

## Stichting Ashoka Nederland – FINANCIAL REPORT FY 2020-2021 (FY21)

This annual report provides a summary of activities in the Fiscal Year 2021 (FY21) for Stichting Ashoka Nederland (Ashoka NL), that runs from the 1<sup>st</sup> of September 2020 till 31<sup>st</sup> of August 2021.

### 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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## ACHIEVEMENT OF GOALS FY21

### Covid-19

From the start of the Covid-19 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. All in-person events were transformed into online gatherings 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.

Despite the ongoing challenges related to Covid-19 in FY21, Ashoka NL was able to reach the following program-based results:

### **1. SOCIAL ENTREPRENEURSHIP**

#### **Collective Impact and thematic focus**

With officially launching the collective impact initiative 'Weaving for a thriving Planet' in FY21, Ashoka NL managed to position itself as an expertise hub for 'collective system change impact' and 'weaving', and to have strong thematic focus on Planet & Climate.

We formed a consortium with 20 system changing organizations of which 15 are led by Ashoka Fellows. Other partners are Commonland, Presencing Institute, Drawdown Europe, New Economy and The Weaving Lab.

In close alignment with Europe Fellowship and Ashoka Next Now Planet & Climate we formulated clear goals for the initiative to align with Ashoka's global strategy. From Europe Fellowship perspective we are developing a collective impact program, where we use weaving as the central methodology to align a growing group of currently 15 Ashoka Fellows around a joint vision to restore ecosystems and preserve biodiversity, and to stimulate cooperation and help each other with scaling through replication of their innovations into new territories, to enhance collective impact with regards to ecosystem restoration, climate change and biodiversity.

From Ashoka Next Now perspective we are testing what self-correcting mechanisms can be successful in shifting the paradigm from people feeling disconnected from nature and dominating nature towards a mindset of people feeling part of nature and taking nature into account in their decision-making and taking agency as climate changemakers.

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We did manage to share our learnings in multiple sessions with Ashoka colleagues from all over Europe and with our consortium partners.

We did not organize a one-day event (System Change Day) as foreseen due to the Covid-19 and travel restrictions that were still relevant throughout the year. It was hard to plan something, and we want it to be an in-person event, so we aim to organize it in FY22.

### Venture

Our Fellow and ASN community nominated several great social entrepreneurs for our search and selection process for new Ashoka Fellows. Unfortunately, due to insufficient financial and people capacity, we had to put Venture on hold in FY21. However, before the summer we recruited two volunteers (0.4 Fte each) to help us revive the search and selection process for new Fellows. Additionally, we found extra working capacity from the Belgian Venture team who will give guidance and support in the search and select process.

By September 2021, the two volunteers will have been fully onboarded and will be working on reviewing and assembling the list of nominees and nominators. This will be followed by reaching out to the short-listed individuals to explore their potential as Ashoka network as a Fellow. From there, procedural activities, such as interviews will follow. In December 2021, we hope to have set up a new Nominators Board consisting of people who can help and support us in selecting new Ashoka Fellows.



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## Fellowship & Community Management

Due to the ongoing Covid-19 pandemic and restrictions to travel and meet each other in person, we continued with online events and formats until spring 2021:

### Ashoka European Changemaker Summit

From 17-19 November 2020 the annual Ashoka European Changemaker Summit (ACMS) with the theme 'Rediscovering Certainty' took place online. The goal of the summit was to reflect which values can bring certainty in these times of a global health crisis, and how to create a more resilient future for the humankind. Ashoka NL hosted 3 sessions:

**'Joining forces to preserve biodiversity: What makes a corporate-social enterprise partnership work?'** in collaboration with Nestlé Vittel, Kearney and 5 Ashoka Fellows (272 attendees).

Joining forces to preserve biodiversity: What makes a corporate-social enterprise partnership work?

