

Stichting Ashoka Nederland – FINANCIAL REPORT FY 2020

This annual report provides a summary of activities in the Fiscal Year 2020 (FY20) for Stichting Ashoka Nederland (Ashoka NL), that runs from the 1st of September 2019 till 31st of August 2020. This was the 'third' year of our second 3-year plan, which we developed mid 2017.

MISSION & VISION

Ashoka identifies and supports the world's leading social entrepreneurs, learns from the patterns in their innovations, and mobilizes a global community that embraces these new frameworks to build an "everyone a changemaker world." As part of Ashoka's global network, we work in programs across the globe, building and amplifying towards a global movement in three stages:

EVERYONE A CHANGEMAKER		
Social Entrepreneurship	Empathy and Young Changemaking	Organising for Changemaking

OUR 3 STAGES

1. Social entrepreneurship

We find and cultivate social entrepreneurs in every corner of the world, whose system-changing innovations solve deep-rooted social problems. After a uniquely intense and thorough selection process including independent parties, we invite them into the Ashoka Fellowship - providing early-stage financial support in form of a stipend and a lifetime membership into an expansive network of peers and partners - enabling them to achieve their vision and have even greater impact. We then draw on the insights and patterns of these 3,500+ Ashoka Fellows to understand what the future needs and how to create new solutions for building a better world.

2. Empathy and Young Changemaking

We inspire and enable changemaking in the public-at-large, and work to give all citizens the confidence and tools to solve problems for the good of all. Specifically, we focus on preparing the next generation to navigate this rapidly changing world by ensuring all young people have the empathy and changemaking skills they need.

3. Organizing for Changemaking

We mobilize a network of organizations to join us in shifting mindsets and reshaping how we learn, work, and live together to catalyse changemaking for the good of society. We partner with schools, universities, corporations, citizen sector organizations, media, and other influencers to co-lead this movement with us.

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PROGRAM GOALS FY20

When we drafted our goals for FY20, the Covid-19 pandemic was not yet foreseen. We envisioned to reach the following goals for each of the 3 stages:

1. Social entrepreneurship

We keep aiming for social entrepreneurs and changemakers to have increased access to resources, focused on System Change approach, acknowledging innovation, alternative paths to grow impact (incl. showing impact), by integrating with the European Fellowship program. We aim to bring together the expertise and support of our staff, our ASNs & partners and donors of our programs in a more consistent way.

Specific goals for Ashoka NL in FY20:

- Grow our community by selecting and supporting at least two new Dutch Ashoka Fellows (Venture);
- Set-up a working group to help us define priorities and formulate concrete action points on how to better support our Fellows and engage our entire network;
- Organize a minimum of 8 events to engage our community;
- Supporting our Fellows through Programs such as 'Learning for Holistic Wellbeing' as well as 'Accelerating Healthcare Access'.
- Share opportunities for co-creation and co-learning from the European Fellowship Program with our community;
- Continue our collaboration with corporate partners to find pro-bono support for our Fellows.

2. Empathy and Young Changemaking

Empathy and Young Changemaking are one of the core strategies of Ashoka worldwide. We believe it is crucial to build learning ecosystems with all stakeholders who are needed to enable youth to take agency, and to align them, to encourage continuous learning, collaboration and co-creation.

Based on the literature and many insights from the Ashoka Fellows we co-created a methodology framework called 'Weaving'. Weaving is a new kind of leadership that requires specific skills to collaborate and the ability to 'weave' multiple stakeholders together, so they can start sharing knowledge and expertise and collaboratively working in an ecosystem towards a common purpose. This will lead to system change much faster than if all stakeholders would continue their efforts and work within their own silos. Ashoka NL will keep initiating, developing, scaling and implementing Weaving programmes and other Ashoka teams can rely on the teams' expertise and guidance when rolling out Weaving programs themselves.

Specific goals for Ashoka NL in FY20:

- Officially launching the Learning for Holistic wellbeing program, supported by the RoundGlass Foundation; to gather over 100 learn leaders from all over the world at a Learning Summit in India, in February 2020.

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- Organising the Summit participants in Change Teams and collaborate to produce a Learning Framework for Holistic Wellbeing, assessment tools and thematic curricula (e.g. Learning for Holistic Wellbeing through arts, sports, community action and nature).
- Producing learning materials and prepare for a next Learning Summit in Seattle (USA), in September 2020.
- Continued prototyping of Weaving programs.

Ad 3 Organizing for Changemaking

To maximise our impact and to strengthen the financial position of our organisation for the longer term we aim to keep positioning Ashoka NL as an innovative international hub. The Netherlands can be the first country to pitch and test Ashoka programmes aimed at collective impact (Weaving) and initiate global partnerships, as we have proven to have done successfully over the past years.

We will continue to build on our (Global) partnerships and find common ground to strengthen each other and create a joint impact.

Also, Ashoka NL will intensify the collaboration with other Ashoka offices and contributing to Ashoka worldwide, actively engaging with and contributing to the respective European and Global team of teams.

Specific goals for Ashoka NL in FY20:

- Strengthen our current partnerships and get them more aligned with the Ashoka global strategy of creating system change through certain defined 'pathways'.
- Enhancing the impact, we can jointly make and increasing the long-term commitment that is crucial to create sustainable change.
- Grow our ASN network.



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ORGANIZATIONAL GOALS FY20

When we drafted our goals for FY20, the Covid-19 pandemic was not yet foreseen. We envisioned to reach the following goals: to keep integrating our European networks of Fellows, ASN and other partners to become more efficient in sharing resources, capacity and fundraising efforts.

