

**HELLO  
ACCELERATOR**

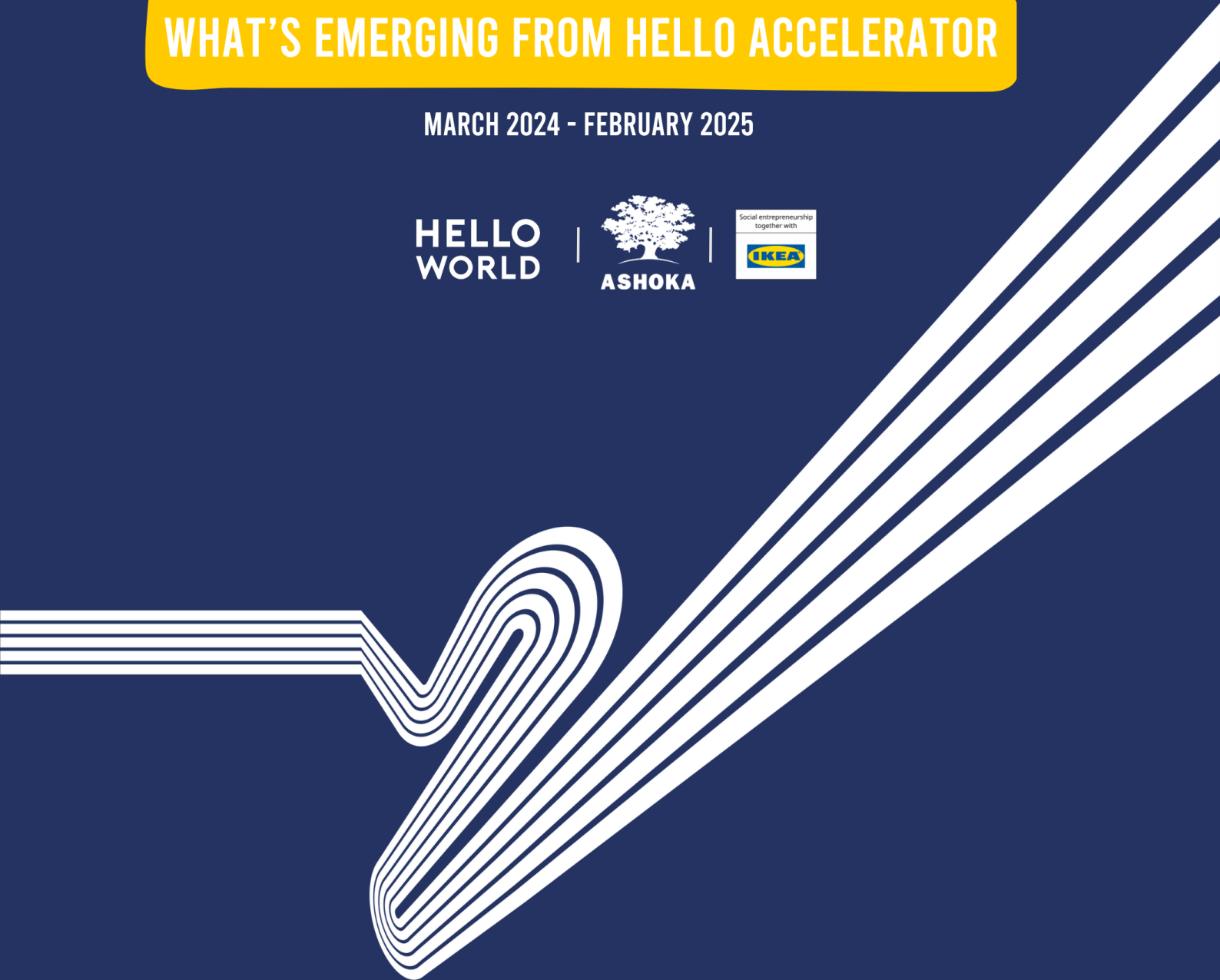
a global platform accelerating impact through collaborations to design innovative solutions for and with people on the move.

# A YEAR OF CHANGE IN ACTION

**WHAT'S EMERGING FROM HELLO ACCELERATOR**

MARCH 2024 - FEBRUARY 2025

**HELLO  
WORLD**



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*Please note that all underlined words in this report include links to relevant webpages or documents.*



# EXECUTIVE SUMMARY

“Complex problems require collaborative solutions.” This is the basis of the Hello Accelerator program, focused on the intersection of people on the move and work in Europe and Latin America. Going beyond an individual accelerator approach, it seeks to **gather the best thinkers and doers from different stakeholder groups together with systemic social entrepreneurs, to find solutions** for the sector as a whole. The results from the process will serve as a roadmap to many key leaders – over corporations, local organizations, or cities and countries – to develop better solutions that are practical, proven and scalable to enable all people on the move and communities that welcome them to thrive as changemakers for the good of all.

**This report summarizes the first year of this project**, spanning from March 2024 to February 2025, **and gives an overview of what is next**. It works through the different activities carried out, providing numbers and results, a list of main learnings throughout the process, an outline of what the next phase will look like, and, **with systemic impact in mind**, highlights a few “signs of change” that point towards potential massive impact unfolding. Finally, an appendix captures words from the participants, describing the impact of this process on their work and lives.

The Hello Accelerator’s first phase involved a sequential process to **scope** the topic and defining geographies, **map over 500 disruptive leaders** across Europe and Latin America and **interview over 100**, and **select two cohorts of 18 participants** to engage in a 5-month acceleration process (see the list of members on p. 7). Additionally, we built an “Insights Network” (or “Red de Apoyo”) with over **100 top leaders to give feedback** and validate the cohorts’ work. The report gives links to some of the **insights developed**, including systems maps and pathways for change. Indeed, one of the key aspects of this process involves intertwining these networks of leaders and providing guidance so that they become co-owners and multipliers of the impact and change we aim for. Some of this impact is already happening.

In addition to the sequential activities, we built key, ongoing processes to directly **support social entrepreneurs** in our wider network (over 180 leaders globally), **sharing key knowledge** with the sector, and a **communication strategy** with a series of publications, online presence and in-person events, reaching over 8,600 people globally in different ways.

**Learning has been a central theme in the process** itself, for the cohort members as well as for the teams of teams that have been involved in designing, implementing and shaping the Accelerator. Amongst the learnings captured, it is worth highlighting a few: the value of building learning spaces to provide thought leadership to a sector that needs it; the priority of network cultivation in the midst of the programming, with a constant push towards diversity and a commitment to engage (rather than tip-toe over) creative tensions; the power of focusing on relationships and the whole person instead of just meeting deadlines, and, as a corollary, being ready for constant clarifying conversations around roles and commitment. Also, we explore the creative ways to layer and intersect multiple communities so that all key stakeholders contribute successfully.

As we look towards the future, it is **key to pause and recollect how much impact is already being generated** through relationships and collaborations that are happening both within and beyond our purview. With the social entrepreneurs at the centre, we are already seeing ideas being appropriated and spread, new organizations happening and other networks and organizations asking to replicate the accelerator. This, in addition to the 5 specific ideas for prototyping that will become the aim of Phase 2 (see p. 13 for a summary description).