Enkel 228 plaatsen over

dinsdag 17 november 2020 18:00 naar 19:00

Changemaker Companies

13. Climate Action

12. Responsible Consumption and Production

15. Life on Land 17. Partnerships for the Goals

**'Weaving for a thriving Planet: Accelerating collective impact to preserve biodiversity'** in collaboration with 3 Ashoka fellows (93 attendees)

Weaving for a Thriving Planet: accelerating collective impact to preserve biodiversity

Enkel 407 plaatsen over

donderdag 19 november 2020 17:00 naar 18:00

Solutions For a New Era

13. Climate Action 14. Life Below Water

15. Life on Land

**'How corporates and social entrepreneurs collaborate to tackle Covid-19'** in collaboration with Philips Foundation (103 attendees).

How corporates and social entrepreneurs collaborate to tackle Covid-19

Enkel 103 plaatsen over

woensdag 18 november 2020 10:00 naar 11:00

Changemaker Companies

3. Good Health and Wellbeing

17. Partnerships for the Goals

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## Community Sessions

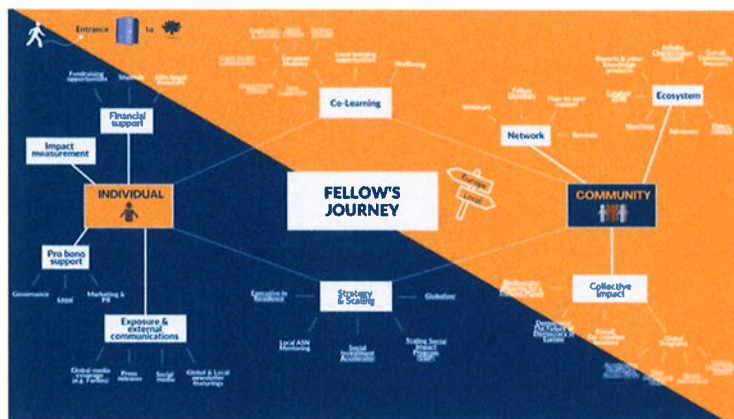
Due to the fact we could not organise in person events for a large part of the year, we organised only two community sessions in FY21. Together with Ashoka Fellow Bas van Abel and computer scientist and CEO of Radically Open Security Dr. Melanie Rieback, we held an insightful Community Session about Purpose Driven Economy in February 2021. The session was discussing post growth (social) entrepreneurship, a pioneering vision where no dividends, investors or exit strategies are included. Bas van Abel gave interesting insights into the model of steward ownership whereby a company is organized based on a 'self-owned' model to safeguard its purpose and where the profits cannot be privatized and are reinvested.

We were able to organise one community dinner on 6<sup>th</sup> of April 2021, held virtually. We shared our latest updates and milestones with Fellows and ASN who were present, and we engaged in insightful discussions about supporting each other as a community. Feelings were shared, and ideas were exchanged.

## Europe Fellowship Program

We invited our Fellow and ASN community to participate in the program offered by Europe Fellowship. One ASN followed multiple courses to his great satisfaction. Some Fellows committed their time to join the Weaving for a Thriving Planet initiative which is developed in close collaboration with Europe Fellowship. Other Fellows already took multiple courses over the past years and did not prioritise to take courses this year.

## Europe Fellowship Integration



Until April 2021, our Community Manager was leading the work of Europe Fellowship Integration team. During her administration, the Europe-wide team made some noteworthy steps in order to map the integration of the Fellow community in Europe, and to improve the 'customer journey' for Ashoka fellows.

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This included researching and reporting on the current state of affairs regarding European Integration practices and the relationship of country offices and Fellows with the 'European Fellowship Program', including both an overview of products and services being offered to Fellows around Europe, as well as the way European Fellowship Managers work together, and work together with other teams.

The work also included general relationship management with European country office Fellowship Managers, including the organisation and facilitation of monthly meet-ups and special deep-dive sessions focusing on more specific relevant topics and European Fellowship offerings. The result of the sessions and co-work cumulated into an infographic displaying the journey of European Fellowship.

## **2. EMPATHY AND YOUNG CHANGEMAKING**

Enabling youth to take agency and to be a changemaker is one of the core strategies of Ashoka. Due to our core focus on the Weaving for a Thriving Planet initiative we decided to put the plan to launch a new program on active citizenship and education in the Netherlands on hold. Instead, we contributed to this mission via the Europe Fellowship partnership with Jacobs Foundation.

