

HELLO
ACCELERATOR

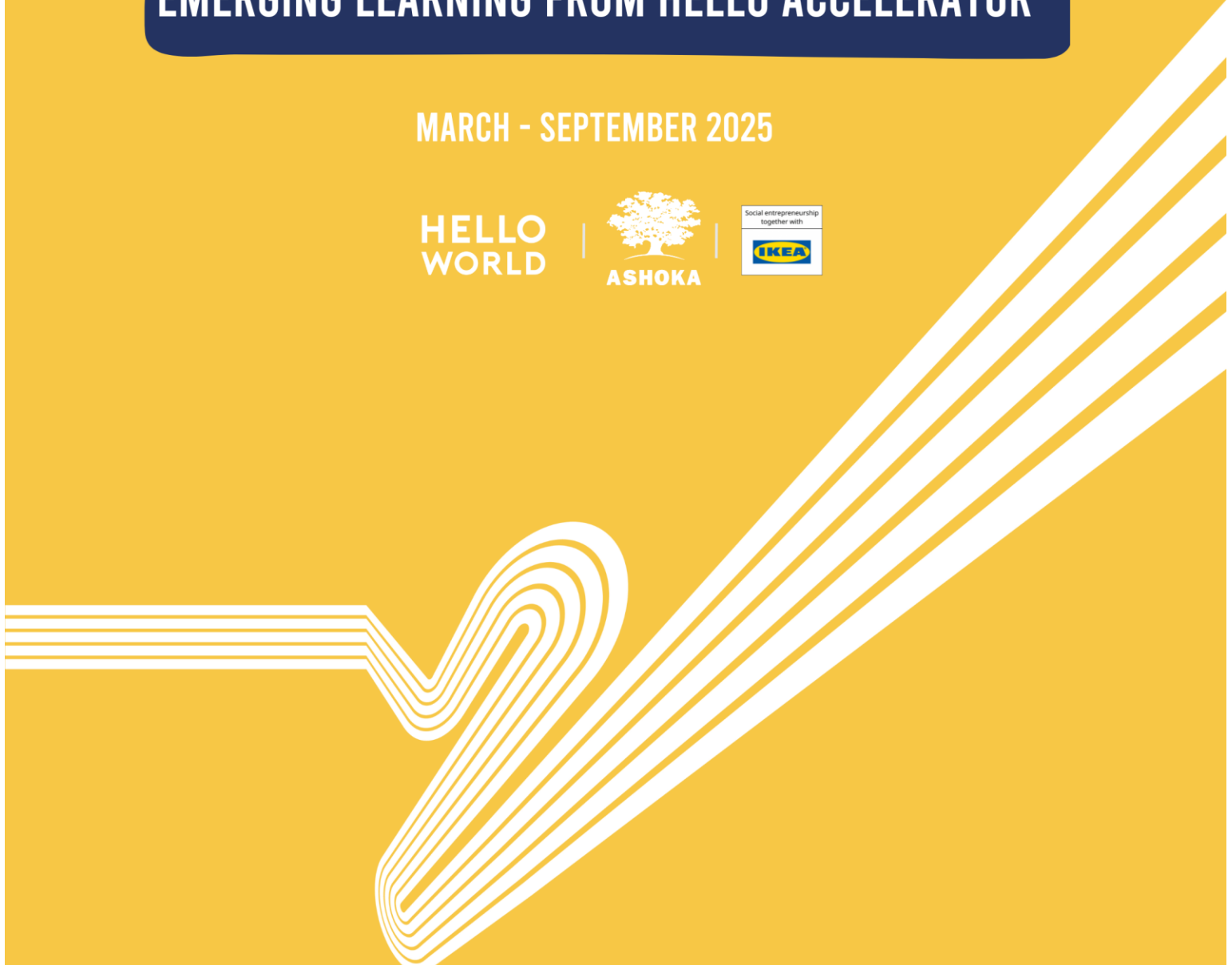
a global platform accelerating impact through collaborations to design innovative solutions for and with people on the move.

CHANGE IN ACTION CONTINUES:

EMERGING LEARNING FROM HELLO ACCELERATOR

MARCH - SEPTEMBER 2025

HELLO
WORLD

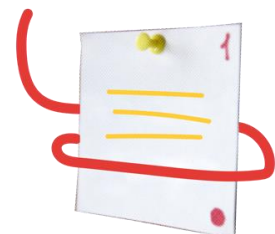


This report shares the progress, learning, and signs of change emerging from the Hello Accelerator in strategic partnership with IKEA Social Entrepreneurship between March and September 2025. It is intended to offer transparency and contribute to broader conversations on collaborative solutions for migration. It follows our [first-year learning report](#) which captures early insights and learnings from the programme.

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*The report is written on behalf of the Hello team from Ashoka.
Please note that all underlined words in this report include links to relevant webpages or documents.*



HIGH-LEVEL CONTEXT

Migration continues to be shaped by intersecting global crises – economic instability, climate displacement, political unrest, and deepening inequality. We witness the anti-migrant rhetoric gaining ground and influencing policy, funding, and public sentiment. These dynamics have intensified polarization and made the work of inclusion more urgent and complex. Despite these challenges, migration remains a structural reality and a source of opportunity and leadership. Countries across Europe and Americas rely on migrant labor to sustain key industries yet outdated legal frameworks and fragmented systems continue to exclude people on the move from full participation.

Amid this turbulence, we see consistent signals of progress: the recognition of migrants as contributors to economies and cultures, a growing appetite among private sector actors to partner on solutions, and the resilience of **social entrepreneurs** (SEs) leading innovative models. By convening social entrepreneurs and other stakeholders, the programme fosters collaborative solutions that respond to systemic gaps and build more inclusive, resilient societies. The Hello Accelerator continues to affirm its central belief: *complex problems require collaborative solutions*.

