



# skoll CENTRE

Three-Year Report  
**2021-2024**







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# 01 Introduction



## LEADERSHIP FOR SYSTEMIC CHANGE

**The Skoll Centre is uniquely situated to help leaders drive positive social change.**

Our twenty-year partnership with the Skoll Foundation and our embeddedness within Saïd Business School at the University of Oxford places us in an ideal position to bridge theory and practice, developing research insights and learning programmes that empower social impact leaders within and beyond business.

As the challenges facing people and the planet have become more complex and interconnected, the Skoll Centre's focus has evolved in tandem. Addressing the world's most pressing problems – including climate change, economic inequality, racial injustices, and global health crises – requires more than just

building successful social ventures. It requires transforming broken and unjust systems. Equipping leaders to drive systemic social change is therefore at the heart of our work today.

We focus on four core processes of systemic change – leading and organising, financing, measuring, and scaling. In each area, we partner with University of Oxford researchers and leading social innovators globally to develop practical, research-based insights, and we incorporate these insights into learning programmes for students at Oxford and social impact leaders around the world.

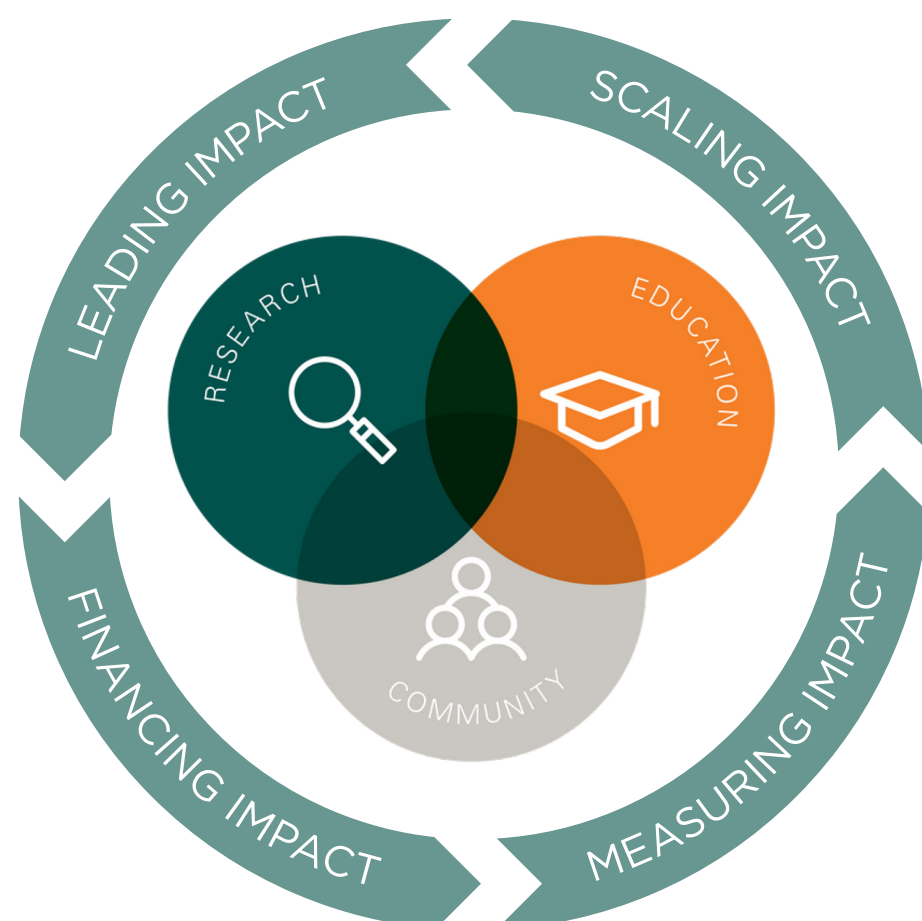


# OUR WORK TODAY

**As we have developed our work over the 2021-24 period, we have increasingly emphasised the importance of bridging divides.**

Systemic change will not happen if people work in silos or collaborate only with others who share their views. Our research looks for integrative, cross-sector, multi-stakeholder strategies, examining the leadership skills needed to orchestrate collective action among participants with divergent values, interests, and priorities. Our impact education programmes teach these

skills to the leaders of today and tomorrow, bringing people together across the divides of theory and practice, purpose and profit, local communities and global businesses. And our community of Fellows, Scholars, and other social innovators fuels this work, bringing it out into the world to drive change.



## RESEARCH

**Bridging academic research from across the University of Oxford with expertise from leading social innovators globally, we have:**

- Launched a monthly public seminar series, Insights for Action, which brings researchers in conversation with practitioners to share insights that spark change
- Embarked on a new three-year research initiative, Ownership Project 2.0, focused on how private wealth held by families can be effectively deployed to catalyse positive social impact
- Produced reports and playbooks that are educating policymakers about how to effectively support social entrepreneurs, helping philanthropists understand alternative approaches to investing for systems change, and enabling leaders at all levels to become climate changemakers
- Developed partnerships with organisations across sectors to co-create best practices for leading and organising, financing, measuring, and scaling impact

