmy Westerheim joined this collective action initiative to reimagine the field of health. They have been working with their peers on a policy strategy to bring a holistic approach to the sector and empower patients to be part of the system.

Other programs that CMU Fellows were involved in

- Dominika Szaciłto was supported by the **Dela Accelerator** with IKEA mentors and other experts
- Francesca Cavallini participated in the **Visionary Program** Italy
- Andrew Bastawrous consulted his scaling strategy with the **Impact Transfer** team
- Female entrepreneurs have been empowered by **WorldWISE**

Impact

Opportunities given and taken:

- 12 learning modules offered
- 12 participants in Data story-telling workshop
- 8 participants in Working with Government
- 12 participants more in **Changemaking Leadership, System Change** and other modules
- **Replication & Transfer, Measuring Impact, Multistakeholder Collaboration** and other modules coming up

“The program gave me a chance to give back, share experience, learning and mistakes I made along the way, and help people from other countries. I felt empowered by that.”

Carmen Pellicer (the speaker at the Working with Government event)



Networking with key ecosystem players

Engaging with cities

Partnering with cities (October 7th and follow-ups)

The **Respond, Rebuild, Reinvent** project co-led by Ashoka in cooperation with OECD hosted a session for municipality representatives to showcase social innovations they could partner with. Three CMU Fellows and nine peer cities – including San Francisco and Rotterdam – engaged in the project.

Learn more about its impact [HERE](#)

Engaging with corporates

Besides facilitated opportunities like the **Co-Creation Lab** and ongoing efforts to support **changemaking in companies**, social entrepreneurs connected with corporate partners like Zalando, Johnson & Johnson, Chanel, Beiersdorf, HSBC, Boehringer Ingelheim, Philips, IKEA, BMW, Acciona, Telefónica, PwC, EY, Deloitte, and McKinsey. They shared their expertise, or launched projects together.

Engaging with impact investors

ASN Connect (December 9th)

The virtual ASN Connect event presented best practices of successful collaborations between Ashoka Supporters and Fellows across the globe. Together they discussed how successful collaboration could emerge and reflected on principles important to form a meaningful connection.

Aligning with policy makers

Ashoka built on the experience of the **Hello Europe** team and launched the Changemaker Europe initiative in Brussels (read their **manifesto**). The CMU Fellows mapping reflected the EU's priorities in its recovery plan.



Networking with key ecosystem players

Impact

- 16 corporate partners and 9 cities engaged
- 16 philanthropists, social impact investors and mentors met with social entrepreneurs from Europe, Africa and India to discuss potential collaboration routes at the ASN Connect event

Examples of CMU Fellows taking advantage of the opportunities

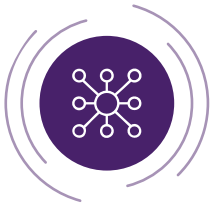
David Cuartielles's team in collaboration with Zalando was able to distribute almost 5 million face masks to communities in Spain, Africa and Latin America. Followingly, Ashoka Fellows in Poland distributed more than 200,000 masks.

Jimmy Westerheim is talking to city representatives of Warsaw and Rotterdam about replicating his innovation in these cities.

Carmen Pellicer joined a workshop with Johnson and Johnson Foundation to frame their initiative in the field of community health.

Christophe Dunand was recommended as a mentor to young changemakers in the HSBC Green Skills Challenge.

Alfonso Molina, Martin Hollinetz, Giulia Detomati and **Pablo Santaefemia** engaged with Chanel, mobilizing early-stage innovators in their networks.



Channelling resources through the initiative

Channelling funds

Direct support

Thanks to Zalando, 22 CMU Fellows across Europe received needed financial support in times of crisis to stabilize their teams, digitalize services and expand their portfolios to improve lives of communities heavily affected by the pandemic.

- 325,000 EUR for 15 Direct grants
- 252,000 EUR for 7 Living stipends

Further funding sources

Seven CMU Fellows were nominated for the **Audacious Project** to launch their solutions.

“Thanks to Zalando’s support I can focus on finding new scaling partners, new schools, and more investors to scale my impact abroad.”

Giulia Detomati (CMU Fellow supported by a stipend)

Channelling expertise

Matching with legal, advocacy, strategic and comms **pro bono experts** run by The Good Lobby (Alberto Alemanno, CMU Fellow).

Connecting with Boehringer Ingelheim employees from HR, marketing and IT via a skills-based pro bono matching platform, thanks to **MMH Connect**.

Learning through participation in for example the **Europe Fellowship** program or courses at Cambridge University powered by a Chanel scholarship.

Channelling workforce

Ashoka-LinkedIn Volunteer Marketplace

CMU Fellows were offered to use the **Ashoka-LinkedIn Volunteer Marketplace** to find volunteers who could support their work.