Strong foundation laid in the first year

We have been building on [Hello Accelerator](#)'s existing outputs in Latin America and Europe - our research, **mapping** of 500+ leaders from various sectors, 100+ interviews, and the regional system change strategies that were co-created by 36 carefully selected social entrepreneurs, IKEA co-workers and other key leaders, and validated by the [Insights Network](#) during the first year of the accelerator.

Results from the reported period

From that co-creative process, **ideas for solutions emerged** to activate those strategies. Five ideas were selected to continue – with strong leadership behind them, following a collaborative and systemic approach and with ambition to leverage the cross-country and cross-sectoral nature of the programme. Around each, a **Working Group** was formed to **develop these ideas into solutions**, decide which organization (existing or new) becomes their home, attract testing partners and access funding for piloting them. Simultaneously, Hello has taken on the work connected to migration

narratives and learning from the acceleration process in both regions following a similar process and inviting others to contribute.

Objectives of the programme

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

Strengthening Collaborative and Systemic Solutions: More social entrepreneurs and their organizations 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, scaling their impact.

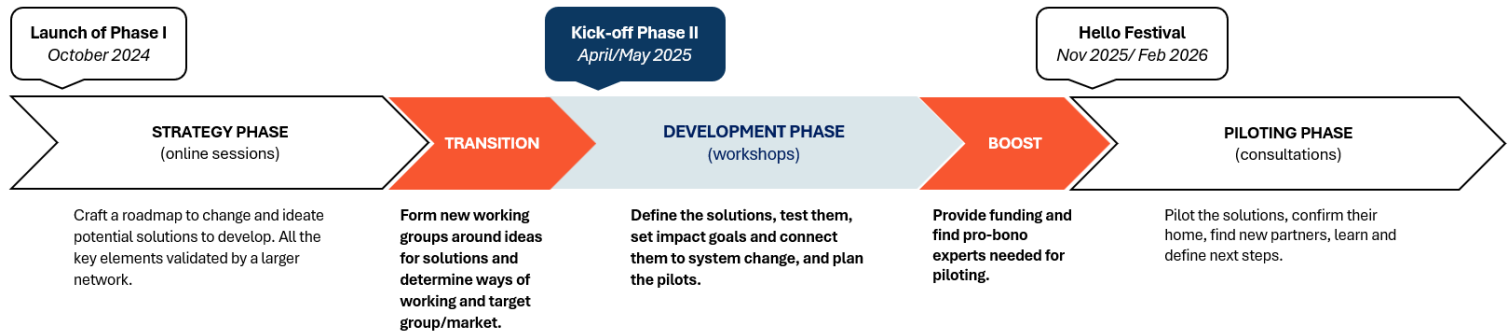
Stronger Ecosystem and Expanding Support: More innovative solutions emerge, new partners are attracted, they engage in collaboration and scale their impact.

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 spread through networks of engaged social entrepreneurs and other stakeholders, who activate more leaders for changemaking for the good of all.



ACTIVITIES



Transition phase

Output: Form new Working Groups and get clarity on their roles, competences and target group/market per idea.

Forming Working Groups

After the Strategy phase in March 2025, we started by collecting feedback and applications from the cohorts and Networks to form Working Groups around five selected ideas. We defined the process and criteria of selection. Their overview is listed below:

Latin America ([here](#))

- Reconozco: Skills recognition system (5 SEs and their orgs & business leader)
- Alter-Eco: Innovative employment model for migrants and refugees (2 SEs and their orgs, policy expert, municipality rep & business leader)
- MIA LATAM: Financial inclusion tools for migrant women (6 SEs and their orgs)

Europe ([here](#))

- Infrastructure for collaboration and courageous leadership (3 SEs and their orgs, researcher, journalist & INGO regional lead)
- WorkMatch: Bridging migrant talent to opportunities (3 SEs and their orgs, 2 business leaders)

As the participants reflected on their experience and assessed their availability to continue their engagement, we saw some of them stepping down from their active role towards a more advisory role as part of the Insights Network. On the other hand, some social entrepreneurs and stakeholders from the Network declared their interest and were selected to join the Working Groups. Among them:

Mihai Cepoi (Romania) is Founder & CEO of Jobful, Romania's first gamified recruitment platform. His platform Jobs4All is expanding access to meaningful work, especially for marginalized groups. In 2023, he was supported by NESSt Refugee Employment Initiative (ISE's partner).

Melinda Corret (France) is Inclusion Project Lead at IKEA France, overseeing initiatives that promote employment pathways for underrepresented groups.

Maximiliano Selva (Argentina) is driving financial inclusion across Latin America through Estácubierto.com, the region's first digital microinsurance platform tailored to vulnerable populations.

Each group appointed their leader who fit following criteria: taking initiative to push the work forward, ability to understand and respond to the group's needs, and a strong organization behind that might run the pilot during the next phase.

Kick-off events of Phase II

The Working Groups were onboarded in the new set up during online calls where they got to know each other better and shared expectations regarding the upcoming kick-off events and further joint work.

The Transition phase concluded in the in-person **kick-off events** that were dedicated to team building, ground levelling for each member, and networking moments to collect fresh inputs and feel support of the ecosystem around them. The events took place:

- in Chile for Latin America, April 8, 2025,
- in France for Europe, May 5-7, 2025.

Development phase

Output: Define the solutions, test them with target groups, set impact goals, connect them to a larger systemic change, organize your group (find home) and plan the pilots.

Different timeline in the regions

After the kick-offs, the timeline for developing the ideas into concrete solutions in both regions varied. Latin America got ahead of Europe, starting the Working Groups' activities approximately one month earlier and magnifying the difference due to the summer break in Europe. In the moment of publishing this report, we have allocated funding to boost the piloting of the solutions in Phase III in Latin America.