This report marks our transition into a new phase which, although it certainly builds on the insights, learning, and networks of the first phase, it is a completely different process. **Over the next months, we will be hosting and guiding five working groups from both regions** to test some of the ideas through an intensive prototyping process. In parallel, our team will **increase the efforts in knowledge and narratives** development and ensure they can be accessible and useful to many different players in the field of migration.

We are looking forward to the challenges ahead, encouraged by the value and relationships already generated, confirming our core belief that intentional, serious **collaboration is the only pathway for the scale of systems change we need**.

# HIGH-LEVEL CONTEXT

Economic hardship, climate change, conflict and political instability are forcing over **281M people to leave their homes and pursue “opportunity, dignity, freedom, and a better life.”**<sup>1</sup> How can we ensure that migrants are not exposed to exploitation, that refugees receive the support that they need, and that all people on the move are seen and empowered as changemakers eager to contribute for the good of all?

Analysing complex and multidimensional challenges for people on the move reveal a **lack of innovation** in the field, persistent **silos in the system**, outdated legal frameworks, and **polarizing views on migration**, dividing society. The program addresses these by **supporting social entrepreneurs**, gathering them with key stakeholders **to build collaborative solutions**, and sharing insights from changemaking **to scale impact**.

## Current situation in the migration field

The past years have brought major shifts in political structures around the world, pushing a negative narrative around migration to a central place in increasing polarization. As openly anti-migrant politicians win elections in countries with large numbers of people on the move, policies are being implemented, and funds for migration programs cut in ways that truly damage the ecosystem and make many migrants more vulnerable than before. In this sense, the environment for initiatives like ours has become more difficult. Many of the organizations we work with have lost significant chunks of vital funding overnight, some having to close their doors permanently. Indeed, many approaches that worked before are now unfeasible. This has made practically all actors in the sector ask hard questions about priorities and effectiveness as we move forward.

Yet, two things remain unchanged: first, many countries (especially in Europe and North and South America, where Hello operates) need migrants for their workforce to survive and to thrive economically. Second: people will continue to move and seek a better life, whether it is due to economic opportunities, or urgent, life-threatening circumstances. This means that companies, cities, education and healthcare systems, and countries will need real, implementable solutions that cut through the noise to enable effective

and safe movement and serious welcoming strategies that bring value to all. With this in mind, we are more convinced than ever that our approach is needed: the only way forward is through deep collaborations and practical approaches. Or, to use a phrase we use to describe our work: “complex problems require collaborative solutions.”

## Objectives of the program

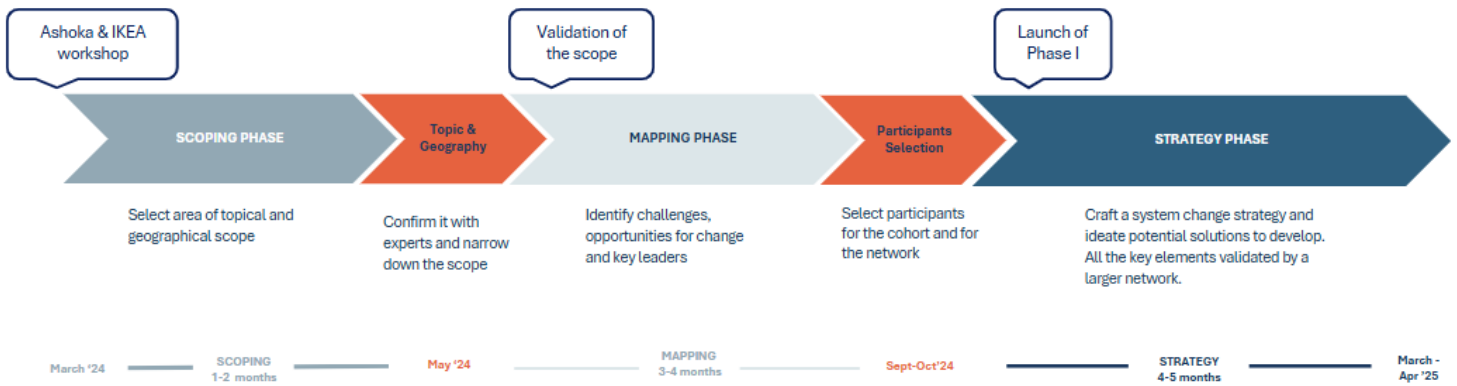
We envision a society where social entrepreneurs and key stakeholder organizations recognize people on the move as changemakers, are better equipped to support them, and they work together to transform receiving systems to be more inclusive, adaptive and creative, with people on the move at the centre. Conceptually, we aim to contribute to long term paradigm shifts.

Our theory of change outlines these short-term outcomes which we see as steps towards it:

- **Strengthening Systemic Solutions:** More social entrepreneurs in migration supported with new tools, resources and connections (some selected as Ashoka Fellows).
- **Leading Collaborative Solutions:** Social entrepreneurs activate other forward-thinking stakeholders and co-lead collaborative solutions with them.
- **Stronger Ecosystem and Expanding Support:** More innovative solutions emerge, new partners are attracted, they engage in collaboration and scale their impact.
- **Expanding Effective System Change Models:** The Accelerator is validated and promoted as an effective model of collaboration. New initiatives follow its principles.
- **Applying new Narratives and Insights:** Stories and insights are developed, spread through networks of engaged social entrepreneurs and other stakeholders, who activate more leaders for changemaking for the good of all.

<sup>1</sup> Source: IOM, 2024 <https://worldmigrationreport.iom.int/news/world-migration-report-2024-reveals-latest-global-trends-and-challenges-human-mobility>

# ACTIVITIES



## Scoping & mapping phase

**Output:** Establish a geographical and topical scope, map challenges, identify opportunities for change and key leaders (system maps), and select program participants (profiles).

### Scoping the program (topic & geography)

We started by exploring potential regions and topics based on Ashoka's recommendation stemming from 8+ years of experience in migration, our network and secondary data. We identified three main with high opportunity for innovation: Migration & Socioeconomic Inclusion (Europe, Latin America), Migration & Technology (globally), and Climate Refugees (Americas, Europe-Africa-Middle East).

Further qualitative research and examination of Ashoka's and IKEA's assets, led us to select the first area and we **consulted 15 experts** to validate its potential in both regions. This narrowed it down to:

- **Europe** (broadly Europe, to later focus on concrete countries): Creating an environment for migrant talent to thrive through work contributes to the prosperity of all. Opening the door for skill-aligned workers and shifting narratives to recognize the value people on the move bring to host communities are key to achieve true inclusion.
- **Latin America** (Argentina, Colombia, Chile & Mexico): Socioeconomic inclusion in the region is related to full access to basic needs and rights of people on the move. Recognizing the value of migrant talent and their skills has potential to influence their portrayal in media, the policies that regulate their access to social systems and work and give them equal standing for a dignified life.

Having set the scope, we proceeded to more in-depth mapping. Using the snowball method, we identified dozens of sectoral leaders. Taking into consideration diversity criteria, we selected some to be interviewed.

