



SOCIAL INNOVATION MAPPING MAY 2016

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# Social Entrepreneurial Pathways to a Culture of *wellbeing*

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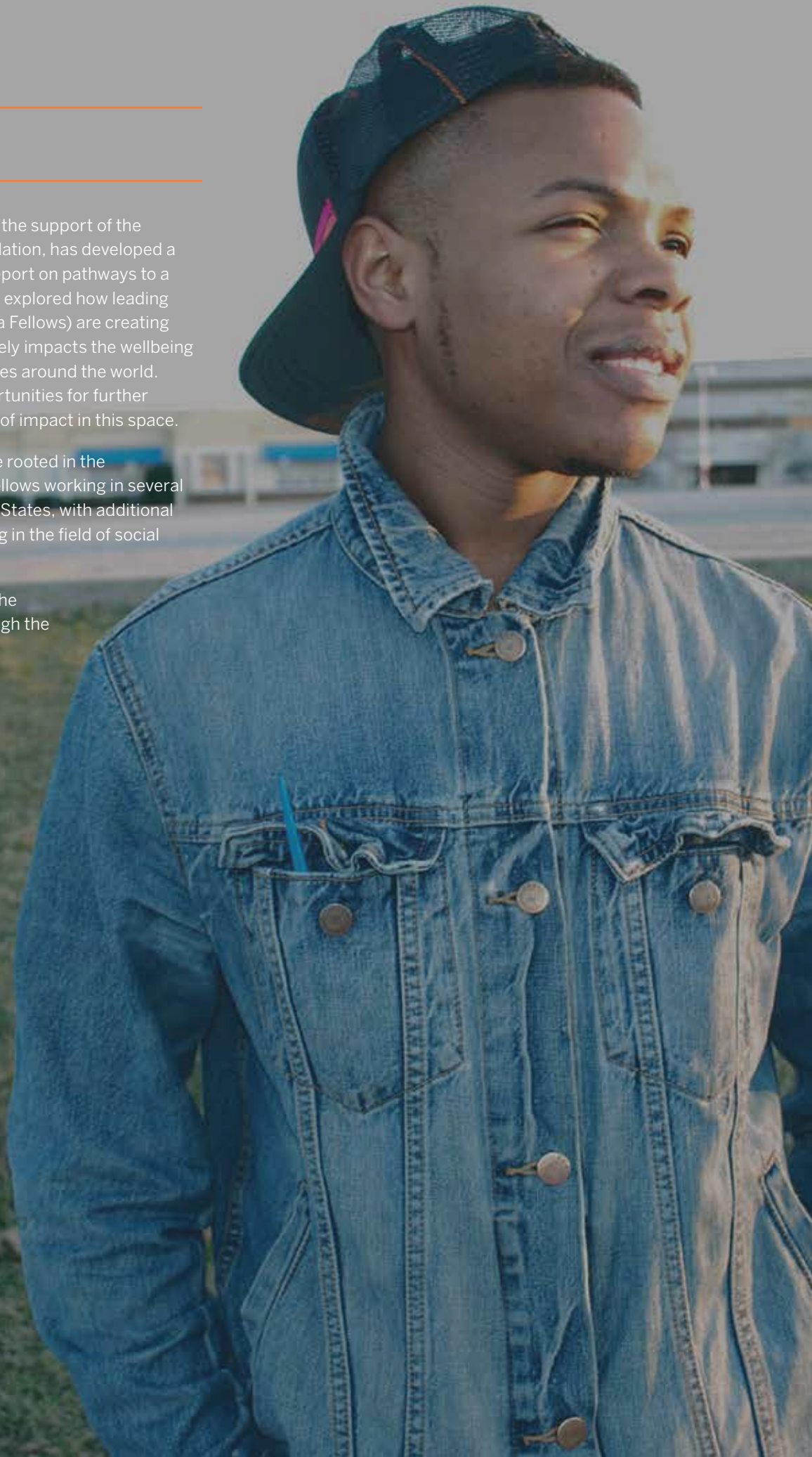
# Foreword

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Ashoka Changemakers, with the support of the Robert Wood Johnson Foundation, has developed a Social Innovation Mapping report on pathways to a culture of wellbeing. We have explored how leading social entrepreneurs (Ashoka Fellows) are creating systemic change that positively impacts the wellbeing of individuals and communities around the world. We have also identified opportunities for further innovation and amplification of impact in this space.

The insights in this report are rooted in the perspectives of 15 Ashoka Fellows working in several countries outside the United States, with additional insights from experts working in the field of social change.

We invite you to re-envision the possibilities for change through the eyes of social entrepreneurs.



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# About the Changemakers Learning Lab

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**changemakers®**  
learning lab


Ashoka is the world's largest network of social entrepreneurs with over 3,200 leading social innovators in 84 countries. Changemakers is an Ashoka program that rapidly accelerates the impact around critical social issues by building and nurturing networks of leading changemakers and empowering these networks to ignite sweeping change in their fields.

Changemakers builds on Ashoka's three-decade history to advance an "everyone a changemaker" world where people gain the skills and resources they need to collaborate on solving complex social problems.

The Changamakers Learning Lab conducts research to identify hotspots of innovation and the most effective levers to catalyze change. By analyzing solutions that have proven success, the research is used to craft network strategies, evaluate new solutions, and guide innovation.

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*“What's the most important thing for you? How can you contribute with getting well? Now everybody understands that to have good care and good wellbeing, you can't play a passive part.”*

—Lone Koldby

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# Executive Summary

## Social Innovation Mapping

Three key components for understanding how social entrepreneurs solve complex challenges:



### BARRIERS

Barriers are core components of a complex problem that, if altered, could unlock true systems change.



### DESIGN PRINCIPLES

Design Principles are strategies for designing solutions that unlock systems-wide change.



### SOLUTIONS

Solutions by social entrepreneurs form the heart of the Social Innovation Mapping analysis, and have been identified by the Ashoka Fellowship process to be pragmatic, effective, and visionary.

Ashoka and the Robert Wood Johnson Foundation partnered to develop a Social Innovation Mapping to explore how leading social entrepreneurs are driving a culture of wellbeing that positively impacts individuals and communities around the world.

The leading social entrepreneurs interviewed for this report approach wellbeing holistically, as a dynamic balance of physical, mental, emotional, and spiritual development in relation to self, community, and society. Their work moves beyond the foundation of the fulfillment of basic needs (such as safety, food, and shelter) toward building a culture of wellbeing. In this report, we do not advocate for a single definition of wellbeing, but instead show how wellbeing's many facets are linked by the themes of feeling valued and being able to act for oneself, one's community, and others.

In a culture of wellbeing, individuals, communities, and institutions in society work together to create an environment where everyone is empowered and equipped to define and fulfill their own needs for wellbeing.

The report presents Barriers and Design principles that are rooted in the perspectives of 15 Ashoka Fellows working in several countries outside the United States. Barriers are core components of a complex problem that, if altered, could unlock true systems change. Design Principles are strategies for designing solutions that unlock systems-wide change.

## Barriers on the path to a culture of wellbeing include:

### A. Siloed Approach: Wellbeing is not adequately defined and measured

While many institutions track and target the negative outcomes associated with a lack of wellbeing, the positive spectrum of wellbeing is often ignored. Multifaceted and holistic, positive wellbeing is difficult to measure when it has not been adequately defined and when it tends to be conceptualized within silos. For example, public health systems commonly view wellbeing in terms of the prevalence of illness, and criminal justice systems focus their efforts on measuring crime and recidivism rates. But wellbeing comprises far more than a single indicator, and reducing it to negative outcomes orients individuals, communities, and society toward prioritizing treatment or punishment rather than the

active pursuit of wellbeing and the creation of healthy environments that nurture wellbeing.

## **B. No Care for Caregivers: Wellbeing roles are often undervalued**

Caregiving is often undervalued across societies, resulting in a pervasive lack of recognition and support for wellbeing roles all of kinds. People who facilitate wellbeing, both inside and outside of formal employment, commonly experience burnout and exhaustion. There is a real need for support systems that provide care for caregivers themselves, in addition to shifting socio-cultural mindsets so that caregiving is recognized as equally as valuable as other societal roles. Examples of support for wellbeing roles include shared communities of care, a supportive organizational environment, and equipping caregivers with the resources to engage in self-care.

## **C. Institutions don't empower individuals to pursue their own wellbeing**

Several of the social entrepreneurs interviewed for this report are responding to a lack of client-centered products and services. Many institutions have approached the design of wellbeing services from the perspective of what they believe will benefit clients—rather than empathetically listening to beneficiaries and designing services around their actual, lived experiences. For example, Ashoka Fellow Krystian Fikert observed that traditional mental healthcare delivery systems can be extremely difficult for patients to navigate. They typically involve a triage process, complex referral protocols, and long waits for appointments that can deter people from seeking help. To make mental health services more accessible and effective, Fikert designed his solution, MyMind, to provide both in-person and web-based counseling, with appointments available in just one to three days.

## **D. Threats to digital security are threats to wellbeing**

We live in an unprecedented time of digital connectivity and access to information. Along with the benefits of the internet and big data systems, societies must

now contend with threats to digital security. The consequences of identity theft, privacy breaches, cyber bullying and stalking, and the proliferation of fake online identities negatively impact wellbeing in significant ways. Furthermore, threats to digital security have serious implications for wellbeing solutions that leverage online technology. Several Ashoka Fellows interviewed for this report have cited the need to ensure effective mechanisms for protecting client privacy and securing user data.

## **Design Principles used by social entrepreneurs to create a culture of wellbeing include:**

### **1. The Multiplier Effect: Create Opportunities for Individuals to Play Meaningful Roles in Their Communities**

Wellbeing is improved when people feel a sense of purpose and belonging within their communities. People who are subject to discrimination and social exclusion face significant challenges when it comes to this facet of wellbeing. Playing a meaningful role in society is a deeply human need, and social entrepreneurs are responding to this need by equipping people with the skills and opportunities to create positive change within their communities.

By enabling people to become leaders and problem solvers, social entrepreneurs are not only supporting individuals' ability to cultivate their own wellbeing, but also shifting mindsets around socially excluded groups and unlocking the “multiplier effect”—the reverberation of positive impact that permeates throughout society when all actors become changemakers.

### **2. Practice Self-Awareness and Empathy Skills to Nurture Wellbeing**

Social entrepreneurs often embed personal development techniques within their impact models, because skills like self-awareness and empathy can equip people to actively pursue wellbeing. While structural problems like violence, racism, and poverty cannot be overcome with inner development alone, social and emotional skills can enable people to make conscious decisions, overcome psychological barriers, recover from trauma, and take action. Cultivating skills like empathy and compassion also has a multiplier effect,

as people become more supportive of one another and work together to advance collective wellbeing.

### **3. Unlock Wellbeing Through Actively Building Communities of Trust**

Safe and nurturing communities serve as important safety nets to support individual and collective wellbeing. Cultivating trust is a key strategy used by social entrepreneurs to foster strong relationships between people who may have been previously divided or disparate. Communities characterized by trust can unlock positive collective action, such as working together to resolve conflict or designing a project that benefits everyone's wellbeing. Within communities of trust, people are more likely to act with the purpose of improving the wellbeing of one another, rather than themselves alone.

### **4. Equip People with Tools to Actively Pursue Wellbeing and Successfully Adopt Positive Behaviors**

Social entrepreneurs have recognized that behavior changes—such as engaging in exercise—happen when people are equipped with the right tools and pathways to succeed. Practice methods for supporting wellbeing-seeking behaviors include:

- Providing tools grounded in human experience;
- Breaking up the pursuit of wellbeing into simple, concrete actions;
- Introducing specific behavior changes that can be tracked and celebrated over time; and
- Allowing people the ability to move at the pace they need.

### **5. From Top-Down to Co-Creation: Shift Relationships Between Providers and Clients**

Social entrepreneurs are catalyzing wide-scale shifts in the way wellbeing products and services are designed and delivered. They are building co-creation relationships between service providers and clients, so that service providers are equipped to respect

and actively listen to client voices, and so that client experiences deeply inform their activities.

Within co-creation relationships, people have the agency and ability to design and select for themselves the services they want and need to promote their own wellbeing. They are empowered to provide feedback to and become actively involved in the institutions that impact their lives. At the same time, institutions are able to evolve according to the lived experiences of their clients. Specific techniques used by social entrepreneurs include:

- Elevating lived experience as expertise;
- Making space within institutions for clients to engage as co-creators;
- Offering client-centered products and services; and
- Putting clients in control of their own information.

## **Ideas for building a culture of wellbeing for the future**

Reorienting individuals, communities, and society at large around the holistic framework of a culture of wellbeing will require shifting mindsets and behavior patterns on a wide scale. We've identified the following opportunities to accelerate progress toward this vision:

1. Build alignment around a framework for wellbeing by creating cross-sector indicators for measuring and promoting a culture of wellbeing.
2. Target investments to promote innovations and collaborations at the framework level of a culture of wellbeing.
3. Catalyze a positive language shift around wellbeing and create community incentives for participating in the culture of wellbeing framework.





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# Introduction

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National Park Service. Courtesy of Steven Friedman, Flickr

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## How to Read the Report

Social Innovation Mapping is a process by which Ashoka identifies common patterns in the methods used by leading social entrepreneurs to create widespread change. These patterns can point to powerful ways to reframe problems, as well as strategies to address them.

See Appendix A on page 52 for more background about the methodology of this report.

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### Patterns are divided into Barriers and Design Principles:



#### BARRIERS

Barriers are core components of a complex problem that, if altered, could unlock true systems change. They are not descriptions of entrenched societal problems and their underlying causes. Though underlying causes profoundly shape and define the landscape that social entrepreneurs work in, this report focuses on barriers that are specific, moveable, and actionable parts of a problem that social entrepreneurs have chosen to tackle. Solutions may (and often do) tackle multiple barriers.



#### DESIGN PRINCIPLES

Design Principles are strategies for designing solutions that unlock systems-wide change. The strategies in this report were distilled from the work of leading social entrepreneurs. Rather than describing a single tool or organizational strategy, Design Principles apply broadly, address multiple barriers, and can inform the work of a diverse spectrum of stakeholders.

Design Principles often focus on forging new opportunities for changemaking or incentivizing action. By engaging new players and stakeholders and shifting mindsets, Design Principles spark transformation and create the conditions to tip entire systems.