Cross-continental learning

In July 2025, we hosted a **learning circle** that brought together the European and Latin American Working Groups for a moment of connection and reflection. The online session invited participants to step out of the operational rhythm and reconnect as people. After a short framing on where each region stood in the process, participants moved into small mixed breakout groups to share personal reflections around five prompts—Joy, Grief, Worry, Hope, and a Question or Need they carried forward. The format created a space of honesty and mutual recognition: participants spoke about their motivations, systemic frustrations, and hopes for collaboration beyond borders. Themes that surfaced - narrative change, polarization, leadership under pressure, and the emotional cost of systemic work.

"We share common values and work on the same mission! The most meaningful part for me was hearing how each group's ideas are evolving. It gave me fresh perspectives for my own work."

LATIN AMERICA

Working Groups developing solutions

From April to August 2025, Working Groups in Latin America completed **5 workshops** led by 4 experts. The workshops focused on planning and risk management, needs assessment, monitoring and impact measurement, system change, and sustainability.

To ensure we had constant feedback, we hosted regular check-ins with the group leaders between the workshops to debrief, understand their needs and prepare the next. Surveys showed that participants found the workshops both challenging and energizing, with the biggest difficulty being navigating different country-specific regulations, and the greatest ease found in cross-organizational collaboration.

In September, the Working Groups described their solutions and proposed their pilots in a form of **applications for funding**. The application was designed to be able to assess feasibility of the pilots (their activity plan and budget), the level of stakeholder buy-in, the potential for meaningful and systemic change together with in-depth understanding of root causes, and the likelihood of sustaining results beyond initial funding. The applications were reviewed by Hello and IKEA Social Entrepreneurship teams who provided feedback to the Working Groups and approved them for funding. That step was a key milestone in the transition toward Piloting.

Insights Network supporting

In this phase, we continued channeling support from the Network and offered them three types of engagement opportunities: (1) direct support for Working Groups, (2) contributing to Knowledge Hub, and (3) joining Narrative Lab.

Direct support: We invited 14 interested members for an online session in July to inform them about the latest developments in the programme and discuss collaboration format with Working Groups matching their interest. That resulted in each group establishing their own ways of working with the Network members and their support during August and September. An example is working with a law firm to analyze migrant labor regulations across the region.

"The Accelerator has also contributed greatly by providing specialists in different important areas to advance specific project issues, which has been very important in establishing a solid foundation from the outset to support the development of the solution."

Contributing to Knowledge Hub: In June, we invited 8 interested members to contribute to knowledge products emerging from the programme. That generated new insights on the needs in the sector but at that stage didn't translate in concrete next steps due to a lack of academic or research-oriented profiles which limited the balance between practical experience and strategic articulation.

Joining Narrative Lab: In September, we launched a collaborative space to co-create a powerful and transformative narratives around the socioeconomic inclusion of migrants and invited Network members for 3 online sessions. The follow ups are being defined beyond the reported period.

Latin American pilots

Alter-Eco is a cooperative digital platform designed to connect migrant workers with families and communities seeking trustworthy and dignified household services. Implemented as a pilot in Argentina, Mexico, and Chile, Alter-Eco is not a stand-alone organization, but a co-created prototype governed by local migrant cooperatives in partnership with social organizations and public institutions (Fundación Gastronomía Social in Chile, Casa Refugiados in Mexico, and CAPEM in Córdoba, Argentina). These partners bring deep expertise in migration, employment, and community engagement. The governance model is supported by the Centro de Políticas Migratorias de Chile, which provides research, public advocacy, and methodological guidance. Each pilot site will include at least 20 migrant founding members to validate the model. Alter-Eco aims to reduce informal labor, expand access to formal employment and social protection, and foster a renewed narrative around the dignity and contributions of migrants. Ultimately, it seeks to become a regional ecosystem for inclusive, sustainable, and cooperative service delivery in Latin America.

“I am 100% motivated to move forward with the pilot and build a solution that can be scaled up in different countries, is sustainable, and has a significant impact. My biggest challenge is securing stable income so that I can devote myself to coordinating the pilot and the following stages. The allocated funding allows me to dedicate my time and activate resources to continue.”

MIA LATAM is pioneering financial inclusion ecosystem designed specifically for migrant women in Latin America. Launched as a pilot in Bogotá and Cúcuta (Colombia), the initiative will support 100 women navigating key stages of their migration journey. At its core is MIA, the region’s first AI-powered virtual financial assistant for migrant women, accessible via web and WhatsApp, offering real-time guidance, training, and access to culturally relevant financial services. The platform integrates updated regulatory information, curated financial products, and a robust education program (MIA IMPULSA) focused on money management, financing, and insurance.

Governance is structured through a consortium of local and regional partners, including NGOs, public institutions, and private sector allies. With plans to scale to Chile, Argentina, Mexico, and beyond, MIA LATAM aims to become the leading regional platform for migrant women’s financial empowerment—shifting narratives, building trust, and positioning women as essential agents of economic change. Designed with an intersectional lens—gender, migration, and cultural diversity—MIA LATAM empowers women to build autonomy, resilience, and economic stability.

Reconozco is a digital, AI-powered platform designed to transform how migrant workers’ skills and experiences are recognized across Latin America. Focused on those facing subemployment or informality, the initiative enables migrants to identify, validate, and translate both formal and informal competencies into occupational profiles aligned with real job opportunities—without relying solely on traditional certifications.

The piloted structure is a chatbot accessible from any location, designed with cultural, linguistic, and technological adaptability. It will connect users to training pathways, micro-credentials, employment platforms, and support Networks, creating a comprehensive ecosystem for labor inclusion. Migrants are central to the process, participating in governance and validation, while a multi-sector consortium—including NGOs, employers, certifying bodies, and public institutions—ensures contextual relevance and scalability.