## IMPACT EDUCATION

**Seeing an opportunity to update and broaden the reach of our learning programmes, we have:**

- Redesigned our global systems thinking programme and competition, Map the System, to offer a deeper, more accessible learning experience that reaches students at a wider range of institutions
- Diversified our flagship postgraduate leadership development programme, Impact Lab, integrating students from a wider range of disciplines beyond the MBA
- Launched a collaboration with the Africa Oxford initiative, AfOx, to offer a new leadership development programme for postgraduate scholars from across Africa

## COMMUNITY

**Community is at the heart of everything we do. Over the last three years, we have:**

- Nurtured stronger connections with the academics and practitioners who contribute to and fuel our work, engaging them not just in our research initiatives but also in our learning programmes
- Improved our position and reputation within Oxford, connecting with the thriving entrepreneurship, innovation, and impact ecosystem
- Created more opportunities for Skoll Scholars and other alumni to engage with us and with one another, facilitating ongoing learning and connection



“

We see a world in which leaders bring individuals, organisations, and communities together to transform broken systems – bridging theory and practice, profit and purpose, local communities, and global businesses.



# LOOKING AHEAD

Having spent much of the past year refining our strategy, rebuilding our team, and developing new partnerships, we are now poised to deliver even more effectively on our mission – equipping leaders to catalyse systemic social change within and beyond business.

We could not have come so far without the support of the Skoll Foundation, Saïd Business School, our community, and our staff. As we grow and expand our impact, we look forward to connecting with and supporting people who share in our vision – a world in which leaders across sectors bridge divides to transform broken systems.



Professor Marya Besharov  
Academic Director

Marya Besharov



# Meet the Team

## THE SKOLL CENTRE TEAM

**The Skoll Centre successfully navigated a significant leadership transition across the 2023-24 academic year.**

In Fall 2023, our Executive Director stepped down after six years, and our Academic Director assumed the primary leadership role for the Centre. Alongside this leadership change, we had several other staff members depart for new opportunities in the University and beyond. While challenging for the remaining team, these moves are signs of our success in developing people and helping them take the next steps in their career journey. They also gave us an opportunity to redesign our organisational structure and roles to more fully align with our new strategy. We filled the new roles with five outstanding individuals who joined across June and

July, 2024, and we are now well-positioned to deliver on our strategy in the year ahead.

In addition, to ensure we continued delivering on our core activities during the transition period, we brought on several consultants, including Skoll Scholar and Impact Lab alumni, who made excellent contributions to our work. This approach has given us a strong pool of people to draw on for targeted support as needed in the coming years. We also asked members of our core team to step up during the transition and take on broader roles, which provided learning and growth opportunities for the existing team.



## THE CORE TEAM

### LEADERSHIP AND ADMINISTRATION



**Marya Besharov**  
*Academic Director*



**Catherine Hasted**  
*Deputy Director*



**Lydia Allard**  
*Executive Assistant*



**Pippa Hichens**  
*Team Administrator*

### IMPACT EDUCATION



**Nick Gregg**  
*Impact Education  
Senior Manager*



**Elizaveta Belkina**  
*Impact Education  
Coordinator,  
Oxford Programmes*



**Lina Papandreou**  
*Impact Education  
Coordinator,  
Global Programmes*

### RESEARCH



**Jessica Jacobson**  
*Research and Insights  
Senior Manager*



**Menna Clarke**  
*Research and  
Community  
Coordinator*

### STRATEGIC PARTNERSHIPS, COMMUNITY, AND COMMUNICATIONS



**Sarah Tuke**  
*Strategic Partnerships  
and Communications  
Senior Manager*



**Izzy Mohammed**  
*Communications  
and Community  
Manager*





# THE SKOLL CENTRE FELLOWS

In 2022, we established the Skoll Centre Fellows programme, to formally engage and partner with impact-driven faculty and researchers at the University of Oxford.

Fellows serve as senior advisors and intellectual leads in our research-practice initiatives, seminars, and learning programmes.

The current Fellows cohort focuses on the Saïd Business School research community and includes individuals with diverse backgrounds and experiences spanning social entrepreneurship, international business, political science,

anthropology, impact investing, environmental change and climate finance, strategic management, engineering entrepreneurship, and other fields. In future years, we will expand the Fellows community to include faculty and researchers from other parts of the University beyond the business school, as we do with our Early Career Research Fellows programme.



**Abrar Chaudhury**  
*Senior Research Fellow*



**Akshay Mangla**  
*Associate Professor of International Business*



**Alex Nicholls**  
*Professor of Social Entrepreneurship*



**Aoife Brophy**  
*Departmental Research Lecturer in Innovation and Enterprise*



**Bridget Kustin**  
*Senior Research Fellow and Director, Ownership Project 2.0*



**Juliane Reinecke**  
*Professor of Management Studies*



**Karim Harji**  
*Associate Fellow*



**Marc Ventresca**  
*Associate Professor of Strategic Management*



**Mary Johnstone-Louis**  
*Senior Fellow in Management Practice*



**Matthew Amengual**  
*Associate Professor of International Business*



**Paulo Savaget**  
*Associate Professor of Engineering Entrepreneurship*



# Key Achievements





## Key Achievements

# Research

**Systemic change isn't happening at the speed and scale required to address pressing global crises. More than ever before, we need leaders who can bridge theory and practice, profit and purpose, local communities and global businesses – to find solutions and transform broken systems.**

To create the conditions for this kind of leadership, the sector requires cutting-edge research that provides insights on how to lead, organise, finance, measure, and scale impact. Leaders need to be a part of interdisciplinary communities where there is dialogue between academics and practitioners, and they need access to learning programmes grounded in actionable, research-based insights.

