

EUROPE ONE COMMUNITY

Impact Report

2023 - 2024



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Our vision

Ashoka envisions a Europe whose institutions and individuals are agile, adaptive, and creative enough to keep pace with fast, complex change, and to contribute to a thriving and interconnected society and planet.

By 2030, we envision **50 million new people across Europe** having the skills, knowledge, and pathways to actively contribute to a thriving society and planet.

5 core principles

are at the heart of this vision:

- 1 Everyone can create and contribute to the change they desire for the common good.
- 2 Success is redefined as contributing to a thriving, interconnected society and planet.
- 3 There is an appropriate “pathway” for everyone to participate.
- 4 Leaders and institutions understand it is their urgent responsibility to create the space for others to contribute.
- 5 Decision-making is inclusive of underrepresented communities and underserved groups.

Community

We achieve this vision by activating an interconnected and purpose-driven community of changemakers with the potential to influence 50 million people and advance an Everyone a Changemaker world.

Our mission is to:

- **Strengthen a sense of belonging** by connecting community members in enriching, peer-to-peer engagement opportunities where they can share leadership experiences and build trustworthy relationships.
- **Engage community members in pathways for changemaking** to advance systemic impact and an Everyone a Changemaker world.
- **Foster multi-stakeholder collaborations** on specific purpose areas and topics catalyzing social change for the good of all.
- **Support local offices** to define and implement their community engagement strategy and adopt Ashoka’s frameworks, tools, and methodologies.

Our main achievements

The Ashoka Europe Fellowship Program, set up in 2018, has in 2023 enlarged its scope and efforts gradually becoming the **Ashoka Europe One Community Program**, with the goal of encouraging active changemaking in Europe and beyond.

We create a space where ideas come together, where knowledge is shared to accelerate change, and like-minded changemakers connect and build strong relationships. Celebrate with us our first **2 years** as Ashoka Europe One Community!

11 different learning experiences offered

6 flagship topics:

- Systems Change
- Leading multi-stakeholder collaborations
- Wellbeing
- Diversity, Equity & Inclusion
- Replication & Transfer
- Changemaker Finance

5 collaboration initiatives on

- Migration
- Health agency
- Gender equity
- Eldership & Transition
- Reframing Global Development

1 piloted a new online learning platform

5 online gatherings with our Europe community and beyond

10 knowledge products developed and published

Our reach in a glimpse

4000+

community members engaged
in peer learning, connection,
and collaboration experiences.



87% self-identify as
Changemakers

80+
countries

5
continents

1000+
engaged in self-paced courses

3000+ in total since the first self-
paced course in 2022

350+
engaged in facilitated
workshops

15
co-creators

of which
12
Ashoka Fellows

1650+
engaged in facilitated courses
and community spaces

of which

450+
Ashoka Fellows & team members
plus potential Fellow candidates

285+
Ashoka staff

225+
Ashoka Support Network members
and Partners

670+
New allies beyond our core
community

355+
Affiliated Changemakers

Our milestones

Ashoka cultivates a community of social entrepreneurs, young changemakers, partners, and institutions who work towards a world where **everyone is a changemaker**.

We have organized our current changemaking offers in **4 main pillars**:



01. Connect



02. Learn



03. Collaborate



04. Explore

01. Connect

The amazing experience that is getting together.

In short

- We **listened** to community members' needs and defined different **engagement pathways** for community members.
- **Gathered our community online** in new and engaging formats.
- **Curated the [Ashoka Changemaker Summit 2024](#)** in Hamburg!
- Strengthened the relationship and exchange between **Community Managers at Ashoka**.



"I should have skipped all conferences I went to this year and only go to the Changemaker Summit. The impact, the leads, and the opportunities that came out of it were incredible. It concentrated on a huge network of amazing people. So efficient."

- Ashoka Fellow

Community Engagement

To achieve our goal of activating an interconnected and **purpose-driven community** with the potential to influence 50 million people by 2030, we have identified three main levers of work:

- Increasing the **sense of trust and transparency** in our diverse community.
- Improving **access** to the already existing **Ashoka community offers**.
- Fostering the **collaboration potential** of a diverse Ashoka community.

This allowed us to:

- Define a **set of values and principles** to guide the Ashoka Community's work in Europe.
- Define **Diversity, Equity & Inclusion guidelines** for community experiences.
- Develop **engagement pathways** for Ashoka Fellows, Young People, Ashoka Support Network Members, Local Changemakers, and Partners.
- Open an **internal communications channel** for Ashoka Staff Members to communicate more directly, exchange experiences and opportunities, and ask for support.