### **Weaving Education**

The Weaving Lab - a community that fosters social change to create a planet where people and planet can thrive – is a spin-off from Ashoka. Together with Ashoka Switzerland and Jacobs Foundation we launched a partnership in FY21 to investigate, the gap between research and practice in education and build bridges between these. The outcome of this exploration was formulated into a report in June 2021.

The work is derived in the realization that research and practice in the education space feed each other, as research aims at gaining knowledge that benefits learning practice, practice benefits from this knowledge. However, this is not a straightforward process and the gap between research and practice in education prevents the creation of collaborations that could scale impactful evidence-based practices that help children to thrive in a complex world.

To address this gap, Ashoka and Jacobs Foundation conducted a feasibility study which consisted of desk research, interviews with key stakeholders, design-thinking workshops, and internal consultations. The aim of the study was to find out where a potential project intervention to bridge the gap between research and practice could start and what it should encompass. The key results of the feasibility study were:

1. The diverse needs and expectations of researchers, practitioners and field builders when approaching collaboration need to be thoroughly considered.
2. What gets researched is often detached from the actual needs of the practice in the field. By operating on the demand side, focusing on practice, the intention is to increase the relevance of research on innovative learning practices.

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3. There is a need for structures that build bridges between research and practice. Interviewees expressed the desire for a community built on trust and mutual understanding around the shared enthusiasm for practice-research collaborations.
4. Based on the feasibility study, the team developed a project intervention through a co-creative process that involved practitioners, researchers, field builders and representative of the Jacobs Foundation team, that operates on four key pillars:

1. Fostering Collaboration

2. Community and Capacity Building

3. Knowledge Creation, Dissemination and Storytelling

Prototyped a structure to build bridges between research and practice ready to scale-up.

Ashoka proposed a 2-year prototype to implement and test, in a low-threshold way, how to best start building bridges between research and practice. First, the prototype will create 10 concrete practice-research collaborations to generate evidence and to support innovative learning practices with the potential to scale. Second, the prototype will create a community of like-minded practitioners, researchers, and field builders around these 10 collaborations. And third, the stories will be told, knowledge disseminated, and insights from the community told.

### 3. ORGANIZING FOR CHANGEMAKING

#### Fundraising and Partnerships:

#### Weaving for a Thriving Planet

We managed to secure funds for this new initiative that we formally launched in FY21; a weaving program co-created with Ashoka Fellows and other system changing socio-environmental innovators to increase collective impact to reverse climate change and biodiversity loss.

**Consortium built with  
20 organisations:**



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Hoge Dennen, Mava Foundation and Montagu Foundation made this launch possible by providing financial support.

Two Ashoka fellows, Ignace Schops (founder of Hoge Kempen National Park in Belgium) and Geert van de Veer (founder Herenboeren and Aardpeer in The Netherlands), joined Ashoka NL's initiative takers Noa Lodeizen and Karin Müller in a Design Team to further develop this collective initiative, and met on bi-weekly basis.

From September to December 2020 we mapped, interviewed, and selected a group of 15 European Ashoka fellows who successfully design and implement Nature Based Solutions (NBS). We invited them to join the weaving journey. In 5 monthly weaving sessions starting from January 2021, we co-created a Theory of Change and a strategy for collective impact. The aim is to create an infrastructure to mainstream NBS.

From April 2021 onwards we formed a consortium with partners Commonland, Precensing Institute, Drawdown Europe, New Economy, and The Weaving Lab. We formed a "Backbone Team" that met on a weekly basis.

### **Retreat Design Team in Couvin, Belgium**

**8-12 June 2021**



When in person gatherings were an option again in June 2021, we organized a 4-day work session in Belgium for the consortium partners. The location was offered pro-bono by a Belgium ASN. We agreed on working principles and formed sub teams to distribute tasks and responsibilities with regards to fundraising, program design, communications, and impact management.

On June 24, 2021, we presented our strategy to transform 1 million hectares of land and sea in Europe before 2030 into healthy ecosystems, regenerative economies and thriving communities, to an audience of approximately 50 potential funders and partners, and to Ashoka colleagues and partner organizations.

