

## Stichting Ashoka Nederland – FINANCIAL REPORT FY 2019

This annual report provides a summary of activities in the Fiscal Year 2019 (FY19) for Stichting Ashoka Nederland (Ashoka NL), that runs from the 1<sup>st</sup> of September 2018 till 31<sup>st</sup> of August 2019. This was the 'second' year of our second 3-year plan (Sep 2017 – Aug 2020).

### 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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## **PROGRAMME GOALS FY19**

The ideas of Ashoka Fellows today will point to the areas for greatest collective impact tomorrow. We are investing in the people and patterns of collaborative entrepreneurship that are necessary in an everyone a changemaker world. The goals Ashoka NL set for FY19, are focussing on the three pillars:

### **Ad 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). We foster engagement as changemakers, by integrating with the European Fellowship program, bringing together the expertise and support of our staff, our ASNs & partners like PwC and donors of our programs.

#### **Specific goals for Ashoka NL in FY19:**

- Grow the changemaker community by selecting and supporting at least one additional new Dutch Fellow;
- Keeping existing and new Fellows engaged by providing support programs on a European level, focused on: "Communicating and measuring Impact", "System Change", "Replicating and Transfer", "New Leadership", and "Wellbeing". In particular, the offering on Impact Measurement will be supported in close collaboration with our Dutch partner, PwC;
- We envision the local community building to continue through a few local annual meetups (ASN dinners and Fellow dinners);
- In addition, support for our Fellows will come through special events of our running Programs such as 'CircularFutures' as well as 'Accelerating Healthcare Access'.

### **Ad 2 Empathy and Young Changemaking**

We will continue to focus on growing importance/ acknowledgement of young children growing up practicing empathy. We want growing numbers of teachers and out of school educators to feel motivated, empowered and capable of providing changemaker experiences in education.

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 to 'weave' multiple stakeholder together, so they 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 works on their own. 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.

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### **Specific goals for Ashoka NL in FY19:**

- Continued prototyping of Weaving programs and setting up a separate legal entity for it;
- Develop a proposal for 'Empathy and Young Changemaking' and start a new program
- Engage the Dutch CMS (Changemaker School) community and education change leaders by regular updates and invitations to relevant events.

### **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 position Ashoka NL as an innovative international hub. The Netherlands can be the first country to pitch and test Ashoka programmes, develop new concepts and programs 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 FY19:**

- Continue good relations and collaboration with existing partners;
- Develop at least 2 new strategic partnerships;
- Grow our ASN network.

### **ORGANIZATIONAL GOALS FY19**

We are aiming to integrate 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 80% focus on Weaving (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 20% on Fellowship and ASN, funded via unrestricted funds.
- Erlijn Sie (0,8fte) will have a Global Partnership role with 90% focus on large global corporate partnerships, funded by Global programmes. Erlijn will focus 10% on Venture funded by unrestricted funds.

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- Karin Muller (0,4fte) 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.
- Sabrina Gherlein is the programme manager for CircularFutures until November 2018 and Karin Muller will take over this role.
- Sukhada Parkhi (1 - 0,875 fte) will have a 100% role in finance, funded by Global and Weaving programmes and unrestricted funds.
- Finance assistant (intern) to be recruited for daily administrative tasks.
- Programme & Communications assistant (intern)

We will 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 aim for professional financial management (monthly administration, salary management) closely linked to Global financial management processes by:

- Closure and audit of FY18 books.
- Specific Program/ Event wise budgeting & review on spending

All the above will happen while complying with Dutch laws and accounting requirements.

### **Funding**

We aim to secure enough funding to create the above-mentioned impact in the three pillars by:

- Focusing on growing our unrestricted funds through expanding the ASN network; we aim to recruit 6 new ASN. We mobilise our existing community to get new ASN's on board, and we organize at least 4 local events to recruit new ASN.
- Raising this year's annual contribution from some existing ASN's, who have expressed their interest in doing so.
- Continuing the CircularFutures program and securing funding for a next cohort.
- Continuing Accelerating Healthcare Access with the Philips Foundation.
- Building a new partnership around Empathy and Young Changemaking.

### **Communication**

We aim to keep our community informed via a quarterly newsletter, our website and social media. Also, we will present our work at several events so people can learn more about Ashoka and our mission and vision.