Since 2021, we have strengthened our research capabilities, launching new research-practice initiatives like **Ownership Project 2.0** and publishing collaborative, action-oriented outputs like **The Climate Changemaker Playbook**.

We have also integrated and embedded research insights into the Centre's learning programmes, bringing in faculty from across the University of Oxford to contribute to Impact Lab, Map the System, and other educational offerings. And we have placed a significant emphasis on bringing researchers and practitioners together in seminars, convenings, and other settings, to facilitate learning and connection and foster new collaborations.

In the sections below, we offer selected highlights of our research activity across the four pillars of our work – leading and organising, financing, measuring, and scaling impact in the 2021-24 time period.





# LEADING AND ORGANISING

What leadership practices and organising approaches facilitate sustainable, innovative, and impactful social change?

## THE CLIMATE CHANGEMAKER PLAYBOOK - 2024

In 2024, Ashoka and The Skoll Centre launched the Climate Changemaker Playbook, a report that identifies strategies and tactics to help individuals across business, government, and civil society take a more active role in working to address the climate crisis.

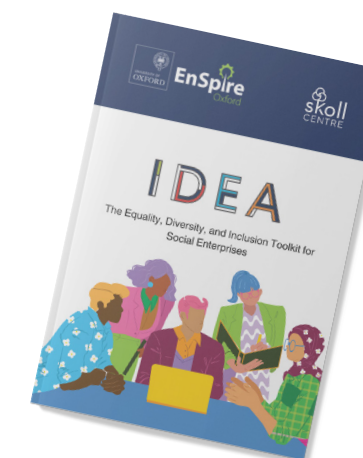
With a foreword by Christiana Figueres, Former Executive Secretary of the United Nations Framework Convention on Climate Change, the playbook offers insights and cases based on research with hundreds of Ashoka Fellows.



## OXIFIED TOOLKIT - 2022

Working with partners across the Oxford ecosystem, the Oxford Initiative for Inspiring Entrepreneurial Diversity (OXIFIED) shared best practices for building equitable, diverse, and inclusive ventures. Together with organisations like Makespace, Aspire,

Tap Social, and Oxford Hub, and in collaboration with IDEA (Increasing Diversity in Enterprising Activities), we developed an open-access toolkit of resources to support inclusive recruitment practices and diverse supply chains.



## NET ZERO BUSINESS OR BUSINESS FOR NET ZERO REPORT - 2022

A collaboration between Oxford Net Zero, the Smith School for Enterprise and the Environment, and the Skoll Centre, this report reviews corporate climate leadership practices on scope and offsetting. Analysis was

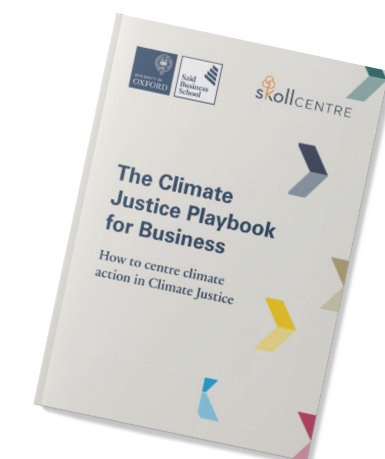
based on a database of the net-zero targets of the Forbes 2,000 largest companies, annual reports, and other public documents, as well as interviews with sustainability leaders.



## THE CLIMATE JUSTICE PLAYBOOK FOR BUSINESS - 2021

The Climate Justice Playbook for Business got its start during a regional B Corporation climate gathering in Taos, New Mexico in early 2020. A collaboration between the Skoll Centre,

Climate Action Champions, Provoc, and B Lab Global, the playbook evaluates the strategies and mindsets needed to centre climate action in climate justice.





## FINANCING

**What forms of partnerships and financing are needed to support systemic social change?**

### OWNERSHIP PROJECT 2.0

In 2023, the Skoll Centre launched Ownership Project 2.0, a new research initiative with £1.5 million founding support from NextWorld Philanthropies.

The agility of family owners and their tendency to think long-term can potentially catalyse positive change across their holdings, from family offices to family holding companies. However, change is fraught with organisational, regulatory, political, and behavioural barriers.

Ownership Project 2.0 is identifying best practices and innovations via in-depth interviews and case

studies and analysing how investment strategies, organisational design, and governance link to impact generation.

Building on the Ford Foundation-supported Ownership Project 1.0 (2018-2022), a global study of responsibility and purpose among large family businesses, the initiative is led by Professor Marya Besharov and directed by Dr Bridget Kustin, a Skoll Centre Fellow and former Early Career Research Fellow.



## MEASURING

**How can we ensure impact measurement is useful and meaningful for the individuals, organisations, and communities at the heart of social change?**

Building on sessions we have run at our Community Convenings and in the Insights for Action seminar series, we are collaborating with the Old Fire Station to document how social enterprises and funders can use storytelling and narrative to develop more meaningful approaches to impact measurement. This work will culminate in a playbook and set of videos to be released in the coming academic year.



# SCALING

How can we effectively and responsibly catalyse impact at scale, scaling up while also scaling deep?