What we did

- 30 community interviews with members of the Ashoka Community (Ashoka Fellows, Ashoka Support Network members, Young People, partners, Panelists, and Ashoka Staff members) to understand emerging needs.
- 10 in-depth dialogues with colleagues across Europe to map the local context and practices.
- 4 internal workshops with pan-European teams to understand the needs of different community members.
- 1 new onboarding toolbox with resources for new Ashoka Community Managers in Europe.



Communications

The One Community website is a new, up-to-date space that centralizes the Ashoka community offers across Europe and beyond.

[The platform](#) offers a wide overview of events, learning journeys, collaboration initiatives, and open-source resources, all in the same place.

Our impact

Ashoka Community work has also been communicated externally via Ashoka's global social media handles, with over 230,000 followers just on LinkedIn.

Ashoka Fellows and network partner organizations have reached out to us regularly to promote their updates and events on the One Community communication channels.

- From August 2023 to July 2024 more than 20,000 people have navigated through the One Community website, and over 2,100 people have interacted with Ashoka's learning offers.
- Ashoka country offices in Europe have included their community updates (events, news, learning journeys, etc.) on the platform, and communicated about it widely across their channels, including digital newsletters, social media outreach, and their local websites.

65%

engagement
rate on the
website

20,837

community members visited the
One Community website

650+

users a month returned to the
website to check out our new
offers



Community Pulse

For over a year, the [Community Pulse bi-weekly newsletter](#) has included some of the latest updates, news, and opportunities to engage with Ashoka's global community of changemakers.

The digital newsletter has also included recommendations from Ashoka Fellows, Ashoka Young Changemakers, Ashoka Support Network members, Partners, and funders.

7200+

community members receive the Community Pulse newsletter every two weeks

35% newsletter opening rate

10,482

number of times people have clicked on the newsletter content

17%

audience increase from April 2023 to June 2024

- **168,000** times the Community Newsletter was sent
- **Over 58,750** unique times the newsletter was opened
- More than **1,330** new subscriptions from Ashoka global community members

400+

Ashoka Fellows read the newsletter and engage with Ashoka's offers

200+

Ashoka Support Network (ASN) members and partners click on the communicated changemaking opportunities



Community Gatherings

A safe space to meet as full humans and connect.

Community Gatherings are an online space hosted **every three months**, with topics and formats varying based on the interest of our community.

They are designed based on the needs and inputs that emerged during our interviews with community members.

“The proof in the archaeological record is that human response to change has been successful thanks to the community. We don't solve problems as individuals, we solve them as communities”.

-Ashoka Fellow

What we did

- **5 online Community Gatherings** were hosted between July 2023 and July 2024 reaching **176 participants** (with an average of 82 registrants per gathering).
- Opened the Community Gatherings to all **Ashoka constituencies**: Ashoka Fellows & their team members, Ashoka Support Network Members, Young People, Partners, local changemakers, panelists, etc.
- Covered **a variety of topics**, such as tech for humanity, biodiversity, and migration, and hosted more **personal spaces** filled with storytelling and reflecting on wellbeing.
- Welcomed **community members from beyond Europe** (Africa, South Asia, North and South America).
- Curated the [Ashoka Changemaker Summit 2024](#) in Hamburg.



TRUE PARTICIPATION
ASHOKA CHANGEMAKER
SUMMIT 2024. HAMBURG,
GERMANY. SEPT 5-7

02. Learn

To drive transformational impact, we must learn how to co-create change.

In short

- Trained Ashoka staff on systems change and **raised awareness of systems thinking** through an introductory course and our flagship Masterclass.
- Engaged **philanthropists** in a learning experience on systems change.
- Advanced **team collaborations toward systems change** through a new iteration of our multi-stakeholder collaborations course.
- **Co-created DE&I learning journey** with Ashoka Fellows and Young Changemakers.
- Supported Ashoka Fellows and other changemakers in **replicating their solutions and diversifying their funding sources**.
- Co-created **wellbeing spaces** with Ashoka Fellows.
- Piloted a **new online learning platform** to support and improve the quality of our offers and developed new online courses to reach a bigger audience.
- Featured **all Ashoka learning experiences in one place**, such as the Ashoka Visionary Program and the Future of Business course.



“You created a wonderful container and facilitated the engagement so gracefully. What a great sense of solidarity to be in this conversation with others across the world. Yet, at the same time, it felt like an intimate and “close in” space to me”.

