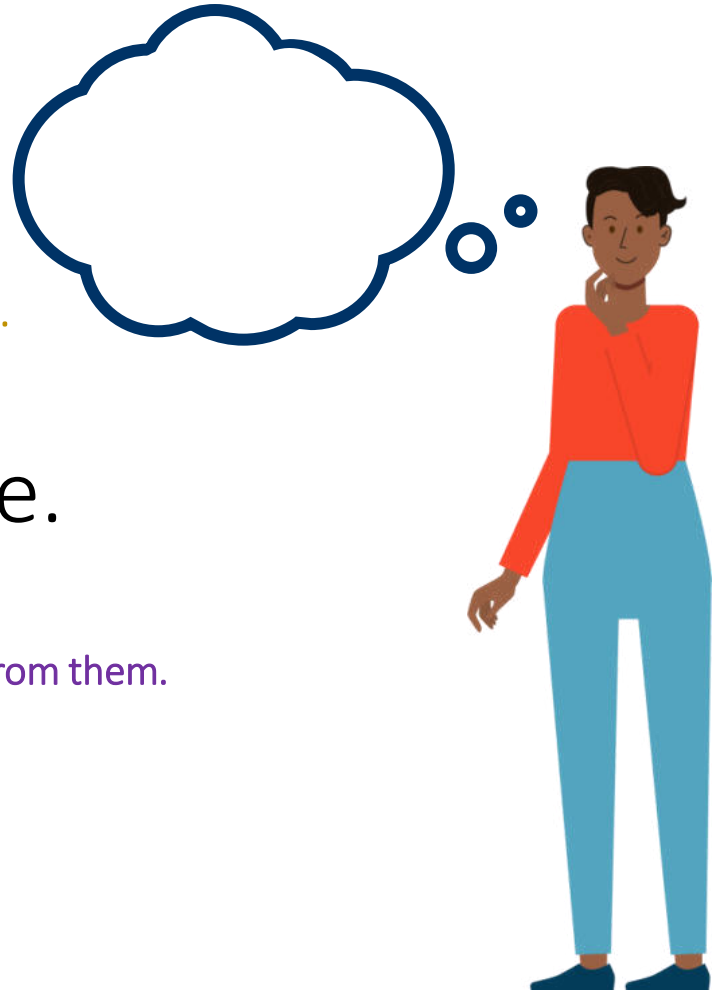
Systems-Changing
Social Entrepreneurship for Local Development

Olga Shirobokova
Director, Ashoka Visionary Program
Partner, Ashoka Globalizer

Young people who leave and never come back.

The shop, the school, the clinic that closed last year.

The farm or the family business with no one left to inherit it.



We are here today because we care.

Decisions about communities made far away from them.

You have taken some action already.



You might have recognized a gap between what you can do directly and the real scale of the problem.



It’s hard not to get upset.



There is hope.





Maria Montessori

Italy

Photo credit: montessori150.org



Andrija Štampar

Croatia

Photo: Andrija Štampar Travel Diary 1931–1938 archive, as published in Robert Bajruši, "Kako je Andrija Štampar doživio Kinu," Jutarnji list, 8 April 2020.



Jimmy Wales

USA, founder of Wikipedia
Ashoka Fellow


Nneka Mobisson
Nigeria, founder of mDoc
Ashoka Fellow
Photo credit: Gates Archive/Nyancho NwaNri

Bart Weetjens

Belgium/ Tanzania, founder of Apopo

Ashoka Fellow



Video

Photo credit: Apopo



Ursula Sladek

Germany, founder of EWS Schönau
Ashoka Fellow



Ole Kassow

Denmark, founder of Cycling Without Age

Ashoka Fellow



Dorica Dan

Romania, founder of Prader Willi Association of Romania

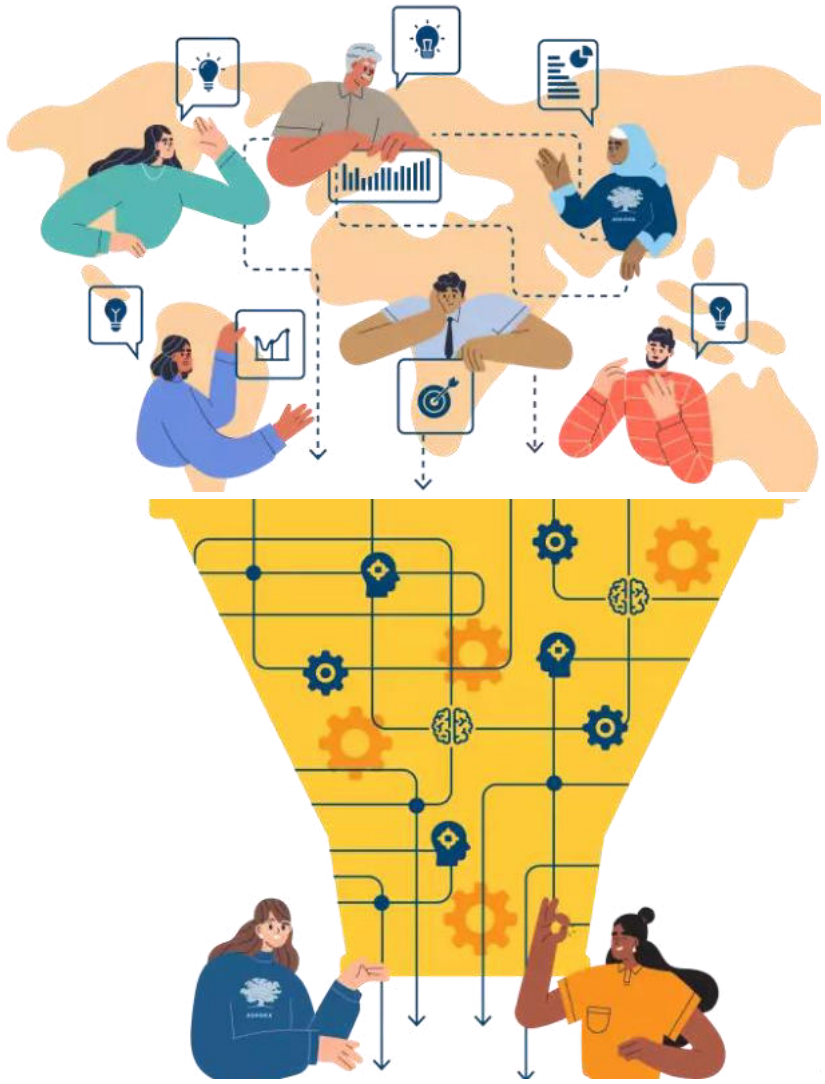
Ashoka Fellow

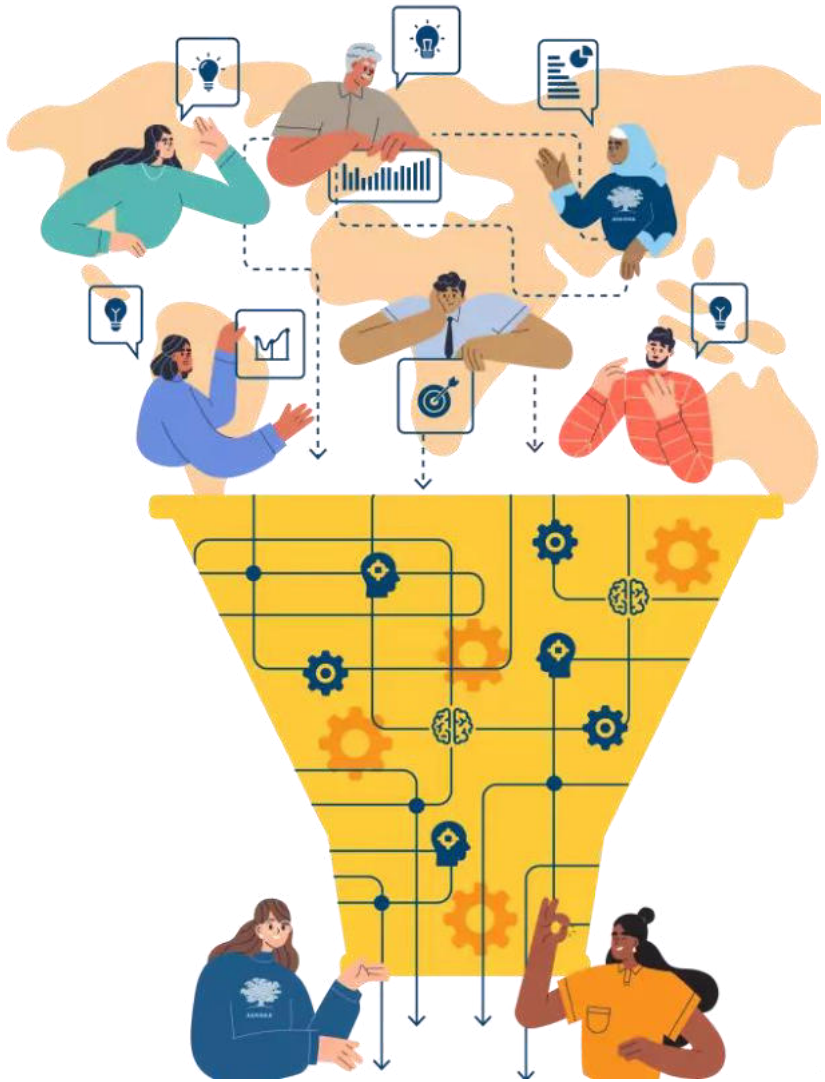
Photo credit: personal archive of Dorica Dan