## Ashoka Fellows' approaches to wellbeing

Ashoka Fellows are social entrepreneurs who introduce and commit themselves to realizing important systems-changing ideas. They bring fresh perspectives and analyses to social problems, along with insights on how to fix them. With creativity and entrepreneurial skills, Ashoka Fellows pursue an idea until it becomes widely adopted and changes an entire pattern in society. In order to do this, they work together with other citizens, enabling them to become changemakers themselves, who, if activated, could be powerful agents for strengthening the ecosystem for change.

Ashoka's network contains over 3,200 social entrepreneurs in 84 countries, and the wellbeing of individuals and communities is an integral part of any social entrepreneur's vision. In the last five years, we have seen a shift in how some social entrepreneurs are approaching wellbeing. In the past, they have tended to focus on specific sectors, creating solutions for systemic problems in healthcare, education, financial services, employment, legal systems, and other social services. Now, we are beginning to see impact models that are designed to engage actors across sectors in order to create a more holistic culture of wellbeing.

## What is wellbeing?

For social entrepreneurs working in this holistic framework, wellbeing is a dynamic balance of physical, mental, emotional, and spiritual development in relation to self, community, and society.

The common themes across all of these components of wellbeing are feeling valued and being able to act for oneself, one's community, and others.

While all people may not agree upon a single definition of wellbeing, societal buy-in to the value of wellbeing for all is crucial to fostering a culture of wellbeing. With a shared vision, individuals, communities, and institutions can work together to equip all people with the skills, tools, and supportive environments that are necessary for their personal and collective wellbeing.

### Wellbeing comprises multiple elements, including:

- The fulfillment of basic needs;
- A sense of value and purpose;
- Belonging to a community;
- The ability to make positive change for oneself and others;
- Being part of a society that validates and respects one's identity and lived experiences; and
- Inclusion into an equitable economic system that creates opportunities for all.





Mario Antonio Pena Zapatería, Flickr

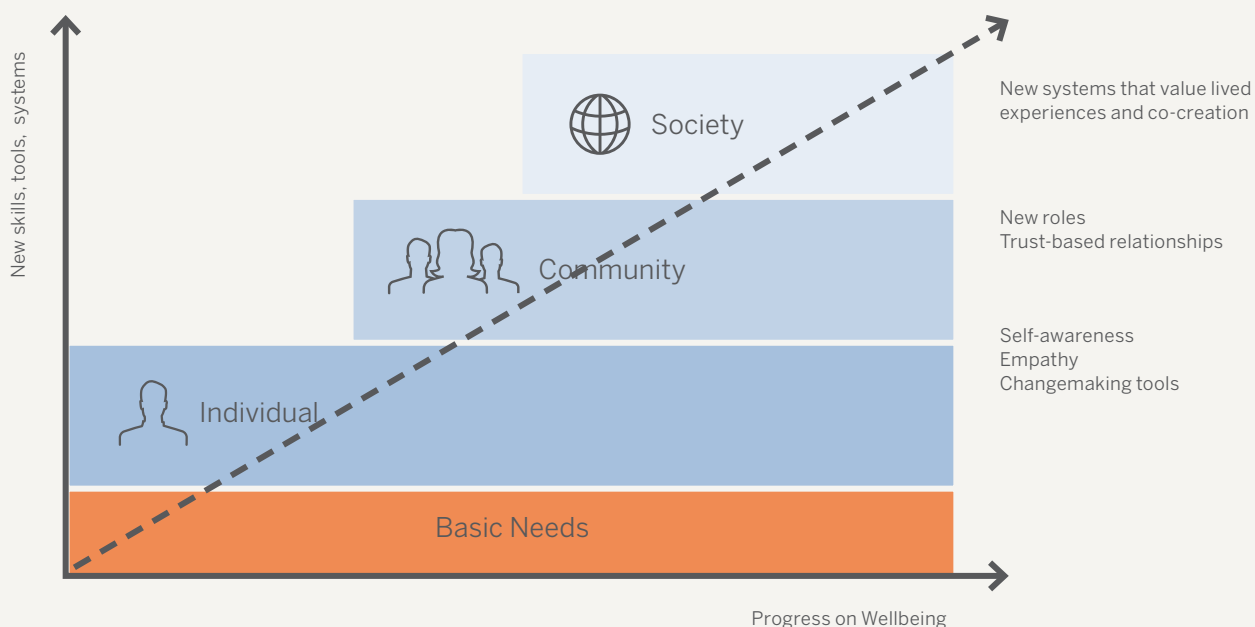
## What is a culture of wellbeing?

While social entrepreneurs around the world are working to ensure universal access to basic needs like food, water, shelter, and safety, a culture of wellbeing moves beyond this foundation. In a culture of wellbeing, individuals, communities, and institutions in society work together to create an environment where everyone is empowered and equipped to define and fulfill their own needs for wellbeing. To achieve this vision, social entrepreneurs and other actors are creating pathways for change at three different levels:

1. **Individual** - Equipping individuals to cultivate self-awareness, empathy, resilience, and a sense of purpose and value in their lives.
2. **Community** - Creating opportunities for all individuals to play meaningful roles within a community and to develop a sense of belonging. Cultivating relationships in which empathy and compassion are at the core.
3. **Society** - Creating frameworks that enable all individuals to have power within the institutions and systems that impact their lives (e.g. the criminal justice system, the healthcare system, or city governments). Placing individuals' lived experiences and interests at the center of institutions, governmental policies, and social services.

Social entrepreneurs find that creating a culture of wellbeing requires a multifaceted collaboration across individuals, communities, and society. No single approach or strategy—from highly individualized personal journeys to top-down policy changes—allows wellbeing to permeate all levels of society. Rather, a culture of wellbeing is established when actors at all levels of society—from individuals to communities, and from organizations to systems—all:

- Believe in the importance of wellbeing for all;
- Understand their roles in creating and promoting collective wellbeing; and
- Are equipped to work in concert with each other toward wellbeing for all.



## Structural problems and their implications for wellbeing

It is important to note that this report is not purposed to comprehensively describe or assess all of the underlying challenges and strategies that exist for cultivating a culture of wellbeing. For example, we do not specifically address structural problems, including political environments or systems of oppression that affect people along lines such as race, gender, class, disability, and sexual orientation. Ashoka Fellows frequently do aim to tackle structural problems and to shift socio-cultural mindsets, which can have a significant impact on wellbeing. However, this report focuses on a specific set of innovation patterns that may be broadly applied toward nurturing a culture of wellbeing.

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# Meet the Social Entrepreneurs

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**Ana Lúcia Villela**  
Instituto Alana



**Bedriye Hulya**  
b-Fit



**Eva Marszewski**  
Peacebuilders International



**James Wuye**  
Interfaith Mediation Center Of  
The Muslim-Christian Dialogue  
Forum



**Jean Claude Rodriguez**  
Puddle



**Jeroo Billimoria**  
Child & Youth Finance  
International



**Krystian Fikert**  
MyMind



**Laurindo Garcia**  
B-Change Foundation





**Lone Koldby**  
Aktivitetsdosetten



**Mohammad Al-Ubaydli**  
Patients Know Best



**Paige Elenson**  
Africa Yoga Project



**Sascha Haselmayer**  
Citymart



**Shauneen Lambe**  
Just For Kids Law



**Stephanie Hankey**  
Tactical Technology Collective



**Suresh Kumar**  
Institute Of Palliative Medicine

The insights presented in this report are synthesized from interviews with 15 Ashoka Fellows.

Their in-depth profiles can be found starting on page 60.


A description of our methodology and selection process can be found on page 52.



# Roadblocks on the path to a culture of wellbeing

*Four Barriers to target for change*

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A woman with long dark hair is looking intently at a document held by a young girl. The girl is wearing a yellow shirt and has her hands clasped. They are in a crowded setting, possibly a community meeting or a public health event. The woman is holding a pen over a notebook, and a smartphone is visible on the table. The background is slightly blurred, showing other people and a poster with the word 'WASH' visible.

*“The public sector has a strong focus on medical models, so it's a very reactive way of tackling crisis, but not really for improving wellbeing. And there's not much focus on prevention and early intervention.”*

— Krystian Fikert



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# Barrier A

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## Siloed Approach: Wellbeing is Not Adequately Defined and Measured

The components of wellbeing, and the strategies for how to cultivate it, tend to be siloed, ill-defined, and unmeasured. Negative outcomes that reflect a lack of wellbeing are commonly tracked by systems and institutions. For example, the criminal justice system commonly measures recidivism rates, and the medical system measures rates of death and illness. However, the positive components of wellbeing, such as feeling valued or playing a meaningful role in a community, tend to span multiple silos and are more difficult to define and measure. Positive wellbeing is thus seldom measured and tracked.

This focus on negative outcomes results in a lack of strategic and programmatic direction for services, profoundly affecting the way service providers and institutions fund and initiate services and programs that impact wellbeing. Societies typically support programs meant to treat negative outcomes, but have unclear or non-existent pathways for actively cultivating wellbeing. On an institutional level, this means that programs focused on early intervention or crisis prevention are often under-supported.

For example, health organizations tend to focus their programming and resources on sickness treatment, rather than on promoting a lifetime of healthy behaviors and prevention strategies. Similarly,

criminal justice institutions tend to focus their strategies on punishment, rather than the active creation of environments that promote wellbeing for all. This pervasive orientation toward a lack of wellbeing means that individuals might understand that it is important to avoid harmful activities, but they are less likely to understand how to actively pursue a healthier life because there is no clear vision of what wellbeing looks like.

Within this environment, wellbeing-focused service providers can find it difficult to drive a clear mandate to prioritize and fund wellbeing initiatives. For example, Ashoka Fellow Sascha Haselmayer has observed that difficulties with measuring wellbeing and the perception that “social issues are soft issues” mean that initiatives that impact wellbeing often come in last when it comes to funding and attention from city governments. Haselmayer’s organization, Citymart, works to address this by equipping city governments with methods for gathering citizen input and fostering citizen engagement.

By taking steps toward defining and measuring wellbeing, social service providers could be better equipped to fund and implement programs that actively contribute to wellbeing, rather than programs that narrowly focus on treating negative outcomes.



## Fellows Whose Organizational Model Addresses This Barrier



Shauneen Lambe



Krystian Fikert



Paige Elenson



Eva Marszewski



Jeroo Billimoria



Lone Koldby



Laurindo Garcia



Mohammad  
Al-Ubaydli



Ana Lúcia Villela



Stephanie Hankey



Suresh Kumar



Sascha Haselmayer

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## Barrier B

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### No Care for Caregivers: Wellbeing Roles are Often Undervalued

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Women can be simultaneously devalued as caregivers and as individuals, and thus doubly limited by socio-cultural norms from pursuing their own wellbeing.

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Caregivers often feel there is a lack of societal recognition and support for their roles as facilitators of wellbeing for individuals and communities. They commonly experience burnout and feel overwhelmed by the intense effort required to work for the wellbeing of others, and this can have negative rippling effects on wellbeing across society. Ashoka's decades of experience supporting people all over the world who work for social change has shown that when caregivers and other types of social change actors do not have a supportive environment in which to care for themselves, then effectively caring for others can be very difficult, if not impossible.

Ashoka Fellow Stephanie Hankey has seen the impact of this Barrier firsthand through her organization, Tactical Technology Collective, which works to support activists around the world in protecting their digital security. "We need to encourage people to not completely overwhelm themselves," Hankey said. "What we saw with lots of activists from very intense situations was burning out, quitting, leaving, and of course worse, people getting very ill."

If we want more people in society caring for others, there is a real need for enabling caregivers of all types to receive recognition and support for their own wellbeing. Support might come in the

form of a shared community, a supportive organizational environment, being equipped with the resources to engage in self-care, or transforming social systems so that caregiving roles—including those that don't involve formal employment—are equally recognized for their value as other societal roles. Shifting socio-cultural mindsets that devalue caregiving is a key challenge that social entrepreneurs are tackling through equipping players across society with changemaking (and therefore caregiving) skills, including self-awareness and empathy.

Women, who are frequently expected to fulfill undervalued caregiving roles, face additional challenges if they want to carve out other meaningful roles for themselves. Ashoka Fellow Bedriye Hulya works to equip women to pursue their own wellbeing—whether it be through physical fitness or through becoming an entrepreneur. Hulya's organization, b-Fit, is a women-only gym franchise in Turkey that provides women with a safe space for exercise and a community of support. Through b-Fit, women also have the opportunity to become franchise owners and start their own wellness enterprises.

Hulya explained the obstacles faced by women that b-Fit seeks to address: "[In Turkey], being an entrepreneur is not the identity that's expected from a woman. That



identity is being a good housewife and being a good mother. And if there is a problem, like not being able to cook or not being able to help the kid with the homework, then she is punished by words: the words of the husband, the kid, her parents, her neighbors, her friends. So everyone is harsh on the woman. And also we're harsh on ourselves."

Hulya's statement exemplifies the way that women can be simultaneously devalued as caregivers and as individuals, and thus doubly limited by socio-cultural norms from pursuing their own wellbeing. Shifting mindsets so that caregivers, and all individuals, are valued and able to determine their own societal roles is a critical step toward growing a culture of wellbeing.

## Fellows Whose Organizational Model Addresses This Barrier



Shauneen Lambe



Eva Marszewski



Jeroo Billimoria



Bedriye Hulya



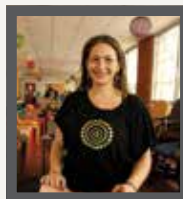
Laurindo Garcia



James Wuye



Krystian Fikert



Paige Elenson



Ana Lúcia Villela



Lone Koldby



Suresh Kumar



Developing and nurturing self-esteem and personal value



Defining individual roles and collective value

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## Barrier C

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### Institutions Don't Empower Individuals to Pursue Their Own Wellbeing

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Institutions are often not poised to listen closely, take seriously, and respond to the needs and concerns of clients and patients.

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Medical, legal, banking, housing, justice, and other systems that provide services that impact wellbeing tend to have a top-down and transactional approach, in which one party unilaterally imparts services onto another party. Services that are delivered in this manner tend to be designed and implemented by people and institutions considered to be experts, but who are not necessarily informed by lived experience. Within this structure, institutions are often not poised to listen closely, take seriously, and respond to the needs and concerns of clients and patients.