-Wellbeing Changemakers Hub participant

Systems Change

3400+ individuals globally are more aware and **equipped with the tools, mindset, and connections to generate systems change** and drive meaningful social change, both within their systems of influence and in broader societal contexts.

They gained insights on:

- Systems thinking & holistic perspective.
- Reflective practice on leadership for systems change.
- Framework and mindset for collaborative innovation.
- Funding and measuring systems change.

“The experience enabled us to rethink our theory of change, gather the team around this new vision, and broaden our activities to advance toward systemic change for women and LGBTIQ+ people. It also connected me with amazing changemakers, the Ashoka Support Network, and the Ashoka team.”

-Course participant



What we did

- Facilitated a **train-the-trainer program for Ashoka staff** piloted between October 2022 and February 2023 where 9 Ashokans were trained as systems change champions and guided 44 community members to develop their systems change strategy.
- Launched a **self-paced online Systems Change Masterclass** in February 2022 and translated in 5 languages. Reached **3000+ changemakers** globally since the launch in 2022.
- Facilitated **two editions of a new Introduction to Systems Change course** in November 2023 and April 2024 with **243 participants** globally.
- Piloted a **Journey for Philanthropists on systems change** in April 2024 with **50 funders and partners**.
- Introduced systems thinking to around **100** employees and changemakers in several **collaborations with global partners**.

Leading multi-stakeholder collaborations



215+ individuals and teams globally gained new knowledge and skills to **manage complexity, foster innovation, and lead collective action and multi-stakeholder collaborations** in a more effective, equitable, and systemic way toward meaningful social change.

17 collaborative initiatives from around the world supported and equipped with the tools, mindsets, and methodologies to **deepen their collaboration processes**.

“This experience provided a brilliant roadmap for implementation and principles for weaving and collaborative work. I want all of my colleagues and partners to participate!

-Course participant

What we did

- Piloted a **new 2-phase format of the facilitated course** between January and April 2023, and selected **138 participants** out of 221 applicants engaging people beyond our core community around collaboration.
- Revamped and launched in May 2024 a **self-paced online course** with our partner CoCreative.
- Facilitated a **three-month experiential learning journey** (piloted on our new online learning platform) designed for existing collaborative initiatives within and beyond Ashoka's community. This journey enabled spaces for learning and practicing for **17 teams** with a total of **79 participants**.
- Delivered **in-person workshops for partners**.

Wellbeing

250+ changemakers

- Developed **greater resilience to lead and make change** effectively amid pressure, stress, and complex circumstances.
- Were equipped with **tools and techniques to support their wellbeing**.
- Understood the **importance of wellbeing** when navigating complexity successfully, practicing effective leadership, and creating healthy systemic change.
- Connected with other changemakers and **felt part of a community of like-minded individuals** from around the world.

“Through this journey, I was able to have to time have in-depth reflections on different aspects of wellbeing and acquire practical skills and tools to achieve wellbeing and help promote wellbeing amongst my team and the people we work with. It was a wonderful experience that I would highly recommend to all changemakers”.

-Course participant



What we did

- Launched and animated a **community of practice on Wellbeing** in collaboration with Global Learning & Development with **38 wellbeing champions** from all over the world between December 2022 and May 2024.
- A **community of practice on Mindfulness for Changemakers** ideated from the community and launched successfully in September 2023 with **170+ members globally**.
- Strengthened a **pro-bono international network of coaches and mentors** for the community, and matched 30 community members in two years.
- Supported a local Ashoka team in the development of a **wellbeing program for Fellows**.
- Co-created a **session on Burnout in the media** with one Fellow in June 2024.

Diversity, Equity and Inclusion

210+ changemakers individually and collectively **reflected on unconscious bias, power dynamics, leadership, and strategies for inclusion** with a special focus on intersectionality and are now equipped to **make changemaking open and inclusive for everybody**.

According to the feedback survey conducted after the first edition:

- **88,9%** of participants have made changes to their strategies after the module.
- **88,8%** of participants see their roles as leaders differently.
- **89,5%** of participants said the experience has helped them advance their work in creating an Everyone a Changemaker world.

“During the journey, I met Ashoka Fellows whose expertise has resonated with me after the module and I am quoting them in my work. Those lessons are vivid because they allowed me to work through this experience”.

-Course participant



What we did

- Piloted **two editions** of a learning journey on DE&I co-created with Fellows and other community members with interest received from **400 community members**.
- Gathered the **insights and reflections** on DE&I from 16 guest speakers (Ashoka Fellows, Ashoka staff, and Young Changemakers) and captured the knowledge in **video recordings** that will be used to develop a self-paced course.
- Piloted the facilitation of the experience of the second edition on a **new online learning platform** and created the structure for a self-paced course.