### Mapping process in Europe and Latin America (interviews)

The interviews had three objectives. Most importantly, we learned about the systems and deepened our understanding about resources, roles, relationships, rules and results in diverse systems in migration. Secondly, we broadened our reach and identified new people. Thirdly, we shortlisted leaders who could be invited as cohort participants and those who were open to engage in a different manner.

Based on the research, **mapping of 500+ leaders** from various sectors including business, social innovation, humanitarian organizations, media, research and policy, and **interviewing 100+ of them across the regions**, we pinpointed major areas that influence the ability of migrant talents to thrive:

- Europe: education, changemaking and civic participation, and employment and entrepreneurship.
- Latin America: migration regularization, public narratives on migration, access to relevant information, and coordination among key actors.

Each of these areas offered opportunities to overcome structural barriers and enhance migrants' contributions to their host communities, improving their quality of life and strengthening social and economic ties.

## Selecting participants in the regions

Having the right people is key. We sought certain **qualities in all the participants** such as entrepreneurial drive, thought leadership, track record in engaging beyond their organizations, as well as openness to collaborate and think on systemic level. We considered various factors when composing the cohort of participants: diversity of the stakeholders, area of expertise, country of impact and migrant experience. The **Insights Network** members selection reflected the same criteria. Most are, typically, decision-makers or front-runners in their sector who wanted to learn, be part of a larger solution and activate their network to action.

### Phase I: Strategy

**Output:** Set common ground for multi-stakeholder collaboration, enhance systemic thinking. Develop a roadmap for change for each region, crafted by participants and validated by a larger network.

### Cohort of participants

During this phase, we **convened the 18 participants in each region** for an online onboarding (September 2024), hosted a launch event alongside ecosystem gatherings (October 2024, Warsaw/Bogotá), facilitated 6 online sessions to analyse root causes, visualize the desired change in the system, craft a roadmap to that change, and ideate potential solutions (October 2024-February 2025). Along the process, they connected with the Insights Network/Red de Apoyo. At the end, they celebrated their journey in a learning session for both regional cohorts together.

The process, key highlights from the discussions and the emerging ideas are **captured in strategy decks**.

## Insights Network

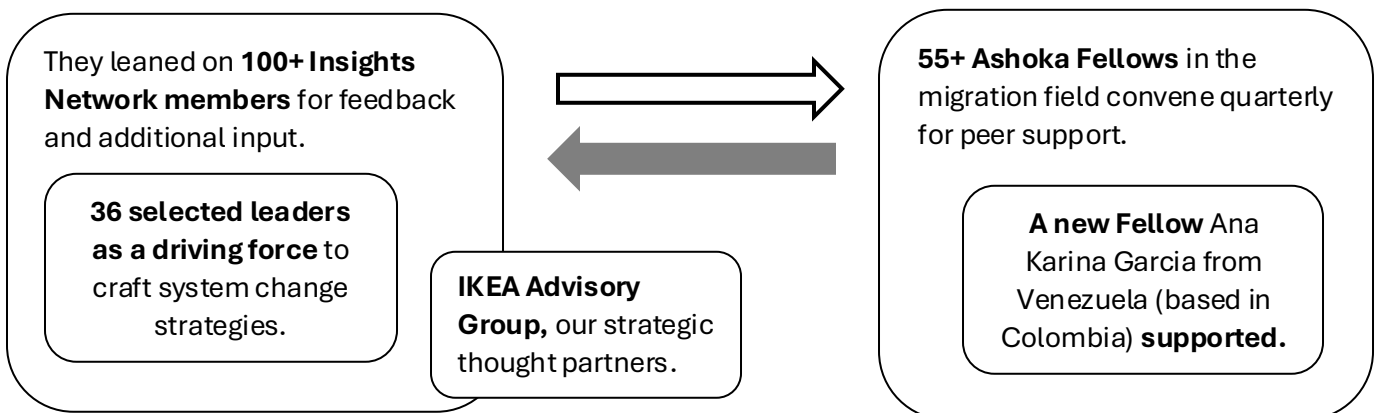
Through interviews and nominations, we identified 180+ leaders in Europe and 105 in Latin America and invited them to join our larger multi-sectoral network. From this pool, we **actively engaged 45+ members in Latin America (Red de Apoyo) and 55+ members of in Europe**.

We facilitated a journey along which they provided additional input, feedback and peer support to the cohorts of participants, as well as gained insights, learning and connections for their own work and organizations. Their experience was marked by these engagements in their respective regions:

- Info session (June 2024 in Europe, August 2024 in Latin America)
- Interview/onboarding call 1-1 with Ashoka team
- Ecosystem Dinner with Migration Consortium in Poland and Hola America Festival in Colombia (October 2024)
- 1 online session to validate the problem (November 2024 in Europe, December 2024 in Latin America)
- 1 online session to visualize the change and discuss the roadmap that leads to it (January 2025)
- 1 online session to enrich the emerging ideas of solutions and explore further involvement in the next phases of the program (February 2025 in Europe, March 2025 in Latin America)
- 1 info session inviting for the next phase (March 2025 in Europe)

*"I had the opportunity to see from a broader perspective and reflect on my organization's role not just as a program connecting refugee youth and companies, but as a lever for shifting power and narratives within systems that often exclude marginalized voices."* (social entrepreneur | Insight Network | Europe)

**This graphic depicts the various community spaces and roles which we design for social entrepreneurs and other stakeholders in the program, and their interactions.**



## European cohort

### Social Entrepreneurs

Gonzalo Fanjul, porCausa, Spain (*Ashoka Fellow*)  
Nelson Olanipekun, Citizens' Gavel & Podus AI, Nigeria/UK (*Ashoka Fellow*)  
Ivana Senitkova, Eduzmena, Czechia (*Ashoka Fellow organization*)  
Rooz Savar, Welcome Account & SINGA, Iran/France (*Ashoka Fellow organization*)  
Myroslava Keryk, Ukrainian House Foundation, Ukraine/Poland (*Ashoka Fellow*)  
Kenny Clewett, Ashoka, US/Spain

### Business

Lars-Erik Fridolfsson, Inter-IKEA, Sweden  
Judyta Rozmus, INGKA, Poland  
Frederic Pinglot, Schneider Electric, France  
Hacinta Naidoo, Zalando, SA/Germany  
Robert Granat, Electrolux, Sweden

### Young Changemakers

Catalina Matei, Inter IKEA, Romania  
David Scicluna, Innovation Foundation (by Adecco), Malta/Germany

### International NGOs & Policy

Angie Larocque, IGC (by IOM), Canada/Switzerland  
Piotr Kolodziej, Save The Children, Poland

### Research

Meghann Ormond, Wageningen University, Netherlands  
Leendert de Bell, Utrecht University of Applied Sciences, Netherlands