As a result of a top-down service delivery system, two interrelated issues can emerge: clients are not usually included in the process of designing pathways to pursue their own wellbeing, and the services that are provided to them do not necessarily meet their needs. People ultimately lack the power to pursue their own wellbeing because these institutions do not make the space for them to be able to participate in their own care. Additionally, services can fall short of truly cultivating wellbeing for all by failing to meet the constraints and desires of real experience. They are often not accessible and affordable to all, and often they do not meet the needs of key groups of people. For example, youth can fall through the cracks between services targeted to young children and services targeted to adults.

Ashoka Fellow Lone Koldby saw how nursing home residents in Norway were often given activities without being consulted on what they wanted to do. "I saw that though we had many different things going on in the nursing homes, we never really paid any attention to finding out what the residents would like to do," Koldby explained. This experience inspired her to start Aktivtedosetten, which provides individualized activity tool kits to nursing home residents based on their personal interests. Once residents are equipped to drive their own wellbeing through the tool kits, they begin to have more positive interactions with their family members and caregivers, and they are even able to significantly reduce their intake of medicines, such as antidepressants and pain relievers, which can have a numbing effect.

Similarly, Ashoka Fellow Krystian Fikert observed that traditional mental healthcare delivery systems tend not to be client-centered and can be extremely difficult for patients to navigate. Typically, if a person wants to see a mental health professional, they are met with a complicated triage process, long waiting periods, screenings, and many more laborious steps that can prevent people from seeking help.

"The whole process is not a human process," Fikert said. "And for most clients, it's just too much." Seeking to address this problem, Fikert's organization, MyMind, puts



human experience at the center of mental healthcare and works to ensure services are affordable and accessible. MyMind provides both in-person and web-based counseling with appointments available in just one to three days. MyMind also offers a variety of online resources that enable people to direct their own care, on their own terms, by asking questions and seeking referrals to services.

Solutions by Koldby and Fikert demonstrate that when services are guided by lived experiences and when people have the power to pursue wellbeing on their own terms, services become far more effective and accessible to all.

## Fellows Whose Organizational Model Addresses This Barrier



Shauneen Lambe



Krystian Fikert



Paige Elenson



Eva Marszewski



Jeroo Billimoria



Sascha Haselmayer



Mohammad  
Al-Ubaydli



Suresh Kumar



Ana Lúcia Villela



Lone Koldby



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## Barrier D

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### Threats to Digital Security are Threats to Wellbeing

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Any wellbeing solutions that employ technology must seriously consider how to find the balance between creating open and trusting relationships online and protecting the privacy of users.

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As we begin to live more of our lives online and through screens, we can start to see patterns in how technology impacts wellbeing. Despite the many benefits of digital technology and big data for fields such as medicine and communication, these technologies can have negative impacts on personal and collective wellbeing, particularly when it comes to threats to the privacy of personal information. The proliferation of fake online identities, a lack of security and privacy for large amounts of data collected online, and increasing rates of online harassment are all examples of privacy threats that are unique to digital technology and that have the potential to diminish wellbeing.

Ashoka Fellow Stephanie Hankey, founder of Tactical Technology Collective, has found that threats to digital security can be particularly harmful to people who can be identified as part of a stigmatized group, such as activists working on politically turbulent issues or people who belong to a discriminated-against group. Hankey has observed that living in a data-driven society can negatively impact people's political autonomy. Hankey notes, "On one hand, digital information from mental health organizations on whether someone is suicidal is really important. On the other hand, having someone on a list of people with mental health problems is also a major issue, and it may impact their ability in the future to do things like take a new job or move into a new community."

Hankey works to address the privacy threats of technology by offering trainings, research, and other resources on digital security and privacy protection. These resources equip human rights activists, journalists, and other groups that are particularly at risk with the knowledge and strategies to protect their digital information from being exploited. Tactical Technology Collective also convenes people who are working on the front lines of this issue. The organization has created numerous communities that support activists and journalists, such as women who are active in political engagement.

As the boundary between our online identities and our actual identities becomes increasingly blurred, any wellbeing solutions that employ technology must seriously consider how to find the balance between creating open and trusting relationships online and protecting the privacy of users. For example, Ashoka Fellows Mohammad Al-Ubaydli, Laurindo Garcia, Jean Claude Rodriguez, and Krystian Fikert all use technology to deliver their wellbeing solutions, and consequently, they have all had to develop different mechanisms for protecting client privacy, securing user data, and ensuring that online profiles are trustworthy.



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## Fellows Whose Organizational Model Addresses This Barrier



Jean Claude  
Rodriguez



Krystian Fikert



Sascha Haselmayer



Laurindo Garcia



Mohammad  
Al-Ubaydli



Stephanie Hankey




# Developing a framework for a culture of wellbeing

*Five Design Principles used by social  
entrepreneurs to tackle systemic problems*

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*"In every community, people are solving the problems they find. The opportunity to solve a problem is to find the problem solvers and help them solve more problems. It's really more about everyone having a changemaker attitude."*

*—Sascha Haselmayer*

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# Design Principle 1

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## The Multiplier Effect: Create Opportunities for Individuals to Play Meaningful Roles in their Communities

A core component of individual wellbeing is finding purpose in life and feeling valued within society. Social entrepreneurs are helping people nurture this aspect of wellbeing by creating opportunities for individuals to play meaningful roles in their communities and equipping them with the skills they need to become positive changemakers.

By taking on valued roles in society, changemakers can transform the way they're viewed and treated within their communities, which in turn can increase their wellbeing. Additionally, engaging in changemaking can help people to pursue personal growth and feel an increased sense of self-worth. The creation of changemaking roles is particularly important for people who are often excluded from society. There is a multiplier effect when individuals are engaged in changemaking and feel valued. While they improve their own wellbeing, they are simultaneously working to improve the wellbeing of others.

One example of this Design Principle in action is the work of Just for Kids Law, an organization founded by Ashoka Fellow Shauneen Lambe. Just for Kids Law helps young people in the U.K. criminal justice system transition from crisis to stability to independence. Ultimately, they are equipped to cultivate wellbeing for themselves and their communities.

A cornerstone of Just for Kids Law's impact model is providing opportunities for youth to advocate for themselves and others. Its Youth Ambassadors Program gives

youth the opportunity to work directly with Parliament members to influence the juvenile justice system and other policies that impact young people. It is also a platform for youth to organize community service projects and make significant positive impacts on their community. For example, in 2015 a group of youth launched a campaign called Let Us Learn that helped to change a U.K. law and lift a ban on student loans for youth immigrants.

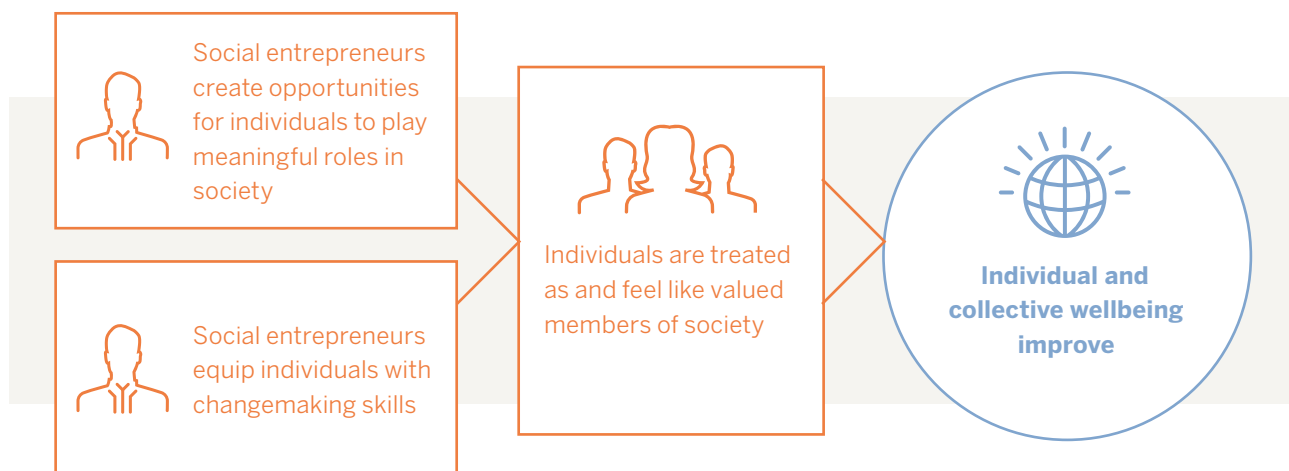
By giving young people the opportunity to play meaningful roles as changemakers, initiatives like the Youth Advocates Program enable them to feel valued and connected to their communities. The program catalyzes systemic change and the creation of a culture of wellbeing by upending the traditional negative roles within the youth justice system. Youth become lawmakers rather than offenders, and Parliamentary members become empathetic listeners rather than punishers. Members of Parliament and youth work together to ensure that wellbeing increases for all.

Lambe remarked on how revolutionary it can be for youth to be granted that kind of power: "No one had said to the youth, 'You can come and be a trainer of lawyers.' They had been failed. They had been thrown out of school for being rude. They'd been locked up in the police station for shouting at people. The solution was to find things that were positive for the youth and that would help them recognize their value."

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There is a multiplier effect when individuals are engaged in changemaking and feel valued.

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Creating changemaking roles for individuals to play in society, and equipping them for those roles, ignites a chain reaction that results in increased wellbeing for both individuals and their communities.

## Fellows Whose Organizational Model Uses This Design Principle



Shauneen Lambe



Paige Elenson



James Wuye



Suresh Kumar



Lone Koldby



Eva Marszewski



Jeroo Billimoria



Bedriye Hulya



Stephanie Hankey



Krystian Fikert



Sascha Haselmayer



Ana Lúcia Villela



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## Design Principle 2

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### Practice Self-Awareness and Empathy Skills to Nurture Wellbeing

Social entrepreneurs find that supporting individuals to develop self-awareness and empathy skills can amplify their potential to pursue wellbeing by better preparing them to make conscious decisions, overcome psychological barriers, and take positive action on behalf of themselves and others.

Self-awareness enables people to understand how thoughts, emotions, and actions affect their and others' personal wellbeing and, as a result, it can strengthen their ability to find and pursue a path toward wellbeing. Empathy helps to create communities of care in which each person is aware of the needs and perspectives of those around them and is able to take action and contribute to their wellbeing.

Social entrepreneurs have different ways of equipping people with self-awareness and empathy skills. Their impact models focus on creating experiences for everyone to go beyond understanding the importance

social entrepreneurs help individuals nurture their own wellbeing, strengthen their ability to remain resilient in the face of difficulties, and cultivate a compassionate attitude toward others.

For example, Paige Elenson incorporates mindfulness practice as a core element of her organization, Africa Yoga Project (AYP), which trains underemployed young adults in Africa—"deemed unemployable in the current job market"—to become professional yoga teachers and jumpstart the wellbeing industry in their communities. She is careful to describe her organizational model not as an employment program that incorporates mindfulness on the side. Rather, the mindfulness practices that are integrated into the program are just as vital to the wellbeing of program participants as having reliable and fulfilling employment. Elenson has noticed that once young women complete AYP's yoga teacher training and personal development courses, they

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**"Wellbeing is a journey for all of us. I don't always have wellbeing, but I do have tools so that I am able to be self-aware enough to recognize the things that are good for me and the things that aren't. It's [about] giving people tools to recognize, to be their best self."**

—Shauneen Lambe, Just for Kids Law

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of these skills to actually practicing them. Through a variety of inner development tools—such as practicing self-reflection and mindfulness, healing past trauma, and embodying compassion and forgiveness—

come away with much more than a new job. Additionally, "they are able to advocate for themselves and their bodies, and are able to speak up for themselves and make decisions that are based on real life rather than on

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Throughout a variety of inner development tools, social entrepreneurs help individuals nurture their own wellbeing, strengthen their ability to remain resilient in the face of difficulties, and cultivate a compassionate attitude toward others.

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what they've been told before. They become more aware, and when you're more aware of what you're doing and you're conscious of the impact that you have, then you're able to make better decisions."

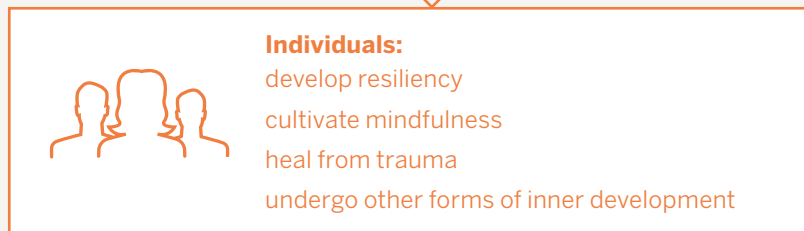
Ashoka Fellow Suresh Kumar also deploys this design principle in his work by placing compassion—which Ashoka recognizes as empathy and love in action—at the center of care for terminally and chronically ill people in Kerala, India. Kumar is transforming end-of-life care through creating volunteer-led local networks of well-trained and compassion-driven palliative care providers. Palliative care, or "comfort care," is a process of improving the quality of life of patients who have a serious illness or who are dying by addressing their pain, discomfort, and physical and mental stress.

Kumar has found that the volunteers who help their dying neighbors grapple with their end-of-life reflections tend to be inspired to have powerful self-reflections of their own, which in turn induces them to pursue more meaningful lives. He's found that after volunteers help others through the dying process, they often become "less rigid" and begin to engage in life "in a more purposeful way" because they realize that they were "carrying around certain things which are actually of no relevance at all." For the volunteers, compassionate work generates

a meaningful shift in perspective that motivates them to align their choices with what they feel truly matters in life.

Kumar has observed that cultivating empathy through compassionate work among palliative care volunteers has created rippling effects across society. "If you're compassionate, you cannot be compassionate just towards dying people," Kumar said. "You are also compassionate to your neighbor, to humanity, and to nature." Because of this multiplier effect, this Design Principle has implications both on personal wellbeing as well as on collective wellbeing across communities.

It is important to recognize that while inner development work of this kind can have a positive impact on wellbeing, it cannot be taken out of the context of structural and environmental factors. For example, a child living in traumatic circumstances might be able to learn emotional skills to improve their resiliency, but complete wellbeing for that child cannot be achieved until the traumatic environment itself is addressed. Social entrepreneurs usually work to make positive changes in the systems and environments that are impacting children in addition to their work to promote self-awareness and empathy skills.