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We published a brochure, a one pager and an infographic explaining the concept of Bioregional Weaving Labs.

From February 2021 a new volunteer researcher joined the team, to prepare a report on our learnings about the successful strategies behind the NBS from Fellows who joined the Weaving for a Thriving Planet initiative. Since the initiative is co-created with a growing number of 20 partner organizations, we took the time to finalize the research questions and to sync them with the outcome of the weaving sessions from Jan-June 2021.

In summer 2021, our volunteer researcher transferred to a sub-team in the Weaving for a Thriving Planet initiative that focusses on mapping relevant bioregions, to pilot our Bioregional Weaving Lab interventions. The research on Fellow's NBS was handed over to a new team of two Volunteers, and the report will be extended with the learnings about co-creating the collective strategy. The full Insights report is expected to be published by end of 2021.

We aim to successfully launch 10 Bioregional Weaving Labs before 2023. In summer 2021 we identified the Ashoka Fellows who have the ambition to act as Landscape Ambassadors. Our focus at the start of FY22 will be on mapping the relevant bioregions to launch the pilots and on fundraising to secure the required financial means.



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### Biodiversity partnership with Vittel

We continued the Ashoka partnership with Nestlé throughout FY21 and more specifically to manage the program to preserve biodiversity in collaboration with Vittel, one of the Nestlé brands who defined as its purpose to become a 'brand net positive for nature' to preserve biodiversity.

From September to December 2020, we organized a Scaling Social Impact Program, where we invited 5 Ashoka Fellows and their teams to participate. With mentoring and advisory support from 18 business leaders from Nestlé Waters and 6 consultants from Kearney, they took part in Ashoka's system change course and had multiple advisory and thought partner sessions with each other.

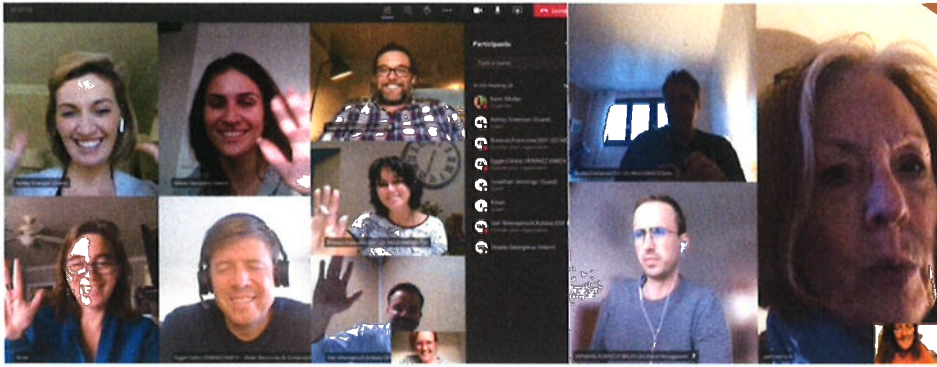
We had 5 participating teams:

1. Health in Harmony, with Ashoka Fellow and founder Kinari Web.  
With this team we had profound discussions on how a giant company like Nestlé with a significant impact on our food system and the environment can collaborate with social entrepreneurs in a meaningful way.
2. Farming for Nature, with Ashoka Fellow and founder Brendan Dunford  
This team supported Brendan with developing a strategy to scale the Farming for Nature ambassador's program to other countries.
3. Fundacja Laka, with Ashoka Fellow and founder Maciej Podyma.  
Maciej and his business partner were supported in improving their communication strategy and toolkit. Also, the new idea around carbon offsetting through healthy soils and flower meadows was explored.
4. Incredible Edible, with Ashoka Fellow and founder Pam Warhurst  
With Pam we explored options to collaborate with Nestlé on awareness raising and active citizenship around local food production and sustainable living.
5. Sustainable Food Trust, with Ashoka Fellow and founder Patrick Holden  
With this team it was explored how the innovation, a harmonized metrics for sustainable food production, could meet the needs of a giant company like Nestlé.