Reconozco is anchored by a local NGO and supported by strategic partners such as SENA, Acreditta, and regional employment platforms. By strengthening self-perception, reducing labor self-exclusion, and changing narratives around migrant talent, the initiative fosters more equitable integration into host economies.

European Working Groups

Their pilot applications have not been finalized when this report was published.

INFRASTRUCTURE FOR COLLABORATION AND COURAGEOUS LEADERSHIP

Systemic Problem: Employment and migration actors operate in silos, with fragmented efforts and no shared mechanisms for trust or coordination.

Solution: A consortium that creates durable cross-sector bridges through action hubs, playbooks, and common rituals, fostering co-ownership among stakeholders. To be piloted in France & Italy.

WORKMATCH: BRIDGING MIGRANT TALENTS TO OPPORTUNITIES

Systemic Problem: Migrants with strong skills face systemic barriers to dignified employment, including limited recognition of qualifications and lack of employers’ readiness for inclusion.

Solution: An online platform that connects skilled newcomers and forward-thinking employers through skills verification, trial work placements, and tailored employer support programs. To be piloted in UK.

EUROPE

Working Groups developing solutions

In Europe two Working Groups advanced their work through **series of workshops**, meetings, surveys and focus groups. Due to the summer break, European groups received support in June and July, paused midway, resuming in September. At the moment of writing the report, they are advancing on their solutions, having ahead two workshops before submitting the pilot application for funding.

“I think this last phase brought more clarity on the solution. We were able to analyze it in greater depth and identify several entry points — including a go-to-market strategy and potential pathways for scaling the WorkMatch initiative.”

The three workshops that took place in the reported period gave the teams the opportunity to plan their activities, assess risks, gaps and needs, and create the theory of change and impact measurement processes with external support on system change and impact measurement. The facilitator chair was accepted by David Scicluna (cohort participant from Strategy phase) which smoothened the process and provided unique continuity. We have been in contact with all group members, both as Working Groups and individuals, providing them with necessary information, connections and support.

Insights Network supporting

During this phase, engagement with the European Insights Network was **tailored to the specific needs** and next steps of each Working Group rather than run as a single, shared, centralized process. In July 2025, members received an update on the progress of the European initiatives, followed by targeted invitations to those who, at the end of the Strategy Phase, expressed interest in staying strategically involved. Each outreach invited members to contribute where their experience and networks could bring the greatest value.

For the Infrastructure for Collaboration and Courageous Leadership group, that meant hosting 2 dedicated **focus groups** with Insight Network members and peers from across Europe to examine real-world challenges and enablers of cross-sector collaboration. Insights from those discussion helped refine the emerging framework, which now focuses on developing a clear methodology and a practical canvas to guide local multi-stakeholder processes around migrant employment.

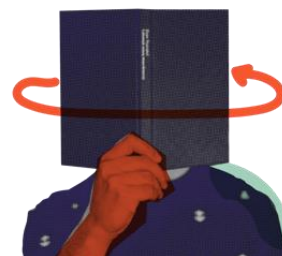
“Total joy to learn and share with changemakers [...] from the UK, France, Netherlands, Sweden, and the US to exchange ideas, challenges, and explore a vision for the infrastructure that enables multi-stakeholder collaboration, bringing together the private sector, civil society, and policymakers, all working towards long-term systemic change in refugee and migrant employment.” (Jenny Walton about her experience in the focus group [here](#))

For the WorkMatch group, engagement centered on **expanding employer and HR perspectives** to ground the solution in real practice. We facilitated connections with HR professionals, NGOs, and employer-side allies in France, whose feedback informed a pivot toward a newcomer journey tracking tool for NGOs. The group is now reconsidering their next steps and facing leadership challenges that might result into proposing 2 different solutions.

Co-leading with IKEA

IKEA Advisory Group

We have continued convening the IKEA Advisory Group in a bi-monthly rhythm (4 sessions) and besides informing them about the progress of the programme, we consulted the emerging Working Groups, created space for deeper conversations about migration to spot any opportunities or risks from IKEA's perspective, and lately also channeled their support by connecting the Working Groups with their contacts. We continue exploring how to bring learning from the programme back to IKEA.



Support for social entrepreneurs

Output: Foster leadership of social entrepreneurs in the Working Groups and the Network. Find and support another leading SE in migration as an Ashoka Fellow. Nurture a global community of Fellows.

Social entrepreneurs remain the driving force of the programme. 18 SEs continue their engagement in the **Working Groups**, four of them in the leading role. Two hosting organizations for the Latin American pilots are led by Ashoka Fellows.

Additionally, we continue engaging the **Insight Network** in different ways. In Latin America as thought partners and experts supporting the Working Groups. Other engagements are described above (Knowledge Hub & Narrative Lab) and below (events). In Europe, they have primarily acted as thought partners joining the focus groups and other events.

Network members including SEs were following the programme's progress thanks to our newsletter and specific sessions with them are planned.

Support with Ashoka Fellowship

Ana Karina Garcia was elected Ashoka Fellow earlier this year and supported by a stipend.

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.

Her Fellowship support has enabled new partnerships and visibility. She speaks publicly about the change around people on the move.

"Wherever we arrive, as refugees, we want to be changemakers. We want to bring about transformations in the private sphere, in the public sphere, and in civil society." – says Ana Karina in [her message](#) for the World Refugee Day.

She was officially introduced as a new Ashoka Fellow during Ashoka Colombia's 20th anniversary. She joined a panel on democracy, technology and youth, and led a co-creation roundtable on migration with Bogotá's City Hall.

In mid-2025, Ana Karina was onboarded to Hello and

invited to the quarterly Fellows gatherings. She also took part in a hybrid dialogue "Power of migration as a tool for social change" ("El poder de la migración como herramienta de cambio social") hosted by Ashoka Spain.