Social entrepreneurs provide individuals with opportunities to build and practice self-awareness and empathy skills in order to help them seek and improve their own wellbeing, as well as the wellbeing of others

This Design Principle does not imply that individuals can overcome all hardship as long as they have the right attitude. Wellbeing is made possible when this Design Principle is combined with interventions to address structural or environmental factors (e.g., experiencing violence, trauma, or a lack of basic needs) which can prevent the achievement of full wellbeing.





David Mutua, Flickr

## Fellows Whose Organizational Model Uses This Design Principle



Suresh Kumar



Paige Elenson



Eva Marszewski



Shauneen Lambe



Laurindo Garcia



James Wuye



Bedriye Hulya



Lone Koldby



Krystian Fikert



Ana Lúcia Villela

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## Design Principle 3

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### Unlock Wellbeing Through Actively Building Communities of Trust

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Community trust can unlock the power of collaborative action and the potential for people to increase their wellbeing collectively and as individuals.

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Communities of trust are an essential component of wellbeing because they can provide individuals with a safety net of people who they can count on to act in their best interest. Additionally, community trust can unlock the power of collaborative action and the potential for people to increase their wellbeing, collectively and as individuals. Thus, social entrepreneurs have developed tactics for actively building trust among community members in order to promote wellbeing.

For example, Ashoka Fellow Eva Marszewski uses trust-building to cultivate safe and nurturing communities, even in environments where violence is common. Her organization, Peacebuilders International, helped members of a public housing complex in Toronto develop a sense of community trust after a resident was murdered in a hallway. Because people in the complex had few connections and tended to mistrust one another, residents struggled to feel safe in their homes and supported by those around them after the traumatic event. In response, Marszewski led a crisis intervention by holding a weekly “story circle” in the main common area of the complex. The story circle enabled people to “define channels where they could start to communicate with one another,” and people were able to see that there were fellow residents who shared similar concerns. Since its inception in 2006, the Peacebuilders program has helped

divert over 400 youth from the criminal justice system through its work to promote community trust.

Similarly, Ashoka Fellows Pastor James Wuye and Imam Mohammed Ashafa employ the power of trust-building to open the possibility of community wellbeing, even in areas suffering from frequent violence. They co-founded the Interfaith Mediation Center of the Muslim-Christian Dialogue Forum to overcome the violent tensions between Christians and Muslims in Nigeria. One of their methods is to create communities of youth engaged in peacebuilding through interfaith training camps. By joining youth from opposites sides of the religious rift in a common effort of peacebuilding, the program equips youth to emerge as “leaders with inclusive spirits that see the humanity in the other” and that take the initiative to support one another’s wellbeing.

Like Marszewski and Pastor Wuye and Imam Ashafa, Ashoka Fellow Jean Claude Rodriguez has found that uniting people around a specific collective action can create a wellbeing-inducing community of trust. For example, Rodriguez equipped immigrants in Spain to form support networks that increase their ability to integrate successfully into their new environments. When Rodriguez first attempted to engage people who didn’t know each other to form support networks around the vague purpose of “helping each other,” the result





was lackluster participation. However, when he created a focus around access to flexible credit, participants had a strong reason to come together. By working together to operate small savings and loans cooperatives, people built relationships of trust and support. A safety net blossomed, and individual and collective wellbeing flourished.

Technology can be an effective tool for leveraging communities of trust, especially when the community members experience prejudice or discrimination. Ashoka Fellow Laurindo Garcia and his organization, B-Change, create anonymous online forums where LGBTQ people in Southeast Asia can connect with one another and access

information. B-Change also offers forums where the parents of LGBTQ youth can find a safe space to connect and learn about the issues from one another, before having a conversation with their kids. In these forums, parents "have a safe space where they can talk with their peers," Garcia said. "They don't have to be afraid to make politically incorrect mistakes in terminology. They can ask questions that might otherwise affect their child without fear of being branded as stupid or a bigot."

In contexts such as this one, technology can be used to blend anonymity with information and communication in ways that help people form a wellness-inducing community of trust.





Social entrepreneurs can employ collaborative activities to build communities of trust where supportive networks and collective action can help improve wellbeing for all.



## Fellows Whose Organizational Model Uses This Design Principle



Stephanie Hankey



Jean Claude  
Rodriguez



Eva Marszewski



Laurindo Garcia



Suresh Kumar



Bedriye Hulya



Jeroo Billimoria



James Wuye



Shauneen Lambe

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## Design Principle 4

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### Equip People with Tools to Actively Pursue Wellbeing and Successfully Adopt Positive Behaviors

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Equipping people with concrete, bite-sized steps toward wellbeing increases the odds that these behavior changes will be successfully adopted.

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Social entrepreneurs are nurturing the growth of a culture of wellbeing by equipping individuals to actively pursue healthy, happiness-inducing activities and behavior changes. Service providers often focus all of their efforts on responding to negative outcomes, such as criminal activity or mental health crises, rather than on intentionally equipping people to pursue positive actions, such as exercising or connecting with others. For example, hospitals channel most of their resources toward treating illness, but within a culture of wellbeing, actively promoting and tracking healthy behaviors would be an additional (if not more effective) focus.

What does equipping people to pursue wellbeing look like? We discuss the way social entrepreneurs are cultivating wellbeing skills like self-awareness and empathy in Design Principle 2. Along with cultivating such skills, social entrepreneurs are designing their programs with practical methods that empower people to pursue and succeed at positive behavior change. These include:

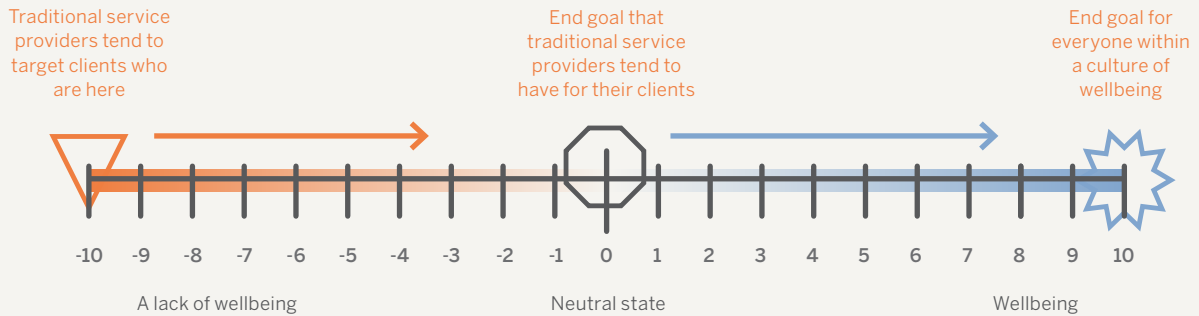
- Providing tools grounded in human experience;
- Breaking up the pursuit of wellbeing into simple, concrete actions;
- Introducing specific behavior changes that can be tracked and celebrated over time; and
- Allowing people the ability to move at the pace they need.

For example, Ashoka Fellow Krystian Fikert's organization, MyMind, provides web-based tools that lead users through simple steps to improve their mental health and that help them access mental healthcare services. MyMind is human-centered in that it recognizes that people have a variety of needs and comfort levels when it comes to engaging with mental health. It provides a menu of options that give users easy entry points toward pursuing mental wellbeing, including just-in-time communications through email and online chat, diagnostic quizzes, and easy ways to schedule an appointment with a therapist. By giving users the power to seek mental healthcare services on their own terms and on their own timelines, MyMind equips people to pursue their own path toward wellbeing, and thus reaches more people more effectively. MyMind makes highly effective use of online technologies to reduce overhead costs at scale and open the possibility of virtual access, thereby ensuring that more people can access their high-quality services at costs that are far below market rates for mental healthcare services.

MyMind also deploys this Design Principle is through its #LittleThings campaign, which was launched in partnership with the Irish Health Service Executive. #LittleThings introduced nine concrete activities that people can do in their daily lives to increase their own wellbeing, such as getting proper sleep, eating healthily, exercising, connecting with friends, and talking about personal problems. Equipping people with concrete, bite-sized steps toward wellbeing increases the odds that these behavior changes will be successfully adopted.



# The Wellbeing Scale



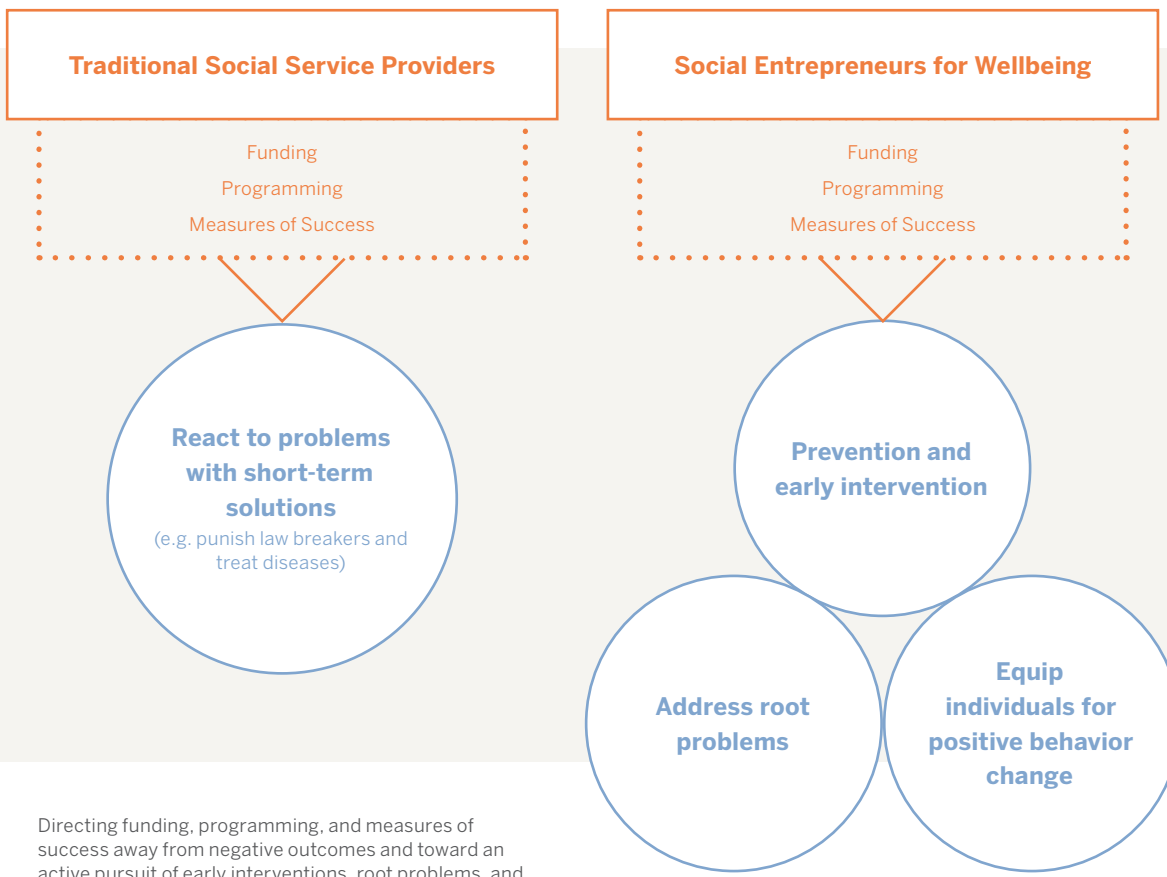
Fikert describes wellbeing as a scale from negative 10 (lack of wellbeing) to positive 10 (full wellbeing). This scale represents a shift in the way wellbeing is usually talked about, because traditional service providers tend to make a lack of illness, rather than the presence of wellbeing, their goal. They work to “bring clients back to -3 or -2, but nothing more than that.” This Design Principle, on the other hand, encourages service providers and individuals to strive for the positive side of the wellbeing spectrum. MyMind does this by equipping clients “to decide what changes they’re going to make in their life” to continue on a journey toward wellbeing.

Another way that social entrepreneurs equip individuals to actively pursue wellbeing is by creating pathways that address root problems. In a culture of wellbeing, people, communities, and institutions proactively identify the root problem behind a lack of wellbeing and then alleviate those triggers—ideally early on, before the situation develops into a crisis.

For example, Africa Yoga Project (AYP), founded by Ashoka Fellow Paige Elenson, targets dual root problems underlying the lack of wellbeing experienced by youth in Africa: unemployment and a weak wellbeing economy. Elenson works to equip youth with meaningful employment opportunities through a “learn-and-earn” model that teaches young adults to become yoga teachers and enables program participants

to earn an income while they complete their training. While participants undergo training, which includes both yoga teacher training and personal development classes, they also grow the market for wellbeing services through community outreach and education.

By creating job opportunities that allow young adults “to do more than just become a tax-paying member of society” and to actively contribute to a wellbeing economy, AYP’s model thus targets root problems while also enabling participants to play a meaningful roles as wellbeing advocates in their communities (See Design Principle 1). Participants are engaged in work they find meaningful and that causes them to feel good about themselves because they are contributing to something bigger.



Directing funding, programming, and measures of success away from negative outcomes and toward an active pursuit of early interventions, root problems, and positive behavior changes can open new possibilities for creating a culture of wellbeing.



Arcadius, Flickr

## Fellows Whose Organizational Model Uses This Design Principle



Jeroo Billimoria



Paige Elenson



Krystian Fikert



Stephanie Hankey



Shauneen Lambe



Bedriye Hulya



Laurindo Garcia



James Wuye



Eva Marszewski



Lone Koldby

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# Design Principle 5

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## From Top-Down to Co-Creation: Shift Relationships Between Providers and Clients

The relationship between social services providers and clients is typically top-down, in which providers dictate what clients need and how they will fulfill those needs. However, top-down relationships mean that actual lived, human experiences are often not placed at the center of wellbeing services (See Barrier C for more information).

- Offering client-centered products and services; and
- Putting clients in control over their own information.

### Elevating personal experience as expertise

Clients personally experience a specific problem, and thus have practical insights that can be key to solving that problem. In top-down relationships, service providers are assumed to have all the knowledge and expertise. However, in co-creation relationships, the client's lived experience is also considered expertise, and service providers collaborate with clients to shape the best possible experience for them. For lived experience to truly take on the role of expertise, a service provider must not merely listen to the concerns of clients, but there must be a proactive exchange of expertise on the part of both service providers and clients.