4000

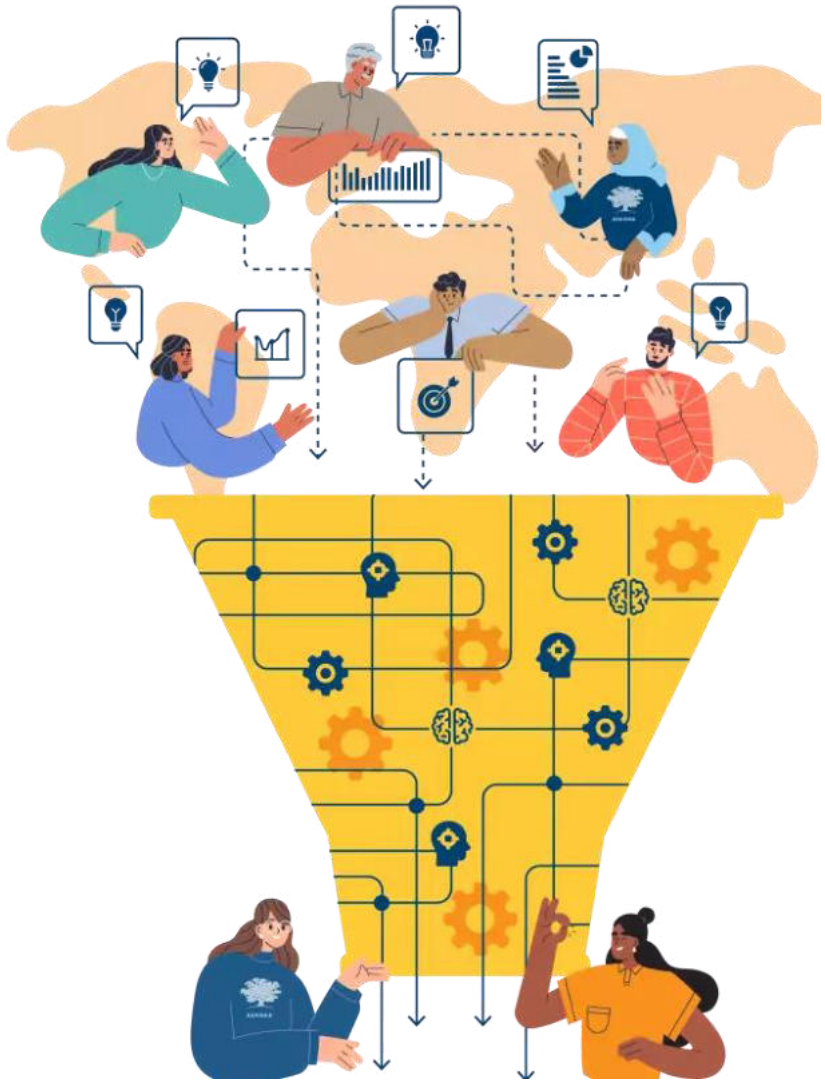
systems changing social entrepreneurs

in 100 countries





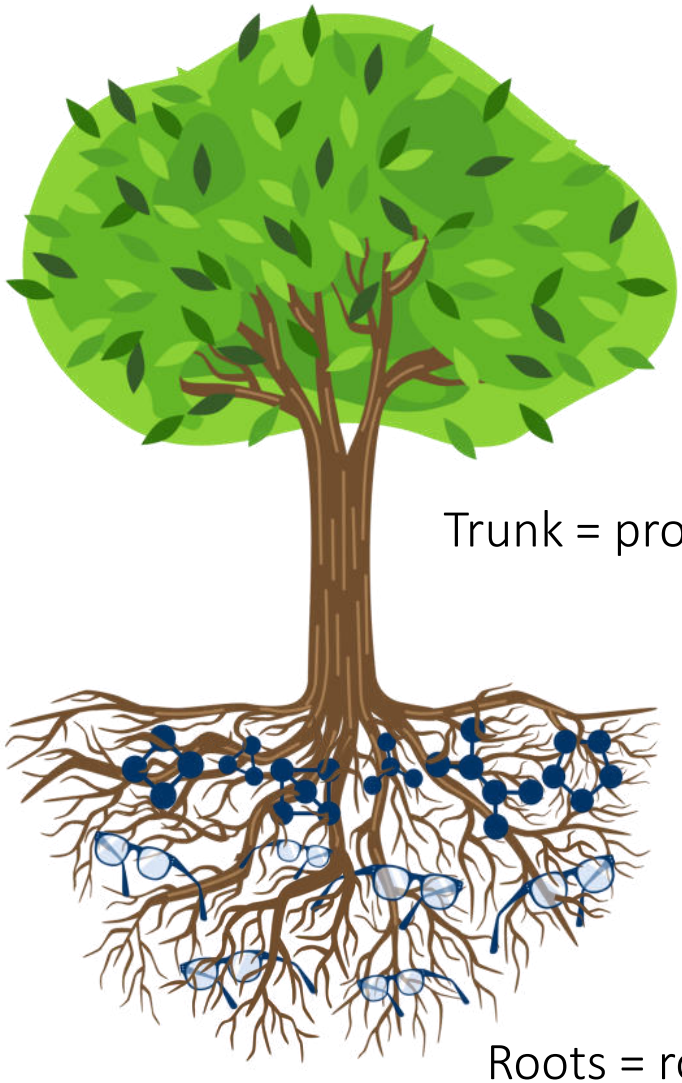
Growing impact ≠ growing organization



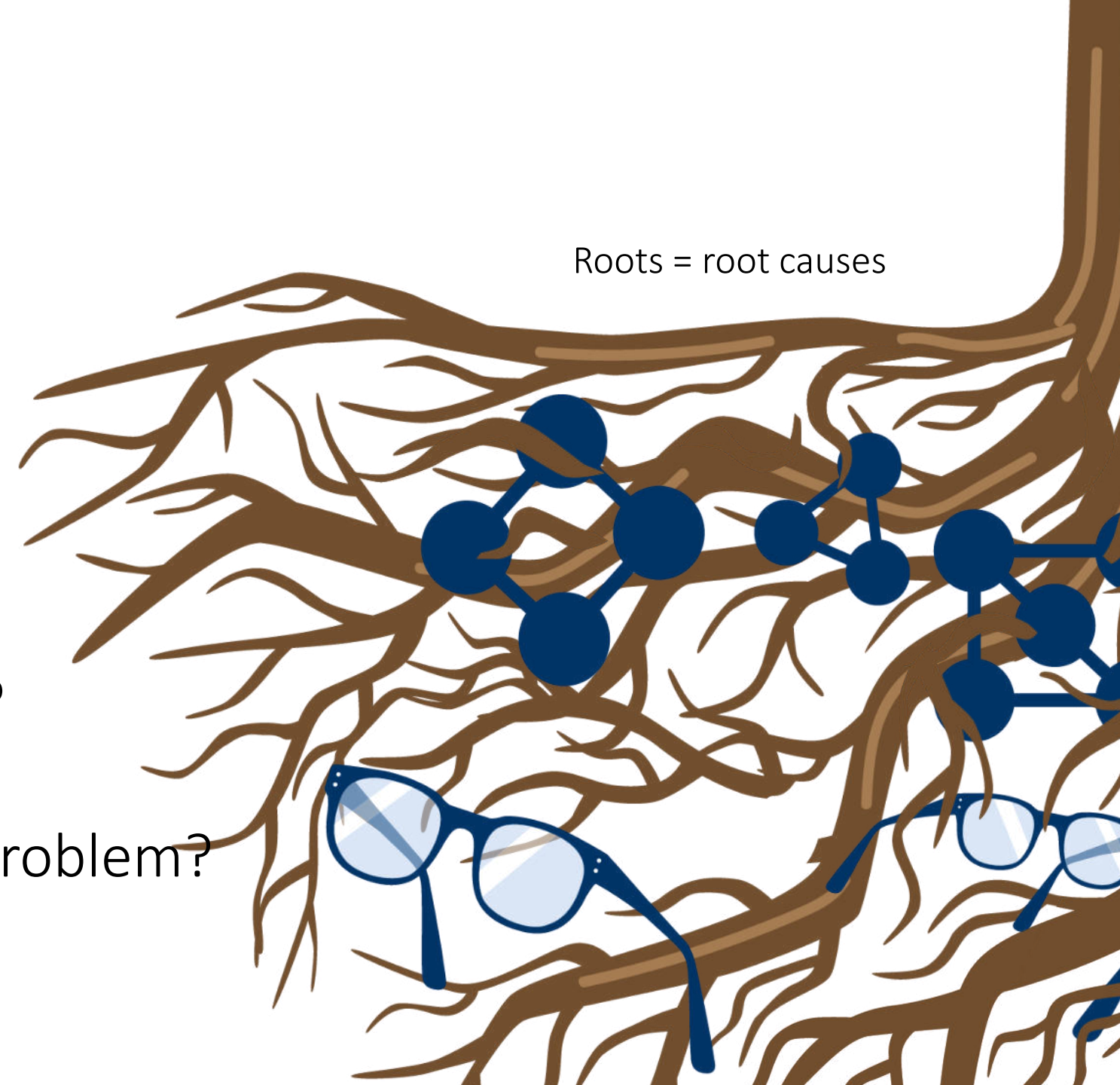
Growing impact = shifting the conditions holding the problem in place

This requires a good understanding of the problem.