## JUST TRANSITIONS IN GLOBAL SUPPLY CHAINS

In 2023-24 we launched new research on just transitions in global supply chains, starting with a focus on food systems. As part of this work, we co-hosted a convening in January 2024 with the Oxford Martin School, bringing researchers together with practitioners from global

businesses, civil society organisations, and local government agencies to share best practices. A report featuring insights from the convening will be released in October 2024, and we are in conversations to build on this work with a larger-scale initiative to be launched in 2025.



## UNPACKING SYSTEMS CHANGE PHILANTHROPY: FIVE ALTERNATIVE MODELS

Funding systems change is now at the top of the agenda for philanthropic organisations, with foundations and other agencies supporting a wide variety of initiatives meant to shift and repair incomplete or broken systems. Yet the concept itself remains contested and implementation is highly varied. This report provides descriptive evidence of how philanthropic organisations in the social impact space have supported systems

change across a wide range of countries and regions.

The report was co-authored by Skoll Centre Fellows Paulo Savaget and Marc Ventresca, together with Academic Director Marya Besharov and Senior Manager for Research and Insights Jessica Jacobson.





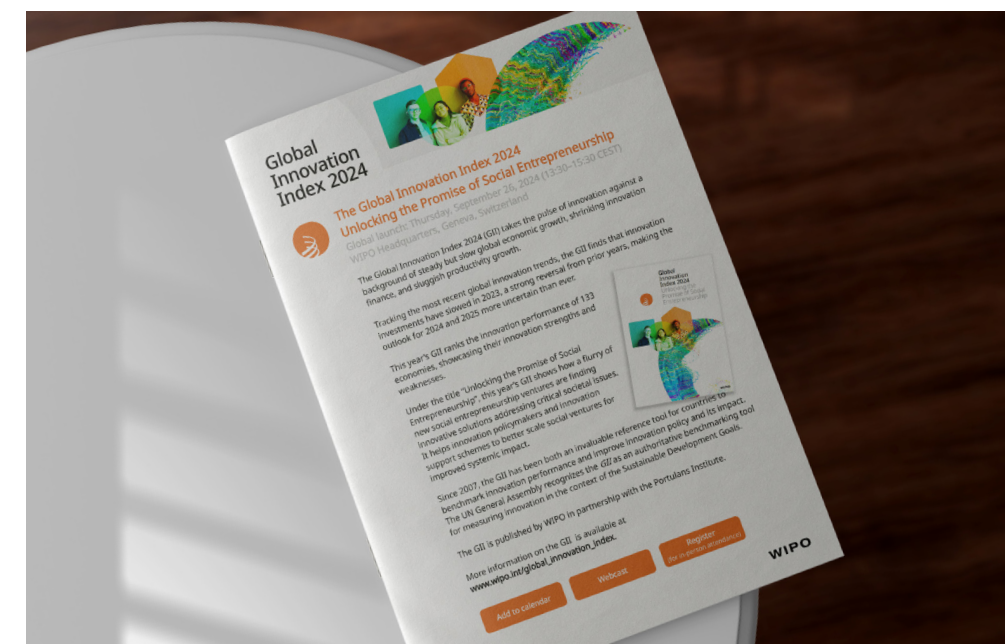
## RESEARCH: LOOKING AHEAD

Across the 2024-25 academic year, we will be releasing a series of outputs linked to the 2024 Global Innovation Index (GII) special theme on social entrepreneurship.

The Skoll Centre was selected to write the lead report and produce a set of case studies for the GII, and we are using these outputs to emphasise the role of systems change in social entrepreneurship.

At three launch events across September and October, we will engage with heads of state and innovation policy makers from countries around the world, using our research findings to foster a more supportive policy and financing environment for social entrepreneurs working to shift systems. Following these events, we will release 14 case studies showcasing how social entrepreneurs do systems-building work on the ground.

Building on the GII research, we are also launching a new initiative on ecosystem-building, in partnership with the Centre for Exponential Change and Instituto Beja. This initiative will unpack how social entrepreneurs can effectively build ecosystems across different communities and issue areas, and how funders can best support these efforts. Insights from this initiative will be incorporated into our new Learning Lab for social innovators as well as our student learning programmes, ensuring best practices reach current and future impact leaders around the world.





## Key Achievements

# Impact Education

**The Skoll Centre has over 20 years of experience designing and delivering transformational learning programmes for students around the world, equipping them with the mindsets and skills needed for catalysing systemic social change through social innovation.**

Since 2021, the reach of our flagship global learning programme, Map the System, has increased significantly, and we have also expanded and diversified our Oxford-based programmes, bringing the Impact Lab to students across more than 12 postgraduate degree programmes and launching a new leadership programme for African postgraduate scholars.

In 2023-24, we laid the groundwork for expansion beyond student programming, with plans to serve social innovators working to shift systems within and beyond business. We look forward to launching two new Learning Labs for this audience in the year ahead, while continuing to strengthen and grow our student offerings.

## THE SKOLL SCHOLARSHIP

**A prestigious opportunity to pursue an Oxford MBA with full financial support, the Skoll Scholarship enables social innovators to enhance and broaden their skills for more effective social change.**

Between 2021 and 2024, we welcomed 17 Skoll Scholars from nine countries, including four remarkable individuals joining us this Autumn. Across the 20 years of the scholarship programme, we have built a global community of over 100 Skoll Scholars – individuals who mentor, support, and collaborate with one another, and with the Centre, to create positive social impact at scale.