Ashoka Fellow Lone Koldby puts this method to work at her organization, Aktivitetsdosetten, which works to humanize long-term care for the elderly in Norway. She described the typical top-down approach of nursing homes in this way: "Previously, if you got ill, the thinking was that you would have someone to get you well, and a system would automatically think for you. You wouldn't be involved."

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In a dynamic of co-creation, service providers respect and actively listen to client voices, and client experiences deeply inform the way services are designed and delivered.

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Shifting this relationship to one of co-creation or even client leadership is a key strategy for unlocking wellbeing for all. In a dynamic of co-creation, service providers respect and actively listen to client voices, and client experiences deeply inform the way services are designed and delivered. On an individual level, this means that people have the agency and ability to design and select for themselves the services they want and need to promote their own wellbeing.

Within the larger framework of a culture of wellbeing, co-creation relationships empower individuals to provide feedback to and become actively involved in the institutions that impact their lives, while institutions become equipped to evolve according to the lived experiences of their clients.

Social entrepreneurs use several methods to build co-creation relationships between service providers and clients, including:

- Elevating lived experience as expertise;
- Making space within institutions for clients to engage as co-creators;



However, Aktivitetsdosetten is changing the way caregivers approach clients and ask questions. “First, caregivers would just say, ‘This is what we will do for you, because this is what you need,’” Koldby explained. “And then they would ask, ‘What would you like us to do?’ Now, they ask, ‘What’s the most important thing for you, and how can you contribute to getting well?’” Thus, the organization is creating a mindset shift that elevates lived experience as expertise. Furthermore, the active role that patients can play in their own care lays a foundation for building a co-creation relationship between providers and clients.

## Making space within institutions for clients to engage as co-creators

In order to shift away from the traditional transactional structure of service delivery, institutions must make the space needed for clients and providers to engage in co-creation processes. Providers that wish to promote wellbeing for all must be prepared to adapt to these changes. Specific methods for catalyzing providers to make the space for co-creation include:

- Holding institutions accountable and advocating for institutional change;
- Creating ways for people in power to experience and practice empathy;
- Using storytelling as a methodology for changing public opinion;
- Promoting transparent decision making processes within institutions;
- Placing people from oppressed groups into positions of power; and
- Shifting the control over wellbeing services from providers to clients.

Citymart, founded by Ashoka Fellow Sascha Haselmayer, makes space for co-creation by helping cities include citizens within their problem solving methodologies (i.e. how cities identify, categorize, address, and track progress on problems). Citymart works with city governments to make changes to their legal, administrative, financial, and leadership tools. The organization also helps local governments think more critically about the projects they’re undertaking, consider the desired impact or beneficiary during decision making, and build solutions with citizens’ desires in mind.

Haselmayer described the ultimate vision for Citymart as one in which “people in every community are solving the problems they find.” Government becomes “more of a distributed task, so that it’s the job of everyone to be like government, and the job of government to be like a citizen. Everyone has a changemaker attitude—no one should walk away from a problem.” Haselmayer’s vision expresses what a true transformation toward co-creation relationships between providers and clients could look like.

## Offering client-centered products and services

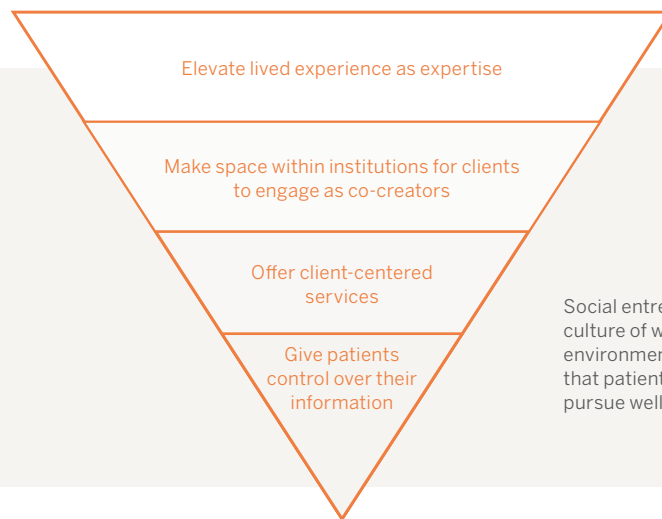
Once providers begin to value lived experience as expertise and make institutional space for co-creation, then it can become possible to offer products and services that reflect the true desires and constraints of their users. It is a well-known best practice that providers should offer client-centered products and services, yet social entrepreneurs see institutions failing to do this worldwide. Social entrepreneurs offer some specific strategies for providing client-driven products and services, including:

- Providing holistic support through a single point of entry;

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In co-creation relationships, the client’s lived experience is also considered expertise

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Social entrepreneurs can help to create a culture of wellbeing by shifting institutional environments and provider mindsets so that patients and clients have the power to pursue wellbeing on their own terms.

When clients are equipped to access and control their own information, they become better informed and more able to direct their own care and engage in a co-creation process with their providers.

- “Meeting people where they’re at” (offering products and services that reflect the current state of the client rather than the current state that the provider desires for the client);
- Engaging individuals’ interests;
- Providing an advocate or a mentor; and
- Making treatment accessible and affordable to all.

Ashoka Fellow Jeroo Billimoria employs a client-centered approach in her work to promote the financial inclusion of children. Billimoria leads a multi-sector network dedicated to creating regulatory reform to make financial systems more accessible to children. She has worked with banks and governments to lower the age requirement for opening a bank accounts to 10 years old. Her organization, Children and Youth Finance International, engages government bodies, banks, and other institutions in over 100 countries to create an ecosystem in which financial inclusion of children is valued and a priority for everyone.

## Putting clients in control over their own information

One important component of client-centered services is the ability of clients to access and control their information, particularly when it comes to medical records. When clients are equipped to access and control their own information, they become better informed and better able to direct their own care and engage in a co-creation process with their providers. Then, the next step toward building an infrastructure of co-creation is for institutions and service providers to integrate client-controlled data into their core operations.

Ashoka Fellow Mohammad Al-Ubaydli is implementing this step through his organization, Patients Know Best, which is working to make patient-controlled medical records the norm within medical institutions. Patients Know Best is an online platform that patients can use to keep track of all of their medical records in a way that both protects their privacy and grants them full and easy access to and control over their data.



U.S. Department of Agriculture, Flickr

## Fellows Whose Organizational Model Uses This Design Principle



Shauneen Lambe



Krystian Fikert



Paige Elenson



Lone Koldby



Mohammad Al-Ubaydli



Suresh Kumar



Sascha Haselmayer





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*"I would measure wellbeing amongst many other things as to whether all the available resources in my community are used to solve my problems."*



—Sascha Haselmayer

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# Social Innovation Matrix:

Mapping of Social Entrepreneurs' Solutions, Barriers Targeted, and Design Principles Applied

		 <b>Barriers</b>			
		A. Siloed Approach: Wellbeing is Not Adequately Defined and Measured	B. No Care for Caregivers: Wellbeing Roles are Often Undervalued	C. Institutions Don't Empower Individuals to Pursue Their Own Wellbeing	D. Threats to Digital Security are Threats to Wellbeing
 <b>Design Principles</b>	1. The Multiplier Effect: Create Opportunities for Individuals to Play Meaningful Roles in Their Communities	Shauneen Lambe, Just for Kids Law	Bedriye Hulya, b-fit	Paige Elenson, Africa Yoga Project	Stephanie Hankey, Tactical Technology Collective
	2. Practice Self-Awareness and Empathy Skills to Nurture Wellbeing	Opportunity for innovation: methods of measuring self-awareness and empathy	Suresh Kumar, Institute of Palliative Medicine	Ana Lúcia Villela, Instituto Alana	Opportunity for innovation: incorporating self-awareness and empathy into approaches to digital security
	3. Unlock Wellbeing Through Actively Building Communities of Trust	Pastor James Wuye, Interfaith Meditation Center of the Muslim-Christian Dialogue	Opportunity for innovation: communities of trust for caregivers	Laurindo Garcia, B-Change	Jean Claude Rodriguez, Puddle
	4. Equip People with Tools to Actively Pursue Wellbeing and Successfully Adopt Positive Behaviors	Eva Marszewski, Peace Builders	Opportunity for innovation: equipping caregivers with the tools they need to pursue their own wellbeing	Lone Koldby, Aktivittdosetten	Opportunity for innovation: equip people to use technology in ways that actively promote their wellbeing
	5. From Top-Down to Co-Creation: Shift Relationships Between Providers and Clients	Krystian Fikert, MyMind	Opportunity for innovation: co-creating programs of support for caregivers	Jeroo Billimoria, Child & Youth Finance International	Mohammad Al-Ubaydli, Patients Know Best

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## Looking Ahead

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In the last decades, we have seen significant improvements in wellbeing globally through large investments in healthcare, education, and economic development. However, challenges to wellbeing continue to emerge.

Through systems-changing solutions, social entrepreneurs target the root causes of problems rather than merely addressing symptoms. Societies need systems change at scale, which depends upon shifting mindsets and behavioral patterns. This Social Innovation Mapping has shown us that we need to work through a framework which integrates the siloed systems that impact wellbeing and focuses on mainstreaming these five Design Principles:

- Create Opportunities for Individuals to Discover Meaningful Roles in Their Communities
- Practice Self-Awareness and Empathy Skills to Nurture Wellbeing
- Unlock Wellbeing Through Actively Building Communities of Trust
- Equip People with Tools to Actively Pursue Wellbeing and Successfully Adopt Healthy Behaviors
- Shift Relationships Between Providers and Clients from Top-Down to Co-Creation

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**“Wicked problems’ – those global challenges that are so complicated and continuously changing that the solutions are neither clear nor stable” and can only be tackled “through complex, systemic change, with all hands on deck.”**

**Risa Lavizzo-Mourey**

Robert Wood Johnson President and CEO  
(World Economic Forum, 2015)

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Peter Halling Hilberg, Flickr

There are three major opportunities to support the development of this framework for a culture of wellbeing:

1

## Build alignment around a framework for wellbeing by creating cross-sector indicators for measuring and promoting a culture of wellbeing

Wellbeing spans multiple sectors and, as we discussed in Barrier A, has traditionally been inadequately defined and measured. Developing indicators to measure the diverse systems impacting wellbeing in an integrated way could help to accelerate progress toward a culture of wellbeing. These indicators should measure the positive components of a culture of wellbeing, including:

- Whether individuals have access to and are equipped to play meaningful roles in their communities;
- Whether individuals, and children in particular, are being equipped to develop self-regulation, confidence, resiliency, empathy, and change-making skills;
- Whether individuals are equipped for an active pursuit of wellbeing; and
- How healthcare providers and clients are working together to improve collective wellbeing.

Developing indicators to measure these components of a culture of wellbeing could also help to build and disseminate a shared vision for wellbeing across sectors and could enable individuals, communities, and institutions to track their progress toward personal and collective wellbeing.



## 2

## Target investments to promote innovations and collaborations at the framework level of a culture of wellbeing

Most of the current wellbeing investments from social, corporate, and public sectors go toward solutions that either provide direct services to beneficiaries or aim to address problems in siloed systems. As a result of these investments, improvements have been achieved in access, quality, and efficiency of products and services that improve health and wellbeing. However, siloed investments do not effectively create a culture of wellbeing that integrates many systems. As a result, widespread behavioral change and a shift toward proactively seeking wellbeing for all has yet to occur. For this reason, it is critical to support systems-changing ideas and partnerships that are accelerating mindset shifts in society.

### How to accelerate mindset shifts?

One high-potential area where accelerating mindset shifts could strengthen the framework of a culture of wellbeing is caregiving. Traditional approaches toward caregiving are siloed and transaction-based. For example, people receive services for assisted living, to cope with disability or illness, or to manage their home lives and spaces.

However, there is a growing shift in the understanding of caregiving, one that is moving toward recognizing that caregivers, both informal and formal, play many roles when it comes to enhancing wellbeing, and that a diverse spectrum of people have the potential to be equipped with caregiving skills for the betterment of collective and individual wellbeing. There is also an increase in understanding that caregivers have an immense, untapped value and expertise that would enable wellbeing institutions to improve their work.

This positive shift could be accelerated by targeted investment to support activities such as:

1. Equipping people with the skills and tools to engage in caregiving;
2. Creating mechanisms to recognize, value, and support caregivers;
3. Integrating informal networks of caregivers into the formal systems of health, education, legal, and finance;
4. Developing mechanisms for caregivers to collaborate with health systems to create new products and services;
5. Shifting the conversation around expertise and experts; and
6. Helping society value and trust in informal networks of caregivers as the experts in a new “wellbeing economy,” with a different set of norms rooted in a culture of wellbeing.

## 3

## Catalyze a positive language shift around wellbeing and create community incentives to participate in the culture of wellbeing framework

Creating a culture of wellbeing implies a shift from a negative approach, which is focused on problems (e.g. crisis, disease, violence), to a positive one, in which all people are valued and equipped to create wellbeing for themselves and others. Using positive language could help shape the adoption of a framework for understanding wellbeing as a holistic, multifaceted, and inclusive system.

Initiatives that combine catalytic language—through storytelling, media campaigns, and stakeholder engagement—with developing pathways to participate in a culture of wellbeing have the powerful potential to shift mindsets, and therefore actions, on a large scale.

For example, Ashoka Fellow Ana Lúcia Villela, founder of Instituto Alana in Brazil, works to

improve children's wellbeing through changing mindsets about the detrimental effects that consumerist culture can have on childhood development. By leveraging storytelling through film and communication campaigns, Instituto Alana has successfully advocated for commercial-free childhoods and raised awareness about the connection between advertising and childhood obesity, as well as other psychological effects.

Through its campaigns, Instituto Alana also equips parents, educators, and institutions to understand how to “honor children's needs” and support what children truly need to grow up with a positive start in life. It is catalyzing a positive, shared language around children's wellbeing and creating awareness across society of the role each person can play in nurturing healthy childhoods.