Ana Karina contributed a chapter on migration's role in development to a collaborative publication by Ashoka Andean Region. She proposes a framework rooted in empathy, shared responsibility, and collective leadership. Her organization's 360° model is highlighted as a driver of innovation and social cohesion.

In July 2025 five outstanding social entrepreneurs were shortlisted as **candidates for another stipend**. We jointly decided to support **Lala Lovera** who is apart from leading her own organization engaged in one of the Working Groups in Latin America.

Lala Lovera

Fundación Comparte Por Una Vida (non-profit)
Venezuela/Colombia

Lala Lovera is transforming schools into platforms for social change, empowering migrant children and families to become active citizens rather than passive recipients of aid. Her "Quédate en la Escuela" model redefines educational inclusion by fostering leadership, emotional resilience, and community co-creation. Through systemic advocacy and deep local engagement, she is shifting public perception and policy to recognize migrants as contributors to Colombia's future.

Nurturing a community of Fellows globally

In April, June and September we invited Ashoka Fellows in migration across five continents to connect with a shared recognition that we are operating in a highly polarized climate. Migration work is becoming increasingly "radioactive" - harder to fund, more difficult to sustain, and emotionally taxing. Despite heavy challenges, what emerged from the gatherings was a deep sense of value in coming together.

"We're millions around the world who support people on the move. But if we don't act as a movement, we feel powerless. We must recognize our collective strength." (David Lubell)

These **online gatherings** convened 10 and 16 Fellows, being the first steps to weave the community of practice around migration across the globe.

Finally, we continue working with Ashoka offices from other regions (e.g., Indonesia, Kenya) to surface learnings and insights, spot new innovations and support more Fellows.

Knowledge

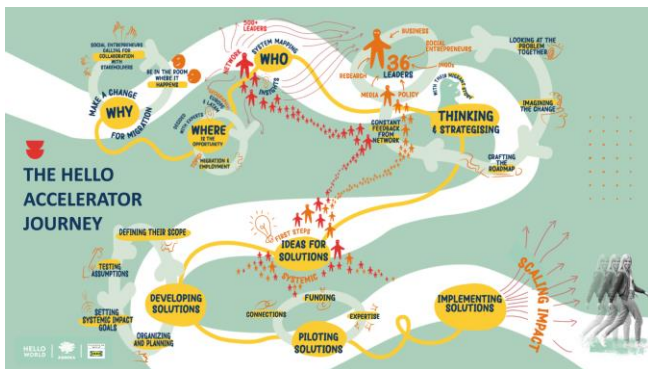
Output: Design the process and learn from it, produce knowledge products from harvested field insights and share them to scale impact.

Design the process and learn from it

We continue **co-designing the process** with our partner, the leaders of the Working Groups, and the facilitators (especially with David Scicluna from Innovation Foundation, our design partner), and based on continuous learning and reflections by Hello.

We are planning to publish a handbook/ guide of the methodology for organizations interested in replicating the process, including simple visualizations, potentially accompanied with a series of workshops.

We experimented with a simple **animation of the process**, available [here](#).



Harvest field insights from the programme

Documentation from workshops in both Europe and Latin America, as well as the **pilot applications** defining their larger systemic context, impact goals, governance and activities, contribute to a growing library of systems maps, roadmaps, and collaborative blueprints. These resources are helping shape a shared understanding of migration-related challenges and solutions.

Capture knowledge as a scaling tool

The [Knowledge Hub](#) was enriched with new papers building on **insights from the Strategy phase** as well as impact stories highlighting voices of our community. We continued sharing them across Ashoka's channels. A few examples:

- [Trust the Frontlines: The Role of Transformative Leaders in Migration and Humanitarian Change](#)
- [To Be in the Room Where It Happens](#)
- [An enlightening process](#) with José Tomás Vicuña
- [A new way to hire](#) with Frederic Pinglot

Communication & events

Output: Share insights and stories from the programme with our larger Network, convene the Narrative Lab as a space for content creators to come together and craft messages for different audiences.

Online presentation of the programme

We published **30 social media posts** across LinkedIn, Twitter, Facebook, YouTube, highlighting stories, collaborations, and insights from the programme. Some of them are: [Connecting Migrant Talent with Real-World Hiring Needs](#), [New Fellow Alert: Ana Karina is Transforming Migration in Latin America](#). These posts were seen by 17,400+ people and received over 1,200 reactions (likes, comments, and clicks). Notably, 23 of the 30 posts were further shared by our community.

In July 2025 we launched the **first edition** of the Hello **Newsletter**. The **second edition**, released in September, reached 9,953 subscribers, with an average open rate of 25%, serving as a key channel to connect, inform, and inspire our global community.

Between March and September 2025, the Hello Accelerator **website** recorded over 3,000 views and nearly 15,000 interactions, with an impressive 65% engagement rate. The Knowledge Hub and Migrant Talent sections achieved engagement rates above 80% in both English and Spanish.

Hello Accelerator on stage

To engage specific stakeholder groups, our Working Groups and Network members, together with the Hello team, took the stage at **10 migration-focused events** across regions. Here a few examples:

- [Congreso Internacional sobre Movilidad Humana: Desafíos de la Migración Hoy](#) | Chile, April 2025 | Joined by all members of the Latin American Working Groups
- [Refugee Entrepreneurship Network Summit](#) | UK, Sept 2025 | Leendert de Bell & Shawgi Ahmed from Infrastructure Working Group hosting a session
- [Ashoka Community Day](#) | Spain, Sept 2025 | with 50 changemakers incl. Ashoka Fellows
- [Participation Hub Launch](#) | Belgium, Sept 2025 | spotlighting [Fatemah Jailani](#) with a special guest Zuzana Caputova, the former president of Slovakia

Narrative Lab

(page 5 & Next steps chapter)

LEARNING

Learning spaces

Continuing with what works

We kept the format of the Hello team learning sessions after each milestone/phase, as well as weekly check-ins and workshops with the IKEA Social Entrepreneurship team.