### MEET THE 2024-25 SKOLL SCHOLARS



**Achyut Gautam (Nepal)**  
is the co-founder of Khetipati Organics, a Nepali agro-based social enterprise dedicated to empowering rural smallholder farmers and reducing post-harvest loss in the Himalayan region.



**Aisha Raheem (Nigeria)**  
is the co-founder and Chief Executive Officer of Farmz2U, which has been developing food sustainability solutions for smallholder farmers in Sub-Saharan Africa since 2019.



**Amadeus Driando Ahnan-Winarno (Indonesia)**  
is the co-founder of Better Nature Tempeh, the UK's fastest-growing tempeh brand, and is passionate about nutritious, sustainable, and affordable foods.



**Sebastián Jaramillo (Colombia)**  
is the founder of Tirando X (TxC), which leverages artificial intelligence for personalised, at-scale, behavioural change interventions.



## 2023-2024 SKOLL SCHOLARS



**Diana Chao**  
**USA**  
Founder of Letters  
to Strangers



**Echika Obijiaku**  
**Nigeria**  
Founder of  
Mwanga



**Hudson Baird**  
**USA**  
Co-founder  
of PelotonU



**Julian Gerhart**  
**Slovakia**  
Co-founder of  
Zmudri



**Simeen Kaleem**  
**India**  
Co-founder of  
Gramhal

## 2022-2023 SKOLL SCHOLARS



**Avinash Kothuri**  
**India**  
Co-founder of  
Thinkerbell Labs



**Folasade Ayoola**  
**Nigeria**  
Co-founder and Chief  
Scientist of ElectricFish  
Energy



**Nitya Nangalia**  
**India**  
Managing Trustee of  
SEWA Anubandh



**Shruti Jain**  
**India**  
Founder, Chipko

## 2021-2022 SKOLL SCHOLARS



**Asha Vettoor**  
**India**  
Founder  
of Swara



**Ashraf Mizo**  
**Sudan**  
Founder of  
Nayla Prosthetics



**Claire Mongeau**  
**USA**  
Co-founder  
of M-Shule



**Taku Machirori**  
**Zimbabwe**  
Co-founder and  
Executive Director  
of Emergination  
Africa

## THE SCHOLAR COMMUNITY

All Scholars are part of the Skoll Scholar community, an active network of over 100 global leaders and social innovators. Scholar alumni remain engaged with the Skoll Centre after completing their MBA and meet annually for the Skoll Scholar Summit.

At this year's Summit, held in April 2024, we were thrilled to welcome 30 Scholars, spanning 20 cohorts. The Summit included learning sessions run by Skoll Centre Fellows, peer workshops, and ample opportunities for Scholars to reconnect with one another and contribute to discussions about the Centre's strategic direction. Many Scholars then went on to take part in the 2024 Skoll World Forum.







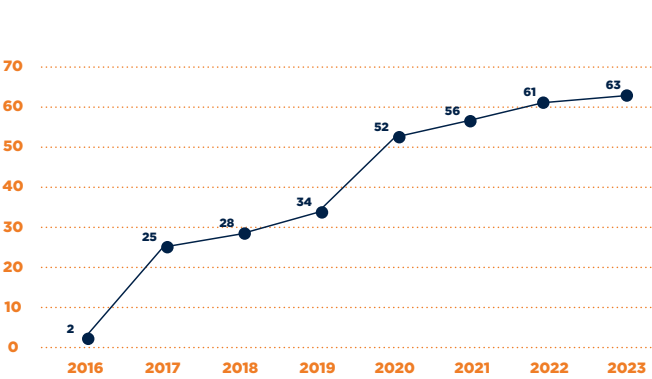
# MAP THE SYSTEM

Our flagship systems thinking programme, Map the System nurtures a global community of educators, students, and practitioners committed to using the principles of systems thinking to address complex social and environmental challenges.

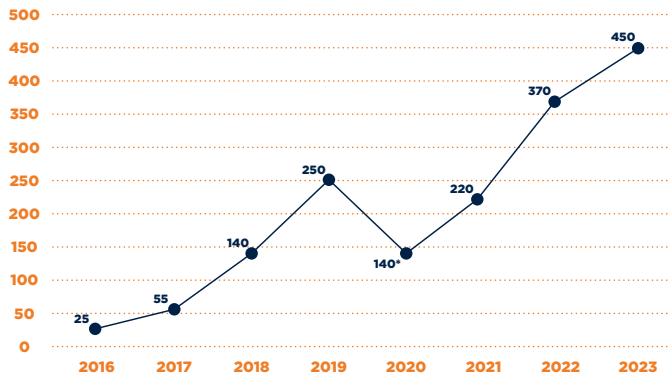
The programme, which has undergone a comprehensive update this year, has also grown significantly since 2021, reaching more students at a wider range of institutions.



NUMBER OF PARTNER INSTITUTIONS



NUMBER OF STUDENT TEAMS SUBMITTING PROJECTS



\*Drop in participation due to Covid-19



Since 2021, we have partnered with over 100 universities, reaching 7,500 students across undergraduate, postgraduate, and doctoral levels. Collaborating with over 250 academic and professional staff, we have continued to support educators in delivering Map the System at their institutions.