Let’s visualize a problem as **a tree.**



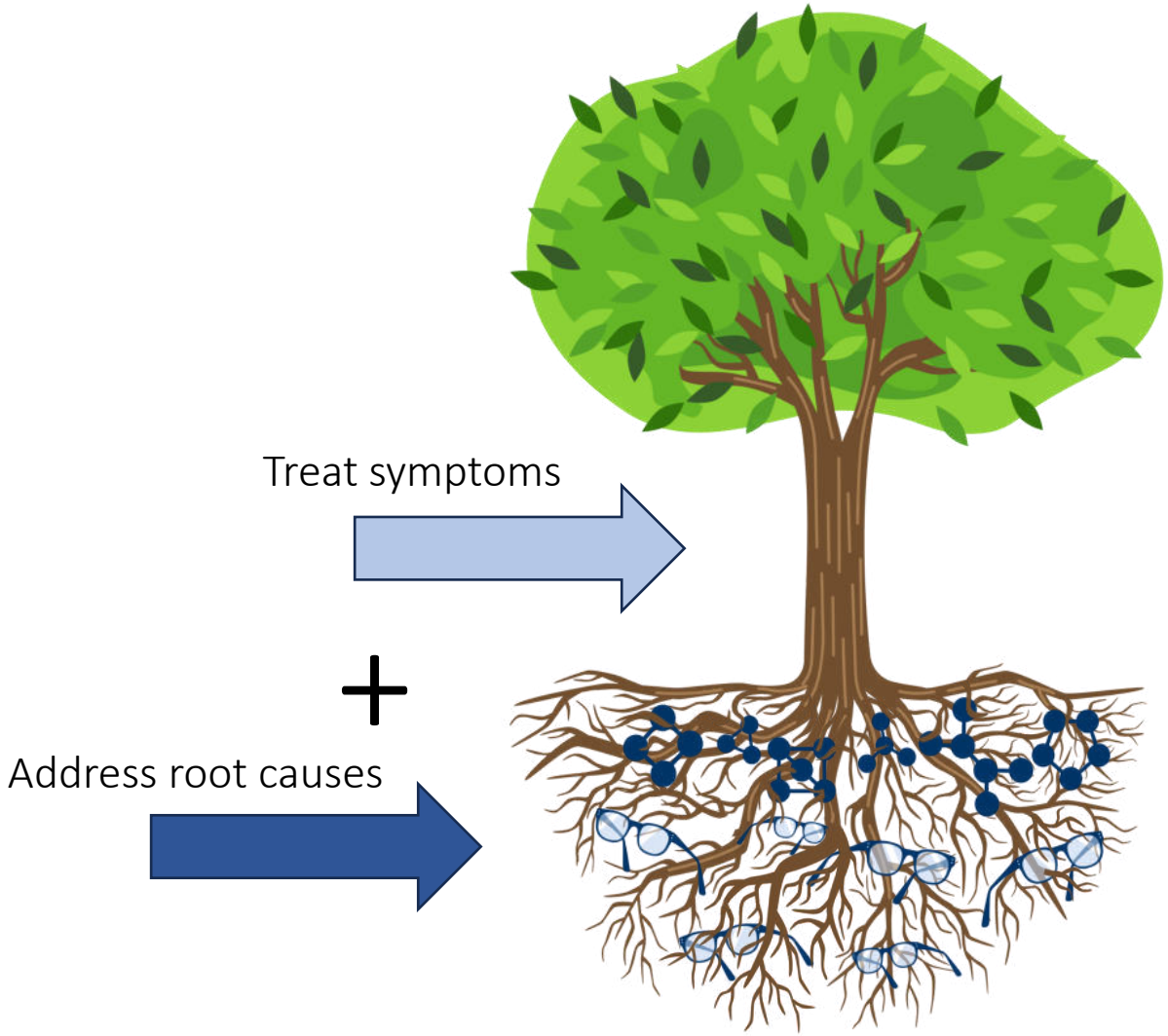
Roots = root causes



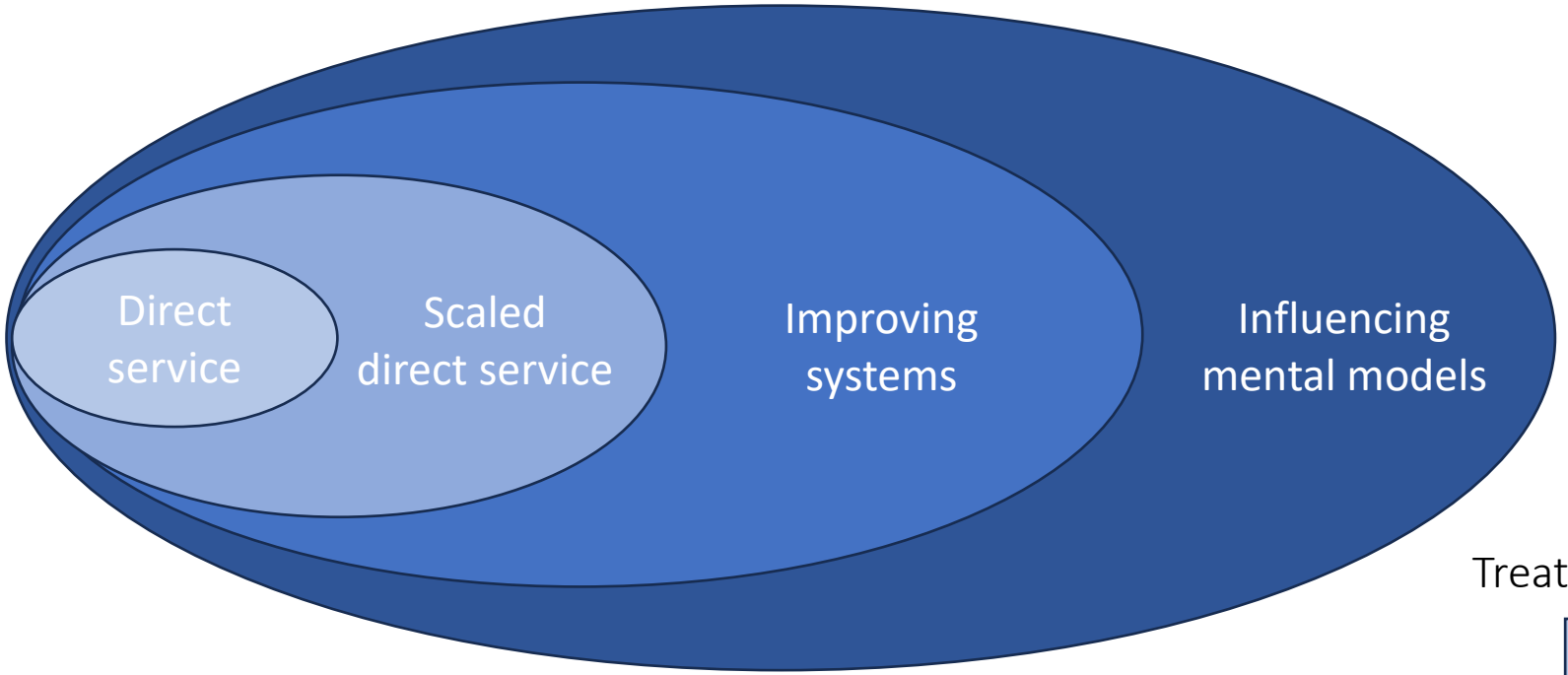
- What are the **root causes**?
- What are the **systems and mindsets** underlying the problem?

We can address a problem in multiple ways.

We need a combination of approaches.