People

We aim to keep a lean core team that is financed via various (Global) programmes and unrestricted funds (ASN, corporate partners):

- € Noa Lodeizen (1 fte) will have a shared country rep role with 95% focus on Weaving (program implementation, methodology development, learning loop, scaling the concept to other Ashoka programs), funded via Weaving programmes and other Ashoka offices that will implement Weaving programmes and require consultancy. Noa will focus 5% on Fellowship and ASN, funded via unrestricted funds.
- € Erlijn Sie (0,8fte) will have a Global Partnership role with 85% focus on large global corporate partnerships, funded by Global programmes. Erlijn will focus 8% on new partnership development and 7% on Venture funded by unrestricted funds.
- € Karin Muller (0,8fte) will have a Program and Operations management role with 70% focus on program management funded by Weaving programmes and 30% focus on ASN, corporate networks and financial management, funded by unrestricted funds.
- € Sukhada Parkhi (1 fte) will have a 100% role in finance, funded by the Accelerating Healthcare Access program and unrestricted funds, until 1 October 2019.
- € A new Finance Manager to be recruited as replacement for Sukhada Parkhi per 1 October 2019.
- € A new Fellowship & Community manager to be recruited to intensify our work with the Dutch ASN & Fellow community, per end of year 2019
- € A new Communications assistant (intern) to be recruited per end of year 2019.

We will organize a number of strategic team sessions and assess in what role the current team members can perform at their best.

We will also work on our team development through weekly team meetings and by organising an annual team day.

We will allow for learning and personal development by inviting team members to international Ashoka events like the annual European All Staff Meeting, and to let them participate in relevant trainings via the European Fellowship Program.

We aim to get the new team members on payroll through Ashoka's complete HR process.

Finance & Operations

We will continue to improve our financial management closely linked to Global financial management processes and focus on GDPR-compliance of our operations from a legal point of view, by:

- Closure and audit of FY19 books.
- Improved budgeting, grant management and reporting

All the above will happen while complying with Dutch laws and accountin

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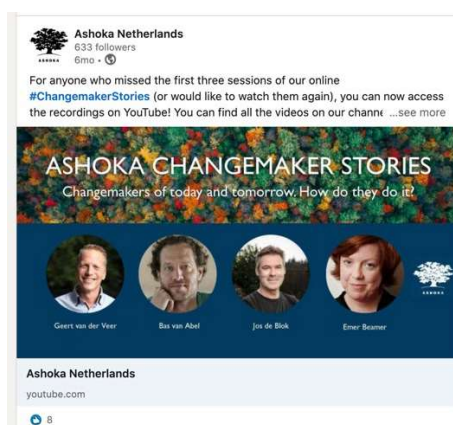
Funding

We aim to secure our funding in FY20 by continuing and strengthening our partnerships. We hope to focus on delivering quality, and rather extend collaboration with current funders rather than to start more new programs and attract new funders, by:

- Launching the Learning for Holistic Wellbeing program and to prepare for a follow up to the planned Summit in February 2020, with our partner RoundGlass Foundation.
- Continuing our partnership with PwC to strengthen the field of social entrepreneurship in The Netherlands.
- Continuing collaboration with our partner Philips Foundation and prepare for a new multiple year partnership around Accelerating Healthcare Access in FY21.
- Growing our unrestricted funds through expanding the ASN network; we aim to renew all existing contracts and to recruit new ASN. We mobilise our existing community to get new ASN's on board, and we organize local events to recruit new ASN.

Communication

We aim to strengthen the Ashoka brand in The Netherlands together with our community of Fellows and ASN. We keep them informed via a quarterly newsletter, and we communicate with a wider audience via social media. We aim to update and improve our website. We will organise community events and we will present our work at external events so people can learn more about Ashoka and our mission and vision.



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ACHIEVEMENT OF PROGRAM GOALS FY20

Covid-19

Due to the worldwide health pandemic FY20 was a challenging year in all regards, not only for Ashoka Netherlands but for everyone, including our entire community of colleagues around the world, Fellows, ASN and partners.

At the start of the pandemic early March 2020, Ashoka Europe and Ashoka Global developed an Ashoka policy regarding Covid-19 which was communicated to all staff. The policy discouraged people from travelling internationally and restricted all Ashoka travel to a critical minimum, initially until end of April 2020. All in-person events were transformed into online gatherings, initially until end of June 2020, and Ashoka staff and affiliates were encouraged to work from home. A special Covid-19 task force has been monitoring the (financial) situation all along and is still continuously updating the policy if events change.

Two members out of 4 in our local core team were infected by the virus themselves in FY20.

Despite the challenges related to Covid-19 in FY20 Ashoka NL was able to reach the following program-based results:

1. Social Entrepreneurship

Venture

Our Fellow and ASN community nominated a number of great social entrepreneurs for our search and selection process for new Ashoka Fellows, called 'Venture'. Also, through the partnership with Google.org (Google Impact Challenge launched in FY19) we identified interesting new social innovations. Unfortunately, due to a 5-month parental leave of one of our team members in 2020, we lacked sufficient capacity in our local team to follow up on those leads. We did not manage to execute the first rounds of screening, after which the European Venture team could take over the process.

Also, due to Covid-19 there were delays in the search and select process as a whole; we did not have the option like usual to meetings in-person with social entrepreneurs to interview them, although online interviews were sometimes considered as an alternative. We also couldn't attend events where we could watch social innovators take the stage, and we could not organise in-person panels like usual. The result is that we did not select any Fellow candidates for the panel in FY20. We are currently looking into new ways of managing Venture in the local team, by for example integrating a budget for Venture in new partnership proposals.

Fellowship & Community Management

In the first half of FY20 we organised several in-person events. Due to the Covid-19 pandemic we transformed all events into online experiences since March 2020.

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Community Dinners



conversations.