### Media

Anna Alboth, Minority Rights Group, Germany/Poland

## Latin American cohort

### Social Entrepreneurs

Eliana Lovera, Comparte por una vida, Venezuela/Colombia  
Rafael Rincón, Gastronomía social, Chile (*Ashoka Fellow*)  
Marisol Aguilar, Racismo MX, Mexico (*Ashoka Fellow organization*)  
Marian Gabriela Pérez, Casa Refugiados, Nicaragua/Mexico  
Waleska Ureta, Servicio Jesuita al Migrante, Chile  
Ana Karina, Foundation Juntos se Puede, Venezuela/Colombia (*Ashoka Fellow*)  
María Mérola, Ashoka, Uruguay/Argentina

### Business

Daniela Brito, IKANO, Mexico  
Luisa Fernanda Ortiz Salazar, IKEA, Colombia  
Magreth Gutierrez Vargas, Aavance, Colombia

### Young Changemakers

Josefina Etchenique, Migration Youth and Children Platform, Argentina/Costa Rica

### International NGOs & Policy

Amparo Sayago, Mercociudades, Argentina  
Roberto Gil Cancel, IOM, Argentina/Panama

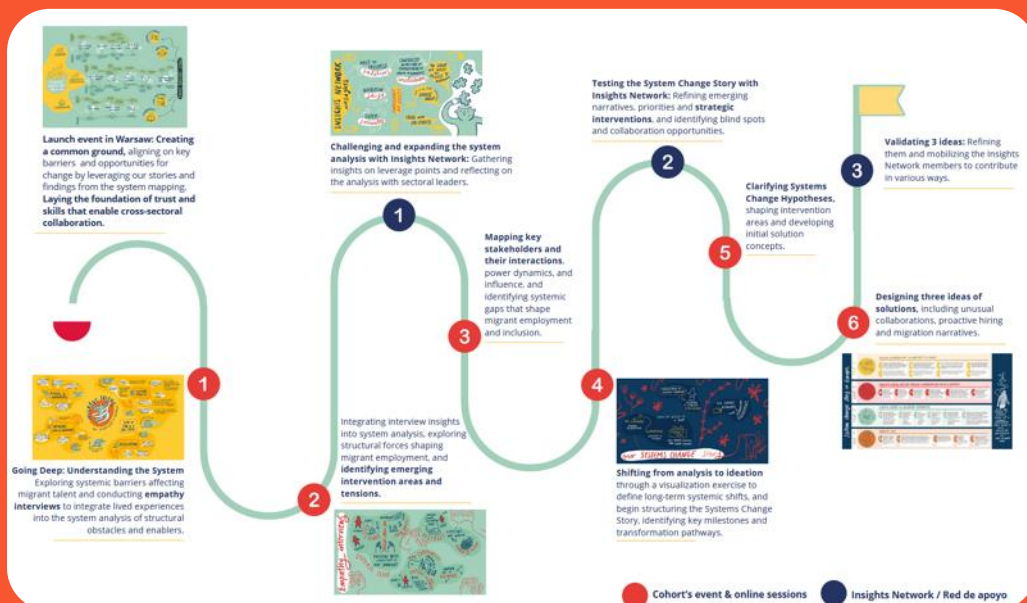
### Research

Luciana Gandini, American University, Argentina/Mexico  
Juan Pablo Ramacciotti, Centro de Políticas Migratorias, Chile  
Gracy Pelacani, Andes University, Colombia  
José Tomás Vicuña, Consultora Nómade, Chile

### Media

Patricia Mercado Sánchez, Conexión Migrante, US/Mexico

This visual shows the journey in Europe, Latin American participants and network took a similar path. Details are captured in respective [strategy decks](#).



## IKEA Advisory Group

We saw the need to carefully navigate the complexity of the migration field as well as the multiple layers of the program. Business proved to be a key actor that plays a crucial role in the field but still struggles to embrace it. Therefore, we invited our strategic partner IKEA to champion this work with us and learn from the program along the way. To address more strategic questions, we decided to build a group of leaders across the IKEA organizations that would be our sounding board, open doors for later testing and implementation as well as help us spot no-go areas as we progress.

In the IKEA Advisory Group, we convened **12+ leaders from Europe, the US and Latin America**, and hosted 5 sessions with them. In the last session, they expressed their commitment to this work and wish to continue supporting us.

## Support for social entrepreneurs

**Output:** Find social entrepreneurs in migration, engage them into the Accelerator, and provide individual support to 2 as Ashoka Fellows.

**Social entrepreneurs are the core of everything we do**, In Europe and Latin America 112 were on our maps, 35 of them interviewed, 14 joined the cohorts and almost 50 engaged in the networks.

Additionally, we provide **support to selected individuals through our Fellowship** alongside Ashoka's local teams. In January 2025, we supported a newly elected Fellow Ana Karina Garcia with a living stipend. Ana Karina is also part of the cohort in Latin America.

**Ana Karina Garcia Martinez**  
Fundación Juntos se puede (non-profit)  
Venezuela/Colombia

Ana Karina goes beyond the assistance programs that usually serve migrant and displaced communities, she integrates migrant families into work, children into school, through legal attention, access to health and education, unprecedented in Colombia and all of Latin America and organizes them into a community.

## Knowledge

**Output:** Design the process and learn from it, harvest field insights from the program, and share knowledge to scale impact.

### Design the process and learn from it

The Hello Accelerator methodology is built on Hello Europe's pilot in 2022 and Ashoka's detailed internal toolkit. It was highly advanced thanks to our co-creation with the IKEA team, experimentation with the program running in both regions simultaneously, and constant application of learning and reflections by the team, with participants and the network.

The cohort participants responded in a survey they were satisfied or very satisfied (99,7% in Latin America, 91,7% in Europe) with the methodology.

### Harvest field insights from the program

The ongoing documentation resulted in a database of relevant stakeholders and numerous presentations for different audiences. Key resources co-created with our cohorts and networks were provided back to them, such as System map [visuals](#), Mural/Miro boards ([Europe](#), [Latin America](#)), Strategy [decks](#), summaries and recordings.

*"Every harvesting from our discussions gave me some thought that stayed. Like seeds that are growing and blooming now. Having a bigger, longer, but most of all, wider perspective, and focusing on smaller steps towards the goal." (journalist | cohort | Europe)*

### Capture knowledge as a scaling tool

To share knowledge with external audiences we created the [Knowledge Hub](#) on our website and shared the content across Ashoka's channels in two sections:

Critical assessment and refining of the methodology:

- Turning Data into Knowledge Series: [Learnings from an Ecosystem Accelerator](#)
- Turning Data into Knowledge Series: [Navigating the Complexity of Theory of Change in Agile Programs](#)
- From Connection to Co-Creation: [Learnings from Hello Accelerator's First Chapter](#)

Deepening understanding of the system and gathering insights from the community:




- System maps: Flourishing Talents on the Move; [Construyendo Futuros en Movimiento](#)
- Findings from the first Insight Network meeting in Europe: [Reimagining Migration: A Collaborative Blueprint for Inclusion](#).

## Communication & events

**Output:** External presentation of the program (website, social media, events), equip internal and external stakeholders with key messages and tools to share in their networks (English and Spanish).

### External presentation of the program

The newly created **website for the initiative** introduces the work, presents participants as well as the team and IKEA Social Entrepreneurship, it invites visitors to engage in various ways, such as nominating other leaders, and has a **Knowledge Hub**.