### A Vision for a Culture of Wellbeing

A crosscutting theme that has emerged from our work with Ashoka Fellows and presented in this Social Innovation Mapping is the importance of recognizing the valuable role that each person can play in creating a culture of wellbeing. Social entrepreneurs employ a variety of powerful methods to achieve this vision, including creating opportunities for individuals to play meaningful roles in their communities and equipping them with the tools to pursue wellbeing. If there were society-wide buy-in to the value of each person's role in creating a

culture of wellbeing, then this transformative mindset shift could have the power to ignite people's full potential to act as changemakers for themselves and others. This reorientation toward actively engaging all people in creating wellbeing could have the power to amplify society's ability to solve complex challenges as they emerge. Moreover, such a shift could lay the foundation for developing positive environments that circumvent problems and nurture ideas that promote wellbeing for all.



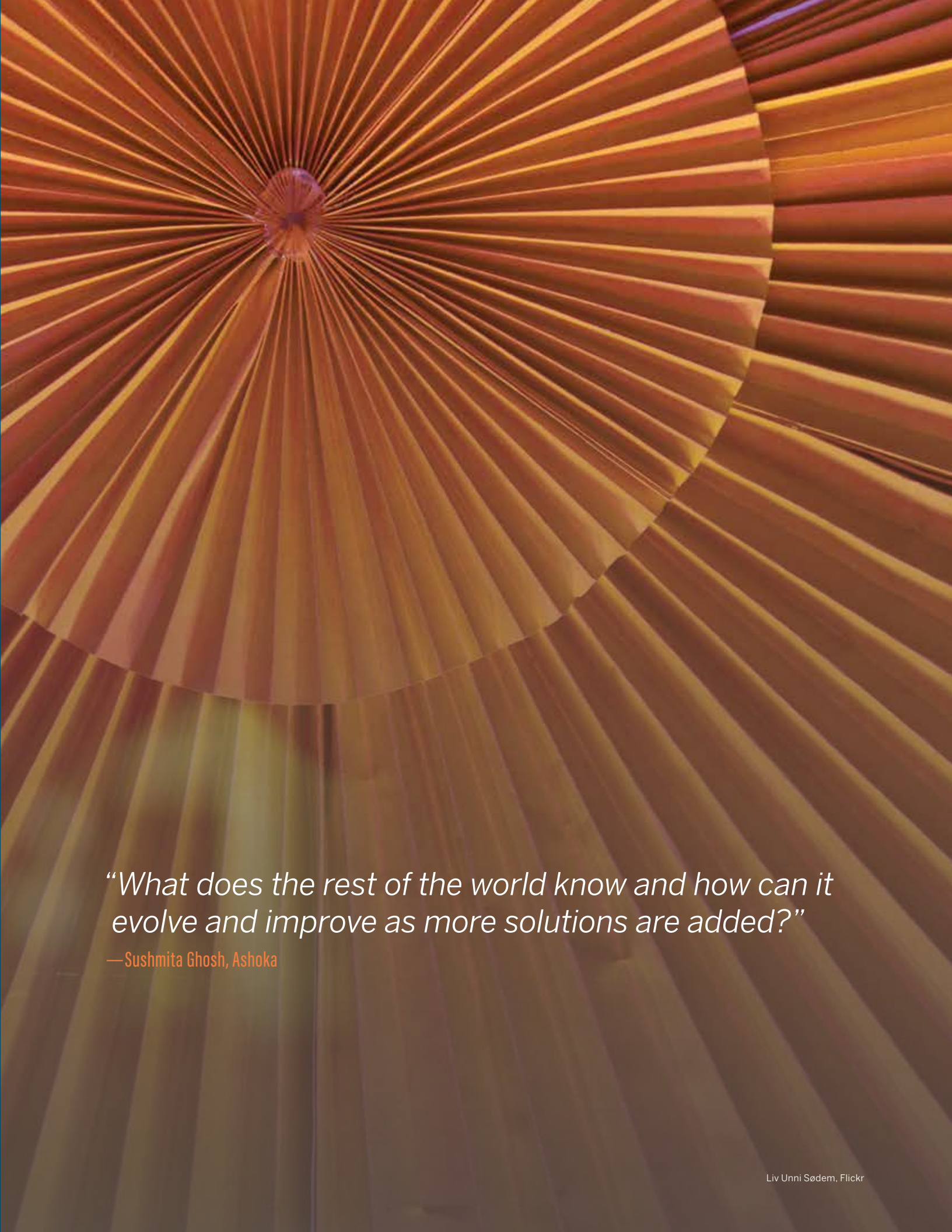
Appendix A

# Our Methodology

*Social Innovation Mapping*

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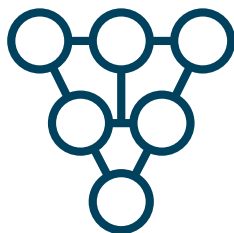
*“What does the rest of the world know and how can it evolve and improve as more solutions are added?”*

— Sushmita Ghosh, Ashoka

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# Appendix A

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## About Social Innovation Mapping Methodology and a Case for Bold Optimism

As a network of leading social entrepreneurs, Ashoka has intimately explored how an entrepreneurial mindset can unlock solutions to the world's most pressing problems. Across more than 75 countries and dozens of sectors, dauntless social entrepreneurs in Ashoka's Fellowship network are transforming complex challenges and previously unsolvable problems into opportunities. They create sustainable solutions for the communities they are rooted within and find creative ways to ensure their impact spreads regionally, and even globally, to become new and widespread norms.

Based upon interviews and case studies of both industry experts and Ashoka Fellows, Social Innovation Mapping illustrates common patterns in how social entrepreneurs are creating positive social change. It centers around two types of patterns: Barriers, or the components of a complex problem entrepreneurs have chosen to focus on tackling, and Design Principles, or the innovative approaches that define the work of entrepreneurs, based upon their decades of iteration on the ground.

This report tells the stories of effective solutions in order to make the case for bold optimism and to inspire a vision of a better future. These pages should be seen as an invitation to re-envision what is possible through the eyes of entrepreneurs.

### Pattern Recognition Process

Ashoka's Social Innovation Mapping process begins by determining a single framing question. The question both describes the shift we hope to see around a given issue in the future, as well as the goal of the organizations and entrepreneurs whose work we include in the mapping.

Next, we sift through Ashoka's Fellow database of more than 3,000 solutions from social entrepreneurs to select those most applicable to the field. The Fellows have already undergone a rigorous process before their election to the Fellowship, which includes a thorough examination of their ideas and performance.

Next, we pare down the pool of solutions to those that are the most relevant and innovative to the framing question, focusing on selecting 15-30 solutions for case studies and interviews. Finally, we cluster them and look for patterns in how the innovators both define the problem they face and what they do to solve it. These patterns can point to powerful ways to reframe a problem, as well as new ways of addressing it. Ultimately, this analysis reveals the "a-ha" moment of recognition in which a social entrepreneur accurately pairs a powerful idea with a compelling need. (See Figure 3.)

Once the analysis is mapped in a grid, the distribution of the solutions becomes apparent, showing which strategies are most commonly (and most powerfully) used. Additionally, the grid can point to "holes" or areas where there may be unmet potential for a solution or innovation.

## How the social entrepreneurs were chosen for analysis in this report

This Social Innovation Mapping report is guided by the following framing question:

**How are social entrepreneurs successfully creating and nurturing both a culture of health and wellbeing within their communities and the skills needed and conditions desired to enable this to happen?**

Using this framing question as a focal point for finding cross-cutting insights, 87 relevant Ashoka Fellows and candidates were identified. This cohort was then narrowed down to 15, chosen for representing different regions of the world outside of the U.S., and for representing a full range of the institutions and

sectors relevant wellbeing in society – whether tackling elder care and mental health to youth engagement and financial resilience. Thus, the social entrepreneurs featured within the report have their headquarters in 14 countries, working across multiple sectors.

### Pattern-Recognition Methodology

The following diagram describes Ashoka's analysis process used for Social Innovation Mapping.



### The strengths of Social Innovation Mapping

Mapping outlines a social entrepreneur's view of the world by focusing on common patterns across solutions. Social entrepreneurs design solutions that address the thorniest aspect of effecting change: human interactions in a system. Analyzing their solutions can predict and show ways to circumvent behavioral barriers to change and unlock lasting, systemic transformation.

Mapping allows successful solutions to be examined in context with one another. The mapping shows how ideas relate to one another, as well as highlights the core elements of a problem. The result is the emergence of clear patterns and questions to investigate: Which aspects of a problem are as yet unaddressed? Are some strategies underutilized or overutilized? Is there

an aspect of a problem that has yet to be named? Are there holes in the system that await the design of a new solution?

Mapping provides the blueprint for a theory of change at a systems level. The patterns and insights revealed by Social Innovation Mapping can lead to the development of a strategy that integrates a mix of solutions, which can lead to an overall increase in energy and resources applied to the problem. While any theory of change is subjective, this contextual mapping allows for a holistic approach to problem solving.

Mapping creates criteria for predicting success. The Design Principles and Barriers provide a road map for evaluating new projects and for guiding the innovation of new ideas.




Appendix B

# Case Study on Scaling a Culture of Wellbeing

*Jeroo Billimoria*

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A young girl with a red bow in her hair is captured mid-jump, holding a green jump rope. She is wearing a light-colored long-sleeved shirt and blue pants with orange stripes. She is jumping on a sandy dune. In the background, there are more dunes and a small building under a bright blue sky with wispy clouds.

*“Once we crossed helping the hundred-millionth child through Child Helplines, I started saying...how can we move from rescue, rehabilitation, or counseling to actually making sure that a child doesn't have to call at all?”*

—Jeroo Billimoria

# Appendix B



**Jeroo Billimoria**

**Child & Youth  
Finance  
International  
Organization**

## Case Study on Scaling a Culture of Wellbeing: Jeroo Billimoria

Ashoka Fellow Jeroo Billimoria demonstrates how some of the Design Principles for creating a culture of wellbeing can be scaled across society. For over two decades, Billimoria has dedicated herself to creating and promoting wellbeing for children across the world. Her systems-changing ideas and strategies have evolved from supporting homeless children to empowering all children with the tools and skills they need to become agents of change for themselves and for others. In the last few years, she has amplified the scope of her work to address one of the root problems of children's lack of wellbeing: their financial exclusion.

### Promoting the wellbeing of children: The power of networks

In 1993, Billimoria started Child Helpline as a 24-hour hotline for street children in need of shelter, or medical or legal assistance. In partnership with government and child services institutions, Child Helplines expanded from India to over 140 countries, demonstrating the power of working through a network of institutions committed to improving the wellbeing of homeless children.

### Addressing systemic challenges: From child support to empowerment

Once Child Helplines crossed the benchmark of the hundred-millionth child helped through the helplines, Billimoria

started asking herself, "How can we move from rescue, rehabilitation, or counseling to actually making sure that a child doesn't have to call up at all?" Billimoria's hypothesis was that if children were financially capable and had access to the financial system, then their whole family and community would shift upwards along with them.

Knowing that children can be very entrepreneurial, but that they often don't have the skills, confidence, and especially the resources to start their own enterprises, she decided to create another organization, Aflatoun, to teach children about money and their own economic power. Aflatoun developed a curriculum for teachers to help children learn about their economic rights and responsibilities and develop their financial management skills.

Through a network of social organizations and government bodies, Aflatoun reaches four million children and youth per year in more than 110 countries, and it has changed the way schools, social organizations, and financial and governmental institutions see and engage with children.

### Changing the ecosystem: Every child is included in the financial system

Realizing that children were still excluded from the financial system, Billimoria created Child & Youth Finance International (CYFI) to lead a multi-sectoral network dedicated to enhancing the financial capabilities of children and creating regulatory reform



to promote their financial inclusion. CYFI engages government bodies, banks, and other institutions to make these changes happen and create an ecosystem in which financial inclusion of children is valued and a priority for everyone.

Approaching wellbeing holistically, Billimoria has been able to drive children's financial inclusion as a powerful lever for systemic change. She has placed the real, lived experiences of children at the center of her model, and has thus been able to identify needs and barriers that the traditional financial and social services systems ignored. By equipping children and community stakeholders like schools with the tools to adopt positive behaviors, Billimoria is unlocking wide-scale change. Some of Billimoria's key methods for scaling up systems-changing ideas include:

- Engage partners with a clear vision and theory of change, and work through them to implement programs and influence important stakeholders;
- Develop cross-sector indicators as well as mechanisms for measuring them at the local and global levels; and
- Use these indicators to influence national and global policymakers and push for regulatory reforms.

Billimoria's work to promote the wellbeing of children by working across sectors to achieve a collective vision can inspire and inform our journey to create a culture of wellbeing on a grand scale.