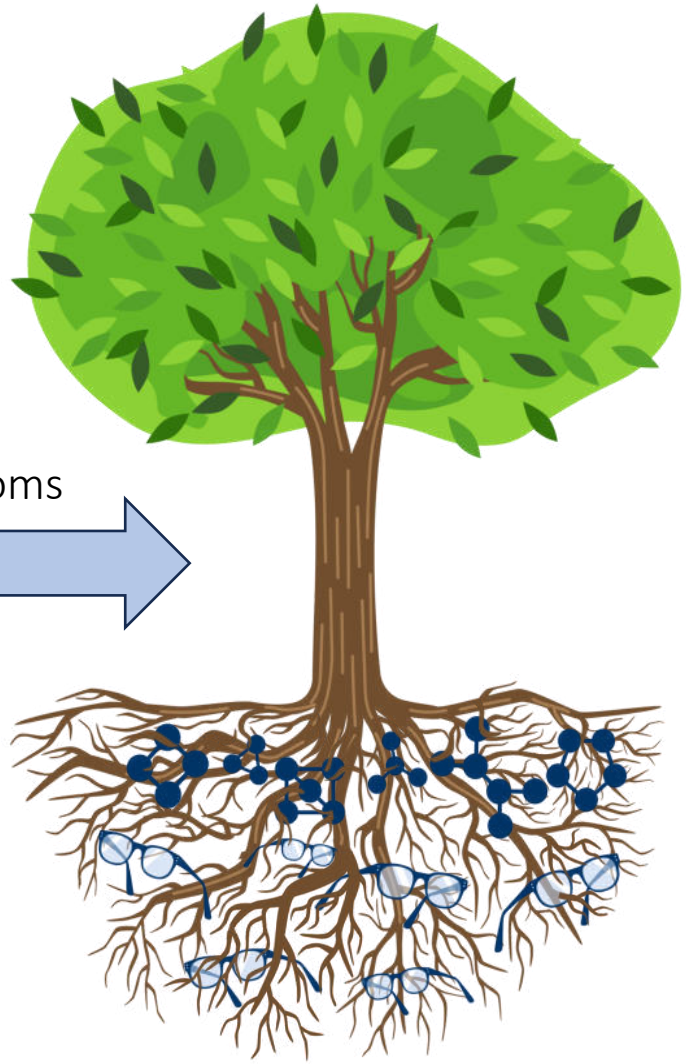


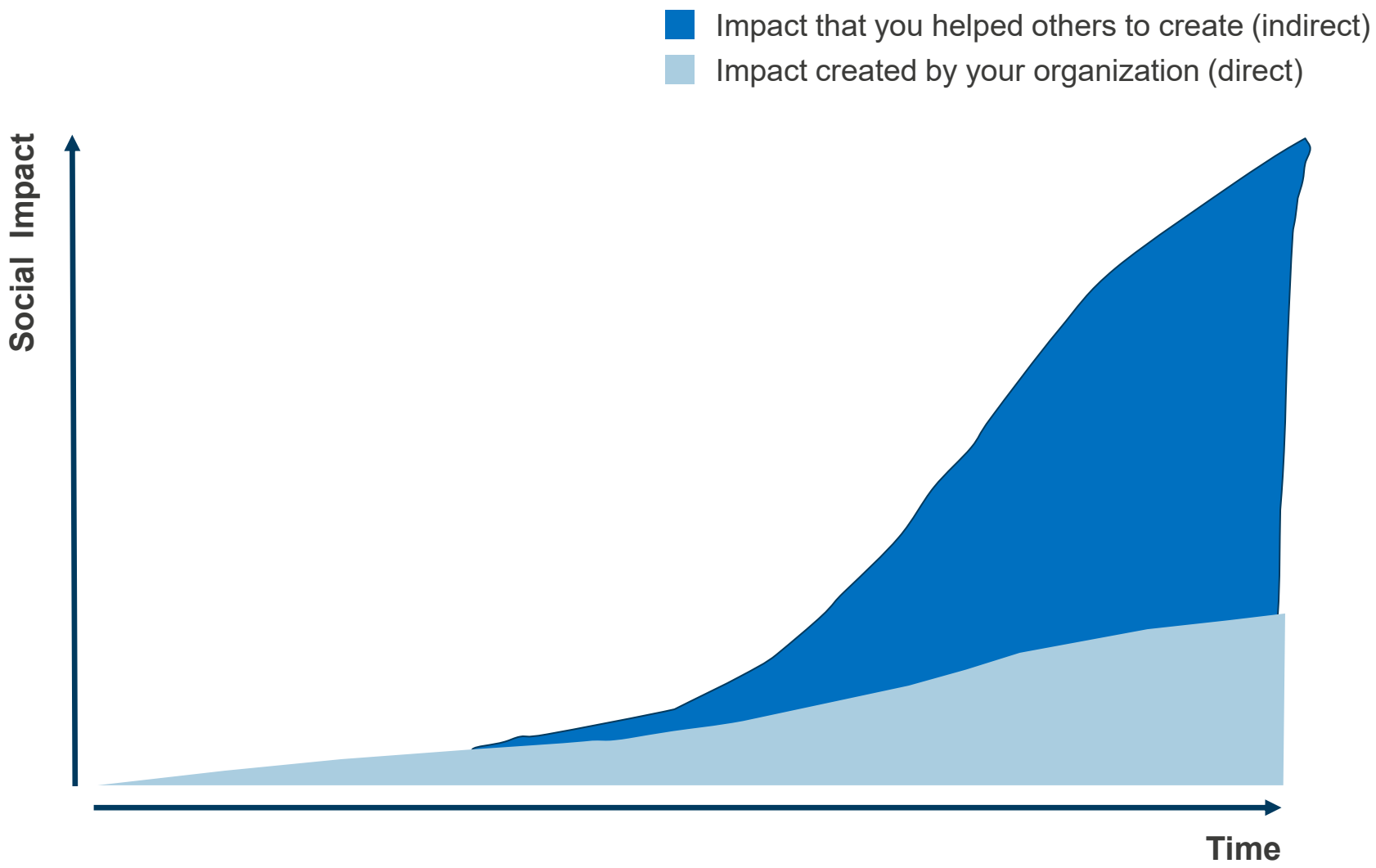
Approaches to addressing a problem



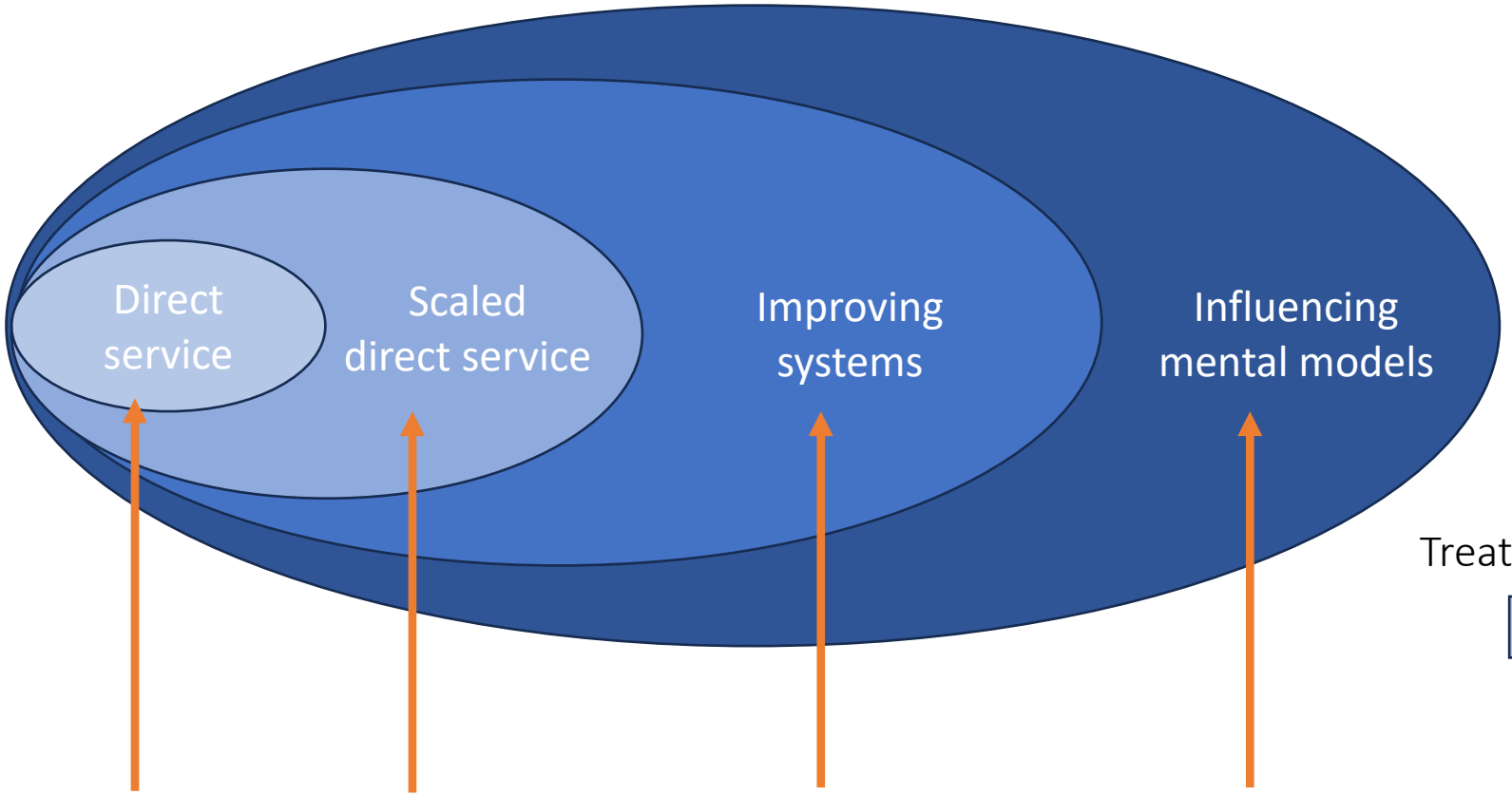
Treat symptoms

Address root causes



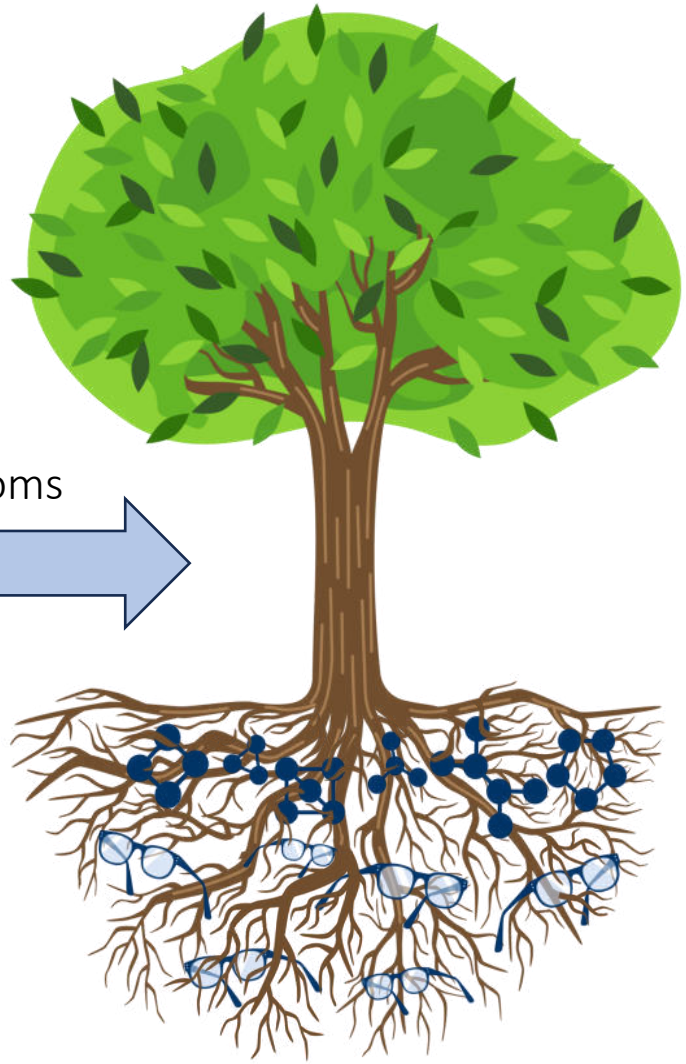

Impact that you helped others to create (indirect)
Impact created by your organization (direct)
Social Impact
Time

Each approach would require a different type of work and skills.