We have also placed a significant emphasis on broadening the global reach of our institutional partnerships. Since 2021, we have collaborated with institutions from 33 countries, with participating students representing 100+ nationalities.

In the 2023-24 academic year, we paused Map the System to undertake a comprehensive redesign of the programme, with the objective of creating a deeper, more accessible learning experience for both students and educators.

This process was informed by a Convening for Systems Change Educators, which we hosted in Oxford in March 2024. Bringing together over 40 systems change educators from around the world, the convening enabled us to co-design core aspects of the new learning programme with participants, while also strengthening the educator community and offering a space to share best practices.

The fully redesigned Map the System programme, including a new, six-module asynchronous primer course on systems thinking, is now optimised for digital delivery. The programme will be relaunched in October 2024, and we look forward to welcoming student teams back to Oxford in July 2025 for the Map the System global competition.





# IMPACT LAB

**Impact Lab, our co-curricular leadership development programme for University of Oxford postgraduate students, has also grown – in both scale and interdisciplinary reach.**

Impact Lab cultivates systems leaders who work collaboratively to lead and sustain positive social change throughout their careers. With an emphasis on peer learning, storytelling, and leadership retreats, the programme provides students with the skills needed to address complex social and environmental problems, explores avenues for building an impact career as a social intrapreneur, entrepreneur, and extrapreneur, and cultivates a lasting community of practice among programme participants and alumni.

Since 2021, Impact Lab applications have steadily increased, and the number of applications from non-MBA students has nearly doubled.

The most recent cohort welcomed 50 students from 12 different degree programmes, including international health and tropical medicine, social anthropology, international relations, public policy, materials sciences, and biodiversity and conservation, in addition to business and management.

“

Impact Lab was one of, if not the most, memorable parts of my MBA experience. My core community has come from this program. I've been pushed to think bigger and evaluate solutions outside anything I've been exposed to in the past. I'm grateful for the people, tools, and ideas that will enable me to be more impactful in my career.

**Impact Lab Alum**

“

Impact Lab was a highlight of my MBA experience. Having the curated space to deep dive into complex social issues with the support of experienced practitioners and a strong network of peers was unparalleled. I am so grateful for the community that we've built. Impact Lab is one of the most special and unique offerings at Saïd.

**Impact Lab Alum**







## AFOX

**Building on the success and popularity of Impact Lab, in 2022 we launched a collaboration with the Africa Oxford (AfOx) Initiative: the AfOx Leadership Programme.**

Serving the Mastercard Foundation AfOx Scholars, who come to Oxford for postgraduate study across a wide range of fields, this programme equips emerging leaders with the skills needed to drive systemic change across the African continent. Students participate in masterclasses, personal development retreats, peer coaching, and storytelling sessions, developing a holistic approach to leadership that complements their academic studies.

In 2022-23, we launched the programme with an inaugural cohort of 30 scholars. The 2023-24 cohort numbered 45 scholars spanning 18 African countries.





## IMPACT EDUCATION: LOOKING AHEAD

**Grounded in our research insights, our learning programmes equip students and social innovators around the world with the mindsets and skills needed to drive systemic social change. As we look ahead to the next five years, we are building on the strength of our existing offerings in two ways.**

First, we will be launching two new Learning Labs for social innovators working to shift systems from within and beyond the bounds of global firms. Both Labs will offer practice-oriented learning around leading, organising, financing, measuring, and scaling systemic social change, based on the insights emerging from our research initiatives and our global community of affiliates and partners.

Second, alongside this expansion of our programming to reach practising social innovators, we will continue to strengthen and

deepen our programming for students at Oxford and around the world, ensuring high-quality, accessible, and deeply transformational experiences.

To foster further learning and improved practice, we will host an annual Ignition Summit that brings together programme participants with diverse perspectives and experiences to work toward our shared vision of bridging divides to transform broken systems.





## Key Achievements

# Community

**Our community is our greatest asset. Having built a global network of academics and practitioners working in social entrepreneurship, innovation, and impact over the past 20 years, we have cultivated an engaged and diverse group of collaborators.**

Since 2021, we have focused on creating opportunities for our community of Fellows, Scholars, and partners to contribute to our research initiatives, educational programming, and strategic direction. We have designed convenings that bring the community and wider network together, built collaborative and innovative organisational partnerships, and invested in methods and platforms that help us connect with new global audiences.

Our deep commitment to collaborating with the researchers, students, and social innovators at the heart of our work has extended the reach of our research and educational programming – enabling us to have a greater impact.



## THE FELLOWS COMMUNITY

**We work with faculty and researchers across the University of Oxford, as well as leading social impact practitioners.**

Skoll Centre Fellows, Early Career Research Fellows, and Visiting Fellows and Executives-in-Residence contribute to our work as research collaborators, instructors, and thought partners. Members of the Fellows community have run workshops at the Skoll Scholar Summit, taught and advised on our Impact Lab programme, contributed to and led research initiatives, and facilitated sessions at our annual Community Convening.