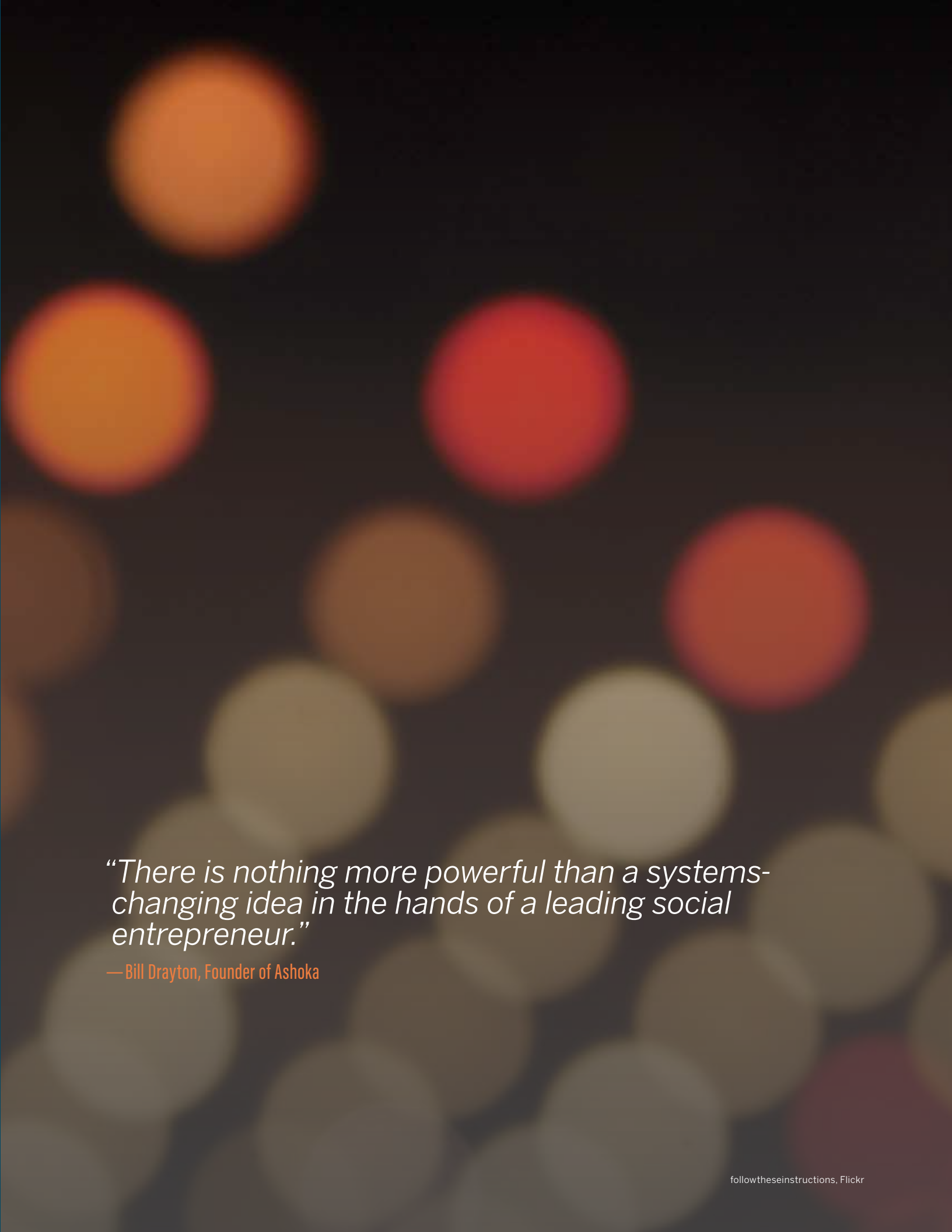


Appendix C

# Meet the Social Entrepreneurs

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The background of the entire image is a dark, textured surface covered with numerous out-of-focus circular light spots, known as bokeh. These spots vary in size and color, with prominent shades of orange, red, and yellow, creating a warm and abstract visual effect.

*“There is nothing more powerful than a systems-changing idea in the hands of a leading social entrepreneur.”*

— Bill Drayton, Founder of Ashoka

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# Transforming mindsets to honor childhood

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**"We couldn't have had a fifth of our impact in changing public policy and society's mindset if it was not for our work on storytelling."**

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**WHAT IF** children could grow up with a different approach to consumerism?

## Approach

Instituto Alana created the Children and Consumerism Project to spark a debate about the effects of advertising on childhood development and to challenge the legal frameworks that allow the advertising industry to thrive on targeting young audiences. In order to ensure that children can enjoy commercial-free childhoods, Ana has created channels of communication in order to give the public access to news and information about this topic and equip them with the tools they need to take action once marketing abuses are identified. She works with influential decision-makers (i.e. in government and big advertising companies) to change their approaches. As a result, Instituto Alana has successfully entrenched this issue in Brazil's social and political agenda and has secured important legal victories that have increased regulatory norms for ads targeting children.

## Person

Having lost her parents as a child, Ana Lúcia has personal experience with the effect that environments—both material and emotional—have on children. Her organization, Instituto Alana, was born from envisioning the optimal environments for stimulating a child's full and healthy development. Through Instituto Alana's work with children in low-income communities of São Paulo, Ana Lúcia has identified childhood consumerism as a root cause of many problems, including obesity, materialism, and risky behaviors. She is convinced that this issue can only be addressed through changing societal mindsets. As a result, media work and storytelling are essential components of Instituto Alana's strategies.



**Ana Lúcia Villela**

**Instituto Alana**  
Organization

**Brazil**  
Country

**alana.org.br**  
Website

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# Reinventing exercise clubs creates a wellness industry led by and for women

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“Before b-Fit, 85% of the exercise clubs belonged only to men in Turkey. We are the largest chain of exercise clubs now, and it belongs all to women.”

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**WHAT IF** all women were equipped to launch and lead ventures that aim to promote the health and wellbeing of women?

## Approach

b-Fit is the largest and most widespread health and recreation center chain in Turkey, significantly transforming a sector that was largely dominated by men. With more than 200 centers and 250,000 clients, b-Fit is co-owned, franchised, managed, and used by women only, and combines a gym with a community center to form alternative spaces for women of all ages and backgrounds to develop a range of essential life skills. In addition, b-Fit enables hundreds of women to enter professional work and gain economic citizenship.

## Person

Bedriye is a firm believer that self-awareness and empowerment start with the body. After founding several enterprises, she took a career break to study psychology in the U.S. and came across the concept of women-only gyms, which spurred her inspiration for launching b-Fit in Turkey. Realizing that there were no women-only gyms that were truly diffusing the idea of women's empowerment in their core approach, she created her own unique “by and for women” approach for b-Fit.



**Bedriye Hulya**

**b-Fit**  
Organization

**Turkey**  
Country

**b-fit.com.tr**  
Website

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# Community circles stop downward spirals of youth conflict

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"For every young person that comes into our program, apart from trying to figure out to what extent they have responsibility for the things they were involved in, it's really a journey of self-discovery to see where should they be focusing their lives."

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**WHAT IF** conflicts could be quickly resolved by communities before any youth ever became entangled in the justice system?

## Approach

Eva shifts the decision-making power in the youth justice system away from the courts and into the hands of individuals and communities, helping people change their behavior through collective decision-making, conflict resolution, and other peacebuilding tools. She partners with elementary schools, high schools, universities, correctional officers, police centers, and the Canadian court system to teach the value of peace and conflict resolution, giving community members and organizations tools and greater influence in determining the course of action to address youth in conflict.

## Person

For three decades, Eva observed many dysfunctional aspects of the justice system through her work as a civil litigator, labor arbitrator, and mediator of civil disputes. In the '90s, Eva was invited to become part of an aboriginal peacemaking circle, where she saw the power of a diverse group of social agents coming together to address the conflicting nature of a young male who had set fire to a community member's home. The community used facilitated dialogue and traditional practices to decide the appropriate means of action without resorting to a criminal justice resolution and court sentence. This was a formative experience that led her to adapt the traditional practice and later embed it in various social structures in Canada.



**Eva Marszewski**

**Peacebuilders  
International**  
Organization

**Canada**  
Country

**peacebuilders.ca**  
Website



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# From enemies to peace ambassadors: transforming community violence into cooperation

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"We say we should go beyond tolerance. We are preaching that people accept their differences and work with their differences. This is the methodology that we have used over the years that is quite effective."

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**WHAT IF** radicalization and violence was prevented by informed, targeted, and interfaith outreach?

## Approach

Pastor Wuye and Imam Ashafa believe the only way religious violence can be reduced or stopped is by having leaders of each faith promote religious teachings of peace and non-violence. Their organization deals with the psychology of religious violence and addresses its causes and effects by training young people, men, and women of both faiths to bring different religious communities together in dialogue. Wuye and Ashafa work with and influence schools, houses of worship, and community centers to prevent violence and intervene when conflicts erupt. They have a weekly television show with more than two million viewers and their focus on education and media outreach strategies have afforded them widespread support and legitimacy for their efforts to promote peaceful coexistence.

## Person

Pastor Wuye and Imam Ashafa began their relationship as enemies. Pastor Wuye was involved in militant Christian activities in the 1980s and '90s and recounts that his "hatred for the Muslims had no limits." He lost his right arm during a battle against Imam Ashafa's militant group. Ashafa also suffered from loss. Two cousins and Ashafa's spiritual mentor died while fighting Pastor Wuye's Christian group. For years, both Wuye and Ashafa vowed to avenge the deaths and injuries of their loved ones by killing each other. However, in 1995, through intermediaries and months of soul-searching, both leaders decided to lay down their arms and work together to end the destructive violence plaguing their country, which led to the formation of the Interfaith Mediation Center of Muslim-Christian Dialogue Forum.



**James Wuye**

**Interfaith Mediation Center of the Muslim-Christian Dialogue Forum**  
Organization

(co-founded with Ashoka Fellow Imam Ashafa)

**Nigeria**  
Country

**imc-nigeria.org**  
Website

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# Strengthen safety nets through enabling trust-based financing

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"If a community can mobilize all of its capital, there will be enough to supply for everyone's needs."

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**WHAT IF** decisions that impact financial inclusion were placed in the hands of local, trust-based communities?

## Approach

Recognizing that this model could vastly increase its reach through online technology, Jean Claude partnered with Kiva to create Puddle to give everyone the opportunity to own a small virtual "bank" with their friends—no fees and no applications. Users decide on interest rates, who can be members, and who can borrow money. Profits made from the interest rates paid by borrowers are distributed among group members. Launched in 2012, Puddle's model is being implemented in the United States and has 20,000 members.

## Person

After college in Spain, Jean Claude started a program to market the handicrafts of indigenous women in Guatemala. In Latin America, he discovered the *bancomunales* model, created by Salomón Raydán, and was drawn to it because it used community banks to provide opportunities for people to gather together and share, in addition to mere financing. Upon returning to Spain, Jean Claude organized the Association for Self-Financed Communities (ACAF) to support immigrants in creating self-managed financial communities. Employing a simple, self-sustaining system of savings and loans, the members of these communities are able to access financial products and services that help them get ahead financially. These communities also play an important role in providing a "relational network" for immigrants and are critical for making contacts, finding jobs, and providing a financial fallback in case of emergency or unforeseen circumstances.



**Jean Claude Rodriguez**

**Puddle**  
Organization

**Spain & United States**  
Country

**puddle.com**  
Website

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# Spark child wellbeing through creating child-friendly banking

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"We need to change the entire ecosystem of financial forces and institutions affecting children."

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**WHAT IF** every child started their pathway to wellbeing and empowerment with a bank account?

## Approach

In 2012, Jeroo founded Child & Youth Finance International (CYFI), a global network of states, financial entities, and educational institutions dedicated to increasing the financial capabilities and financial inclusion of children and youth through collaboration and resource sharing. This involves giving all children and youth the knowledge to make wise financial decisions, the opportunity to accumulate savings, and the skills to find employment, start a business and ultimately break the cycle of poverty. In order to make this happen, Jeroo is working to change the existing financial systems and regulations to include and promote child friendly banking.

## Person

Jeroo founded Childline in 1993, a 24-hour hotline for street children in India in need of assistance. Ten years later, this model was expanded to Child Helpline International (CHI), an international network of emergency telephone service providers for children in 146 countries. By compiling information on the types of emergencies the children experienced, CHI is able to identify and communicate trends to governmental and non-governmental organizations, allowing emergency assistance to be tailored to fit the specific demands of each community. After years of analyzing data from CHI, it became clear to Jeroo that many of the distress calls could be traced to poverty. To address this concern, Billimoria created Aflatoun, a non-profit organization focused on teaching children their economic rights and responsibilities as well as promoting basic financial management skills and habits. Today Aflatoun has reached 1.3 million children in 94 countries.



**Jeroo Billimoria**

**Child & Youth  
Finance  
International**  
Organization

**Global**  
Country

**childfinanceinter-  
national.org**  
Website

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## Quick, effective, stigma-free: Clients co-lead mental health services

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"We're helping clients rebuild their coping skills. They are deciding what changes they're going to put in their lives and where they will situate themselves on the wellbeing scale."

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**WHAT IF** mental health services were provided through quick access to multidisciplinary, online mental health practitioners, and life coaches?

### Approach

Through MyMind, Krystian has created a model for client-led mental health services, driven by a revenue-generating combination of paid and pro bono therapists and practitioners to make mental healthcare available and affordable without stigma. He has removed the slow referral process and offers visits in a matter of days with different levels of fees—free for the unemployed and unable to pay, and fees for paying clients still well below market. He uses web counseling and question answering as a portal to bring people in who may be unaccustomed to therapy, and offers a multidisciplinary team, from psychotherapists to life coaches, which limits the all-too-common dependency on drug-based solutions in the sector. MyMind helps clients to rebuild their coping skills, and then places the clients in charge of deciding what changes they will put in place in order to move upwards in the wellbeing scale. MyMind has more than 80 psychologists offering 1,500 appointments every month in 15 languages.

### Person

Krystian Fikert studied psychology and volunteered with social workers who worked closely with patients struggling with addiction. After graduating, Krystian decided to move to Ireland from Poland to pursue a dream of working with Google. While working with Google's search quality team, he started to use 20 percent of his time to create his own project: an online menu of free mental health offerings, using Google apps and technological tools. He also offered free mental health consultations to the Polish community on Saturdays, working out of a back room of a Dominican Priory. Quickly, he became overwhelmed by demand, and eventually he secured a grant to open MyMind's first office.



**Krystian Fikert**

**MyMind**  
Organization

**Ireland**  
Country

**[mymind.org](http://mymind.org)**  
Website



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# Replacing marginalization with online support communities

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“Online will never replace the need for face-to-face, offline connection because of the fact that we need human contact. We need the things that elicit all of those hormone responses that make us feel connected to someone.”

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**WHAT IF** the health and wellbeing of Southeast Asian LGBTQ and HIV-positive youth could be improved through mass deployment of web communities?

## Approach

Laurindo’s B-Change Group is improving the health and wellness of Southeast Asian LGBTQ and HIV-positive youth through mass deployment of web communities that guide users through the milestones of a life transition. B-Change’s peer support communities drive action and leadership through knowledge, storytelling, and discussions. B-Change Foundation, based in Manila, works across sectors to connect youth to the right resources for health and action. B-Change Technology, based in Singapore, distributes online tools to community organizations across the world looking to strengthen their work. B-Change Insights, based in New York, synthesizes user data into knowledge products that inform the work of larger institutions looking to better reach the LGBTQ and HIV-positive population. In sum, Laurindo is creating long-term platforms, technologies, and insights that enable everyone—from a young person to a community leader or even the leader of a multinational corporation—to play a stronger role in improving health outcomes of LGBTQ youth and other young people.

## Person

Laurindo started one of the Australia’s first online magazines and online radio stations for the Australian Broadcasting Corporation network. He was also the driving force behind the LGBTQ Asia news portal called Fridae.com. A turning point in Laurindo’s life came when he was unexpectedly diagnosed with HIV in 2004. In 2009, he was barred from entering Singapore on the basis of his HIV-positive status. This travel sanction meant separation from his long-term partner and severe limitations to his personal freedom. Laurindo chose to challenge the system and the law which discriminated against HIV-positive foreigners. He eventually won the appeal and set a precedent for others with similar cases. Because of this experience, he chose to devote his life to developing and empowering the sQ community, especially young people, through his experience in communication, technology, and entrepreneurship.