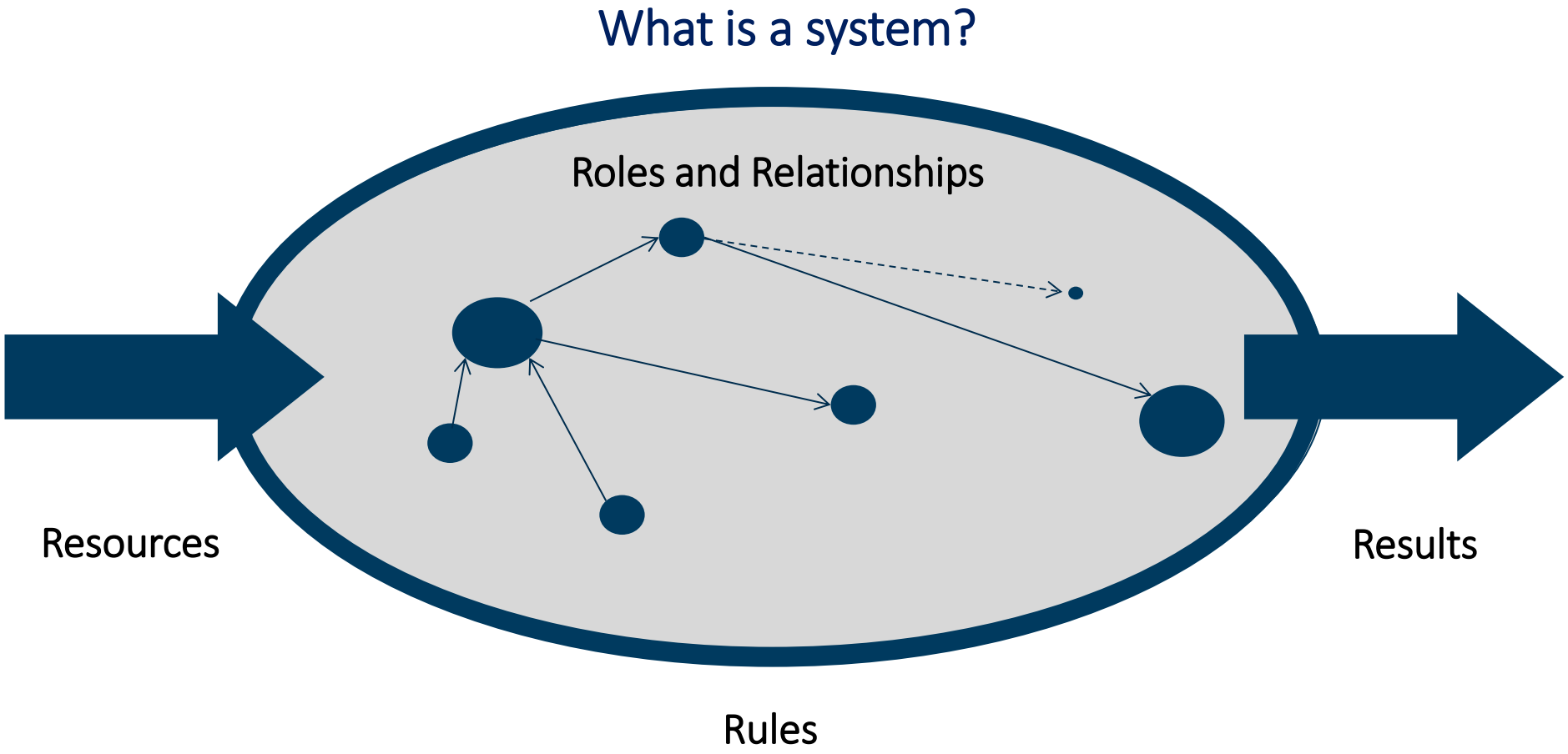


Treat symptoms

Address root causes

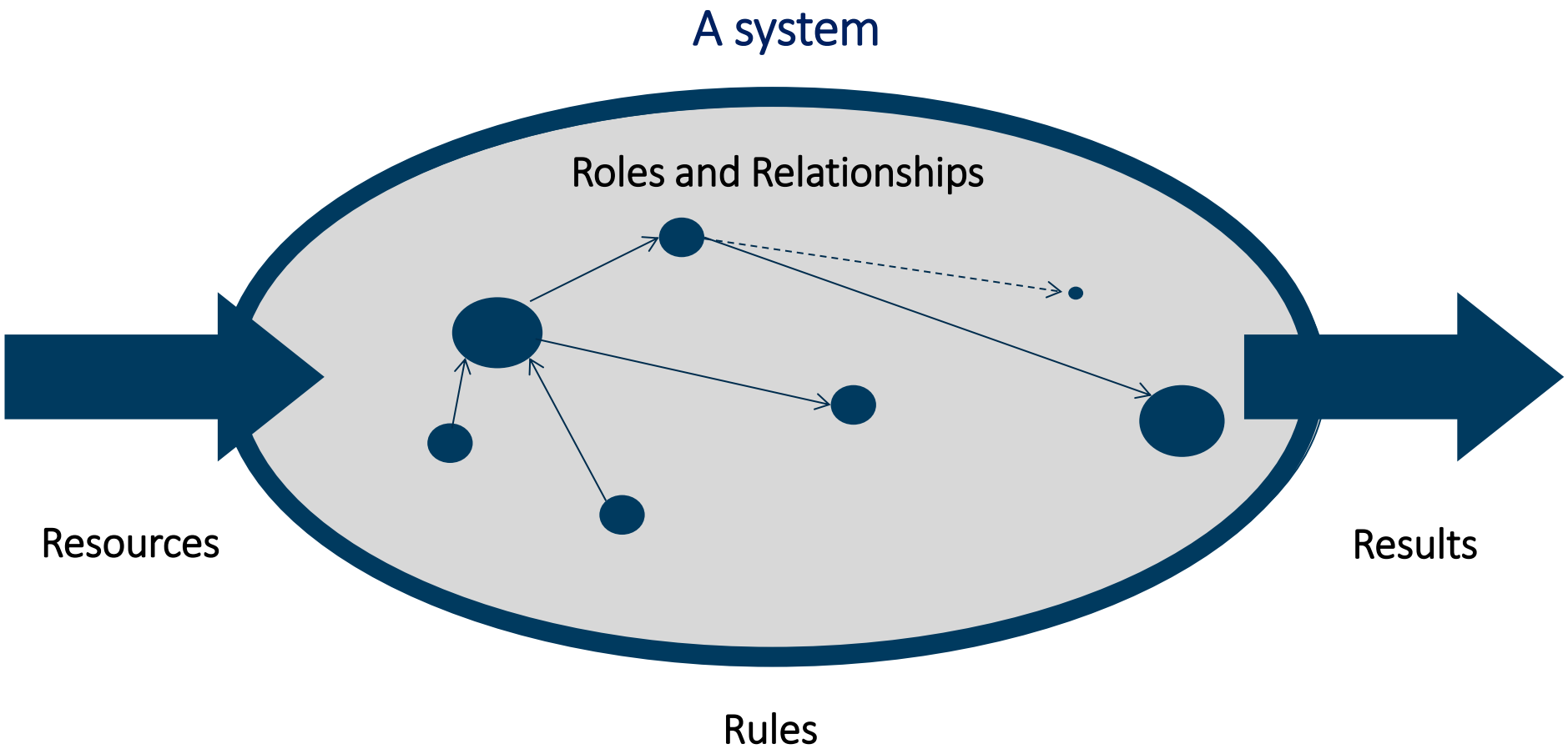


Speaking the systems language



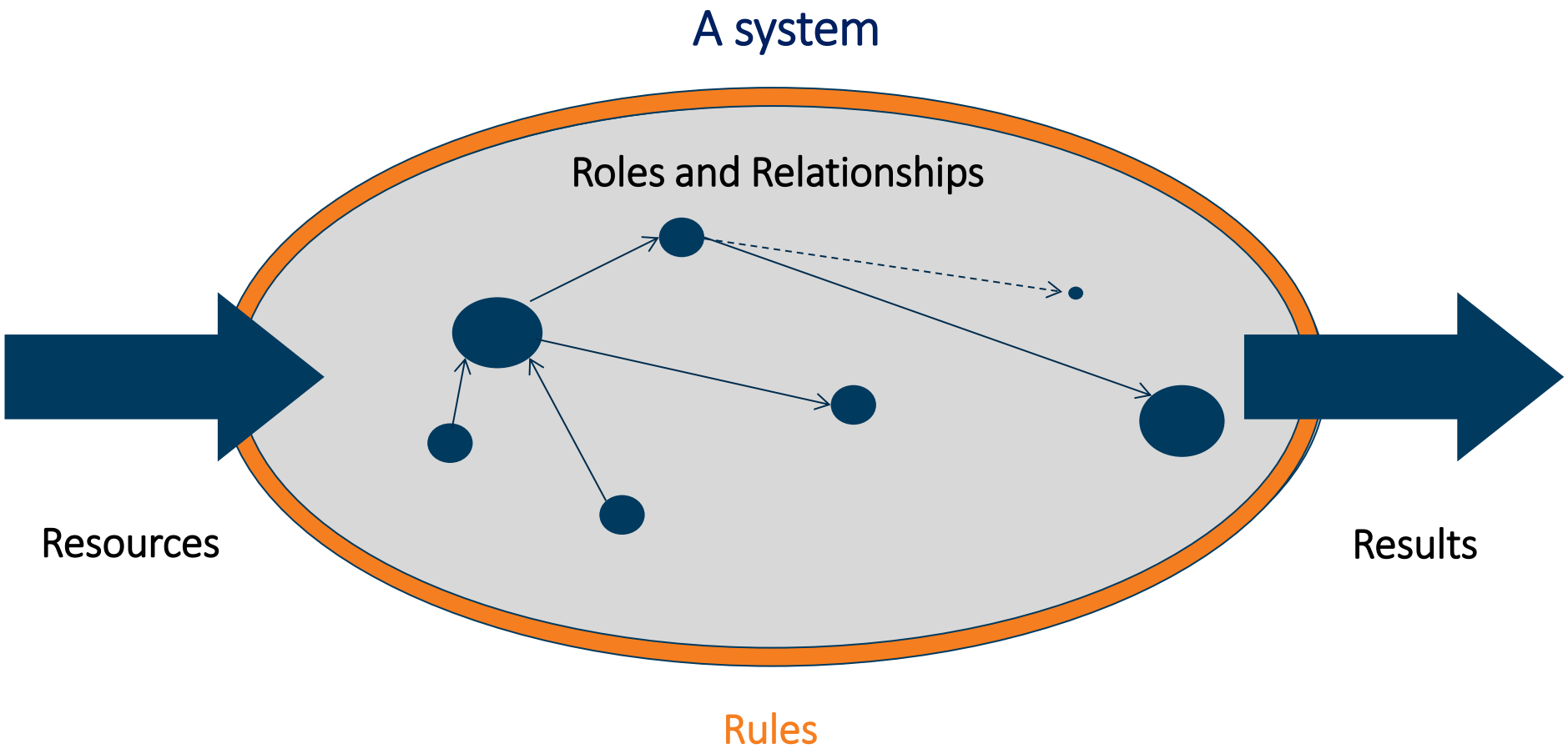
5R Model developed by USAID

Ways to change a system