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In concluding sessions in December 2020, further collaboration with Vittel was explored, and remaining needs of the teams were mapped.

We produced 5 short videos explaining about the 5 Ashoka fellows and their mission and capturing the experience so far of the Nestlé business leaders acting as advisors and thought partners for the initiatives. The videos were distributed among Nestlé Waters employees and can be found on the online ACMS platform and on YouTube (<https://www.youtube.com/watch?v=DMfXh3e38o0&t=7s>).

From January – June 2021, Vittel asked Ashoka and Ashoka Fellows and partners from our Weaving for a Thriving Planet consortium, to provide input to co-create an accelerator program for biodiversity. We participated in multiple work sessions with Vittel and their strategic consultants from Anthesis Group/The Good Brand and The Biodiversity Consultancy. With our input, 4 concepts for ecosystem restoration are developed for Vittel to further investigate in FY22.

### **The Future of Democracy**

The Future of Democracy is an initiative to leverage and connect change leaders in their innovative solutions in a collective action to strengthen the democracy in Europe and beyond. In partnership with The Weaving Lab and Ashoka Europe Fellowship, the mission is to bring together Europe's leading social entrepreneurs and change leaders within the Democracy European ecosystem.

Across Europe, as in the rest of the world, there are innovative social entrepreneurs and change leaders working in the field of democracy. Their efforts are actively bridging social divides, fighting apathy, and strengthening civil liberties. Social entrepreneurs are key players in addressing these challenges as they are in the business of questioning current social dynamics, envisioning ways forward and directly pursuing their desired future in innovative ways. Yet, many of them experience the same hurdles, their results are therefore often limited and cannot reach their full potential of systemic impact. Therefore, the aim of this initiative is to co-create the enabling conditions for collective action initiatives that increase systemic impact.

The initiative was structured into four online gatherings of three hours each, held in October 2020, as well as one preparation and onboarding session of one hour and a

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half, for smaller groups of participants. The onboarding session helped to create a safe and trusting space for participants to connect and relate in a personal and authentic way to create an essential foundation to effective collaboration. The second session supported the exploration of collective vision for the future of democracy and the critical systems shifts needed to get there. In the third session the critical shifts were explored through collective thought experiments and strategies on how those shifts could be addressed. In the fourth and final session time was spent on reflection on the process, as well as on the potential and the willingness to make the collective strategies a reality. The session was closed with next steps to plan and design together a second phase of the journey.

Additionally, a report about the hypotheses for the enabling conditions needed to support effective collaboration for system change was published. The enabling conditions have been clustered into three key principles and each condition presents a set of activities we implemented and more tips and resources for further engagement of the participants. This first phase was the beginning and essential foundation of the journey and the work needed to set these conditions in place. This report is targeted at facilitators, teams and organizations who would like to embark on a journey to collaboratively solve systemic challenges. The case of the Future of Democracy initiative is being used to draw general assumptions on the enabling conditions for collaborative system change that can be transferred to other thematic areas. These are collaborations that tackle the root causes of the challenges of the 21st Century as well as the new ones on the horizon, and they require a new way of thinking and being.

### Ashoka and the Democracy field

While Ashoka is not first and foremost a democracy initiative, we have hundreds of social innovations within our global community fighting on a variety of social issues: education, governance, environment, health, and justice. These innovations are driven by the mission of Ashoka. We also work with the public sector to create and change policies across a range of human needs.

**1** Ashoka increased involvement of the public sector in funding. Ashoka will also guarantee seed funding for implementing the systemic ideas resulting from the collective action initiative.

**2** There was recognition that Ashoka's interventions reach especially a network of citizens working in the space. Internationally, could be a source of new services and insights that could add value.

**3** There is considerable interest in the opportunity to learn more about the benefits of scaling social impact and acknowledging that this is underdeveloped within the field.

**4** This could represent an opportunity to bring together more closely those working on democracy strengthening and those with the broader world of social innovation.

**5** Finally, there was broad recognition that effective partnerships and multi-stakeholder collaborations toward shared goals are especially challenging. While Ashoka has been doing this for many years, this process, our track record could bring valuable insights, added value in terms of understanding and accelerating field-wide insights and opportunities.