We were able to organise two in-person community dinners. Our first private dinner with ASN and Fellows was held early October 2019, the second dinner took place in February 2020. We engaged in fruitful discussions about how we can better support each other as a community; feelings were shared, and ideas were exchanged. From March 2020 onwards the scheduled in-person dinners were transformed into two online gatherings where we continued our

Community work sessions



work sessions with a number of ASN, Fellows and Ashoka staff members.

The Annual Retreat in collaboration with Ashoka Belgium in summer 2019 triggered the first conversations around the Ashoka global Everyone a Changemaker strategy, and how to effectively translate that into an effective strategy for Ashoka The Netherlands. Also, the branding and positioning of Ashoka in The Netherlands was discussed. The community dinners further sparked conversation and we decided to set up a number of dedicated

In four gatherings from November 2019 – February 2020 we conducted a SWOT analyses, formulated our USP's and created a new slide deck to recruit new ASN. We also improved our communications strategy; we are putting our Fellows at the core of what we do, and we ensure it supports scaling their impact and scaling our collective impact.

Ashoka European Changemaker Summit



From 25-27 November 2019 the annual Ashoka European Changemaker Summit (ECMS) took place in Barcelona. Never before have we worked so closely as one European team. We brought our community and partners together to share, collaborate and deep dive into our world of fellows, system change and our 'Everyone a Changemaker' vision. On stage, 16 new European Fellows were presented to the audience and numerous sessions took place for full :

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Netherlands helped organizing a session on 'weaving democracy' and a session on 'social finance and impact investing'.

Changemaker Journey



On 2 November 2019 we organized a 'Changemaker Journey'; a field visit to an Ashoka Fellow. We organized it in collaboration with Nexus, a community in which the next generation of investors is encouraged to invest focusing on market return rates with empathy, inspiration, and creativity. Together with a number of our own Fellows and ASN and with Nexus members we visited Sea Ranger Service, the organization of Ashoka Fellow Wietse van der Werf. It was a great way of learning more on his work, talking to the young Sea Rangers and

to engage our community and build new relations.

New Year's Lunch



On 9 January 2020, Ashoka Netherlands started off the year with a New Year's lunch for Fellows and ASN. Two Ashoka fellows – Aart van Veller, co-founder of Vandebroen, and Bas van Abel, founder of Fairphone – were invited to talk about some major changes happening in their companies. The discussion focused on the reasons for partnering with big business: partnering with Essent in case of Vandebroen and partnering with Vodafone in the case of

Fairphone. Both Aart and Bas spoke about some of the challenges they faced as successful social entrepreneurs to further scale their impact, offering an honest account of their experiences as well as highlighting the importance of creating support networks.

Ashoka Europe All Staff Meeting



From 27 - 30 January 2020 more than 100 Ashoka colleagues from offices all around Europe gathered in Bucharest, Romania, for the yearly European Ashoka Staff Meeting (EASM). During these four days there were plenty opportunities to share, co-create and learn from each other, all with the broader goal of exploring how we can strengthen collaborations on a regional level and have more impact in Europe.

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Ashoka Europe's Covid 19-Response

Early March 2020 it became clear the world was dealing with a serious health pandemic. Ashoka Europe's response to Covid-19 brought all local country offices and pan-European teams coming together to develop strategies and new plans to deal with the new reality. Ashoka The Netherlands actively participated and contributed to this process.

Ashoka Europe Live



On 8 April, 22 April and 6 May 2020, Ashoka Europe launched the 'Ashoka Europe Live Sessions'. In these pan-European co-creation sessions our international community of changemakers (Fellows, ASN and partners) came together to discuss pan-European initiatives to address the Corona crisis. It was an effort to connect with the international community, to map

the needs and discuss the way forward.

Changemakers United



Ashoka initiated a partnership with Zalando to support social innovation as a response to the Covid-19 crisis. On 20 May 2020 Ashoka and Zalando hosted the online Changemakers United Summit, featuring inspiring sessions with 20 selected Ashoka Fellows across Europe who are providing innovative solutions to the Covid-19 pandemic. Among these changemakers was our Dutch Ashoka Fellow Emer Beamer, founder of Designathon, who spoke on the need to transform learning ecosystems. The summit offered various

insights and the online recordings are still accessible (click [here](#) for Emer's session).

European Fellowship Program online

The European Fellowship program – initially set up around a large number of in-person events - was immediately transformed to an online program so we could continue with these offerings to Fellows and ASN.

The European Fellowship program also provided a Wellbeing Toolkit to all staff, Fellows and ASN to provide support to cope with emerging challenges, develop our capacity to be well despite experiencing fear, anxiety, anger and many other emotions, and practice self-care. The toolkit provides a 'check in' tool, body movement and breathing exercises, a journaling tool, support circles, gratitude practices, tips for behavioral change (creating new habits) and wellbeing resources for families with children. They also provided tips and resources for resilient and crisis leadership, and a Virtual Facilitation Toolkit to learn m

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Ashoka Netherlands Covid-19 response

Covid-19 Needs Assessment

Ashoka Netherlands sent out a special Covid-19 related Newsletter in March 2020, inviting our community to stay connected through a number of online check-in sessions. We made an assessment of the impact of Covid-19 and the needs of our Fellows and ASN and we tried to meet those needs the best way possible. We also hosted an online session in March 2020 to find out what the specific needs were of our Dutch Fellows and ASN, in order for us to maximise our support. One of the needs was (emergency) funding so we built a joined database where we can share all relevant funding opportunities with each other.

Online Changemaker Stories

As an alternative for the scheduled in-person field visits to Fellows (Changemaker Journeys) we organized three online 'Changemaker Stories' in the second half of FY20 with the aim to help scale up their innovative solutions. In these confusing times, the preparations of these sessions and the content re-energized and inspired our community, as well as our team members. There was space for interaction, and participants were invited to engage, ask questions and share their own experiences. All sessions are recorded and can also be watched on our [YouTube channel](#).