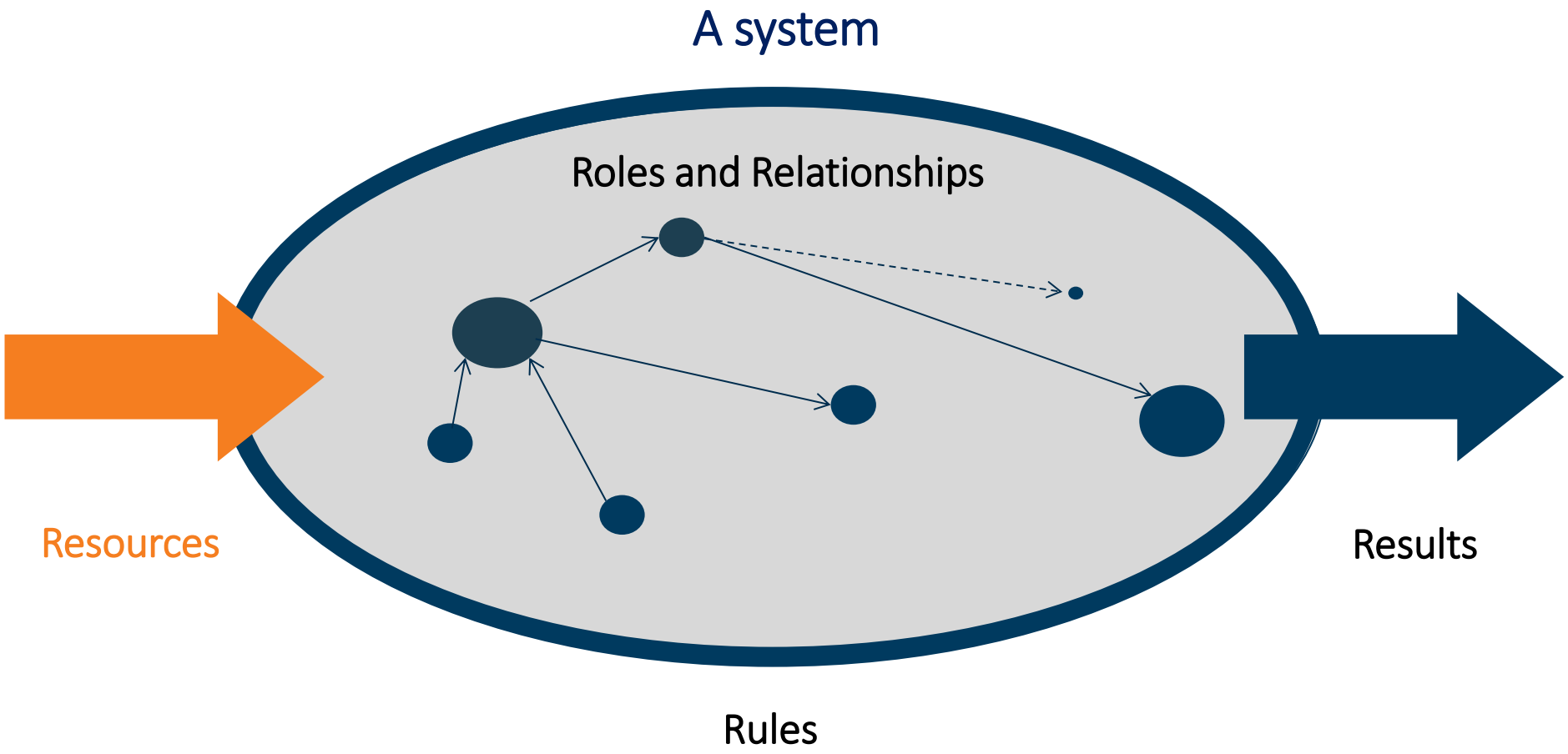
5R Model developed by USAID

Ways to change a system



5R Model developed by USAID

Ways to change a system



5R Model developed by USAID

A national network of role-models & mentors for rural youth (30.000 participating today)