**Adaku Jennifer Agwunobi**  
Postdoctoral Researcher,  
University of Oxford  
*Early Career Research  
Fellow Alumni*



**Alona Revko**  
British Academy  
Research Fellow,  
University of Oxford  
*Visiting Fellow*



**Aoife Brophy**  
Departmental  
Research Lecturer,  
University of Oxford  
*Skoll Centre Fellow*



**Charmian Love**  
Global Director of  
Advocacy, Natura&Co  
*Executive-in-Residence*



**Sophie Maclaren**  
Leadership Facilitator  
and Mindfulness Coach  
*Visiting Fellow*



**Darshan Sanghrajka**  
Founder, Super  
Being Labs  
*Visiting Fellow*



**Derrick Feldmann**  
Managing Director,  
ISG Research Advisors  
*Visiting Fellow*



**Esther Benjamin**  
CEO, World Education  
Services  
*Visiting Fellow*



**Susanna Kislenko**  
Postdoctoral Researcher,  
University of Oxford  
*Skoll Centre  
Postdoctoral Fellow*



**Laurence Wainwright**  
Departmental Lecturer,  
Smith School for Enterprise  
and the Environment,  
University of Oxford  
*Early Career Research  
Fellow Alumni*



**Harris Sondak**  
David Eccles Professor  
of Business and Ethics,  
University of Utah  
*Visiting Fellow*



**Lennon Mhishi**  
Project Researcher,  
Pitt Rivers Museum  
*Early Career Research  
Fellow Alumni*



**Tara Montgomery**  
Founder and Principal,  
Civic Health Partners  
*Executive-in-Residence*



**Martin  
Kalungu-Banda**  
Partner and Consultant,  
Wasafiri Consulting  
*Visiting Fellow*



**Maryam Pasha**  
Director and Climate  
Curator, TEDxLondon  
*Visiting Fellow*



**Oscar Lyons**  
Director at Thrum  
Leadership Ltd  
*Early Career Research  
Fellow Alumni*



**Rodolphe Durand**  
Founder and Academic  
Director, Society and  
Organizations (S&O) Institute  
*Visiting Fellow*

## LEADING & ORGANISING IMPACT









**Akshay Mangla**  
Associate Professor of  
International Business,  
University of Oxford  
*Skoll Centre Fellow*



**Ammar Azzouz**  
British Academy  
Research Fellow,  
University of Oxford  
*Early Career  
Research Fellow*



**Cheng Lu**  
Postdoctoral  
Research Fellow,  
University of Oxford  
*Early Career  
Research Fellow*



**Pip Wheaton**  
Climate Problem  
Solver, Systems  
Thinker, Connector  
*Visiting Fellow &  
Skoll Scholar Alumni*



**Rajiv Joshi**  
Founder,  
Bridging Ventures  
*Visiting Fellow*



**Cynthia Rayner**  
Senior Researcher & Adjunct  
Lecturer, Bertha Centre  
for Social Innovation and  
Entrepreneurship  
*Visiting Fellow*



**François Bonnici**  
Director, Schwab  
Foundation for Social  
Entrepreneurship  
*Visiting Fellow*



**James Stauch**  
Executive  
Director, Institute  
for Community  
Prosperity  
*Visiting Fellow*



**Juliane Reinecke**  
Professor of  
Management Studies,  
University of Oxford  
*Skoll Centre Fellow*



**Kevin Tang**  
Research Assistant,  
University of Oxford  
*Early Career Research  
Fellow Alumni*



**Laura  
Trajber Waisbich**  
Departmental Lecturer,  
University of Oxford  
*Early Career Research  
Fellow Alumni*



**Mahreen Khan**  
Senior Postdoctoral Fellow,  
University of Oxford  
*Early Career Research  
Fellow Alumni*



**Marc Ventresca**  
Associate Professor of  
Strategic Management,  
University of Oxford  
*Skoll Centre Fellow*



**Paulo Savaget**  
Associate Professor of  
Engineering Entrepreneurship,  
University of Oxford  
*Skoll Centre Fellow*



**Claire Wathen**  
Director, Global Alliances,  
Skoll Foundation  
*Visiting Fellow*



**Mary Johnstone-Louis**  
Senior Fellow in  
Management Practice,  
University of Oxford  
*Skoll Centre Fellow*



**Matthew Amengual**  
Associate Professor of  
International Business,  
University of Oxford  
*Skoll Centre Fellow*



**Minerva Singh**  
Researcher, Nature  
Based Solutions Institute  
*Early Career Research  
Fellow Alumni*



**Sudhir Rama Murthy**  
Research Associate,  
University of Cambridge  
*Early Career Research  
Fellow Alumni*



## COMMUNITY CONVENING

**Launched in 2022, our annual Community Convening brings researchers, practitioners, and students together to consider sector-critical questions.**

Organised around interactive, participatory discussions that reflect the four pillars of our work – leading and organising, financing, measuring, and scaling systemic social change – the convening gives members of our community an opportunity to share their successes and challenges with one another, bridging research and practice, as well as global businesses and grassroots social ventures, to develop new approaches that address pressing social and environmental issues.





# PARTNERSHIPS

**Our ongoing partnership-building efforts have deepened relationships within and beyond the Oxford impact ecosystem.**

Our partnership with the **Africa Oxford Initiative** (AfOx) started in 2022 when we launched a leadership development programme for the AfOx Mastercard scholars who come for postgraduate study at Oxford, described in the Impact Education section of this report. In 2023, we extended the partnership to include co-hosting of faculty from African universities who come to Oxford to collaborate on specific research, teaching, or

public engagement initiatives. We also contribute to the AfOx Innovation Platform, which links African entrepreneurs with researchers across the University to tackle disease prevention, detection, and treatment as well as other high-priority challenges in Africa. The Skoll Centre trains these innovators in systems thinking, and we are exploring extending this collaboration to other areas as well.