Replication & Transfer



139 Ashoka Fellows and changemakers supported in the process of **building a replication and transfer model**.

A strategy to replicate their initiatives in other countries and engage thousands of people in new roles that empower them to become changemakers.

- Facilitated **two editions** of the course for 139 community members, with on-demand personalized **feedback sessions**, and restructured the experience in the second year.
- Developed and released a **self-paced online course** run in parallel with the facilitation of the second edition.

Changemaker Finance

69 community members were **introduced to the concept** of changemaker finance and learned how to navigate blended financing approaches to diversify their social investment opportunities and unlock untapped resources.



- Strengthened our partnership with the **Social Innovation Circle**
- Offered three standalone **webinars** for the community on the topic of Changemaker Finance and pitching to funders engaging **69 community members globally**.
- Created and launched a series of **self-paced videos on Changemaker Finance** based on the content of the workshops and uploaded them on our new online learning platform.

"It has opened new doors on how to maximize one's chances of getting our project funded!"

-Course participant

Our facilitated learning offers in numbers

The numbers below and in the following pages showcase the results from the surveys filled in by participants of our facilitated courses in 2023 and 2024:



Participants' voices

Inclusivity & accessibility

Valuing diversity and creating a space where all are seen, respected, and included is central to building a world of changemakers.

92,5%

found the experience inclusive

95%

found the experience accessible

"Participating in the debrief and reflection session provided a *profound sense of being heard, fostering inclusivity*. Sharing thoughts and reflections in a supportive environment created *a space where my voice mattered*. I found myself deeply engaged in the discussions, and I wished the session lasted longer, such was its impact on me".

-Systems Change course participant

Everyone a changemaker

Strengthened their identities as Changemakers in their respective fields and institutional settings. Contributing to the Everyone a Changemaker movement.

94%

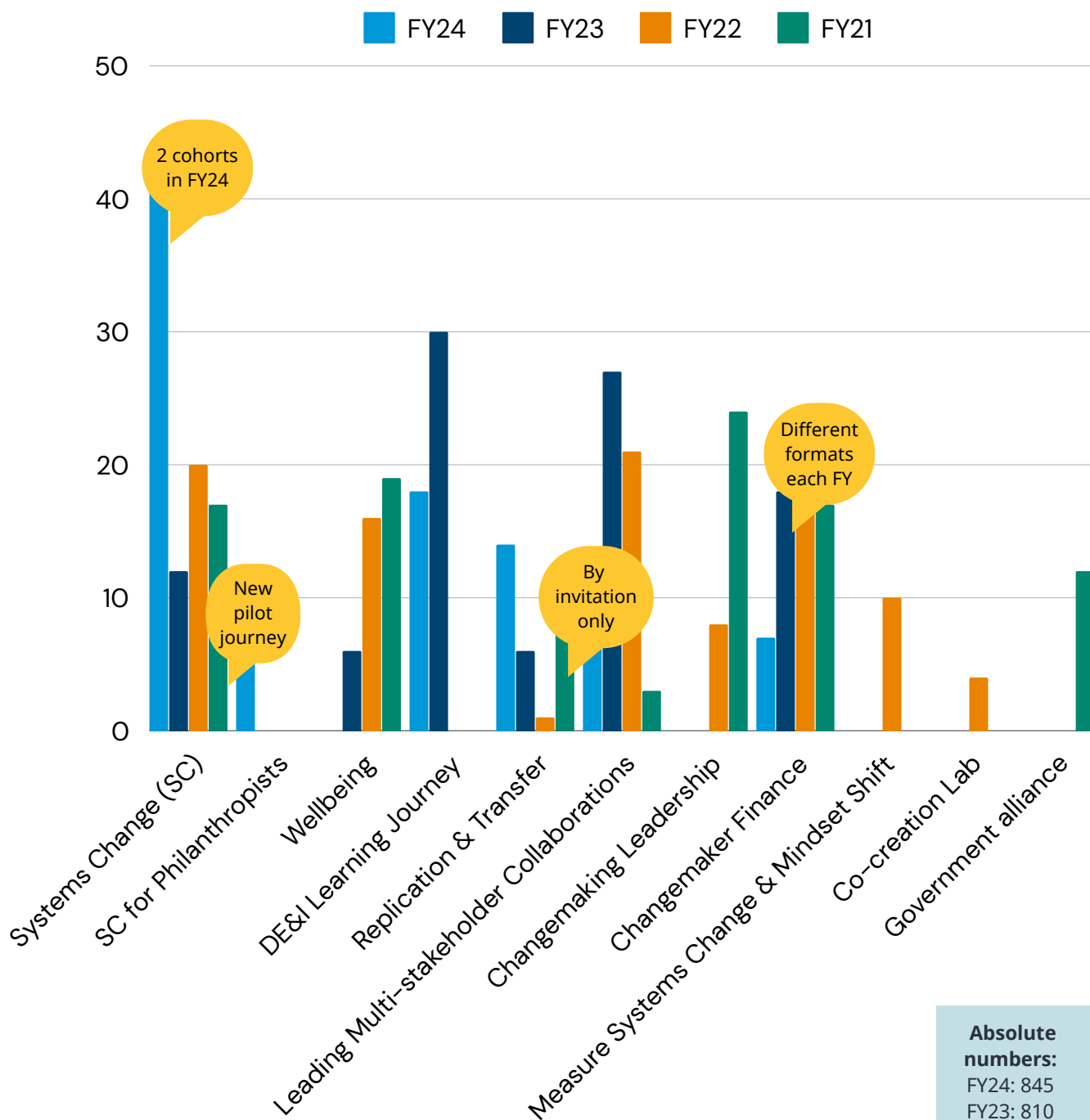
think the success of their organization depend on the degree in which they can **enable others to be and act like changemakers**