Learning with Working Groups

We hosted a learning circle jointly for Working Groups from both regions. We also continued with circles for IKEA co-workers, inviting Frederic Pinglot (France) from Schneider Electric to join.

Between workshops we added check-ins with Latin American group leaders to debrief on each session and prepare for the next one. In Europe it was less structured and rather on individual basis.

Moreover, we introduced regular surveys as sense checks from other group members (unfortunately with limited responses). Therefore, in Latin America we are conducting 1-1 interviews throughout October and November to close the Development phase, Europe will follow from January.

Leveraging synergies

During the Development phase we worked closely with workshop facilitators and built on the experience from Latin America when designing spaces in Europe.

We leveraged our external impact consultant to conduct a workshop on impact for the Working Groups, Kenny Clewett from Hello led a workshop on system change. David Scicluna (cohort participant in Strategy phase and a design expert from Innovation Foundation) facilitated workshops in Europe. Since these three experts have been closely connected to the Hello team, it allowed us to smoothly channel their learnings into different aspects of the programme.

Concrete learning from the process

Learning from Transition phase

During this phase we saw the power of the Insights Network in both regions materialize when the members stepped up to join the Working Groups.

The core of the programme is diversity of stakeholders and geographies which enriched the dialogue and appetite for innovation, but it also required new skills and time to understand specific ways of working and expectations of each individual. Looking back, we

would invest more into supporting the transition of the groups, as well as consider providing them with mentoring and coaching at different stages.

“Building a shared understanding of where we are going takes time. The clarity comes with time, and this time is different for everyone.” (Working Group, Europe)

Learning from Development phase

- in Latin America

Workshops proved valuable in providing structure, focus, and continuity for the Working Groups, offering a regular space to advance one shared topic and sustain engagement. However, two hours per session were often insufficient.

The use of different facilitators brought variety but also underscored the need for greater consistency. Thus, we invited one facilitator twice.

Closer collaboration with group leaders was key, with regular check-ins outside workshop time helping track progress, clarify needs, and strengthen alignment before and after sessions.

We observed that some social entrepreneurs from the Working Groups involved their wider teams, expanding ownership and enriching discussions. The most effective groups tended to have leaders whose engagement was anchored within their organizations, supported by topical alignment, shared language and culture, and pre-existing networks.

- in Europe

The European experience highlighted several important insights into future programme design and delivery. Working Groups experienced difficulties in (1) defining their roles and contribution towards a shared goal (challenge to self-organize, lack of leadership and collaboration in case of WorkMatch) and (2) translating an idea into a tangible solution they aim to pilot (acknowledging the complexity and systemic level in case of Infrastructure).

We responded together with the workshop facilitator by tailoring the workshops for each group. For WorkMatch, we provided additional spaces to clarify the process and support them in establishing their ways of working. For Infrastructure, we co-hosted focus groups to narrow down the scope of their pilot and to better understand needs of their target group. Overall, we believe that stronger leadership and guidance from the Hello team was needed.

Added value that's unique

Two most appreciated workshops were on impact & system change. In the Piloting, we want to stress the importance of impact framework and invite them on a learning journey to reframe reporting from something that funders require to a method of learning, prioritizing and steering efforts towards set goals while having a sense of progress and achievement.

Recognizing their contribution

For this phase, we decided to financially compensate time of the Working Groups and their leaders. In Latin America it was received well and they felt appreciated, rewarded for their invested time. In Europe, it was seen as a token of appreciation, but we also had a case where they didn't feel comfortable to receive it, emphasizing that money is not why they continue engaging. Moreover, it entailed additional paperwork and extensive communication to distribute the small amounts to each of them.

Host organization for emerging solutions

We anticipated different ways of finding home for the solutions – establishing a new organization (a consortium), integrating them into existing organizations that are led by members of the groups or finding an external organization that is aligned with their mission. In most cases we observed that one or more organizations present in the group is taking on the solutions, often reflecting on their regional presence allowing piloting in multiple locations at once. In case of MIA LATAM, they decided to establish a new organizations that would carry the solution.

Once more concrete, easier to mobilize support

As the solutions and plans to pilot them become clearer, it is quicker and more effective to activate relevant support from the Network, Ashoka and IKEA. For example, we involved a low bono law firm to conduct an analysis of migrant labor regulations. MIA LATAM continues working with them to determine the best setup of their new organization. Additionally, we saw IKEA Advisory Group connecting the groups with organizations that could inspire their next steps. That experience underscored how long-term relationships, trust and cultural affinity of the Network can accelerate collaboration and results.

Monitoring, evaluation and learning

Shifting roles in the Hello team

We took steps to strengthen internal capacity and place impact at the center. The aim was to become a more agile, learning-oriented team – able to explain the programme better, see how its different pillars

complement each other and support emerging pilots with clarity and purpose.

Concretely, we revised how we organize ourselves – appointed senior leaders to oversee our Knowledge and Narrative work and shifted the Programme Coordinator to lead our Community pillar (Working Groups and Network) which allowed the Partnership Lead to see the programme from a bird's-eye view, thus, steering the team more effectively, and prioritize. The role of the external impact consultant was revised.

Impact framework improvement

We developed a simplified version of the impact framework to make it more accessible to external stakeholders. It focuses on outcomes and learning loops, helping the team to better understand how impact is tracked and how insights are fed back into the programme's design.

We experiment with guiding questions in weekly team meetings to catch learning and impact stories to better understand our sphere of influence, adapt the design, and prioritize our next interventions.