### Our approach to systemic impact

- 1** Strategic intent and systemic focus for the initiative is identified by a Design Team.
- 2** System leaders and stakeholders are convened, connected and aligned on the systemic purpose.
- 3** Critical systems shifts are identified, shared strategy to reach the targeted systems change is developed by the collective.
- 4** Systemic prototype(s) designed by the collective to strengthen democracy in Europe.
- 5** Implementation of the systemic prototypes to strengthen democracy in Europe, developed by the collective.

**The goal of the initiative:**  
Leverage and connect existing systemic solutions to build collective action that strengthens democracy in Europe.

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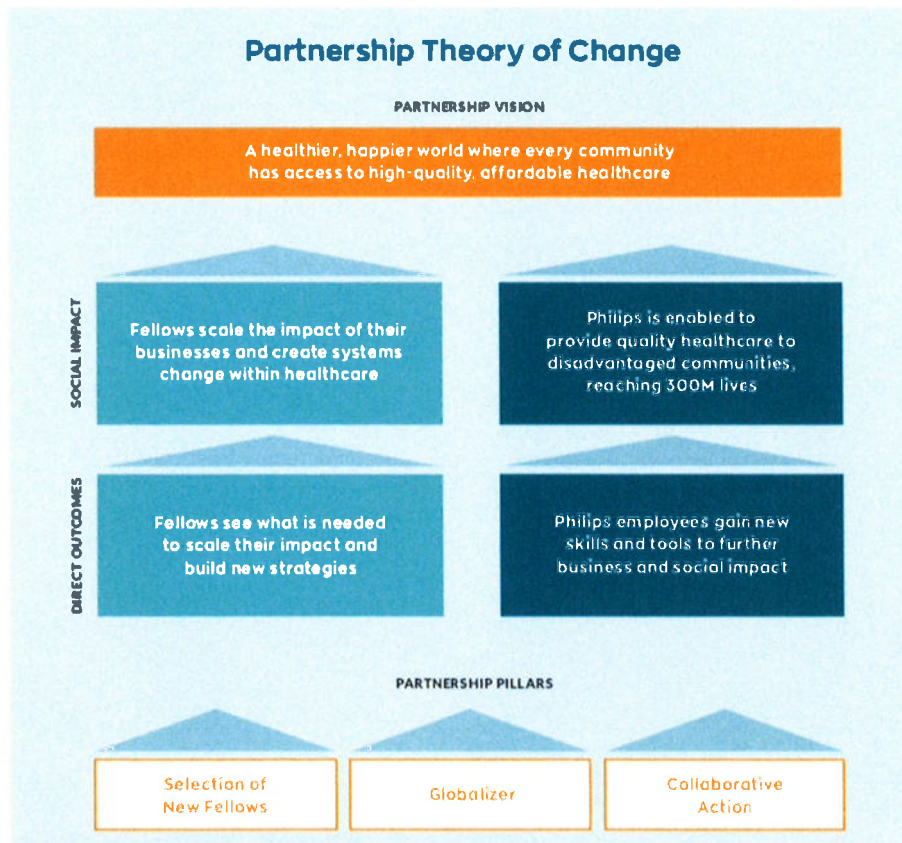
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## Accelerating Healthcare Access (AHA)

Since 2016, Ashoka and the Philips Foundation created a multi-year partnership based on a shared vision; to create a healthier world where every community has access to high quality affordable healthcare. In the past years we've been working with the Theory of Change, as depicted in this image:



In service of this vision, we developed the Accelerating Healthcare Access (AHA!) program with four focus areas:

1. Identifying and supporting system- changing social entrepreneurs, Ashoka Fellows\*, driving solutions for a more equitable health ecosystem.
2. Developing impact scaling strategies to increase the reach of their work.
3. Establishing cross-sector collaborations and connections to advance health access.
4. Sharing these stories with the broader health ecosystem.