Redefining the narrative about equal opportunities

Building an ecosystem of support –

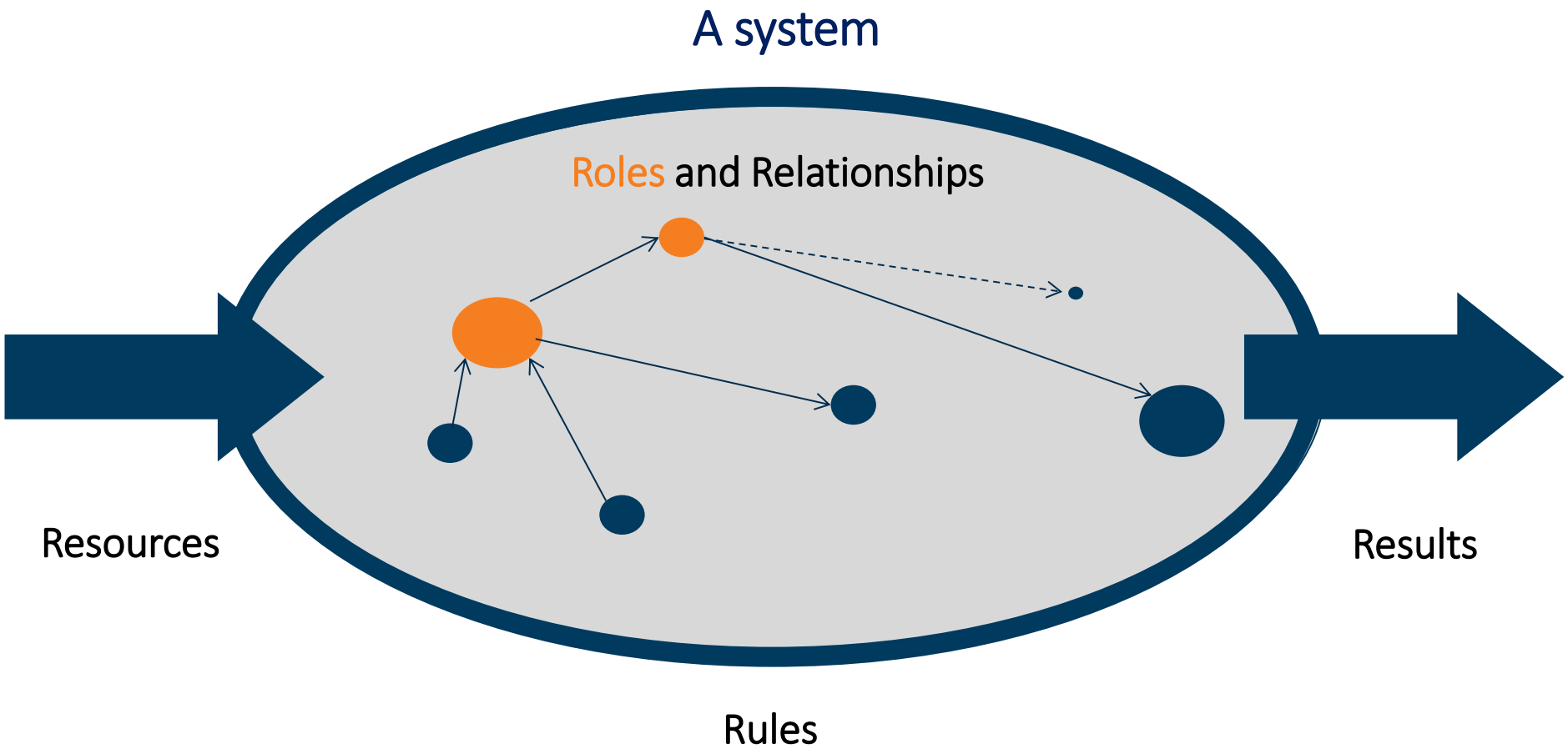
- connection with NGOs,
- cultural institutions,
- internship opportunities
- support for teachers.

10 millions de jeunes grandissent loin des grandes villes et font face à un éloignement des opportunités, une forte autocensure, l'absence de figures d'incarnation... un parcours jalonné d'obstacles liés à leur origine géographique.

Salome Berlioux,
France



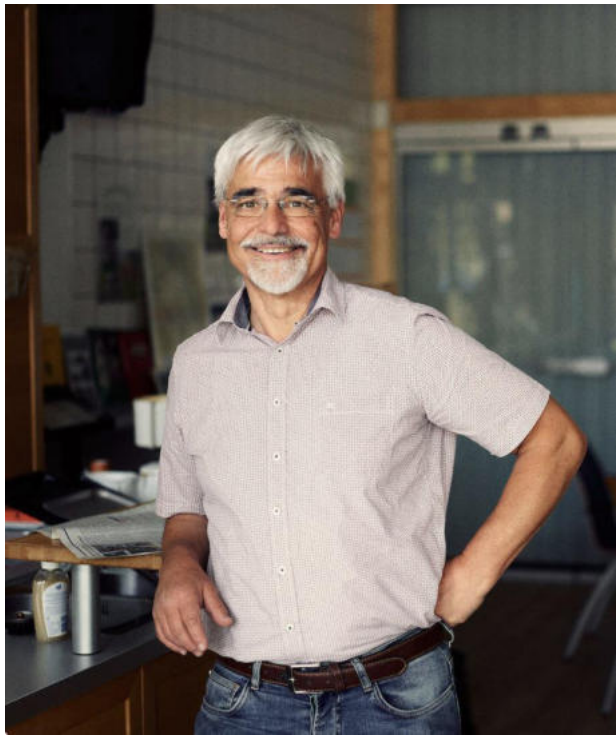
Ways to change a system



5R Model developed by USAID

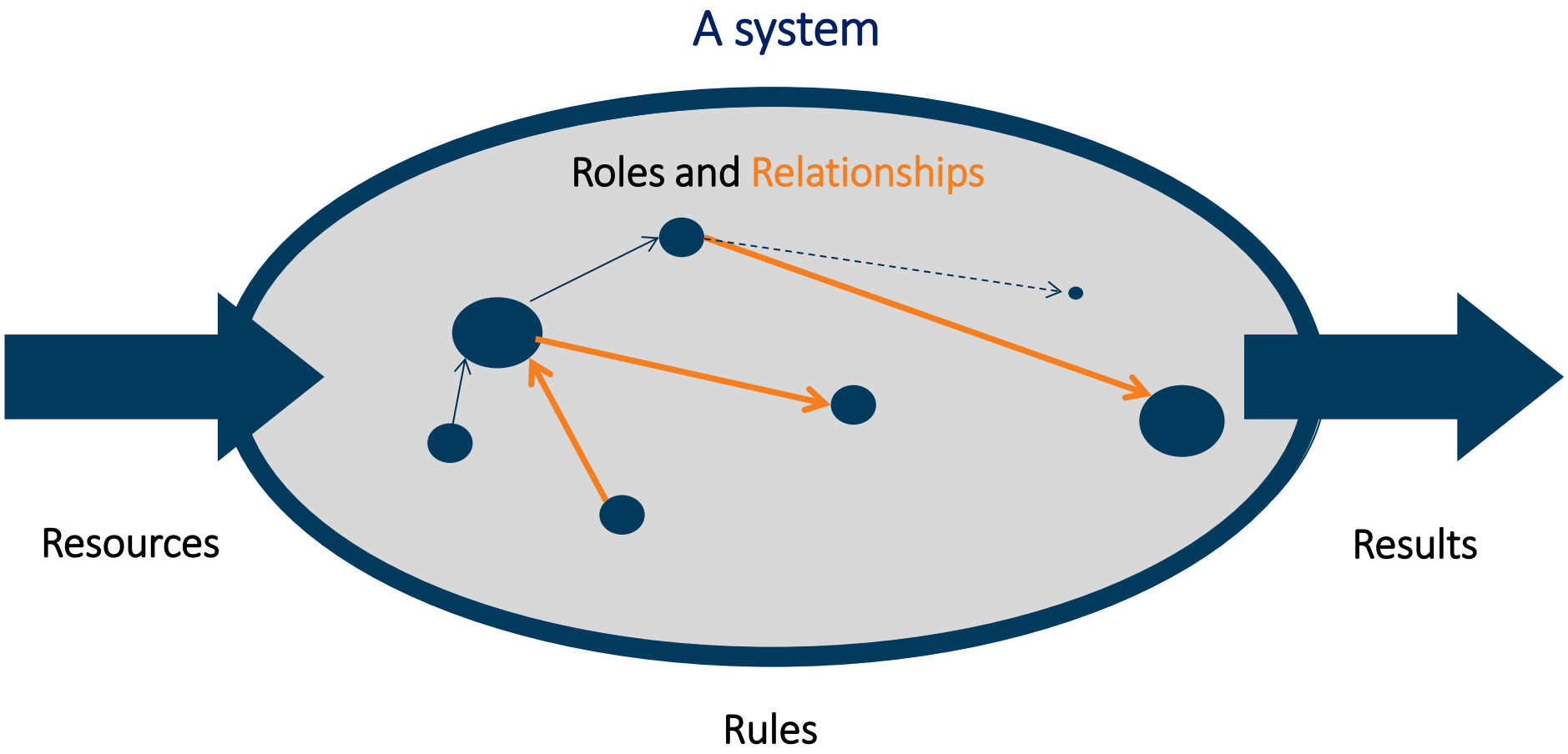


Lebensmittel
Dienstleistungen
Sozial-medizinische Versorgung
Kommunikation
Kulturangebot
DOR
ZENTRUM
Lebensqualität
lebenslang