We **published 68 posts** across LinkedIn, Twitter, Facebook, YouTube, and other platforms. E.g.,  A new partnership catalysing migration solutions for and with people on the move! ([LinkedIn](#)),  Reimagining Migration: A Collaborative Blueprint for Inclusion ([LinkedIn](#)),  ¡Concluimos la primera fase de la [Aceleradora Hola](#) ([Facebook](#)), WEF Global Alliance for Social Entrepreneurship ([newsletter](#)).

The posts were shown 17,092 times (impressions) on people's screen. It reached 3,284 unique viewers and sparked engagement with 2,009 interactions including 1,201 likes, 49 comments, and 759 clicks. Finally, 1,534 video views underscore the growing role of visual storytelling in shifting narratives.

To activate specific stakeholder groups (e.g. policy) or communities in particular countries, our cohort participants, along with ISE and the Ashoka team took the stage **at 5 migration-related events**.

- **Ecosystem Dinner** | Warsaw, October 2024 | Meghann Ormond and Ivana Šenitková and Åsa Skogström Feldt | 70+ guests of the 5th Forum hosted by Migration [Consortium](#)
- **Hola America Festival** | Bogotá, October 2024 | Amparo Sayago, Magreth Gutierrez, Juan Pablo Ramaciotti, Gracy Pelacani, Ana Karina García, Rafael Rincón, Josefina Etchenique and Nicklas Wallberg | 500+ attendees of the 3<sup>rd</sup> [edition](#) hosted by Ashoka
- **Urban Agenda Partnership** | December 2024, Brussels | an [EU initiative](#) to improve migrant integration through policy where Ashoka is a member
- **Hello Tour Austria** | Vienna, January 2025 | Gonzalo Fanjul | 80 changemakers, hosted by Ashoka
- **Migración y desinformación: mitos, amenazas y estrategias** | Bogotá, February 2025 | Marianny Pacheco speaking | 1,000 attendees, hosted by [EITS](#)

## Key messages and tools for stakeholders

We equipped all engaged stakeholders to communicate about the program through their own channels. These tools included guidelines with key messages (e.g. [IKEA — Messaging](#)) and media kits ([Insights Network Social Media Kit](#)). Our team also supported the participants with various brochures (e.g., [Hello Accelerator Brochure ENG and ESP](#)) that described engagement opportunities available throughout this first year.

Out of 68 tracked posts, 59 were shared organically by our community — including participants, team members and Insights Network members. This reflects our success in not only creating compelling, high-quality content, but also in mobilizing our community as active multipliers. Their willingness to share, amplify, and engage with Hello Accelerator's narrative and messaging shows that the stories resonated and created value — both personally and professionally.

### Storytelling Lab

Narrative shift has been a transversal need voiced throughout the program by various engaged players and is one of the challenges this program wants to contribute to tackling. We realize the privilege of working with many inspiring leaders representing various stakeholders and their powerful stories. At the same time, migration being such a polarizing topic, we wanted to make sure we capture stories and narrate them in a way that is relatable and appealing to different audiences.

In the cohorts we had a few leaders connected to the media industry interested in exploring this with us and we kicked off an experiment called Storytelling Lab as a space for learning, inspiration and shifting our approach to communication from producing content to facilitating a group of sectoral ambassadors that we create the content with. Our first session took place in February 2025.

Anna Alboth is one of the leaders in the Storytelling Lab. She recently contracted a permanent story space in one of the prominent Polish magazines "ZNAK" where she will tackle the topics of migration, together with guest journalists from various countries.



# INSIGHTS GENERATED

One of the primary aims of the Accelerator is to analyse and propose a roadmap of solutions around migration that can be adapted to multiple stakeholder groups and levels of leadership. The insights generated from the program serve as the foundation for, on the one hand, a series of practical knowledge and insight products to be developed over the next months with our partners and networks in order to accelerate change within the sector. On the other hand, they serve as the foundation for the next phases: Development and Piloting.

The process was set within Ashoka’s framework, that posits migrants as changemakers, eager to contribute for the good to all, and sets out a number of paradigm shifts as a basis to enable this change (see the [full paper](#)). Below is a brief summary of the results so far.

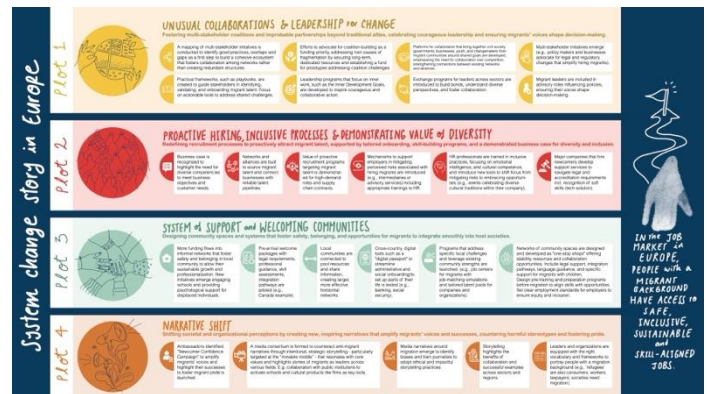
## Latin America

In the case of Latin America, the problem and solution analysis led to a division into two major agendas for the region.

1. Analyse and build a **Latin American migration model**, adapted to the particularities of the continent. This builds on the one hand, policies and practices that have made LatAm the dynamic migration environment it is, and on the other, addressing specific issues to LatAm, including a high percentage of informal economy, vulnerable populations like migrant women, or lengthy and expensive regularization processes.
2. Build **Migration Pride**: recognizing the power and contribution of migrants in building the economy and culture of Latin America.



Summary slide of **LatAm's** two approaches.



**Europe's** Systems Change journey in four plots.

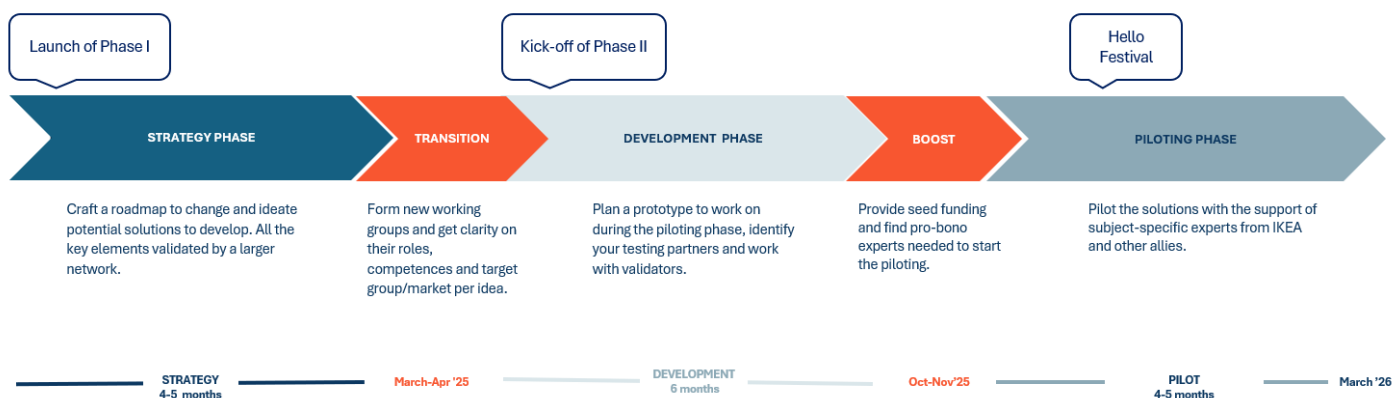
## Europe

For Europe, a deep systems mapping (see [Flourishing Talents](#)), and further analysis identified four major areas where barriers and opportunities emerged: (1) Hiring process, (2) Mindsets & Narratives, (3) Networks, (4) Regulations. This led, in turn to a four-fold systems change journey towards the goal: “In the job market in Europe, people with a migrant background have access to safe, inclusive, sustainable and skill-aligned jobs.” These are:

1. **Unusual collaborations** and leadership for change.
2. **Proactive hiring**, inclusive processes and demonstrating the value of diversity.
3. **System of support** and welcoming communities.
4. **Narrative shift**.

Further insights that emerged have been captured in multiple formats, including summaries online (see [Europe's process here](#), and [Latin America's here](#)), and soon more will be developed for our [Knowledge Hub](#).

# NEXT STEPS



## The value of insights from Strategy phase

As Development Phase launches, it is important to remember that, in a way, it is a completely different process. Strategy Phase has already generated key insights that will have wide impact in the sector by providing a collaborative, thoughtful and shared roadmap of what changes need to happen to move forward. This serves, on the one hand, as the foundation for some of the prototype building in Development Phase, but also, on the other hand, it is also a valuable product to be shared widely with the sector in different ways to help move the acceleration beyond our borders. This will also be a key aspect of our work over the next months.

## Transition

**Output:** Form new working groups and get clarity on their roles, competences and target group/market per idea.

In March and April 2025, we collected feedback and applications from the cohorts and networks to select and form working groups around 5 selected ideas. Together with IKEA we defined the process and criteria of selection. Our next milestone is an in-person kick-off: Chile for Latin America (April 8, 2025), and France for Europe (May 5-7, 2025).

## Developing ideas

**Output:** Plan a prototype from the Strategy phase to work on during the Piloting phase, identify testing partners and work with validators.

The activities of the program in this stage will include:

- A series of 4 online workshops & consultations (engagement of the working groups is compensated)
- Define other roles and engage them into the program (validators, testers, experts)
- Building learning circles as a space for reflection among the regions
- Benchmark to have a basic map of relevant organizations, leaders and existing solutions
- Allocation of seed funding (criteria and process of funds allocation defined with ISE)

## Festival / ecosystem gathering

**Output:** Share plans externally and collect feedback, and scout new opportunities (funding, next testing partner, collaborators).

We will host two ecosystem gatherings:

- Hola America festival in Mexico (November 2025)
- Europe to be determined (January 2026)

## Phase III: Piloting solutions

**Output:** Pilot the solutions with the support of Ashoka, leaders from IKEA and other allies in different roles.

We are starting to imagine the next phase where the solutions will be piloted, probably new teams will be formed with testers playing a more significant role, topic-specific experts will be involved (e.g., marketing, IT, finance), and Ashoka will provide workshops for skills building, spaces to connect among peers and with the larger network, and consultations as needed.

Among examples of potential success of the Accelerator we foresee a replication of the process by another organization, establishing a new organization to take on the project, integration of the project into an existing social venture or a corporation, or emerging collaborations among the leaders that met in the Accelerator.

## Supporting social entrepreneurs

**Output:** Find and support another leading social entrepreneur in migration as an Ashoka Fellow, nurture a community of practice with Ashoka Fellows in the field globally.

We are already working with local Ashoka teams to bring potential candidates for Fellowship. One selected candidate will be supported by a stipend from this partnership.

We are planning quarterly sessions for communities of practice for Ashoka Fellows (first in April 2025, next June 2025) and building stronger connections with the working groups and the networks.

## Knowledge

**Output:** Produce 3 types of knowledge products – pathways for the sector, portfolio of solutions and tools for multistakeholder collaboration – to equip more leaders and organizations to engage in changemaking for the good of all.

We are currently crafting a [plan](#) around these knowledge products, aiming to produce:

- Short practical policy papers for EU and Latin America with practical recommendations
- An interactive portfolio of solutions organized around stakeholder types (e.g., solutions relevant to social entrepreneurs, media, to policy makers, to business, to research)
- Handbook/ guide of the Hello Accelerator’s methodology for organizations interested in replicating the process (including simple visualizations, potentially accompanied with a series of workshops)

## Communication & events

**Output:** Share insights and stories from the program with our larger network, convene the Storytelling Lab as a space for engaged leaders to come together and craft messages for different audiences.

Planned activities include:

- Pilot the newly launched Storytelling Lab — a participant-led hub for emerging topics in different sectors.
- Kick off the Hello newsletter, sharing updates and insights on our narrative strategy and ongoing efforts in the field.
- Publish 6+ co-created stories from across Europe and Latin America
- Present the Accelerator at various sectoral events

We are also exploring how to build partnerships with regional and global media outlets & content creators to amplify impact.



# SIGNS OF CHANGE

Finally, we celebrate our first year with signs of change we have observed already, which point to greater impact. See a few stories around outcomes.

## Strengthening Systemic Solutions

### New tools & insights

*"I have been bringing learning from every session to my team. It helped us understand especially the needs of the private sector, see gaps in the market and reflect on them more systemically."* (Rooh Savar, France)

### Resources

Social entrepreneur Ana Karina Garcia has been supported as a newly elected Ashoka Fellow, receiving a stipend and access to a life-long Fellowship.

### Connections & visibility

Apart from the participants taking the stage at sectoral events thanks to our program, we have seen different kind of partnerships emerging in both regions.

Most connections have personal and professional character. The second type of partnership relies on exchange of ideas and relevant information. Three non-monetary collaborations emerged in Latin America, two in Europe. In Latin America participants reported one funding-related partnership.

## Leading Collaborative Solutions

The Accelerator directly resulted into 5 ideas that have leadership to develop them into prototypes. All have strong systemic and collaborative elements.

### Europe

#### Infrastructure for collaboration on migration & employment

**Problem:** Complex multi-dimensional challenges in the field. Need for courageous leadership.

**Idea:** A multi-stakeholder consortium that fosters unusual collaborations, align different actors on a shared goal, and provides them with tools and spaces for effective action.

#### WorkMatch: Bridging talent to opportunity

**Problem:** Need for talent in labour market, newcomers in under-qualified jobs. Hesitation to hire migrants.

**Idea:** An initiative that directly connects skilled migrants with forward-thinking employers.

*"A simple solution for skills verification that allows direct hiring without involvement of intermediaries would generate significant savings for corporations like IKEA."* (business leader | IKEA Advisory Group)

### Latin America

#### Skills Recognition System

**Problem:** Slow, expensive and country-specific regulatory processes.

**Idea:** A system that enables the recognition of skills, qualifications and prior experience across the region.

*"The recognition of skills is often necessary for migrants to access the labour market on an equal footing with local workforce. Thus, being integrated into positions with fair pay is the initial stepping stone that would help them develop professionally and economically in their new home, catalysing the labour market and leading to the obtaining work contracts that can help them regularize their migration status."* (social entrepreneur | Red de apoyo | Latin America)

#### Innovative Employment System for migrants and refugees

**Problem:** High rates of informal employment which limit rights and opportunities.

**Idea:** A new employment framework that can serve as a model of labour integration for migrants with different migration status.