Our partnership formally ended end of March 2021 after successfully fulfilling the deliverables of the partnership. The table on the next page summarizes some impact we've jointly reached in the last few years of the partnership:

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	2018	2019	2020*
# of Lives Improved**	4,436,166	3,445,851	5,080,762
Accelerated Healthcare Access***	10,862,250	35,863,497	36,621,571
# AHA Fellows (Cumulative)	16	27	44
Employees Engaged	65	20	52
Event Participants	80	190	375
Articles Published	2	4	4

Through the program we supported 40 social entrepreneurs. The expanding AHA Fellow community is operating across the world, as depicted here:

#### The Entrepreneurs Accelerating Healthcare Access



All participating social entrepreneurs have been able to grow their impact with support of the AHA resources.

*"Becoming an Ashoka AHA Fellow was such an amazing opportunity for me. Learning about the work Ashoka does, what other Fellows do, and seeing the doors that have been opened*

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for me. In 2019 we distributed about 5,000 delivery kits, in 2020 we were able to distribute 25,000 delivery kits. It has had such a huge impact on our journey." - Muzulema Mwanza, Founder of Safe Motherhood Alliance in Zambia. MUZALEMA. Safe Motherhood Alliance produces and distributes safe baby delivery kits to women in rural areas who are likely to have home births or be required to bring their own supplies to the delivery room. In addition, they are building a network of traditional birth attendants, trusted community members who are certified in safely delivering babies.

"It is of great value to learn about new innovative models in these community calls." - Simon Berry, founder of ColaLife in UK and Zambia. ColaLife secures the supply chain for a simple diarrhea remedy: Oral Rehydration Salts (ORS) and Zinc to reduce the number of children dying from diarrhea.

Over the years, social entrepreneurs like Dutch Fellow Joost van Engen, founder of Healthy Entrepreneurs, go through a journey that is for an important part supported by partners like Philips in programs like AHA, as depicted here:

### Healthy Entrepreneurs Over the Years

Healthy Entrepreneurs works with their network of health entrepreneurs, local community members to open local pharmacies and provide basic healthcare in remote parts of Uganda, Kenya, DRC, Haiti, Tanzania, and Ghana.

Joost van Engen of Healthy Entrepreneurs was introduced to the Philips Foundation in 2016. Over several years they forged a partnership that is ambitious, mutually beneficial, and sustainable.

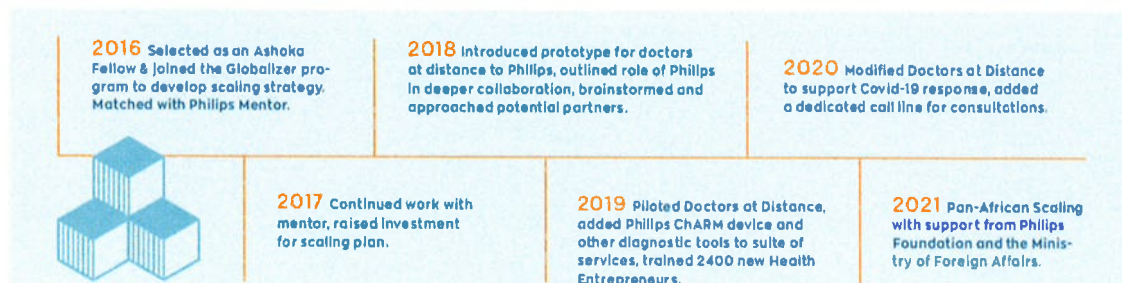
Together they have added diagnostic technology, and developed a telehealth service, Doctors at Distance, which is scaling across Uganda and Kenya. With this support they were able to recruit and train thousands of additional health entrepreneurs to grow their reach.

"I find it incredibly powerful how the national government, private investors and the business community work together to take innovation in developing countries to a higher level. This is how we initiate truly sustainable change."

JOOST VAN ENGEN, HEALTHY ENTREPRENEURS, UGANDA

"Within two weeks, we co-created the solution and went live starting in the first week of August. Since the solution is developed in the cloud and not specific to the Ugandan market, Healthy Entrepreneurs is planning to expand the solution to other countries in Africa, starting with Kenya."