Heinz Frey
Germany

Ways to change a system



5R Model developed by USAID

relevo rural

CAMINA HACIA
UNA NUEVA
RURALIDAD





Iván del Caz de Diego
Spain

HOF sucht BAUER

ICH GEBE AB ICH SUCHE HOFBÖRSE BERATUNG ÜBER UNS MAGAZIN





Christian Vieth
Germany

1. A change in systems and mindsets brings deepest impact

2. Improving relationships in a system might be the lowest hanging fruit

3. Enabling people to be changemakers is liberating

Ashoka's free online course

Systems change masterclass

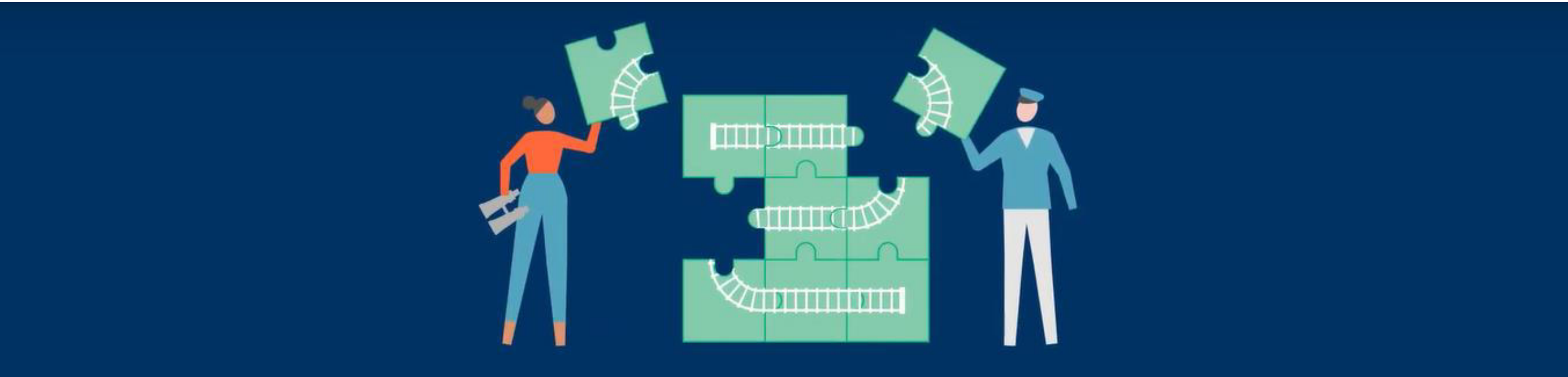
can help you with analyzing the problem and defining the targeted shifts in systems.



Ashoka's free online course

Working with government as a pathway to systems change

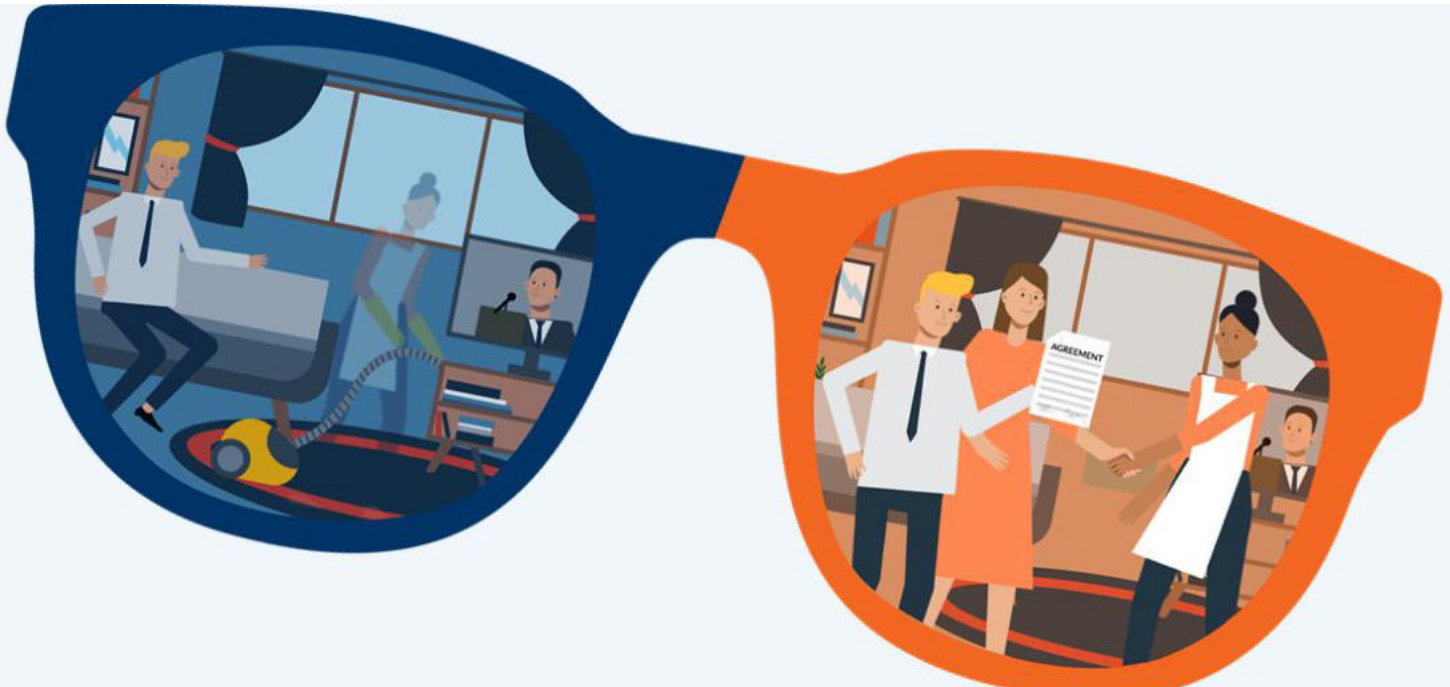
can help you formulate milestones in working with government for systems change.



Ashoka’s free online course

How to influence the way people think to change how society works

can help you design a narrative environment that will help addressing the problem.



Find inspiration from Ashoka Fellows here:

Tedx Talks

YouTube conversations
“Welcome Change”

Systems Change Podcast

Case Study Library


Come study with us in-person at
ASHOKA VISIONARY PROGRAM

A TRANSFORMATIVE LEARNING JOURNEY:

1

Changemaking &
systems-level impact

26-28 November, 2026

2

Shifting mindsets &
scaling solutions

21-23 January, 2027

3

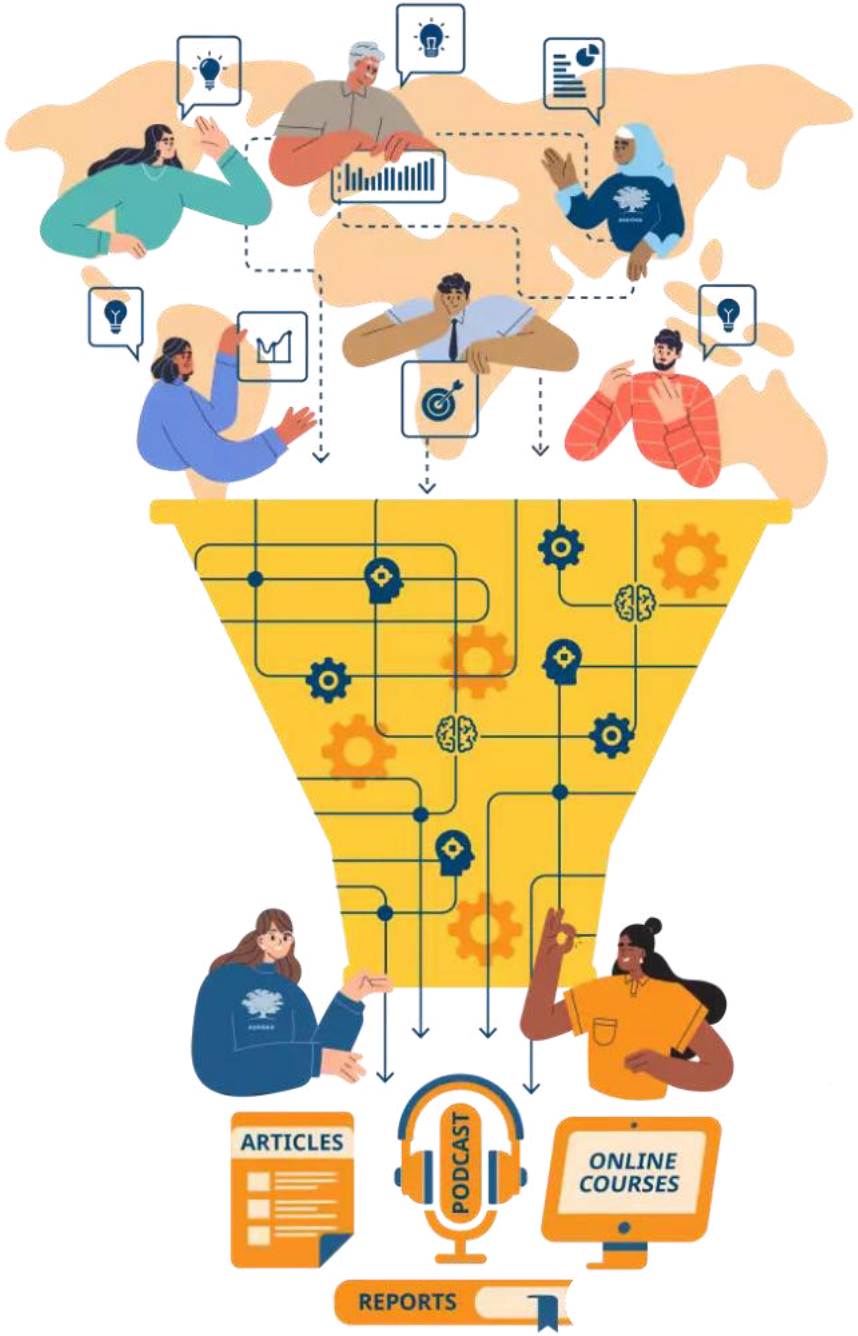
Multistakeholder collaboration
& hybrid funding for systems change

4 - 6 March, 2027

4

New leadership &
systems storytelling

15-17 April, 2027



Let’s stay in touch!

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Partner at Ashoka Globalizer
oshirobokova@ashoka.org