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## **ACHIEVEMENT OF PROGRAM GOALS FY19**

In FY19 Ashoka NL was able to reach the following program-based results:

### **Ad 1 Social Entrepreneurship**

#### **Venture**

Through the Circular Futures program we identified several ground-breaking social entrepreneurs in the field of circular economy.

We also set up a collaboration with Google.org in the summer of 2019, to identify interesting social entrepreneurs that are working on challenges related to hate, extremism, and child safety, both online and offline.

This fiscal year we did not have a new fellow selected.

#### **Fellowship & Community Management**

At an event in December 2018 we inaugurated our latest Dutch Ashoka Fellow, Wietse van der Werf from Sea Ranger Service.

Throughout the year we engaged our Dutch Ashoka Fellows - and foreign Ashoka Fellows who live in the Netherlands – through a series of events and private dinners.

We also organised our first Thanksgiving Dinner (November 2018) and an Annual Retreat (June 2019) in collaboration with Ashoka Belgium. It offered the opportunity for our local communities connect, and it was a great way to start conversations about joint strategies to support the communities in the best way we can.

In collaboration with PwC we organised a Social Reporting Standard Workshop for the European Fellowship programme. Fellows from all over Europe participated in workshops hosted in Berlin and Amsterdam, and a series of online workshops. PwC also supported several Ashoka Fellows pro-bono, in matters around international expansion, tax related issues and legal questions.

#### **Accelerating Healthcare Access (AHA!)**

In collaboration with Philips Foundation we engage international Ashoka Fellows in a program called 'Accelerating Healthcare Access (AHA!)

An important part of the program is dedicated to build and grow a movement of like-minded people aiming to accelerate healthcare access, through sharing how to collaborate 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.

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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 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.

In July 2019 we organised a Collaborative Action Lab retreat in The Netherlands, where the teams came together to develop their collaboration plans.

Read more on the full AHA! program here: <https://aha.ashoka.org/>

### **CircularFutures**

Initiated by Ashoka, a total of 8 partners (Ashoka, eBay Foundation, Ellen MacArthur Foundation, Circle Economy, Waste2Wear, De Hoge Dennen, C-creators and Philips) co-created a 'Weaving' program on the topic of circularity, called 'Circular Futures'. This program was supported by eBay Foundation. The most important objective of this program was to 'establish long-lasting mutually meaningful collaborations between social entrepreneurs, public sector actors and corporates to increase the positive impact the circular economy can have on the environment'. In FY19, we formed a cohort of 41 participants of which 15 were social entrepreneurs, 19 were corporate intrapreneurs (a.o. H&M, Asos, Philips, Wehkamp) and 7 were from public sector and NGO's (a.o. EU, governments, Solidaridad). They came from different backgrounds but with a focus on electronics, package and fashion.

We offered new approaches to leadership and explored the growth and business opportunities in circular economy - ultimately creating a network of organisations leading and collaborating on the shift towards a circular economy. The basis of this Weaving programme was a structure of 6 modules: System Change, Co-creation, Leadership and Transformation, Impact Business Orientation, Storytelling and Scaling. Each module was two full days for six months, from September 2018 until March 2019. They were partly organised in Amsterdam (NL) and in London (UK). Midterm we organised an event in Amsterdam (sponsored by Patagonia), to connect the cohort with our Dutch Ashoka community.

The cohort was formed into multiple Learning Circles, and each of them explored a business case. The cases were presented at a closing event in London for an audience of about a 100 people.

The community of first Circular Futures alumni is still in touch with each other. We are connected through a Circular Futures WhatsApp group and LinkedIn group.

Unfortunately, Ebay Foundation could no longer support the programme in FY20, so we are exploring options with other funders to give a follow up to the program and start a program with a new cohort.

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## Google.org Impact Challenge

Together with Google.org and Institute for Strategic Dialogue (ISD), the Ashoka Venture Europe team launched a partnership programme 'Google.org Impact Challenge on Safety'. It is a €10m fund to support organisations across Europe that are working on challenges related to hate, extremism, and child safety, both online and offline. By funding new and existing community projects across Europe, we hope to support initiatives to counter hate and extremism and help young people to become confident digital citizens.