*"Having a job can be the gateway to exercising your rights and provides minimum freedom to make their decisions."* (social entrepreneur | cohort | Latin America)

#### Financial inclusion tools for migrant women

**Problem:** Little access to funding and digital literacy, especially for women, who migrate more often.

**Idea:** A platform providing information, networks and concrete opportunities for financial inclusion services.

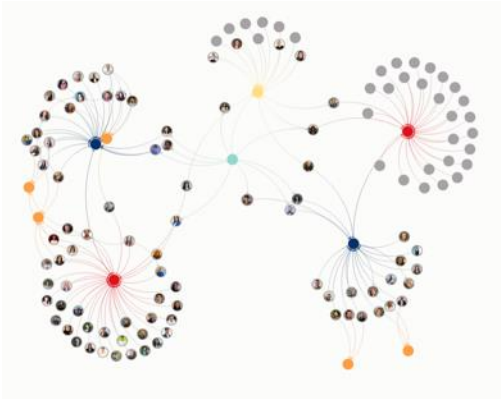
*"Migrant women often face additional challenges due to gender and the lack of recognition of their skills. This program has the potential to bridge these gaps and generate spaces for exchange, mentoring and mutual support, strengthening the confidence and resilience of migrant women."* (social entrepreneur | Red de apoyo | Latin America)

## Stronger Ecosystem and Expanding Support

We have spotted new social entrepreneurs, are seeing how new collaborations emerge among engaged leaders, and sparking the interest of new partners.

### Connections Map

Click through [this interactive map](#) to discover who has been involved and their new connections.



### Emerging collaborations

*“The program opened doors for concrete action. It allowed me to connect with a fellow participant, Magreth Gutiérrez leading her social business called AAvance, to collaborate on financial education tailored to vulnerable populations.”*

(Eliana Lovera, Comparte por una vida, Colombia)

### New partners engaged

The program attracted new players such as Talent Mobility Fund, The Refugee Investment Network, INCO Group, H&M Foundation, and regional offices of IOM.

## Expanding Effective System Change Models

The Accelerator’s methodology proved to be one of the most appealing elements that brought people to join the effort. Some examples with potential applications:

One of the ideas in Europe builds on the process and even shows the **first seeds of its replication**:

*“I am currently mapping organisations, projects and financial streams in Czechia, where the idea of ‘Building infrastructure for collaboration’ could be possible to apply or connect to recent activities.”*

(Ivana Senitkova, Eduzmena, Czechia)

We have seen **interest from experts who focus on design and facilitation of similar processes** to learn with us. For example, Ryan Senser (expert in narratives and framework change) consulted the design of the Insights Network, Innovation Foundation’s team joined

our design workshop and David Scicluna who is in the cohort stepped up to facilitate our upcoming kick-off in Europe and support further in the Planning phase.

### Potential applications

Charlie Fraser who joined Insights Network in Europe and co-leads the Refugee Entrepreneurship Network wants to explore how to use the methodology to mobilize their members to collective action.

Similarly, we have heard ideas from the IKEA Advisory Group about applying the methodology in business development when opening new markets.

## Applying new Narratives and Insights

### Shifting Narratives

The participants have promoted this new approach and shared the insights from the program.

*“My organization is focusing on increasing our employees’ knowledge and deepening their understanding of migration. As part of this, I’ve organized a webinar with the Accelerator’s participant Anna Alboth (planned in June). It’s part of a series of sessions with various experts, open to all our coworkers.”* (Judyta Rozmus, IKEA, Poland)

### Applying gained insights

Some of the early success stories are already being seen in business and social enterprises:

*“Connecting with Casa Refugiados was very valuable, as we now have firsthand information that can be used by our users.”*

(Patricia Mercado, Conexión Migrante, Mexico)

*“The Accelerator became a space where I could zoom out, make sense of the broader picture, and then return to my role with a clearer direction. As a result, we have made progress internally to design a strategy for migrant workers, and the expansion of our inclusion programs.”* (Frédéric Pinglot, Schneider Electric, France)

*“We have applied insights from the Accelerator by shifting our approach to community engagement—implementing more participatory methods with migrants, refining our narrative to emphasize migrants’ strengths and agency, and building stronger cross-sector collaborations, all of which have notably improved our program outcomes and community impact.”* (Ammar Shawesh, Cooperative Ruah, Italy)

# APPENDIX: TESTIMONIALS

## Lars-Erik Fridolfsson | Sweden

Global Inclusion Leader at Inter IKEA Group  
([Read more here.](#))



Joining the Accelerator deepened my conviction that **the private sector has a role to play in migrant inclusion**. It helped me see more clearly how companies like IKEA are not separate from society; we are part of it. The infrastructure, the tensions, the opportunities — we're connected to it all, whether we acknowledge it or not. And with that comes responsibility. As a company, we have resources, we have reach, and perhaps most importantly, we can act with speed, especially in comparison to government or civil society.

The Hello Accelerator gave me a renewed sense of urgency, and a fresh appreciation for how much we can **learn from those working at the edge—social entrepreneurs** solving challenges on the ground with limited resources and deep commitment. That exposure brought a kind of reality check to our work, reminding me of the value of “unusual collaborations”. Inclusion isn't just a principle — it's a practice. It's a choice we make, again and again, through our decisions and the systems we resolve to shape.

## José Tomás Vicuña | Chile

Founder Nómade Consultora  
([Read more here.](#))



**This has been a transformative journey** — not just professionally, but at a deeply human level. It took time and experience to truly grasp the spirit of the process. What began as a structured initiative evolved into something far more profound: a space to connect with others not through titles or achievements, but through who we are.

In Colombia, where we launched the Accelerator, we started not with action, but with being. We shared stories, fears, desires — **building trust and empathy before diving into the work**. This foundation shaped every step that followed. The relationships formed here weren't just strategic connections — they became friendships rooted in sincerity and shared purpose. We exchanged ideas with fellow participants like Juan Pablo and Waleska. And even though we already knew each other quite well, the Accelerator **sparked**

**conversations that wouldn't have happened** otherwise. In fact, we are soon meeting with participant and Ashoka Fellow Rafael — with no agenda. Just coming together openly to share ideas and explore possible futures. I believe the dynamic of the gathering in Bogotá played a big role in building these connections that have become meaningful sources of support and insight.

The Accelerator invited us to grow like a tree: with strong roots, time, tension, and space for unexpected branches. From conversations that sometimes felt messy or uncertain, we emerged with clarity and focus — culminating in three concrete prototypes addressing the socio-economic integration of unemployed migrant women living in vulnerable situations.