78%

agree that participating in the courses has helped them **advance in their work towards creating an Everyone a Changemaker world**

Our learning offers over the years

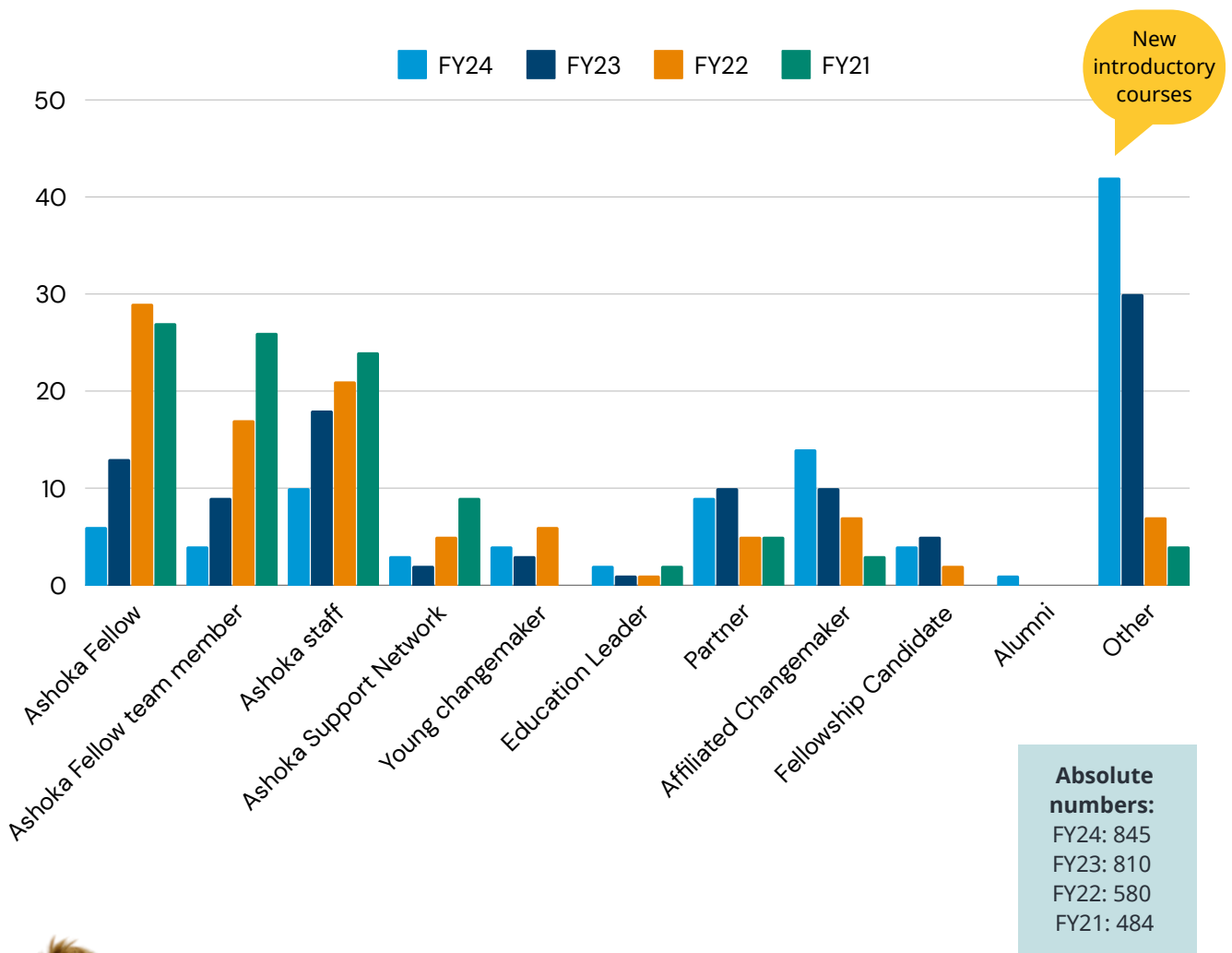
Percentage number of registrations received for each learning offer during the last four years:



Absolute numbers:
 FY24: 845
 FY23: 810
 FY22: 580
 FY21: 484

Community members

Percentage number of registrations received from each Ashoka affiliation in the past four years:



42%
new Ashoka
allies

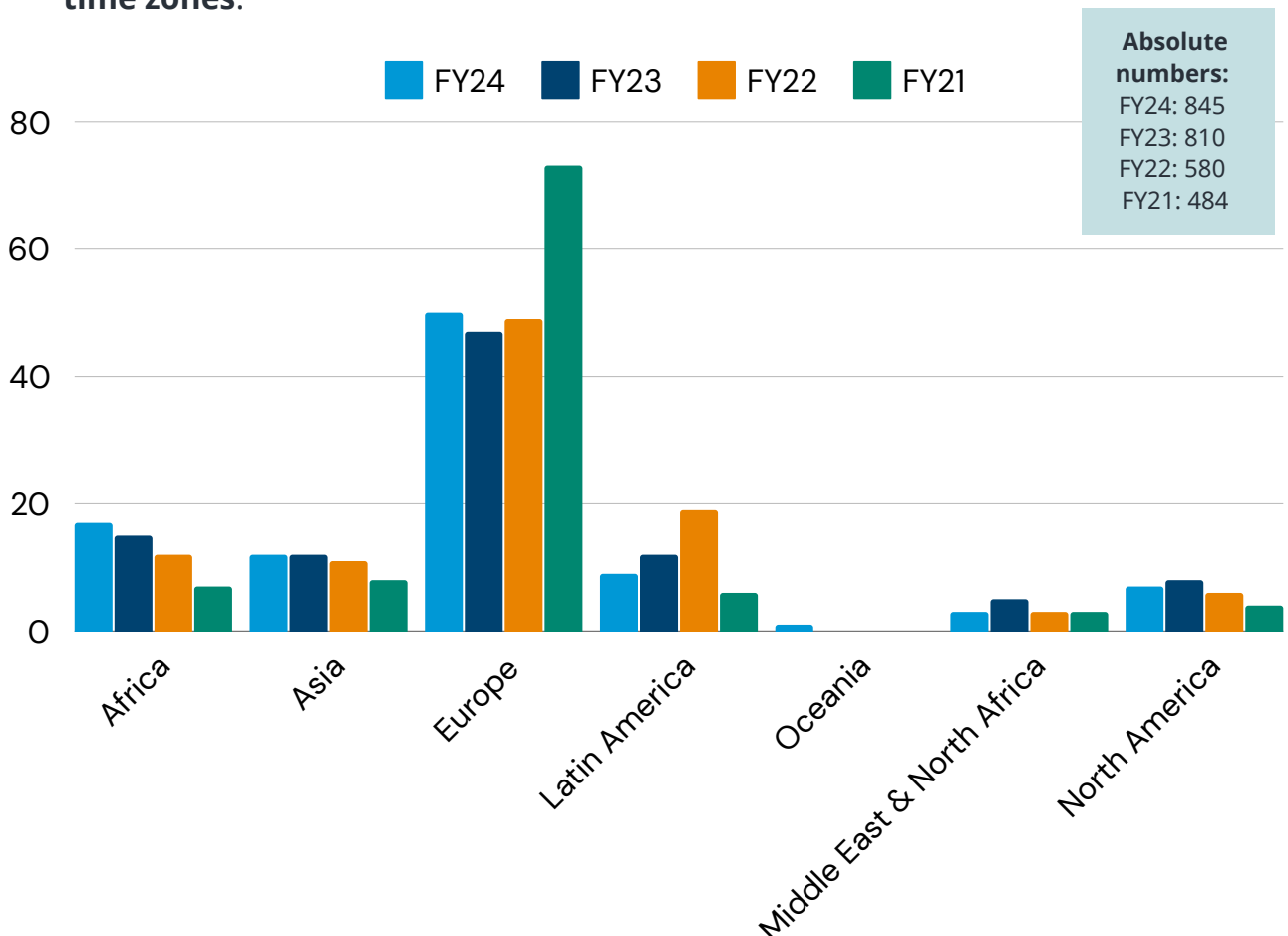
Global reach over the years

Percentage number of registrations received from each world region in the past four years:

What we did

- **Strategic shift** to Europe One Community and offers explicitly open to our global community.
- **Dissemination campaigns** on Ashoka Global social media accounts.
- The team's effort to share the offers with other regions through **targeted internal communication** and hosting learning offers in **different time zones**.

+23%
registrations
from outside
Europe since 2021



Engagement

Level of engagement in our facilitated learning offers:

	FY23	FY24
LEARNING OFFERS	6	6
REGISTRATIONS	809	845
COMPLETED 80-100%	24%	15%
PARTICIPATED 50-79%	27%	26%
DROPPED 1-49%	16%	19%
NO SHOW 0%	33%	39%
APPLICATION ACCEPTED	69%	96%

What we observe

+45% registrations compared to FY22. Increased interest from the community with a very high and growing number of registrations to our learning offers every year.

A substantial number of people - between **40% and 50%**, **consistently participate** in our learning offers, and those are mainly members of our core community with the Ashoka Fellows' teams having the most constant engagement.

Some of the offers of a more **introductory** nature attract a **larger and more diverse group** of people whose commitment is, however, lower.



03. Collaborate

Collaborate as an ecosystem of changemakers, together.

In short

- We piloted an accelerator to **transform the field of migration through collaborative frameworks** with Ashoka Hello Europe.
- Re-imagined new narratives around the **future of the health workforce**.
- Accompanied a group of social entrepreneurs in Europe to **change the gender narrative** and joined an international community moved by the same mission.
- Continued to **support the Elders Council for Social Entrepreneurs** in their new organizational life phase.
- Gathered insights and co-developed a report on the potential of **collaborations between INGOs and social entrepreneurs to transform global development**.
- Facilitated the creation of a **coalition of Fellows working on mental health** in Europe.