In June 2019, we organised a workshop on Social Reporting Standard at Google.org Amsterdam office to help potential applicants to improve the quality of their applications. We also assisted with the first selection round of project grantees based on the criteria of impact, feasibility, innovation and scalability.

Read more on this program here: <https://impactchallenge.withgoogle.com/safety2019>

## **Ad 2 Empathy and Young Changemaking**

### Weaving Lab

We believe that the scale and urgency of the social changes required in the world demands a 'collective impact' approach, which, in turn, demands a new style of change leadership - a style we call 'Weaving'. In simple terms, Weaving involves:

- (1) aligning stakeholders to a shared North Star
- (2) thinking and acting systemically
- (3) collaborating for systemic impact

We professionalised our Weaving methodology by creating a separate legal entity for it. In FY19 we founded the Weaving Lab, of which our director Noa Lodeizen is one of the co-founders. This way we can harvest our learnings in one place and safeguard them. The platform is open source and accessible for every professional who would like to learn more about Weaving, and who wants to contribute to this community. Focus of the Weaving Lab will be to rethink and reshape education systems, with empathy and young changemaking as a core focus.

Read more on the Weaving Lab here: <https://weavinglab.org/>

### Learning for Holistic Wellbeing

We established a new strategic partnership RoundGlass Foundation, envisioning a thriving world in which every young person is becoming empowered to live for holistic wellbeing. With a shared ambition of equipping everyone to be a changemaker, we aim to unite leaders in learning and to redefine an education agenda for the next generation.

To accelerate a transformation of learning globally, we want 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:

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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 started preparing for a Learning Summit which took place in India in February 2020. The summit gathered 100 of the world's most innovative and influential thinkers and doers in the field of (holistic) learning and wellbeing, with the aim to build a community and co-create ideas and learning materials via a concept that is scalable.

Through collaboration with the Weaving Lab we have already selected and mobilised a diverse community (practitioners, innovators, thought-leaders, organisation leaders, weavers, system entrepreneurs, and other change leaders). Also, we involved many Ashoka Fellows and Young Changemakers to participate in the Summit.

We engaged participants pre-summit via a series of Zoom Calls and we created several work groups for people to collaborate on a Learning Framework, assessment tools, and thematic curricula (e.g. learning for holistic wellbeing through arts, sports, community action and nature).

Read more on Learning for Holistic Wellbeing here: <https://collective.round.glass/learning-for-wellbeing/about>

### **Changemaker Schools**

Because of our focus on establishing a partnership with RoundGlass Foundation, we did not have much capacity to initiate activities specifically for the Change Maker School community. However, we invited them to an event where Jasmijn Kester, rector at Vathorst College (an Ashoka Changemaker School) gave a presentation, and we invited a number of the Changemaker Schools to the Learning Summit in February 2020.

### **Ad 3 Organizing for Changemaking**

The efforts of Ashoka NL to accelerate the EACH world has resulted in keeping good relations with existing partners, but also we had to let go of one partnership. We managed to establish 2 new partnerships; with RoundGlass Foundation and Google.org, and collaborated for an event with ABN AMRO / CIRCL. We also welcomed new members to the Ashoka Support Network (ASN).

### **Philips Foundation**

The Philips Foundation's mission is to reduce healthcare inequality by providing access to quality healthcare for disadvantaged communities. According to the World Health Organization, at least 400 million people around the world lack access to essential health services. They are responding to this urgent need to expand access to quality healthcare by deploying Philips' expertise, innovative products and solutions, and by collaborating with key partners around the world.

The continued partnership between Ashoka and Philips Foundation is aimed at unlocking collaboration between social entrepreneurs and health industry leaders. This is our vision that

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by doing this we will, over-time, generate systemic change globally and increase access to healthcare for those most at need. Having collaborated with 24 leading social entrepreneurs so far in this programme - Ashoka Fellows who are active in the field of health care, such as our Dutch fellow Joost Van Engen (Healthy Entrepreneurs) - we have contributed to improving 4.4 million lives, while expanding healthcare access to 10.8 million people around the world.