We learned more about creating sustainable local food systems from Ashoka Fellow Geert van de Veer, founder of Herenboeren. With an ingenious community concept to produce sustainable food, numerous Herenboeren farms have started opening in the Netherlands. Here, on behalf of the community, a farmer grows what they personally need and would like to eat in a sustainable way.

Ashoka Fellow Jos de Blok introduced us to the model of decentralized healthcare and community organization. Jos is founder of Buurtzorg. By avoiding unnecessary bureaucracy and working with small teams of nurses and healthcare providers, tailor-made care is provided to households in the neighborhood; this concerns nursing and personal care.

And with Ashoka Fellow Emer Beamer we explored how we can give children an active role in designing their own futures. Emer is founder of Designathon Works. Through a unique design method, (school)children ages 4-12 are given the chance to conceptualize, build and present their solutions to social problems, such as climate change or the Covid-19 crisis.



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Continuation of programs

The worldwide pandemic had an impact on all our programs. We had to make some tough decisions, but we were fortunately also agile enough to adapt to the new situation and revised our strategy to secure and maintain operations.

Accelerating Healthcare Access (AHA)

In partnership with Philips Foundation, we engage international Ashoka Fellows in a 3-year program called 'Accelerating Healthcare Access' which started in FY18. We successfully continued our partnership in FY20.

An important part of the program is dedicated to build and grow a movement of changemakers aiming to accelerate healthcare access to mainly un(der)served parts of the world. The program brings together business and social entrepreneurs, enabling collaboration between Ashoka fellows and the Philips Foundation. We select and support Ashoka Fellows working on systemic barriers and by sharing knowledge and expertise on how to collaborate for collective impact in this health space. Our well attended online Webinars explored innovative paths to accelerate access to healthcare in disadvantaged communities by connecting social entrepreneurship with industry skills.

Philips employees have actively participated in the partnership as advisors, volunteers, and thought partners. Coming from different departments with diverse skill sets, they each have joined a team and engaged in meaningful conversations with social entrepreneurs to identify opportunities for increased impact and better pathways to collaborate and bring shared value. Philips staff engaged also in FY20 in the program, reported increased desire to create an impact of their own and utilize the principles they learned from Fellows in their day-to-day jobs.

Although many scheduled in-person activities were delayed and postponed due to the Covid-19 crisis, we still managed to select and support a number of new AHA Fellows. For example, Kumar Shailab, founder of Uplift Mutuals; the first micro-insurance company in India, designed, co-owned and led by marginalised women. And also, Fellow Dorica Dan who is involved in developing blueprints for a new rare disease care system

The AHA Fellows have also responded to the Covid-19 crisis. For example, Hilmi Quaraishi, founder of ZMQ, a technology for development organization developed stories to create awareness around Covid-19. ZMQ has different methods for sharing updated information. One method is through a mobile phone-based platform that is used to disseminate digital stories in Uganda, Rwanda and Afghanistan. Sharing accurate healthcare information is crucial during this pandemic and makes these kinds of social innovations extra relevant. Another example is Fellow Moka Hoffman Lantum who is helping to provide rapid Corona virus testing at airport clinics in Kenya, making these clinics a first-line provider for Covid-19 screening.

Doing Democracy

Following a session at the Ashoka European Changemaker Summit in November 2019, Ashoka Netherlands embarked on a journey together with the European Fellowship team and The Weaving Lab to bring Europe's leading social entrepreneurs and change leaders within the democracy ecosystem together to catalyze collective impact.

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Can any existing government claim to be truly democratic? What are the barriers in our democratic systems that are holding back civic participation? How can we use new technology to empower everyone to engage? These are just some of the essential questions on which the social entrepreneurs and change leaders engaged in this program, are working on. Covid-19 had no direct impact on the program since all sessions were organized online. Currently it is being reviewed if the program can be continued in FY21.

IKEA Globaliser

In 2019, Ashoka and IKEA formed a global partnership to support 12 leading social entrepreneurs fighting the root causes of global social problems. One of them is Dutch Ashoka fellow Wietse van der Werf from Sea Ranger Service. The partnership has led up to a summit in Delft, The Netherlands in November 2020. Ashoka The Netherlands assisted in preparations for this event where the selected Ashoka Fellows and IKEA's global business leaders and partners have strategized, implemented and planned the maximisation of the social entrepreneur's social impact.

Google.org Impact Challenge

In FY19 we contributed to Ashoka's global partnership with Google.org and the Google Impact Challenge. Ashoka Netherlands was involved in the mobilization, communication and selection processes of applicants for this search for social innovations. The objective of the Challenge was to combat hate and extremism in Europe as well as to enhance child safety, both online and offline, by supporting projects that promote more inclusive societies.

Ashoka The Netherlands cancelled our further involvement in this program in FY20 since we lacked capacity and did not see it match our strategic goals sufficiently. Other Ashoka offices could add more value to this particular partnership. In February 2020 the final results were announced for the Challenge. Projects from various European countries were selected to receive further support and two came from the Netherlands: Enliven Media and FARE network.

Preserving Biodiversity

End FY20 Ashoka The Netherlands joined Ashoka's global Nestlé partnership and is specifically managing the collaboration with Vittel, one of the Nestlé brands, with a focus on the Ashoka Next Now theme of Planet & Climate. Vittel has set as its mission to preserve biodiversity and partners with Ashoka to contribute to this goal.

Together, Ashoka and Vittel launched the Act for Biodiversity Challenge, looking for already implemented solutions with a system change approach that engage people and organizations across sectors to preserve biodiversity. All activities were designed for online engagement, so Covid-19 had no direct impact on our planning.