**Laurindo Garcia**

**B-Change  
Foundation**  
Organization

**Philippines**  
Country

**b-change.org**  
Website

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# Strengthening the caring economy by equipping support networks

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**WHAT IF** every person caring for a senior citizen was equipped with easy tools to provide individualized care and reduce overmedication?

## Approach

Aktivitetdosetten mobilizes care staff, family members, volunteers, and residents of eldercare institutions to incorporate a diverse and creative array of new activities and social interactions into the previously rigid routines and cultures of eldercare institutions. By training a growing cadre of nurses across Norway as “activity doctors,” she builds a more empathetic workforce, motivated by the powerful ways that new activities and social interactions can reduce a reliance on pharmaceuticals to address elderly residents' needs. In Aktivitetdosetten's model, the elderly have also assumed more active roles in working with the activity doctors and other staff to design individualized activities that are more closely aligned with their own interests and life experiences. Aktivitetdosetten has trained more than 200 activity doctors from various parts of Norway to implement the program in nine Norwegian nursing homes, and has attracted the attention of several key policymakers in the health field.

## Person

As a physiotherapist, Lone started working in nursing homes in 2000, where she discovered that many people were overmedicated and that their rights as sentient individuals were being routinely violated. Those concerns were soon heightened when her mother was diagnosed with dementia while living in a nursing home. Reaffirmed by her mother's experience, Lone recognized the power of activity as a key indicator of a person's wellbeing and an effective tool for their empowerment. In pursuit of that conviction, Lone designed, built, and managed a “school for seniors” in Norway to offer the elderly classes in a wide range of subjects. In 2011, she then founded Aktivitetdosetten to revitalize activity and social interaction, and to reposition the individual as the focal point of care in eldercare institutions.

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**“I think now everybody understands that to have good care and good wellbeing, you can't be a passive part.”**

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**Lone Koldby**

**Aktivitetdosetten**  
Organization

**Norway**  
Country

**aktivitetdosetten.  
com/english**  
Website

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# Reduce costs and increase quality healthcare through patient-owned data

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"It's the patient who owns the data. That approach breeds trust, and that trust is what allows massive data transfers. When you put tools in the patient's hands, then they'll find ways of using all these tools in their interests."

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**WHAT IF** every patient could have seamlessly coordinated care and guide their own paths to wellbeing by having full access to medical records?

## Approach

Patients Know Best provides patients with access to and control over their individual medical records by providing clinicians and healthcare organizations with a platform to securely communicate and collaborate with patients and to deliver coordinated care. It is the world's first patient-centered medical records system and is still the only one integrated into the U.K.'s National Health Service (NHS) secure network for use by any patient with any clinician in the U.K. or overseas. Mohammad's goal is to make patients more active participants at the center of their care, rather than simply passive recipients, which will over the long-term increase the quality and reduce the costs of the healthcare system.

## Person

Mohammad struggled throughout his youth with a rare genetic immune deficiency that doctors had difficulty diagnosing. Because his symptoms were so unusual and his family moved from country to country so frequently, his mother decided to start keeping a meticulous record of his condition. It was this record which eventually enabled doctors to diagnose his condition at the age of 15. As a result of his illness, Mohammad lost some of his hearing and spent long periods of time from school, which made him study independently and use computers at home to help him with his schoolwork. Later, as a medical student, he was often sought after by professors for his programming skills. At medical school, Mohammad spotted many inefficiencies of the healthcare system and was disillusioned by the reluctance among some medical professionals to use technology to make their work more effective. He was surprised that none of the big publishers provided handheld computer versions of their medical textbooks, saying there was "no demand" for them. Mohammad set out to prove them wrong by publishing a book himself. He then set up a website (called MedicalApproaches.org) which allowed him to distribute his book free of charge and received thousands of downloads from around the world. Shortly afterwards medical publishers started to make their textbooks available on handheld devices.



**Mohammad  
Al-Ubaydli**

**Patients  
Know Best**  
Organization

**United Kingdom**  
Country

**patientsknowbest.  
com**  
Website

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# Transforming mindsets to honor childhood

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**"Our program empowers leaders. We use a learn-and-earn model: while people are in the training program they actually have a job to teach yoga to their own communities and share what they're learning."**

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**WHAT IF** tools for personal wellbeing were not only easily accessible to low-income communities, but a means of community and economic empowerment?

## Approach

Through Africa Yoga Project (AYP), Paige trains young, disadvantaged Kenyans to become professional yoga teachers by actively developing the market for their skills, including identifying and creating new market opportunities. At the same time, the model cultivates a culture of inclusion and community service, and makes the health and wellness benefits of yoga accessible to low- and middle-income communities. Teachers gain private employment teaching yoga, meditation, massage, or other wellness practices, and can add two years of entrepreneurship training lessons to develop products and services, such as studios, children's yoga, apparel and accessories for wellness, and more. Since 2008, AYP has reached 250,000 people a year with free and low-cost wellbeing services; trained over 100 yoga teachers; built vibrant, wellness-valuing communities in Kenya; created over 600 new part-time jobs and wellness programs in prisons, police training centers and juvenile halls.

## Person

After being deeply impacted by yoga, Paige Elenson became a full-time yoga instructor and teacher. In 2007, she went to Kenya to teach yoga to the young acrobats in Nairobi and what was supposed to be a one-time training grew into repeated trainings, and she founded Amani Circus, an arts and culture program for the internally displaced people camps around Kenya. She worked to spread the benefits of yoga to young people in the slum of Kibera who barely had enough to eat and, at the same time, she was earning thousands of dollars conducting short yoga classes at the United Nations in Kenya. She realized she could train the young people to give the classes at the UN and earn the money for themselves. So she co-founded the AYP to create a yoga training program and targeted unemployed youth living in Kibera.



**Paige Elenson**

**Africa Yoga Project**  
Organization

**Kenya**  
Country

**[africayogaproject.org](http://africayogaproject.org)**  
Website



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# Transform cities' welfare through city-wide learning labs

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"In every community, people are solving the problems they find. The opportunity to solve your problem is to find and help the problem solver solve more problems. It's really more about everyone having a changemaker attitude."

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**WHAT IF** every city could rapidly find and choose the best ways to solve local problems by activating changemakers?

## Approach

Citymart is a platform that helps over 50 global cities to transform their communities by strengthening their innovation capacity and sharing inspiring solutions and methods. It allows professionals and citizens to tap into relevant solutions in the international market to make more informed decisions, build transparent and service-oriented public spending, provide public access to data, and increased government accountability.

## Person

Sascha grew up traveling extensively and had a particular fascination with cities. He studied architecture and quickly realized that architecture in its traditional form was ill-equipped to make lasting change. He had a particular early focus on extreme urban conflict situations and designed a prototype for reforming community shantytowns in Caracas, Venezuela, that was featured at the World Habitat Conference. As a result of this work, Sascha co-founded a company, Interlace-Invent, which offered a consultancy service to cities looking for innovation, focusing on the shared interest of public and private leaders around growth and socioeconomic development. He developed strategies for innovation districts in Barcelona, Shanghai, Konstanz, and Bangkok, and realized that cities lack the tools and skills to implement ideas. To address this challenge, he created Living Labs Global in 2008 and its spin-off Citymart in 2011.



**Sascha  
Haselmayer**

**Citymart**  
Organization

**Global**  
Country

**citymart.com**  
Website

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# Achieving youth welfare through empathetic legal training

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"Instead of a whole load of adults sitting around and making decisions for the children, they are active participants in their health."

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**WHAT IF** the youth justice system could better address and prevent root causes of crime by being taught by youth?

## Approach

Just for Kids Law acts as a bridge between the criminal justice system and the social support available for young people, and it also transforms the youth justice system by training legal practitioners in best practice models for punishment mitigation and personal support. By training lawyers to reveal the reasons that might have led a young person to offend, Lambe is introducing empathy to the courtroom and allowing the root causes of a young person's criminal behavior to be addressed. Lambe offers a successful, multi-level solution that will fundamentally change how children experience the youth justice system.

## Person

Lambe is a barrister in the U.K. and an attorney in the U.S.A. When she was working in the U.S. in the '90s, she created Louisiana Crisis Assistance Center to combat systemic racial discrimination. The center provided intensive investigation and litigation to support the public defenders who were unprepared to serve the many youths who faced the death penalty. In 2006, Lambe founded Just for Kids Law. Through Just for Kids Law, she is reframing the way in which the criminal justice system interacts with children in the U.K. by training legal practitioners, advocating for legislative reform, and bringing legal expertise to tackle the root causes of youth offending.



**Shauneen Lambe**

**Just for Kids Law**  
Organization

**United Kingdom**  
Country

**[justforkidslaw.org](http://justforkidslaw.org)**  
Website

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# Redesigning information technology to support changemakers at risk

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"If you're living in a data society, then what impact does that have on people's political autonomy? Information on whether somebody is going to commit suicide is really important. On the other hand, having them on a list as somebody with a mental health problem may impact their ability in the future."

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**WHAT IF** journalists and activists had the right information and tools to make the decisions that would positively impact their personal security and wellbeing, as well as that of the communities they work with?

## Approach

Stephanie enables people working for social change to rethink their use of information technology and data in order to raise the effectiveness of their work. Tactical Technology Collective programs are built around a human-centered approach rather than technology. The organization puts the users, their aims, and their context first, and then helps them design or apply appropriate tools. Users have goals that range from data security to using data effectively to reframe public debates. Stephanie translates trends in information technology into practical tools and solutions that answer the specific needs of changemakers and stimulates the way they learn and adapt. She uses interdisciplinary camps, curricula development, and resources such as films and toolkits to support a whole field of professionals worldwide, facilitating the space for constant innovation within information technology for social change.

## Person

After working as a creative director and producer for a number of London-based multimedia companies, Stephanie decided to study information and interaction design and to play a role for advancing how digital technologies could support social impact. She worked with the Open Society Institute to establish their Technology Support for Civil Society program. After spending five years seeing firsthand the technology challenges faced by civil society organizations around the world, and finding out that support for this field did not exist, she founded Tactical Tech.



**Stephanie Hankey**

**Tactical Technology Collective**  
Organization

**Germany**  
Country

**tacticaltech.org**  
Website

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# Compassionate communities at the center of palliative care

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"We invited people to involve in palliative care and we incite the spiritual compassion. If you're compassionate, you cannot be compassionate just towards dying people, you are compassionate to your neighbor—you are compassionate to the humanity."

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**WHAT IF** communities were responsible for making palliative care more affordable and accessible for all?

## Approach

The Institute of Palliative Medicine (IPM) is the only institute focused on community-led care in Asia. Through the Neighborhood Network for Palliative Care (NNPC), IPM operates a network of 200 neighborhood-level units in 14 districts of Kerala (South India), bringing together 10,000 volunteers trained in palliative care, 60 full-time doctors, 150 staff nurses and 200 auxiliary nurses to serve over 2,500 patients a week. Each neighborhood-level care unit raises funds and employs doctors and nurses as needed to support their work locally. The volunteers provide home care, which removes the financial burden on the healthcare system and the patient's family.

## Person

When Suresh worked as an anesthesiologist, he experienced the frustration of doctors who wanted to do something to control pain and reduce the suffering of terminally ill patients. Because such care wasn't possible within the existing healthcare framework in India, he co-founded the Pain and Palliative Care Society, which initially focused on biomedical support for terminally ill patients. It eventually grew to encompass 24 palliative care medical centers. Through this work, Suresh realized that the social issues associated with terminal illness were a more significant obstacle to quality care than the illnesses themselves. He became convinced that any comprehensive palliative care initiative had to be community-driven, and subsequently, he established the Institute of Palliative Medicine in 2003.



**Suresh Kumar**

**Institute of  
Palliative Medicine**  
Organization

**India**  
Country

**[instituteofpalliative  
medicine.org](http://instituteofpalliativemedicine.org)**  
Website



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# Ashoka Fellows Index

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## Ana Lúcia Villela

### Alana

Location: Brazil

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## Bedriye Hulya

### b-Fit

Location: Turkey

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## Eva Marszewski

### Peace Builders

Location: Canada

Pages: 5, 14, 19, 21, 23, 33, 34, 37, 41, 47, 64

## James Wuye

### Interfaith Meditation Center of the Muslim- Christian Dialogue

Location: Nigeria

Pages: 5, 14, 21, 29, 33, 34, 37, 41, 47, 65

## Jean Claude Rodriguez

### Puddle

Location: United States  
(based on a model used in  
Guatemala and Spain)

Pages: 14, 24, 34, 66

## Jerroo Billimoria

### Child & Youth Finance International

Location: India, the  
Netherlands, and over 120  
countries worldwide

Pages: 5, 14, 19, 21, 23,  
29, 37, 41, 44, 47, 56, 57,  
58, 67

## Krystian Fikert

### MyMind

Ireland

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45, 47, 68

## Laurindo Garcia

### B-Change

Location: Asia

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## Lone Koldby

### Aktivitetdosetten

Location: Norway

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## Mohammad Al-Ubaydli

### Patients Know Best

Location: United Kingdom

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## Paige Elenson

### Africa Yoga Project

Location: Based in Kenya,  
with impact spreading  
throughout East Africa

Pages: 5, 15, 19, 21, 23, 29,  
30, 33, 39, 41, 45, 47, 72

## Sascha Haselmayer

### Citymart

Location: over 50 cities  
worldwide

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27, 29, 33, 43, 45, 46, 73

## Shauneen Lambe

### Just for Kids Law

Location: United Kingdom

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## Stephanie Hankey

### Tactical Technology Collective

Location: based in  
Germany, working  
worldwide

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29, 37, 41, 47, 75


## Suresh Kumar

### Institute of Palliative Medicine

Location: India

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A young boy with a joyful expression is the central focus, wearing a white t-shirt. He is on an outdoor basketball court, with a basketball hoop and backboard visible in the background to the left. The scene is set against a backdrop of green trees and a clear sky. A semi-transparent dark grey overlay covers the lower half of the image, where a quote is displayed. Two thin orange horizontal lines are positioned above and below the quote text.

“The part can never  
be well unless the  
whole is well.”

—Plato



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