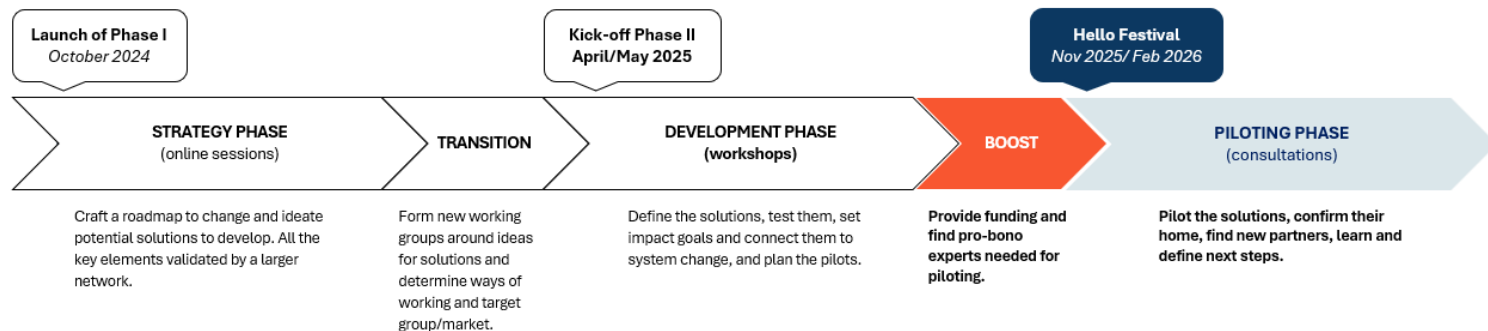
Emerging pilots are reviewed for alignment with the Accelerator's theory of change, and we invest in future impact frameworks of the Working Groups. This ensures coherence across pilots and allows for meaningful cross-learning and discovering synergies.

Inviting others to lead with us

During this phase we experimented with inviting members of the Working Groups, Network and Fellows to co-lead with us. Recognizing the need to shift migration narratives and call for spaces for deep thinking, we convened the Narrative Lab. We continue by organizing the Hola America Festival with committees responsible for different aspect of the event and already see eagerness to open doors and shape the content. After hosting a session around Knowledge, we plan to create the methodology handbook with others that have relevant experience and appetite to apply it in new contexts.



NEXT STEPS



From Development to Piloting

As we are moving to another phase, it is important to emphasize the building blocks of the first year and a half – a joint system change strategy in each region, 5 ideas for solutions, and formation of Working Groups around them. In the past months, those groups developed their ideas into solutions in a series of workshops and activated Network to strengthen them in different ways. Hello continued translating generated insights, learning and stories into tangible products and spread them through our channels and events.

To seize the momentum, we will *boost the pilots with funding and organize Festivals to share their plans and scout for potential partners*. During Piloting, we will *match them with experts and thought partners based on their needs, help them capture learning and plan their next steps*.

In the meanwhile, Hello takes on a larger role to create space for social entrepreneurs around Knowledge and Narrative, shaping this work into 2 pilots. See the outlook for the coming months in each region below.

Latin America

- Allocating funding based on their pilot applications and conducting due diligence process.
- Hosting Hola America Festival in Mexico (Nov 2025), the most important gathering on social innovation and migration in Latin America that provides a platform for the groups to co-lead the spaces and showcase their solutions.
- Collecting needs and matching them with experts and thought partners from the Network and IKEA.
- Regular check-ins (mid-term pilot report due in April), learning circles and Network sessions.
- Tailored support for Ana Karina Garcia and Lala Lovera (IKEA Fellows in Colombia).

Europe

Due to the differences in timelines, Europe still had one workshop in October. We are currently collecting pilot applications from the Working Groups. In February we plan an ecosystem event in Italy and then we will provide similar support to the groups and work with the Network as in Latin America.

Communications & events

Besides continuous **presentation of the programme** on the website, social media and through the quarterly newsletter, we are connecting with the Working Groups to determine how we can support their comms efforts.

In October, we hosted 3 online sessions with **Narrative Lab** as a collaborative space for content creators (incl. SEs) to come together around migration narratives, craft messages and test them. First test was a workshop hosted at the Hola America Festival. Deeper conversations took place during **Fellow House** in Mexico (Nov 2025) with top Spanish-speaking social entrepreneurs in the field.

Knowledge

The focus is on capturing the Accelerator's methodology and field insights from the pilots. Examples of planned products are a **methodology handbook** (led by Europe) and a **self-paced course on migration** for Spanish-speaking social entrepreneurs.

SIGNS OF CHANGE

Strengthening Collaborative and Systemic Solutions

More social entrepreneurs and their organizations in migration supported with new tools, resources and connections (some selected as Ashoka Fellows).

“Thanks to the Accelerator, we are expanding relational capital, new opportunities, knowledge, and leveraging other projects.” (Working Group, Latin America)

New tools & insights

We have observed advancement in leadership and ownership across the Working Groups. SEs have been also bringing their teams to the workshops, recognizing the learning value of these spaces. They plan to engage them in the Piloting as well.

“Being part of this programme opened my mind about the importance of enrolling myself more deeply in understanding what still needs to be done. This has led me to make a big change in my life: I’ve now started an Executive Doctorate. Honestly, joining the Accelerator was a huge part of what pushed me to take that step.” (social entr., Working Group, Europe)

In Spain, Hello began preparing a self-paced online course titled [Migration and Social Innovation: Rethinking Human Movement to Design Inclusive Futures and Ecosystems](#). Developed within the Ashoka Learning Ecosystem, the course targets Spanish-speaking SEs and other stakeholders who seek to approach migration through a lens of opportunity and collaborative innovation. To be launched in November.