### **eBay Foundation**

Ashoka and The eBay Foundation combined their resources and energy to find the leading changemakers who are working to shift the world to a circular economy. The aim was to convene, learn from, and ignite these social intrapreneurs and entrepreneurs to accelerate the rate of change in support of building a circular economy. The ultimate goal was to help innovators become investment ready.

Despite a successful program CircularFutures, eBay redefined their strategy in FY19 from being less focused on circular economy to being more focused on inclusive entrepreneurship: supporting people from underrepresented backgrounds (people of color, women, disabled people) to create more opportunities for them to be successful (online) entrepreneurs. This strategy shift did no longer connect well enough with the Ashoka NL ambition to cocreate a program for stakeholders who aspire to build a circular economy, so the current partnership ended after closing of the CircularFutures program.

### **RoundGlass Foundation**

RoundGlass aims to spur innovation and reimagine the journey of wellbeing and meaningful living through interactive experiences, cutting-edge applications, and captivating content. They want to create a vibrant wellness ecosystem by investing in new technology, sharing knowledge, and ensuring that human beings are always at the very centre of the approach.

In our jointly created 'Learning for Holistic Wellbeing' programme worked on creating empowering learning ecosystem, transforming mindsets and therefore creating system change. We involved the world's most visionary learning leaders of whom many are Ashoka Fellows and Young Changemakers. In this partnership with RoundGlass we focussed on getting empathy and young changemaking at the forefront of every child's learning experience.

In April 2020 this partnership came to an end, because we fulfilled our task of weaving stakeholders into action teams who are now under management of RoundGlass. We might reengage in the future for organising a next summit.

### **Google.org**

Google.org wants a world that works for everyone—and believe technology and innovation can move the needle in three key areas. They are supporting organizations that: help more students have access to meaningful computer science (CS) education, that use technology and innovation to power an economy in which more people have an opportunity to thrive and

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that use data science and innovative new approaches to advance inclusion and justice for all. The aim of the Google.org Impact Challenge on Safety is to work with experts on extremism, hate, and child safety both online and offline.

By collaborating with Google.org on this challenge, we strengthened our collective impact and could identify leading social entrepreneurs in these fields.

### **PwC**

PwC wants to build trust in society and solve important problems. They want to achieve this by developing service offerings that meet the needs of a broad group of stakeholders in line with the Sustainable Development Goals, which they have embraced and incorporated in their strategy. They share their knowledge, skills and competencies – on a pro bono basis and during working hours – with (mainly) social enterprises. Their environmental policy is aimed to operate fully circular by 2030.

Our partnership contract with PwC came to an end in May 2020, and we are currently exploring a new kind of partnership, that is more program based.

### **ABN AMRO**

ABN AMRO wants to contribute to a future-proof society and has set its sustainability ambitions in Mission 2030. In 2017 they opened CIRCL in Amsterdam, an event space completely built and based on circularity, to emphasize its sustainable ambitions.

In April 2019 they sponsored a “New Leadership” event in CIRCL. Through this collaboration we could connect our communities and lay a foundation for future collaboration.

### **Hogan Llovels**

Hogan Llovels works together to bring about change, from helping the Liberian government rebuild the nation's healthcare system after years of civil war to advising social entrepreneurs who are tackling society's biggest problems. They donate 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.

This contribution was crucial for our operations and we hope to maintain this valuable partnership.

## **ACHIEVEMENT OF ORGANISATIONAL GOALS IN FY19**

### **People**

- The Dutch Ashoka team continues the journey to work as a part of a team-of-teams structure, taking steps to a self-steering organization.
- By the end of FY19 our finance manager left the organisation, we have recruited for replacement and in February 2020 a new grant manager joined the team

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- Our program & operations manager Karin Müller was successfully taken through the complete Ashoka hiring process, and provided interim grant management support from Sep 2019 - Feb 2020 and took over the role of finance manager.
- Total Fte per end FY19 of team members on payroll was Fte 3.2
- In FY19 we had 2 interns for communication and program support and 1 intern for finance support.
- We consisted in conducting our weekly team meetings and organised a team day in the summer of 2019.
- Four team members attended the Ashoka All Staff meeting in Vienna in January 2019 and one team member followed a leadership training.

### **Finance & Operations**

Due to two programs with global funding, and the administrative challenges this brought, we realised we had to strengthen our international grant management for both the Philips partnership and the eBay partnership.