202 Social innovators from all over the world applied to the Challenge; 18 candidates were short listed, and 5 finalists were finally selected by the jury and Vittel employees. They were rewarded with a total of EUR 140k in prize money and were offered mentoring support by Kearney.

We also prepared for an "Accelerator" program to scale up their projects: it will be a 2,5-month program in FY21 with online courses and mentoring from Nestlé b and other thought leaders, as a mutual learning experience to prepare th collaborations and co-creation.

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2. Empathy and Young Changemaking

Enabling youth to take agency is one of the core strategies of Ashoka. Ashoka Netherlands contributed to this mission in FY20 via the partnership with RoundGlass Foundation.

Learning for Holistic Wellbeing

To accelerate a transformation of learning globally, we aim to inspire teachers and non-formal educators to provide immersive learning experiences – and create thriving learning ecosystems – that shape the character and wellbeing of young people everywhere: Experiences that develop essential knowledge and skills alongside mindfulness, self-awareness, self-regulation, empathy, compassion, curiosity, creativity, courage, resilience, purpose, thoughtfulness, wisdom, and other deeply human qualities that will define a positive future for mankind and the planet.

In FY19 we prepared for the Learning for Holistic Wellbeing program. Supported by the RoundGlass Foundation and in collaboration with The Weaving Lab, we built a community and organised multiple Zoom calls, co-designing and working towards a Learning summit in India. Ashoka Netherlands conceptualized, planned and coordinated this Summit, with the aim to transform the purpose and practice of education systems everywhere. In FY20 we officially launched the program.

We gathered over 120 learn leaders from 46 countries and 4 continents in Jaisalmer, India, from 19 – 22 February 2020. For four full days a group of the world's most progressive thinkers and others in the field of learning for personal, societal and planetary wellbeing reflected and worked together with the purpose of re-imagining, re-designing and re-engineering our learning systems. Amongst them were over 30 Ashoka Fellows. We organised participants in Change Teams and collectively produced the foundations for a learning framework for holistic wellbeing, assessment tools and thematic curricula (e.g. learning for Holistic Wellbeing through arts, sports, community action and nature).

The summit happened just before the pandemic spread from China to the rest of the world. In hindsight it was extraordinary that we managed to gather in India with so many people just before the pandemic and the subsequent lockdowns and international travel bans.

The summit was evaluated very successful by both participants as organizers and initially we would have continued with strengthening this community of learn leaders. Covid-19 however influenced the further scope of the program. Plans were adjusted and RoundGlass decided to focus on - together with all the experts in their respective fields - creating an online library of Masterclasses that essentially could define the field of learning for holistic wellbeing. It was aimed at inspiring and informing young people, teachers, parents, teacher trainers, school leaders but also policymakers, employers etc. As a response to the COVID-19 pandemic, and the increased demand for online learning, we think that was a smart decision.

In March and April 2020, together with a selection of learn leaders, we developed the framework for an MVP for this library of Masterclasses, offering learning experiences on how we can maintain wellbeing for ourselves, our communities and the planet in these challenging times.

After this phase, focus shifted completely to production of these Masterclasses. Ashoka the Netherlands concluded that this focus on content production was no longer matching Ashoka's expertise and core mission. We decided to pause the partners'

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future circumstances allow and a next summit will be organized, Ashoka Netherlands and RoundGlass Foundation might very well partner up again.



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3. Organizing for Changemaking

The developments surrounding the COVID-19 crisis has a major impact on the health of people and our society worldwide, as well as on the operational and financial performance of organizations and the assessment of the possibility of maintaining continuity. This undoubtedly had its impact on our organization as a whole.

ASN

We managed to recruit one new Ashoka Network Supporter (ASN) after the Ashoka summit in Barcelona. We envisioned to recruit more ASN in FY20, but due to Covid-19 we could not organize in-person events in the second half year and missed out on visiting other events and opportunities to network. Online it is much harder to meet new people and build relationships. It has been proved from the past that in-person events proved for us the best way to recruit new investors in our community.

Partnerships

Despite our initial goal for FY20 to intensify relations with existing partners rather than to start new programs and partnerships, two of our multiple year partnerships were terminated in FY20. Both RoundGlass Foundation and PwC revised their strategy and we concluded that the current partnership frameworks were not matching - or were not sufficiently integrated - with Ashoka's core mission, hence it could not bring enough value anymore for both sides. With both RoundGlass Foundation and PwC we maintain good relations, and we will keep exploring opportunities for a renewed partnership.

Philips Foundation's mission is to reduce healthcare inequality by providing access to quality healthcare for disadvantaged communities. The continued partnership between Ashoka and Philips Foundation is aimed at unlocking collaboration between social entrepreneurs and health industry leaders. It is our vision that by doing this we will generate systemic change globally and increase access to healthcare for those most at need. Despite the challenges (Covid-19, delay in program activities) we hope to continue our journey together.

Hogan Lovells donates their legal skills to help the wrongfully convicted, those fleeing persecution and violence, disenfranchised voters, the homeless and hungry, victims of human trafficking, and other underserved populations. They also supported Ashoka The Netherlands in FY20 with providing pro-bono legal support. This contribution was crucial for our operations and we hope to maintain this valuable partnership.

Securing continuity

With less ASN recruited and less revenues generated due to contractual termination of two partnerships, we had to take solid measures for our team and other partnerships to maintain operational activities and monitor financial results and liquidity. We cut down on expenses, gave up our office space per June 2020 and applied and received Covid-19 financial relief from the Dutch government (NOW, May - July 2020).