Resources

Besides directly allocating stipends to 2 Ashoka Fellows (Ana Karina Garcia & Lala Lovera) and providing funding for pilots, we see new resources being secured by the Working Groups and their appetite to fundraise together with Hello, for themselves and for the programme.

Connections & visibility

We facilitated speaking opportunities at events and highlighted stories through different channels. There are concrete connections emerging from those. Examples are Alter-Eco receiving mentoring by Task Rabbit (IKEA’s partner in Italy), law firm continuing support for MIA LATAM, focus groups for Infrastructure later resulting in an introduction to Katie Brynson.

Katie came to Czechia for an event organized by Infrastructure’s member Ivka Setnikova. She spoke with 40 young students about the importance of keeping conversations open, even with people with different views — to keep listening and to try planting small “seeds” of change. With many examples from her work communicating migrant stories and changing narratives, she was the highlight of the event.

Shawgi Ahmed ([here](#)) and Leendert de Bell ([here](#)) from the Infrastructure Working Group in Europe attended the Refugee Entrepreneurship Network summit in London which gathered practitioners, funders, and policymakers to jointly reimagine support for refugee entrepreneurs. The invitation to host a session at the summit came from Charlie Fraser (Insights Network member and the leader of REN).

Leading Collaborative Solutions

Social entrepreneurs activate other forward-thinking stakeholders and co-lead collaborative solutions with them, scaling their impact.

The key are the five Working Groups that bring with them 28 organizations (21 of them being social enterprises).

Latin America ([here](#))

- Reconozco: Skills recognition system
- Alter-Eco: Innovative employment model for migrants and refugees
- MIA LATAM: Financial inclusion tools for migrant women

Europe ([here](#))

- Infrastructure for collaboration and courageous leadership
- WorkMatch: Bridging migrant talent to opportunities

Additionally, we are shaping our Knowledge (Europe) and Narrative (Latin America) work into piloting projects as well, inviting social entrepreneurs to join. Similarly, our events – Festival in Mexico and an ecosystem event in Italy, are organized with the Working Groups that co-lead them with us.

Stronger Ecosystem and Expanding Support

More innovative solutions emerge, new partners are attracted, they engage in collaboration and scale their impact.

Emerging collaborations

There are many, among them Bernardita Correa Díaz from IKEA activating key stakeholders in Chile – ambassadors from Chilean and Mexican government and UNHCR leadership in Latin America and inviting Hello to participate in their Cartagena +40 process.

In Europe, Embark and IKEA Netherlands launched a joint project on reverse mentorship in the Delft store and office thanks to Tina Molund (IKEA) and Nuha Boga (Embark) meeting during one of the Insights Network sessions. IKEA Romania and Jobful (led by Mihai Cepoi from one of the Working Groups) are exploring a collaboration on inclusive hiring.

New partners engaged

We established a partnership with IOM and UNDP starting in November. We will implement a joint strategy in Mexico at the federal level and in the states of Jalisco and Nuevo León. This strategy includes:

- a study on the migrant business ecosystem in Mexico, including a public database,
- the creation of a network of stakeholders, entrepreneurs, and social innovators to facilitate knowledge sharing,
- multisectoral meetings for the network,
- a program for SEs working on migration-related issues and potential Ashoka Fellows,
- capacity-building workshops for government authorities and high-level forums.

Expanding Effective System Change Models

The Accelerator is validated and promoted as an effective model of collaboration. New initiatives follow its principles.

The interest in the **methodology and its replication** in different contexts is growing with having more tangible examples of success. Kenny Clewett from Hello was invited to Geneva to contribute to a continent-level conversation about work and migration with the [Innovation Foundation](#) (IF). Much of the inspiration for building this gathering came from their learning with Hello. Kenny was also featured as the first guest in a video series on impactful social leaders: Voices of IF (to be released soon).

We have also been in active conversations with a number of organizations and funders in the UK to build an accelerator at a regional level with the Wales

Nation of Sanctuary Coalition. Similarly, we are exploring a regional accelerator in Basque Country, Spain. Both will certainly involve key replication pieces of our process.

Potential applications

During our programme, a key topic around work and migration, often termed as “Talent Mobility” (i.e. using current legal visa schemes to attract and bring migrant workers with key skills to economies in need of workers), has come to the forefront and Hello has been invited into several key conversations to provide our accelerator methodology to help build this budding sector. One of these, importantly, was the [Green Horizon Summit](#) in Venice, with some of the most important funding organizations around the topic (TMF, Shapiro Foundation). This is a potential field where an ecosystem accelerator approach might be a key to unlocking major resources. Consequently, we are talking with EPIM to possibly play a role in facilitating a consortium/accelerator for Europe around this topic.

Applying new Narratives and Insights

Stories and insights are spread through networks of engaged social entrepreneurs and other stakeholders, who activate more leaders for changemaking for the good of all.

Shifting Narratives

An example to highlight: Ashoka Fellow Laura Zommer (*Factchequeado*) and Patricia Mercado from the Narrative Lab (*Conexión Migrante*) are working to change the reality of people on the move trapped by misinformation. By uncovering how gaps in official information leave migrants vulnerable to scammers, they show why addressing harmful narratives is essential for systemic change. Their work is a reminder that while false information can trap people in cycles of vulnerability, changemakers can unlock pathways to safety, dignity, and long-term inclusion. Find all the articles from Patricia and Laura's investigation [here](#).

Applying gained insights

Through sharing knowledge in articles or sectoral events, we see the reactions of different leaders embracing them. Here a few examples:

- Ammar Shawesh (social entr., Working Group) after kick-off in Paris: [here](#)
- Nicklas Wallberg (IKEA) on our [article](#): [here](#)
- Elody de Brito (social entr., Insights Network) on the presentation at the REN summit: [here](#)
- Selen Ucak (impact investor, Insights Network) championing the solutions in Europe: [here](#)