We did not manage to finalise the audit for FY18 before the closure of FY19 and finalised this in the first quarter of FY20.

In FY19 we made a start in improvement of our financial management and we aim to continue this process. A new grant manager was recruited in FY20 and efficiency increased by professionalising internal processes with the finance manager and external accountant. GDPR compliance will remain an important agenda point.

We received valuable support from our pro-bono partner Hogan Lovells on several legal issues we had to investigate.

### **Funding**

- The largest part of the total funding was secured through Global funding, coming from the eBay Foundation and Philips Foundation respectively for the Circular Future Program and the Accelerating Healthcare Access Program.
- We also secured funding from new partners like RoundGlass Foundation and Google.org.
- We continued the partnership with PwC in FY19.
- We managed to recruit 5 new ASN members, renewed 3 contracts and 2 of them raised their annual donation in FY19.

### **Communication**

- We sent out 3 newsletters in FY19.
- We posted on a regular basis on our social media channels (Facebook, LinkedIn, Twitter).
- We presented our work on several events like the Circular Futures Night (Dec 2018), the New Leadership Event (April 2019) and the Collaborative Action Lab (July 2019).

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## FINANCIAL OVERVIEW FY19

<b>Financial Overview FY19</b>	<b>Actuals FY19</b>	<b>Budget FY19</b>
<b>Revenue FY19</b>	<b>Amounts in Euros</b>	<b>Amounts in Euros</b>
Ashoka Support Network Contributions (ASN)	168.000	171.000
Corporate Contributions	33.333	1.235.629
Foundation Contributions	957.636	-
Other Contributions + Interest	32.314	1.941
<b>Total Revenue FY19</b>	<b>1.191.283</b>	<b>1.408.570</b>
<b>Expenditures FY19</b>		
Accelerating Health Access	713.290	956.133
Circular Futures	174.474	229.217
Learning for Holistic Wellbeing	62.919	-
Google.org Impact Challenge	7.253	-
Primat	2.249	-
Expenditures not covered by programmes	150.780	214.150
<b>Total Expenditures FY19</b>	<b>1.110.965</b>	<b>1.399.500</b>
<b>Result FY19</b>	<b>80.318</b>	<b>9.070</b>

### Explanation of the difference in revenue between budget and actual numbers FY19:

- ASN – We raised a little less ASN income than expected but we were happy to onboard 5 new ASN members in FY19.
- Corporate Contributions – In previous years we presented contributions from for example Philips Foundation and Ebay Foundation as 'corporate' revenues but in fact they are 'foundation' revenues, so we have included an extra budget line hereunder.
- Foundation Contributions – In total we raised less income from corporate foundations than expected due to the fact that we allocated less revenue from Philips Foundation to this fiscal year because we were faced with a delay in the program, hence we will have to carry out some activities in the next fiscal year. We were able to raise new contributions from RoundGlass Foundation and Google.org.

### Explanation of the difference in expenditures between budget and actual numbers FY19:

- Accelerating Health Access - We spent less than expected due to the fact we faced a delay in the program; hence some activities are postponed to a later phase.
- Circular Futures – We spent less than expected on this program because the partnership with Ebay Foundation was not prolonged as we envisioned.
- Learning for Holistic Wellbeing – This program was not yet expected when drafting the budget for FY19 in Annual report FY18.
- Google.org Impact Challenge - This program was not yet expected when drafting the budget for FY19 in Annual report FY18.

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- Primat – This small expenditure was an unexpected contribution to a Weaving program, for which we were compensated by Ashoka UK.
- Expenditures not covered by programs in Budget – We spent less on overhead costs to be covered by unrestricted funds (ASN revenues and corporate contributions) than expected. We had a smaller team than envisioned and we could allocate more overhead expenditures to programs.