Fortunately, we were able to create new leads and our team and board remained positive and confident about the results and cash position despite potential uncertainties in relation to its continuity. Finally, the liquidity and free reserve were sufficient enough to cover the decrease of turnover as result of the COVID-19 crisis.

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ACHIEVEMENT OF ORGANISATIONAL GOALS IN FY20

People

Besides the impact of Covid-19, it has been a turbulent year with a team member leaving Ashoka The Netherlands and a team member taking a parental leave in 2020, but we also welcomed new team members and managed to continue operations, adapt strategy and secure new revenues. We proved to be a resilient local team, but also a strong European and global team that is able to navigate the new reality.

In September 2019 our Finance Manager left the organisation. After an interim period, we hired a new grant manager in February 2020, working from Ashoka UK to manage the financials for the Accelerating Healthcare Access program. Our Program and Operations Manager took over the role of Finance Manager for Ashoka NL.

In November 2019 we hired a new Community Manager to strengthen our ASN and Fellow community in The Netherlands. In April 2020 this team member became interim Program Manager for the Accelerating Healthcare Access program when the initial responsible team member went on parental leave from March – August 2020.

The Dutch Ashoka team continues the journey to work as a part of a global team-of-teams structure, being a self-steering organization withing the wider Ashoka network. We consisted in conducting our weekly team meetings and organised various strategy sessions.

In FY20 we had 2 interns for communication and program support and 1 intern for finance support. The average number of employees during the year, converted to full-time equivalents, was in FY20 was: 3,6

Two team members attended the Ashoka Summit in Barcelona, Spain in November 2019. Four team members attended the Ashoka All Staff meeting in Bucharest, Romania in January 2020.

In FY20 little opportunity could be created for trainings, but on the other hand the pandemic and its impact forced the team to adapt to new working conditions, adapt to changed (financial) circumstances and revised strategies. We had to excel in international teamwork and (external) communications. All in one, FY20 has been a continuous learning experience, but we hope to create space for knowledge sharing on a more regular basis in FY21.

Finance & Operations

We manage multiple programs with global funding; this brings administrative challenges since we need to consolidate our local books with Ashoka's global organisation. After our Program and Operations manager took over from the former Finance Manager at the start of FY20, this increased her workload, but we were able to significantly improve our financial management due to this take-over of tasks and responsibilities.

In FY20 we also managed to finalise the audit for FY18 and FY19. We aim to finalise the audit FY20 in the second quarter of FY21, which puts us back on track.

This much needed professionalization emphasizes the importance of thorough search and selection criteria for hiring a future Finance Manager. We recruited a new grant manager in February 2020, to manage the Accelerating Healthcare Access program secure enough funding in FY21 to hire a finance assistant to support with

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administration. We also urgently need to review our GDPR compliance and need extra capacity for that.

We received valuable support from our pro-bono partner Hogan Lovells on several legal issues we had to investigate, like the performance improvement plan for the former Finance Manager and the request for parental leave from one of our team members.

Funding

The largest part of our total funding in FY20 was secured through global funding, granted by the RoundGlass Foundation and Philips Foundation respectively for the Learning for Holistic Wellbeing program and the Accelerating Healthcare Access program.

As earlier explained we terminated the partnership with RoundGlass Foundation, and also with PwC.

We recruited 1 new ASN member and renewed 1 ASN contract. Unfortunately, 3 ASN will not renew their contract after FY20 due to other priorities in their investment portfolio.

We secured funding for FY21 from new partners like Nestlé/Vittel and Hoge Dennen for a weaving program on preserving biodiversity.

Communication

We sent out 4 quarterly newsletters in FY20, to inform our wider community about our programs, events and Fellow projects.

We posted on a regular basis on our social media channels (Facebook, LinkedIn, Twitter).

Ashoka Netherlands participated in the Ashoka European Changemaker Summit in Barcelona, in November 2019. We organised local events ourselves like the Changemaker Journey with Sea Ranger Service and Nexus in November 2019, the New Year's Lunch in January 2020 and the online Changemaker Stories in the second half of FY20.

Together with a number of Fellows and ASN we conducted work sessions to improve branding and positioning of Ashoka the Netherlands. We started some improvements on our website which we hope to finalise in FY21.

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FINANCIAL OVERVIEW FY20

Covid-19

The current developments surrounding the Corona (COVID-19) virus has a major impact on the health of people and our society, as well as on the operational and financial performance of organizations and the assessment of the possibility of maintaining continuity. Management has taken solid measures for people and customer relations to continue the operational activities and monitor financial results and liquidity as best as possible. Besides the current expectations in result, management is positive and confident about the results / liquidity and cash position in relation to its continuity. The liquidity was sufficient enough to cover a potential decrease of turnover as result of the Covid-19 crisis.

Financial Overview FY20	Actuals FY20	Budget FY20
Revenue FY20	Amounts in Euros	Amounts in Euros
Ashoka Support Network Contributions (ASN)	126.556	175.000
Corporate Contributions	16.667	25.480
Foundation Contributions	859.662	1.092.259
Other Contributions + Interest	-	10.000
Total Revenue FY19	1.012.885	1.303009
Expenditures FY20		
Accelerating Health Access	754.656	946.039
Circular Futures	736	0
Learning for Holistic Wellbeing	111.304	142.448
Google.org Impact Challenge	184	-
Doing Democracy	16.141	12.272
Other	18,639	-
Expenditures not covered by programmes	147.824	193.347
Total Expenditures FY20	1.049.485	1.294.106
Result FY20	-/- 36.600	8.903

Explanation of the difference in revenue between budget and actual numbers FY20:

- ASN – We recruited substantially less ASN income than expected but we were happy to onboard 1 new ASN member in FY20. In the previous year we onboarded 5 new ASN after we could engage them in our in-person events and personal coffee meetings. Due to Covid-19 this strategy had to be revised but was not as successful so far.
- Corporate Contributions – The partnership with PwC was not renewed after May 2020 which resulted in less revenue than expected.
- Foundation Contributions – The majority of our funding comes from corporate foundations. The revenue for our multiple year partnership with Philips Foundation is split over 3 fiscal years (FY19, 20 and 21). In FY20 the program activities were faced with delays due to Covid-19 and a review of program strategy; th postponing program activities to the next fiscal year (FY21), henc

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expenses than expected. In alignment with this development, we also booked less revenue for this fiscal year (FY20).