“Collaboration was at the heart of our journey within the retreat. As a diverse group passionate about fostering meaningful change, we found strength in our collective effort. We delved into our shared experiences, discussed strategies to challenge the patriarchal norms embedded within our countries, and explored innovative approaches to promote gender equality”

-Ashoka Fellow

Migration

In collaboration with the Ashoka Hello Europe Initiative, we facilitated an innovative **10-month Ecosystem Accelerator in the field of migrant entrepreneurship & employment** with a core group of 17 ecosystem leaders.



What we did

- The Accelerator paved the way for the formulation of the report [Transforming the Field of Migration through Collaborative Frameworks](#) which analyses the major barriers encountered by migrants in this field.
- The report also showcases key recommendations designed by the accelerator participants to build an **interconnected, resilient, and functional migrant workforce and entrepreneurial ecosystem** where migrants can thrive.



- The report was enriched by a **virtual validation and feedback session** with representatives of all stakeholder groups relevant to the field and by the insights gathered by the group during an **ecosystem event in Berlin** with local migrant changemakers and experts on the topic.
- An [online event](#) was organized in November 2023 to officially present the report.



Health Agency

As part of a **three-year partnership** with the Johnson & Johnson Foundation, we have deepened our work in the field of health, rethinking what the **future of health** may look like.

Through this work:

- We surfaced social entrepreneurs working in community health
- We equipped **five of them** with skills to deepen their work at a systemic level
- We are now enabling **four multi-stakeholder collaborations** to imagine new narratives around the future of the health workforce.

*The graphic below was developed as part of the collaboration of UK health stakeholders, with the leadership of Ashoka Fellow Mark Swift.



What we did

- In 2023, we facilitated a tailored **learning journey for the “Reimagining Community Health”** challenge winners and held a two-day meeting in Utrecht, which led to a **pan-European collaboration among the social entrepreneurs.**
- In 2024, we convened three social entrepreneurs in the UK, the Netherlands, and France who each brought together local health stakeholders to **reimagine the future of the healthcare workforce** together.