This experience reminded me that meaningful change doesn't begin with the “what” or “how,” but with the “who.” And that to co-create lasting impact, we must first allow space to be — and then, together, begin to do.

## Eliana Lovera | Venezuela

Founder of Comparte por una vida  
Colombia



The Accelerator **made me feel part of something bigger** — a space where I could listen to new perspectives, challenge my own assumptions, and integrate broader, more inclusive ways of thinking.

Meeting so many individuals with innovative visions and bold initiatives was an enriching experience that expanded my perspective and reaffirmed the power of collaboration. This wasn't just professional growth—it was personal, too.

The program also **opened doors for concrete action**. It allowed me to connect with a fellow participant, Magreth Gutierrez, who leads a company called AAvance, to collaborate on financial education tailored to vulnerable populations. It gave me new tools and perspectives that are already strengthening the collaborative work I'm leading with the Mayor's Office of Bogotá.

The Accelerator **didn't just inspire change—it equipped me to build it**.

### Catalina Matei | Romania

Purchasing Business Developer & Next Generation Leader at Inter IKEA



Joining the Accelerator cohort has profoundly **changed how I approach processes and interactions with suppliers in my day-to-day work**. The program illuminated the depth and significance of these functions, enhancing my understanding and engagement.

Being in contact with extraordinary individuals committed to making the world a better place was deeply touching. Their dedication **inspired a renewed sense of purpose in my work**. I feel humbled by the superhumans driving systematic change of old thought, cultural, and political patterns. Their efforts underscore the power of collective action and innovation.

This experience has enriched both my professional perspective and personal philosophy, emphasizing resilience, compassion, and meaningful change.

### Frédéric Pinglot | France

Vice President of Human Rights at Schneider Electric



When I joined the Accelerator, I was seeking something concrete—an actionable way to address a growing tension in our work: ensuring the fair recruitment of migrant workers while also responding to talent shortages across the organization.

As I explored this space further, spoke with leaders in the organization and connected with peers across the cohort, I realized **there was a much broader opportunity: to position migration not just as a risk, but as a source of talent and innovation**.

The Accelerator helped me bring these threads together. It became a space where I could zoom out, make sense of the broader picture, and then return to my role with a clearer direction. I appreciated the blend of social innovation thinking, systemic analysis, and real-world constraints. It was inspiring—and challenging—to shape ideas with people from such diverse contexts.

### Daniela Brito | Mexico

Sustainability Manager at IKANO Retail México



Being part of the Accelerator has been a deeply meaningful and emotional journey. From the

beginning, the space was held with care and intention, and each session brought powerful learnings and reflections. It's exciting to imagine how the ideas we've co-created will come to life—and I hope that in phase 2, we can begin to define concrete actions to make that happen.

While the program illuminated the value of cross-sector collaboration, I still see challenges in applying it within my own work context. The requirements and constraints of my role make it difficult to formalize partnerships, even with inspiring organizations from the cohort. Still, there were **meaningful moments of connection** — like introducing Racismo MX to our HR team — which reflect the potential that lies in bridging worlds.

This experience reaffirmed the importance of creating spaces for dialogue, even when the path forward isn't fully clear. I leave this phase with a sense of gratitude, curiosity, and hope for what we can continue to build together.

### Amparo Sayago | Argentina

Director of International Relations for the Municipality of Quilmes



Participating in the Accelerator has been an eye-opening experience. **The diversity of voices and regional experiences in the cohort brought incredible depth** to our conversations and helped surface solutions I hadn't previously considered.

The program reaffirmed my belief that socioeconomic inclusion must be addressed through a contextual lens—one that considers the specific realities of the migrant population—and that multisectoral collaboration is essential. Through this journey, I've come to see the critical role of mapping and engaging key actors across sectors, ensuring that each one has a defined role aligned with their motivations and capacities.

Learning about initiatives like Chile's Migrant Seal, or how others are using WhatsApp and social media for communication during crises, **expanded my toolkit and inspired ideas** I hope to adapt in Argentina. I leave this experience with new ideas, stronger networks, and a reinforced commitment to building pathways toward inclusive, sustainable employment for migrant communities.

### Roberto Cancel | Panama

Principal Regional Thematic Specialist  
at IOM Latinoamerica



(...) This has been a great opportunity and experience. It was lovely to be able to connect with colleagues with such differing backgrounds and perspectives but with whom we agreed almost entirely on what were the issues that need to be addressed in the region to better the lives of migrants and their families. I think it happens often that in the day to day work we are too busy to listen to others and reflect on the big questions and this initiative has provided a space for exactly that.

I further agree that the prototypes identified have a lot of potential, especially where some can be combined and connected to **provide a comprehensive response to the multifaceted challenges** to the socioeconomic integration of migrants. I look forward to seeing how these evolve in the next steps and exploring how, personally and as IOM, we can collaborate further moving forward.

### Nelson Olanipekun | Nigeria/UK

Founder of Citizens' Gavel & Podus AI  
(Ashoka Fellow)



I joined the Accelerator first as a participant, then as a cohort leader. Over the past few months, working alongside researchers, practitioners, and entrepreneurs, we explored the challenges facing migrant talent in Europe and uncovered new possibilities for action.

I saw myself as a connector — someone bridging the incredible ideas in the room with the program's structure. It was a diverse, dynamic space where we were figuring things out together, and I found meaning in helping keep the momentum and cheering us on as we shaped solutions.

What I'm carrying forward is how powerful the small moments can be: the chats outside the sessions, the quiet realizations, the shared smiles and frustrations. They reminded me that **real change often happens not through big dramatic shifts, but through steady, collaborative effort**. That's something I'm holding close as I continue this work.

### Meghann Ormond | USA/Netherlands

Assistant Professor at Wageningen  
University



(...) **The experience left me thinking about partnerships — and how important it is to challenge traditional power dynamics.** Building truly equitable relationships with migrant-led organizations means shifting from transactional approaches to genuine co-creation: sharing resources, authority, and credit. It's not just a "nice to have" — it's fundamental to creating the kind of systemic change we dream of when we imagine a future of truly welcoming societies.

### Anna Alboth | Poland/Germany

Global Media Officer at Minority Rights Group



The Accelerator has been a real turning point for me. **I thought I already knew many networks and sectors, but this experience opened new universes — and new ways of thinking.** Hearing different perspectives, even on the same words or ideas, challenged me in ways that keep shaping my work. **I created a "cohort notebook" filled with reflections from our sessions, and I find myself using these ideas regularly** — whether lecturing at Bard College Berlin, speaking at the European Commission, or designing new collaborations, like the webinar Judyta and I are preparing for the IKEA team in Poland.

What I'm taking forward is the conviction that **cross-sector collaboration isn't just important — it's essential.** Seeing people from different fields truly sit down, share expertise, and build together made me realize how much more impact we can have when we trust, connect, and co-create. I'm bringing this approach into all my spaces, whether by linking private sector, civil society, and policy actors at upcoming events, brainstorming projects with partners like Nuha from Turkey, or pushing for smarter, ethical ways to use narratives and data to humanize migration. And thanks to the Hello community, it no longer feels like I'm doing this work alone.