Channelling resources through the initiative

Impact

CMU Fellows' organizations supported by a direct grant:

- The Good Lobby, Belgium
- Institute for Debt Prevention and Resolution, Czech Republic
- Libraries Without Borders, France
- Väter gGmbH, Germany
- MyMind, Ireland
- Calciosociale, Italy
- Designathon Works, The Netherlands
- Aktivitetsdosetten, Norway
- Cycling Without Age, Denmark
- Romanian National Alliance for Rare Diseases, Romania
- Fundación Ana Bella, Spain
- Fundación Trilema, Spain
- MasQueMaker, Spain
- EspeRare, Switzerland
- teyit.org, Turkey

CMU Fellows supported by a living stipend:

- Francesca Cavallini, Italy
- Giulia Detomati, Italy
- Jimmy Westerheim, Norway
- Dominika Szaciłto, Poland
- Jörg Knüfken, Germany
- Lisanne Knop, Germany
- Ramón Roca, Spain



Sharing insights and inspiring our wider community

Mapping & reimaging fields together

Change leader gatherings (May 21st & June 11th)

24 social entrepreneurs in Europe came together in 2 online sessions. They discussed their work, the needs they saw, and the systemic changes necessary to build back better in their respective fields in the aftermath of Covid.

Learn more about their insights [HERE](#)

Caring for each other

Wellbeing Lab (October – April)

This bi-weekly online journey helped social change leaders to re-connect with themselves and with what they need to be well and resilient.

Sharing insights & visibility

Ashoka Changemaker Summit (September - December)

This series of panel discussions provided spaces to discover the social innovation trends around 9 social issues. Its reach was almost 600,000 people.

Online sessions

- Tech & Humanity > with Ashoka Fellow Gemma Galdon
- Health > with Ashoka Fellow Dorica Dan
- Diversity, Equity & Inclusion > with Zalando
- **Changemakers United:** Spotlight for wellbeing, leadership and systemic changes in the aftermath of the pandemic > a panel facilitated by CMU Fellow Jimmy Westerheim
- Other sessions diving into topics such as education, gender or climate were attended by CMU Fellows

In-person event

- Event in Torino, Italy > with Ashoka Fellows Giulia Detomati and Francesca Cavallini

Learn more about its impact [HERE](#)



Sharing insights and inspiring our wider community

Impact

Thanks to the change leader gatherings, CMU Fellows reported to gain:

- Cross-border collaboration and insights from other countries
- New connections
- More holistic information from different health care systems and different approaches
- Following the meeting I have met with a representative of Libraries without Borders in Italy and we will try to build some activity together.

Explore challenges, opportunities and field insights from the sessions [HERE](#)

Example of CMU Fellows taking advantage of the opportunities:

- Pablo Santaefemia hosted the System Change Session during Ashoka's launch of the **Supporting System Changers** report.

When reflecting on the given support and opportunities...



Emer Beamer

CMU Fellow from The Netherlands

“The pandemic challenged us to constantly experiment, reiterate and develop new strategies. Ashoka strengthened our fundraising position and their mentors provided strategic guidance.”



David Cuartielles

CMU Fellow from Spain

“Changemakers United opened the possibility of working hand in hand with large organizations like Zalando. Their experts helped us shape the kind of organization we are building today.”



Jimmy Westerheim

CMU Fellow from Norway

“The initiative has first and foremost given me support to utilize my engagement and passion to be part of the solution. It has brought opportunities to connect with cities and global stakeholders to showcase our system changing solutions, financial support to me as a founder and arenas to collaborate with other like minded changemakers.”



Manuela Richter-Werling

CMU Fellow from Germany

“We joined the global event with Ashoka supporters, and it was a very special circle with unique people. We were impressed by the different backgrounds, topics, perspectives and regions, the seriousness of really wanting to get to know each other and make a difference. That motivates us to keep going.”

...we were amazed by the stories showcasing the impact of the Changemakers United initiative.



Lara Gesche
from Germany,
Corporate Citizenship
Manager from Zalando

“Ashoka is an amazing network, not only associated with social entrepreneurs, but also individuals and companies like Zalando. They are able to bring all the right people together to create change and it ultimately allows us as a company to have access to the communities we work in and to be part of the solution.”