- The social entrepreneurs brought together **30+ stakeholders** - policymakers, doctors, patients, health insurers, and other actors - to develop new **local narratives**, and are disseminating them together across **health spaces.**



Gender Equality

To understand how to best respond to the setback caused by the pandemic, in 2021 we **mapped the European systems changers' ecosystem**, interviewed 30 of them, and from March 2022, brought 10 social entrepreneurs together for a **collective journey**.

- The analysis, case studies, and insights from the group conversations were gathered in the report [How Social Entrepreneurs Tackle Gender Inequality Following COVID-19](#) published in November 2022.
- The collaboration initiative also resulted in the co-creation of a [podcast series](#) and [Manifesto for a new gender narrative](#) that was presented to the community at the Ashoka Changemaker Summit 2022 in Brussels.



What we did

This work has now been integrated into a bigger **global effort** of an **international community** of 19 Ashoka Fellows and staff reshaping together the narrative on gender equity who met in Mexico City in September 2023 and started an online journey to advance their work.

Read about it:

[Empowering Bonds: My Transformative Journey with Ashoka Fellows and the Gender Community in Mexico City.](#)



Eldership & Transition

The [Elders Council for Social Entrepreneurs](#) is an initiative co-created with Ashoka Fellows in 2018 that is building a **global network of support and learning for senior social entrepreneurs**.

These past two years, we continued to play the role of **strategic consultants** and accompanied them during their new organizational life phase as they became a registered charity in England and Wales.



We also supported the promotion of their **webinars** and the dissemination of major announcements with the publication of **27 posts** on Ashoka's social media accounts and the Community Pulse Newsletter.

Reframing Global Development

We co-developed a report with other Ashoka teams and partners that identified **14 actions** that INGOs, social entrepreneurs, funders, and intermediaries can take to **unlock the potential of these collaborations** to scale impact and drive systemic change.

Read the report: [New Allies: How INGOs and Social Entrepreneurs Collaborate to Transform Global Development](#).



The insights are based on:

- **interviews with 35 social entrepreneurs** and innovation leaders, mostly from INGOs.
- a **survey** shared with **29 social entrepreneurs**.
- **round tables, workshops, and informal discussions** with many social innovators.
- **50 peer-reviews** by innovators from the field.

04. Explore

Our changemaking knowledge legacy.

In short

We advanced public conversations on different topics with the publication of **seven knowledge products**:

- Report: [New Allies. How INGOs and Social Entrepreneurs collaborate to transform Global Development.](#)
- Report: [How social entrepreneurs tackle gender inequality following COVID-19.](#)
- [Podcast](#) & [Manifesto](#) for a new gender narrative.
- Report: [Transforming the field of migration through collaborative frameworks.](#)
- Report: [Health agency, changemaking and the future of the healthcare workforce.](#)
- Onboarding material with resources for new Ashoka Community Managers in Europe.



We continued to open source our knowledge base by developing self-paced courses on:

- [Systems Change](#)
- [Leading Multi-stakeholder Collaborations](#)
- [Changemaker Finance](#)
- [Replication & Transfer](#) (new edition coming up soon)

We gathered **100 Ashoka resources in one online library**, and increased visibility for the [Fellowship Directory](#), the beta version of the [Ashoka Community Resource Center](#), and available pro bono resources for Fellows worldwide.

100

free
accessible
online
resources

Our partners

We want to thank all our partners for their support in **co-creating long-lasting positive social change**.

Through your support and collaboration, we empowered change leaders who are catalyzing transformative change, and continued cultivating a vibrant ecosystem of social impact.

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FONDS POUR LES FEMMES

 **zalando**

CANDRIAM INSTITUTE 
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 **PORTICUS**



One Team of Teams

Acknowledgments

We thank every Ashoka staff member, team, and program that has collaborated with us in the past two years and contributed to making all of this possible:

Ashoka Globalizer
Bioregional Weaving Labs
Changemaker Companies
Changemaker Summit Organizing Team
Changemakers
Europe Comms
Europe Fundraising
Europe Purpose 2
Global ASN ToT
Global DEI
Global Learning & Development
Global One Community
Hello World
ITI and Tech Support
Next Now
Venture
Visionary Program

The closest to us:

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**One vision:
building an
Everyone a
Changemaker
world**



Sign up for our bi-weekly Pulse newsletter to stay up to date.

Donate to help us reach more changemakers.

Thank you for your continued support.

Our team

Ada Andreoni | Learning & Impact
Alexandra Pilavachi | Director
Celia Sanchez-Valladares | Communications
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