<b>Actuals FY 19 Summary</b>	<b>Amount in Euros</b>
General reserves from end of FY18	84.214
Result FY19	80.318
<b>Net balance reserves at end of FY19</b>	<b>164.532</b>

### **Risk & Remarks**

- By the end of this fiscal year Ashoka NL did not manage to finalise the audit of Fiscal Year 2017-2018. Due to insufficient capacity in the finance department we were faced with a delay in reporting. We implemented a work improvement plan which led to the resignation of our previous Finance Manager, per end of fiscal year FY19. This opened the opportunity to build a new finance team. An interim finance manager was appointed (our current Program & Operations manager who has a strong finance background) and we finalised the audit FY18 in the first quarter of fiscal year 2019-2020.
- Ashoka Global offered support in making sure all contracts, websites, data handling etc are GDPR compliant. We are still in process of meeting this compliance but have not reached 100% of our target. This is a risk that we take very seriously. This is a concern for other country offices as well so we aim to recruit extra capacity on a European level, to assist local offices on this matter.

### **BOARD**

The composition of the board of Stichting Ashoka Nederland, in FY19 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

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## LOOKING FORWARD TO FY20

### PROGRAMME GOALS FY20

#### 1. Social Entrepreneurship

Ashoka has pioneered the field of social entrepreneurship, identifying and supporting the world's leading social entrepreneurs since 1980. Ashoka NL will continue to support and identify social entrepreneurs. In FY20, most of the programmes in the previous year will continue, and several new programmes will be launched.

##### Venture

In FY20, we aim to select two new Ashoka fellows, in close collaboration with the European Venture Team.

##### Fellowship & Community management

Together with our current fellows and ASN, we are working to further strengthen our community. We aim to 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.

Also, we have the following events planned for fellows in FY20:

- Fellows & ASN dinner, 3 October 2019
- Changemaker Journey to visit the work of Ashoka Fellow Wietse van der Werf, 2 November 2019
- New Year's Lunch for fellows & ASN, 9 January 2020
- Fellows & ASN dinner, 23 January 2020
- Fellows dinner, 5 March 2020
- Annual retreat, 14/15 May 2020
- Fellows dinner, 11 June 2020
- Changemaker Journey to visit the work of Ashoka Fellow Barbara Muller, 13 June 2020

We will also be sharing opportunities for co-creation and co-learning from the European Fellowship Program, and any other information and events that could be of interest to our Fellows.

We aim to continue our collaboration with PwC to find pro-bono support for Fellows.

##### Accelerating Healthcare Access (AHA!)

We look forward to the next year and a half, where we will deepen the existing collaborations between Ashoka Fellows, Philips Foundation, and Philips Employees and we will forge new collaborations where we identify opportunities for mutual benefit and strategic alignment. A focus will be on the Globaliser program in FY20.

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### Google.org Impact Challenge

After the mobilisation and communications stages of Google.org Impact Challenge on Safety, we have received applications from 37 countries. In FY 20, we will move on to the screening process. The Challenge will be one of the channels for us to look for innovative social entrepreneurs in the field of child online safety and counter hate/ extremism.

### Weaving Democracy

In FY20 we will collaborate with the European Fellowship Program, to develop and conduct a Weaving program on the topic of democracy. Ashoka Fellows from all over Europe can participate in this program.

## **2. Empathy and Young Changemaking**

Cultivating youth empathy is the one of the core missions of Ashoka NL. After preparations in FY 19 for the Learning for Holistic wellbeing program, in FY20 we will continue to organise community Zoom calls, and we will gather over 100 learn leaders from all over the world at a Learning Summit in India, from 19 – 22 February 2020.

We will organise 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).

## **3. Organizing for Changemaking**

We aim to strengthen our current partnerships and get them more aligned with the Ashoka global strategy of creating system change through certain defined 'pathways'. It will enhance the impact we can jointly make, and it will increase the long-term commitment that is crucial to create sustainable change.

In FY20 we also aim to recruit 5 new ASN members and renew all existing contracts.

### **ORGANISATION GOALS FY20**

We aim to strengthen our team with a new Grant manager, and a new Fellowship & Community manager. We will also organise a number of strategic team sessions, and assess in what role the current team members can perform at their best.

We will continue to improve our financial management, and focus on GDPR-compliance of our operations from a legal point of view.

We aim to secure our funding in FY20 by continuing and renewing our partnerships. We want to focus on delivering quality.