Olivier Orban
from Belgium,
Ashoka Support
Network

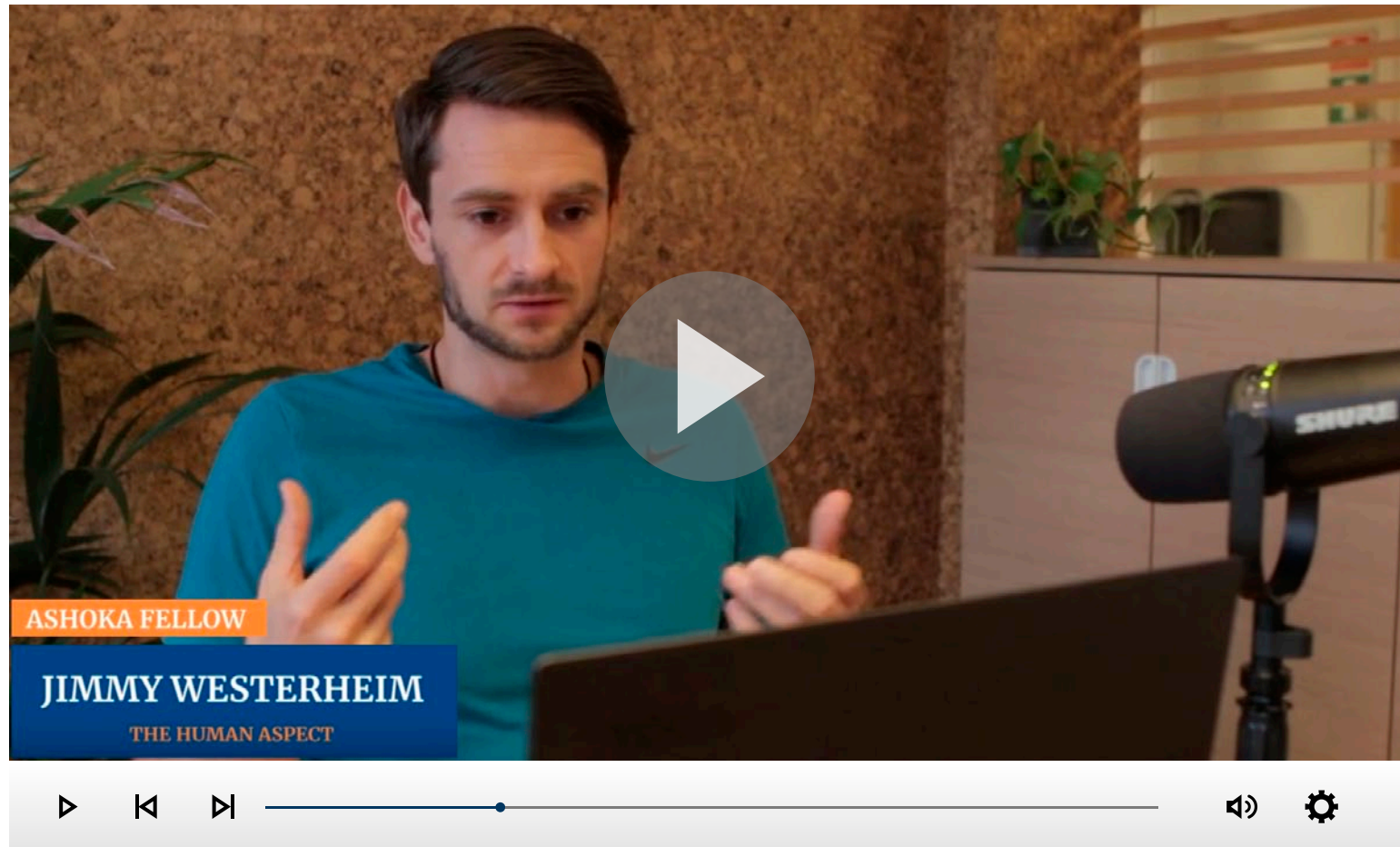
“Even if some causes may appear very important, if we look at the roots of the issues and take a helicopter view, we can see that many are really interlinked together. And one of the things I really appreciate in Ashoka is their systemic view. They guide entrepreneurs to go very deep, to analyse the roots, to really understand it, but also to avoid working in silos.”



Fedrick William
from Germany,
Analyst Lead from
Zalando

“Through Ashoka I was able to meet people who really want to contribute, are passionate about certain topics, come from different sectors and with years of experience. I was working with a CMU Fellow from Romania as a mentor and I was challenged in many ways. When I came back, it helped me to do my job better.”

On your way to create a change, you are never alone!



Watch this Changemakers United series that gives voice to Ashoka Fellows, partners and other changemakers engaged in the initiative. Enjoy their stories of impact and learn about their journey with Ashoka.