Furthermore, the partnership with RoundGlass Foundation was not renewed after April 2020, which resulted in less revenue than expected.

- Other Contributions and Interest – We did not receive any other contributions in FY20.

Note: in FY20 we applied for the NOW subsidy (a government Covid-19 relief subsidy to pay for staff salaries) and were granted an amount of EUR 21.031. Aside from the Philips program related turnover that remained constant since it is a multiple year agreement, we were faced with a decline in turnover of more than 20% compared to the same quarter in the year before. We lost two significant partnerships (RoundGlass Foundation and PwC). But including the Philips program related turnover we did not reach this 20% that was required for the NOW subsidy, so we expect to pay back this received amount and did not book it as revenue.

Explanation of the difference in expenditures between budget and actual numbers FY20:

- Accelerating Health Access program - We spent less than expected due to the fact we faced a delay in the program activities, hence some activities/expenses are postponed to the next fiscal year (FY21)
- Learning for Holistic Wellbeing program – We did not renew our partnership with RoundGlass Foundation after April 2020. This resulted in less expenditures than expected.
- Doing Democracy program – We spent more hours on this program than expected.
- Other – Other expenses are relating mainly to billed costs by other legal Ashoka entities for European Venture activities, European Integration and a contribution from a Dutch ASN to Ashoka UK.
- Expenditures not covered by programs – To navigate the impact of Covid-19 and manage a decrease in revenues we cut down on expenses (e.g. we ended our office lease contract per June 2020, booked less travel expenses, less event cost, etc.), but we also had some unforeseen expenses (consultancy, legal advice and Ashoka Europe integration costs).

Actuals FY20 Summary	Amount in Euros
General reserves from end of FY19	164.532
Result FY20	-/- 36.600
Net balance reserves at end of FY20	127.932

Risk & Remarks

- By the end of FY20 Ashoka NL managed to finalise the audit of Fiscal Year 2018-2019 (FY19). We expect to finalise the audit of FY20 in the first quarter of 2021.
- At the end of FY20, we generated new leads to secure our budget for FY21 and beyond, but we are still in process of fundraising and closing new (long term) partnerships.
- We are in process of meeting full compliance with GDPR policy but still have not reached 100% of our target. This is a risk that we take very seriously and are working with the Ashoka European Finance & Ops Team on a solution to extra capacity.

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BOARD

The composition of the board of Stichting Ashoka Nederland, in FY20 was:

- € Arnaud Mourot, Leadership Group Member at Ashoka,
- € Maurits Schouten, ASN member in UK and The Netherlands
- € Jasmijn Hamakers-Kester, director Vathorst College, Ashoka Changemaker School
- € Oda Heister, Director Ashoka Germany and member of the European AP-Team
- € Arnoud Raskin, Ashoka Fellow, founder & director of StreetwiZe

At the end of this fiscal year (FY20) Jasmijn Hamakers-Kester notified the board that she will give up her seat, so we are preparing for a vacancy and are looking out for a new board member. We thank Jasmijn for her valuable contribution over the past few years.

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LOOKING FORWARD TO FY21

PROGRAM GOALS FY21

1. Social Entrepreneurship

Collective Impact and thematic focus

Ashoka The Netherlands wants to position itself as an expertise and knowledge hub on 'collective impact'. From our experience in 'weaving' – a methodology we have used to design and implement multiple programs over the past 3 years – we became convinced about the huge potential of collective impact, but also, we became aware of the complexity of multi stakeholder collaboration. That is why we want to keep building on our knowledge and expertise in this field and focus on programs that have collective impact as a central objective.

We also aim to position ourselves better as experts in specific themes, like 'access to healthcare', 'biodiversity' and 'changemaker education'. These themes are close to the heart of the Dutch team members and are very relevant themes for the wider Ashoka network as well. We also want to ensure longer term commitment from funders and will focus on creating multiple year strategic partnerships.

With this direction in mind, we aim to strengthen our current collective impact programs and also launch new programs. We will keep monitoring how these programs help the Ashoka Fellows to scale and replicate their innovations.

We will capture our learnings around collective impact in reports and hope to organize an 'Eco System Day' in FY21 to celebrate and share our learnings on the topic.

Venture

Despite our limited team capacity Ashoka NL wants to keep contributing to increasing the number of elected Fellows.

We aim to select one new Ashoka fellow in the field of Planet & Climate, in close collaboration with our program partners on the theme 'preserving biodiversity'. This way 'Venture' will be integrated in our programs instead of financing the process of search and select from (limited) unrestricted funds. The challenge is to convince international oriented program funders to finance the selection of a Dutch Fellow. For this purpose, we will recruit and mobilize more nominators in The Netherlands.

We will align our efforts closely with Ashoka Next Now and the European Venture Team who will also manage a big part of the process and will help organizing an assessment panel.

Fellowship & Community management

We aim to enhance our network effect through strategic community building and collaboration for impact.

We will keep organizing (online) events (e.g. Changemaker Stories) and private dinners to engage our community of Fellows and ASN. We are adding regular online

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in's' for the team and 4 co-learning sessions for team, Fellows and ASN, to build on our joint expertise as Ashoka, social entrepreneurs and impact investors.