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## BUDGET FY20

<b>Budget Ashoka NL FY 20</b>	
<b>Revenu FY20</b>	<b>Amounts (Euros)</b>
Ashoka Support Network Contributions	175.000
Corporate contributions	25.480
Foundation Contributions	1.092.529
Other contributions	10.000
<b>Total Revenu FY20</b>	<b>1.303.009</b>
<b>Expenses FY20</b>	
Accelerating Healthcare Access Program	946.039
Learning for Wellbeing Program	142.448
Weaving Democracy program	12.272
Expenditures not covered by programmes	193.347
<b>Total Expenses FY20</b>	<b>1.294.106</b>
<b>Results FY20</b>	<b>8.903</b>

### Remarks on Revenue in Budget FY20:

- Ashoka Support Network (ASN) contributions - We aim to renew existing contracts and recruit 5 new ASN.
- Corporate Contributions – We aim to renew the PwC partnership per 1 May 2020.
- Foundations – We aim to continue our partnership with RoundGlass Foundation after termination of the current contract on March 20, 2020 for the Learning for Holistic Wellbeing Program. We have confirmed revenue from the partnership with Philips Foundation for the Access to Healthcare program and confirmed revenue from European Fellowship Fund for the Weaving Democracy program.
- Other Contributions – We expect several smaller contributions (based on historic data).

### Remarks on Expenditures in Budget FY20:

- Accelerating Healthcare Access program - Expenditures include the expenses for Ashoka NL and for global expenses.
- Learning for Holistic Wellbeing program - Expenditures include the expenses for the current contract and the expected continuation of the program.
- Weaving Democracy program - Expenditures include salary costs for Noa Lodeizen who is leading this program.
- Expenditures not covered by programs - Expenses for contractual obligations like salaries, insurances, accountant costs and office rent.

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## Subsequent events (Covid-19)

This annual report is finalized in September 2020. Here follows a summary of subsequent events.

In FY20 (1 Sep 2019 - Aug 2020) we realized the following results:

### 1. Social Entrepreneurship

Venture: We did not elect new fellows in FY20. Due to parental leave of the responsible team member we lacked sufficient capacity and due to Covid-19 there were also delays in the process; we did not have options like usual to meet with social entrepreneurs, visit events, organize panels etc.

Fellowship & Community Management: We organized two physical community dinners in FY 20, and one Changemaker Journey to visit fellow Wietse van der Werf. Due to Covid-19 from March 2020 onwards the planned dinners were cancelled, just like annual retreat and physical fieldtrips to visit Fellows in their work environment. Instead, we organized three online gatherings with Fellows and ASN (Changemaker Stories) and contributed to a big online event by Ashoka Europe 'Changemakers United'. The European Fellowship program was transformed to an online program so we could continue with these offerings to Fellows and ASN.

Our paid partnership with PWC formally ended in May 2020, and the current contract was not renewed. We are in process of looking into new ways of collaborating. We can continue with connecting fellows to their pro bono support.

Accelerating Healthcare Access: We successfully continued this partnership with Philips Foundation.

Google.org Impact Challenge: We cancelled our involvement in this program in FY20 since we did not see it match our strategic goals sufficiently, and other Ashoka offices could add more value to this particular partnership.

Weaving Democracy: We successfully implemented activities for this program that will continue in FY21.

### 2. Empathy and Young Changemaking

Learning for Holistic Wellbeing: We successfully implemented activities for this program and organised a Learning Summit in India in February 2020 and set up Change Teams, just before the worldwide pandemic and lockdowns came into effect. Covid-19 did however influence the scope of the program and our contract ended per April 2020.

### 3. Organizing for Changemaking

In September 2019 our Finance Manager left the organisation; after an interim period, we hired in February 2020 a new grant manager working from Ashoka UK and our Program and Operations Manager took over the role of Finance Manager for Ashoka NL.

In November 2019 we hired a new Community Manager, who became also interim Program Manager when the responsible team member for the Accelerating Healthcare Access program went on parental leave from March – August 2020.

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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.

Two partnerships of Ashoka NL were not renewed (RoundGlass Foundation and PWC) so we had to take solid measures for our team and partnerships to continue the operational activities and monitor financial results and liquidity as best as possible.

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 created new leads and besides the current expectations in result FY20, management is positive and confident about the results / liquidity and cash position in relation to its continuity. The liquidity is sufficient enough to cover a potential decrease of turnover for the coming year as result of the Corona (COVID-19) virus.

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