Big thanks to Ashoka's communities

CMU Fellows:

HEALTHCARE

- Caroline Kant (EspeRare, Switzerland)
- Dorica Dan (Romanian National Alliance for Rare Diseases, Romania)
- Lone Koldby (Aktivitetsdosetten, Norway)
- Lisanne Knop (Triaphon, Germany)
- Joost Van Engen (Healthy Entrepreneurs, The Netherlands)
- Marc Koska (ApiJect, United Kingdom)
- Andrew Bastawrous (Peek Vision, United Kingdom)
- Paul Duan (Conotify/ Bayes Impact, France)
- Gernot Jochum-Müller (Zeitpolster, Austria)
- Thorsten Kiefer (WASH, Germany)
- David Cuartielles & César Garcia Saez (MasQueMakers, Spain)
- Ana Urrutia (Fundación Cuidados Dignos, Spain)

MENTAL HEALTH

- Krystian Fikert (MyMind, Ireland)
- Ana Bella Estévez (Ana Bella Foundation, Spain)
- Ole Kassow (Cycling without age, Denmark)
- Jimmy Westerheim (The Human Aspect, Norway)
- Francesca Cavallini (Tice, Italy)
- Dominika Szaciłło (Garbage Truck Approaching!, Poland)
- Manuela Richter-Werling & Norbert Göller (Irrsinnig Menschlich, Germany)
- Ingrid De Jonghe (Tejo, Belgium)
- Bob Bharij (Foundation for Change, United Kingdom)

ECONOMIC INCLUSION

- Pablo Santaefemia (Bridge for Billions, Spain)
- Radek Hábl (Institute for Debt Prevention and Resolution, Czechia)
- Giulia Detomati (Data InVentoLab, Italy)
- John Christensen (Tax Justice Network, United Kingdom)
- Gemma Galdon Clavell (EticasFoundation, Spain)
- Martin Hollinetz (OTELO, Austria)
- Attila von Unruh (Early Warning Europe / Team-U, Germany)
- Christophe Dunand (Réalise, Switzerland)
- Ramón Roca (GÜIFI.NET, Spain)
- Klaus Candussi & Walburga Fröhlich (Atempo, Austria)
- Mehmet Atakan Foça (Teyit, Turkey)
- Alberto Alemanno (The Good Lobby, Belgium)
- Vicky Tortosa (La Exclusiva, Spain)
- Clara Jiménez Cruz (Maldita.es, Spain)
- Gonzalo Fanjul (porCausa, Spain)

EDUCATION

- Emer Beamer (DesignatonWorks, The Netherlands)
- Jérémy Lachal (Libraries without borders, France)
- Carmen Pellicer (Foundation Trilema, Spain)
- Jörg Knüfken (ChangeWriterse.V., Germany)
- Steffi Biester (KICKFAIR, Germany)
- Alfonso Molina (Fondazione Mondo Digitale, Italy)
- Florence Rizzo (SynLab, France)
- Mesut Keskin (E-Bursum, Turkey)
- Eszter Harsányi (Nestingplay/ MagikMe, Hungary)
- Burak Ulman (Another School is Possible Association, Turkey)
- Volker Baisch (VätergGmbH, Germany)
- Massimo Vallati (Calciosociale, Italy)
- Jen Lexmond (EasyPeasy, United Kingdom)
- Mike Feerick (Alison, Ireland)

Ashoka Teams:



16 Country offices – Europe Venture – Global and Europe Fellowship – Changemaker Europe – Changemaker Companies – Europe Communications – Ashoka Changemaker Summit – Global Partnerships – Global ASN Team of Teams – Impact Transfer – Visionary Program – Globalizer Program (Dela) – WorldWISE – Ashoka India – Ashoka Mexico – Ashoka Africa

Namely: **Ella Goncarova, Matthias Scheffelmeier, Katharina Hinze, Laura Haverkamp, Anika Haag, Andrea Martens, Jana Baurmann, Markus Sollner, Birgit Soll, Giulia Sergi, Laura Batalla, Alexander Kesselring, Alexandra Ioan, Andrea Antolin, Tito Spinola, Angelika Roth, Adela Kutalkova, Maira Cabrini, Dafne Nascimento, Kenny Clewett, Jason Bernhardt-Lanier, Léna Borsoi, Michaela Fenech, Alex De la Torre, Arianna De Mario, Tim Scheu, Teresa Pereira, Claire de Lafarge, Ada Andreoni, Ina Bogdanova, Elodie Ravion, Geneva Gleason, Audrey Lodes, David Menezes, Maria Clara Pinheiro, Debleena Majumdar, Santiago Mejia, Stephanie Schmidt, Enrica Cornaglia, Clara Braeuer, Todd Pavel, Rosa Ricucci, Martyna Rubinowska, Marta Ciesielska-Ploszaj and many more**

Our partners and supporters of the CMU Fellows:

Zalando, Beiersdorf & Target Foundation

Johnson & Johnson, Chanel, HSBC, Boehringer Ingelheim, Philips, IKEA, BMW, Acciona, Telefónica, PwC, EY, Deloitte, and McKinsey Ashoka Support Network members
Representatives of 9 Cities in the RRR Project



Your Team of Teams within Ashoka

Ella Goncarova
Changemakers United

Katharina Hinze
Ashoka Germany

Kenny Clewett
Hello Europe / Venture Europe