In 2023, we launched a partnership with **Kellogg College**. This relationship expands our convening capacity, enables us to jointly host research seminars and initiatives, and provides our Fellows with a College affiliation (in addition to their departmental home), facilitating bridge-building across disciplines. We are looking forward to hosting our 2024 Community Convening at Kellogg in December.

More recently, in January 2024, we partnered with the **Oxford Martin School** and the **Environmental Change Institute** to co-host a convening on just transitions in global food systems, which brought researchers together with practitioners from global businesses, civil society organisations, and local government agencies. Participants shared their expertise, discussed challenges in their work, and surfaced critical questions that the Skoll Centre's future research initiative on just transitions will seek to address.

Across the first half of 2024, we also partnered with the **Old Fire Station** to document and disseminate their unique storytelling methodology for measuring impact, part of a broader Skoll Centre initiative on "meaningful measurement".

This initiative will focus on rich, narrative approaches to measuring impact for the individuals, organisations, and communities at the frontlines of social change, starting with an initial playbook to be released later this year.

Beyond the Oxford ecosystem, we have built strong partnerships with aligned organisations around the world that support and collaborate on our work, including:

- **NextWorld Philanthropies:** funder of our flagship financing impact initiative, Ownership Project 2.0
- **United Nations Development Programme (UNDP):** funder and collaborator for our research and case studies on financing resilience
- **World Intellectual Property Organization:** funder and collaborator on our 2024 special report for the Global Innovation Index, 'Unlocking the Promise of Social Entrepreneurship'



# KNOWLEDGE EXCHANGE

## INSIGHTS FOR ACTION

**A public seminar series, Insights for Action explores how researchers and practitioners within and beyond Oxford are using research insights to drive social change.**

Since launching Insights for Action in 2022, we have run 20 open-access seminars on topics including impact monetisation, resilience-building and climate adaptation, wellness and wellbeing in social impact, and trends in philanthropy and impact investment. Having already reached hundreds of

in-person attendees and thousands of people online, we are now working with our new marketing and communications lead to package and disseminate insights from past seminars and ensure future sessions bring in a larger and even more diverse audience and set of speakers.

## SKOLL CENTRE WEBSITE

We have placed a significant emphasis on strengthening the Skoll Centre's brand identity over the last three years, overhauling our visual brand and redesigning our website to support the dissemination of our research and deepen the outreach potential of our learning programmes.



## COMMUNITY: LOOKING AHEAD

**The world's most pressing problems are interconnected and complex. We are seeing more and more social innovators choosing to adopt systemic approaches and seeking out interdisciplinary collaborations because they recognise that they cannot achieve their intended impact alone.**

To strengthen and amplify the impact of our research initiatives and learning programmes, we will continue to convene and connect the researchers, students, and social innovators at the heart of our work, fostering mutual understanding, trust, and collaboration across different sectors, geographies, values, and resources.

Over the next 12 months, we will develop and implement a community and network strategy that formalises and bolsters our approach to convening and collaborating. We will also raise the profile of the Centre and widen the dissemination of its work through a new communications strategy that harnesses the power of storytelling and invests in digital marketing.



# Looking Ahead

## LEADERSHIP FOR SYSTEMIC CHANGE

**From our founding 20 years ago, the Skoll Centre has advanced the fields of social entrepreneurship, innovation, and impact by working at the intersection of research, education, and practice.**

We have changed significantly since 2003, broadening our focus from social entrepreneurship to broader processes of systemic social change. However, our belief in the power of bridging research, education, and practice has remained constant throughout. Grounded in this belief, over the past three years we have worked to strengthen our research capabilities, enhance and scale our learning programmes, and nurture the Fellows and Scholars communities that are at the heart of our work.

Looking ahead, we remain committed to shifting how leaders within and beyond business address social and environmental challenges, helping them to transform broken systems by bridging theory and practice, profit and purpose, local communities and global businesses.

Over the next five years, we will be working towards this mission in several key ways, detailed on the following page.





## FIVE-YEAR OBJECTIVES



### RESEARCH

**Launch one major research-practice initiative within each pillar** or curate a coherent, integrated collection of smaller initiatives, positioning the Centre as a clear thought leader on leading and organising, financing, measuring, and scaling impact.



### EDUCATION

**Offer two systems change Learning Labs annually to social impact leaders within and beyond business**, alongside ongoing programmes for students at Oxford and around the world, with all programmes culminating in an annual Ignition Summit that brings together leaders across sectors to drive systemic change.



### COMMUNITY

**Strengthen our community** by regularly convening and connecting the researchers, students, and practising social innovators that contribute to and benefit from our work.



### INSIGHT DISSEMINATION

**Build robust mechanisms for insight dissemination and knowledge exchange**, using our website, social media, and other channels to amplify the Centre's work.



### FUNDING

**Develop a diverse portfolio of multi-year funding relationships to support our work**, consisting of general operating support for the core Centre team alongside dedicated funding for specific initiatives and programmes.