Also, we will keep stimulating our Fellows to participate in the learning programs of Europe Fellowship and we will incorporate more impact accelerator/scaling elements into our collective impact programs (Accelerating Healthcare Access, Weaving for a Thriving Planet).

We will collaborate with Next Now, Planet & Climate and aim to publish at least 2 learning reports.

As a result of these efforts, we hope to see that a majority of our Fellows are actively engaged in our activities; that a number of them recognize that they have scaled their impact partly because of the collaboration with Ashoka; that 1 in 4 Fellows are collaborating in our programs and that we enhanced the capacity of our community through knowledge sharing and skill development.

2. Empathy and Young Changemaking (CEJ1+2)

Ashoka has a worldwide strategy to focus on preparing the next generation to navigate this rapidly changing world by ensuring all young people have the empathy and changemaking skills they need.

We aim to prepare for a new education program where we will focus on innovating the Dutch education curricula by promoting (young) changemaking skills and by reinforcing active citizenship. We expect this program to launch in FY22 and will explore collaboration and opportunities with an Ashoka Fellow, a publisher, a funder and other relevant parties.

3. Organizing for Changemaking

Fundraising and Partnership Management

We aim to strengthen our current partnerships and to successfully fundraise for new programs and ensure financial sustainability in FY21.

We are expecting to continue the Ashoka partnership with Nestlé and more specifically to manage the program to preserve biodiversity in collaboration with Vittel, one of the Nestlé brands.

We also expect the Doing Democracy program to continue in FY21.

Also, we are fundraising for a new program we aim to launch in FY21 called 'Weaving for a thriving planet'; a weaving program supporting 30 Ashoka Fellows in making more collective impact to preserve biodiversity.

The Accelerating Healthcare Access program in collaboration with Philips Foundation is entering the final year of the 3-year program; we hope to continue our partnership after a successful evaluation of this program.

Healthy people in a healthy organization

The pandemic in FY20 showed that health and wellbeing of the team members in our organization is key, to be able to deal with the continuous changing and challenging circumstances. In FY21 we will pay extra attention to increase the wellbeing in our team by organizing monthly wellbeing check-ins, by creating space for teambuilding and by monitor each other in maintaining a healthy balance between work and p

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especially while working remotely, home schooling during lockdowns etc. Also, Ashoka The Netherlands will play a leading role in driving integration of wellbeing in the Ashoka organization on a European level. Our goal is to assess regularly if all team members have a sense of wellbeing.

We also aim to increase the expertise of team members, especially in the field of collective impact, multi-stakeholder collaboration and 'weaving'. We will create more learning opportunities and focus on a limited number of strategic programs that have collective impact at its core, so we can build on our expertise. Our goal is that Ashoka The Netherlands will be regarded as an expert in this field.

We think creating a financially healthy organization is crucial as well. It starts by drafting and communicating budgets that are realistic and to ensure that all capacity that is needed to deliver the program is covered, as well as overhead expenses. This has proved to be a challenge in the past and must improve going forward. We aim to secure our budget FY21 by focusing on delivering quality with our strategic partnerships and by focusing on fundraising for our new program on preserving biodiversity. We will do that together with Ashoka Next Now (Planet & Climate) and the European Fellowship team.

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BUDGET FY21

Budget Ashoka NL FY 21 (01 Sept. 2020 to 31 Aug. 2021)	
REVENUE FY21	Amounts (Euros)
Corporate contributions	€ -
Foundation Contributions	€ 1,051,221.00
Ashoka Support Network Contributions	€ 90,000.00
Other contributions	€ -
TOTAL REVENUE	€ 1,141,221.00
EXPENSES (PROGRAM BASED)	
Accelerating Healthcare Access Program	€ 785,820.94
Weaving for a Thriving Planet Program	€ 116,448.69
Preserving Biodiversity Program	€ 50,622.71
Weaving Education Program	€ 11,326.01
Doing Democracy Program	€ 11,326.01
Fellowship Integration Program	€ 16,175.64
Expenses not covered by Programs	€ 114,929.30
TOTAL EXPENSES	€ 1,106,649.31
RESULTS	€ 34,571.69

Remarks on Revenue in Budget FY21:

- € Corporate Contributions – Although we work with Nestlé/Vittel, we are not the contract holders; our revenue comes from the Ashoka Global Partnership team who is the contract holder, so we don't administrate this income as corporate revenue.
- € Foundation Contributions – Majority of revenue comes from corporate foundations (Philips Foundation) and private foundations (Hoge Dennen). In case of private foundations Ashoka Netherlands is not always the contract holder; our revenue is in some cases directed via other Ashoka offices (e.g. Ashoka Switzerland/Montagu Foundation) or via the European Fellowship Fund (Mava Foundation).
- € Ashoka Support Network (ASN) contributions – We will not have enough team capacity to substantially grow our ASN revenue this fiscal year, but we hope to renew some contracts and aim to recruit at least 1 new ASN in FY21
- € Other Contributions – We do not expect other revenues in FY21

Remarks on Expenditures in Budget FY21:

- € Accelerating Healthcare Access program – The majority of expenditures are for program activities outside of The Netherlands and to pay for 'search & select' and stipends for Fellows participating in this program.
- € Weaving for a Thriving Planet program – The majority of expenditure is for staff hours, and a small budget to cover for out of pocket cost:

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- € Preserving Biodiversity program - All expenditures are to cover for staff hours.
- € Doing Democracy program – All expenditures are to cover for staff hours.
- € Fellowship Integration Program - All expenditures are to cover for staff hours.
- € Expenditures not covered by programs – We will not rent new office space in FY21 and expect to limit our travel and lodging expenses due to Covid-19 related travel restrictions.

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