PRADHAKAR RAMSEKAR, IT INNOVATION ARCHITECT, ADVISORY SUPPORT VOLUNTEER FROM ROYAL PHILIPS



We aimed to renew the partnership with Philips Foundation in FY21. Due to new strategic developments in both Ashoka and Philips it requires more time to explore in what form we can best keep adding value to each other's work.

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### **Ashoka Support Network**

We recruited one new Ashoka Network Supporter (ASN). We envisioned to have recruited at least 2 new ASN in FY21, but due to the lasting effects and restrictions of Covid-19, we were not able to organize in-person events nor visit other potential events to network. Building a community and nurturing new potential investor relationships needs onsite face-to-face interaction, which has been hindered in the past 20 months.

### **Pro bono partnerships**

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 continued the partnership with Ashoka NL in FY21 by providing pro-bono legal support.

### **Healthy people in a healthy organization**

The aim was for FY21 to pay extra attention to increase the wellbeing in our team. We continued our weekly team meetings and incorporated proper time to always check in with each other, paying attention to personal moods and private circumstances that might influence wellbeing and work performance.

We had several team gatherings in the second half of FY21, when this was allowed again, which was great for the team spirit.

We also managed to play a leading role in driving integration of wellbeing in the Ashoka organization on a European level. Director Noa Lodeizen has co-created a session for the entire Europe staff and stimulated conversation about the topic.

By focusing on collective impact and one big weaving program (Weaving for a Thriving Planet) the space was created to gain more in-depth knowledge on weaving, and multi-stakeholder collaboration. We invested time to align with other Ashoka teams and engaged many international Ashoka colleagues in the initiative. This is enhancing pan European integration and Ashoka NL is now considered the expertise hub for collective impact and weaving as we aspired.

### **Team**

In FY21 the core team consisted of Noa Lodeizen (director), Erlijn Sie (global partnership manager) and Karin Müller. Karin (formerly Program & Operations manager) was promoted to co-director by end of this fiscal year.

We continue to work as a part of global team of team's structure while being a self-directed unit within the wider Ashoka network. Erlijn Sie formally transitioned to be working for the global Changemaker Companies team in Ashoka. Since the partnership with Philips Foundation has ended in FY21, Erlijn is staffed on other partnerships like with TMF Group and Johnson & Johnson. This means she is

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working for global partnerships, but that those partnerships are not initiated nor financially managed by Ashoka NL anymore. That is why we are not elaborating on the achieved results through these partnerships in this annual report for Ashoka NL.

In FY21 Ashoka NL onboarded one new employee and 2 interns and 6 volunteers to complement the core team in carrying out the work within our collective impact initiative 'Weaving for a Thriving Planet', but also to build up a strong front for Venture.

In April 2021, our Community Manager left the organization and was replaced by our intern who we onboarded earlier this year and was already familiar with the organisational structure thanks to the 6-month internship prior to a full-time contract.

In June 2021, we onboarded a new Communications Intern, as well as three new volunteers to help us with the research report and impact measurement for our collective impact programme 'Weaving for a Thriving Planet'. Additionally, in July 2021, we recruited two volunteers for Venture.

In FY21 we shared a finance/grant manager with Ashoka UK to manage the Philips Foundation grant, which ended 1 April 2021. Currently, we are recruiting for a new finance manager (0.4fte) in a shared role with Ashoka UK, who can support with daily financial management for Ashoka NL.

### **Finance & Operations**

In FY20 we closed the fiscal year with a negative result due to Covid-19 related drops in revenues but in FY21 we managed to close with a surplus. We managed to have more overhead expenditures covered by program revenues than before. We performed the audit FY20 on schedule and improved on budgeting. From FY22 we also include building a reserve into the salary allocations to the different programs we are engaged in.

In FY21 our team members were engaged in multiple programs with global funding; this continued to bring administrative challenges since this requires a complex expenditure allocation plus, we must consolidate our local books with Ashoka's global organisation monthly. We hope the recruitment of a new finance manager can reduce the workload for our co-director.

We also still urgently need to review our GDPR compliance in collaboration with the global GDPR support team.

### **Fundraising**

We recruited 1 new ASN member and renewed all existing ASN contracts which is contributing to our unrestricted funds.

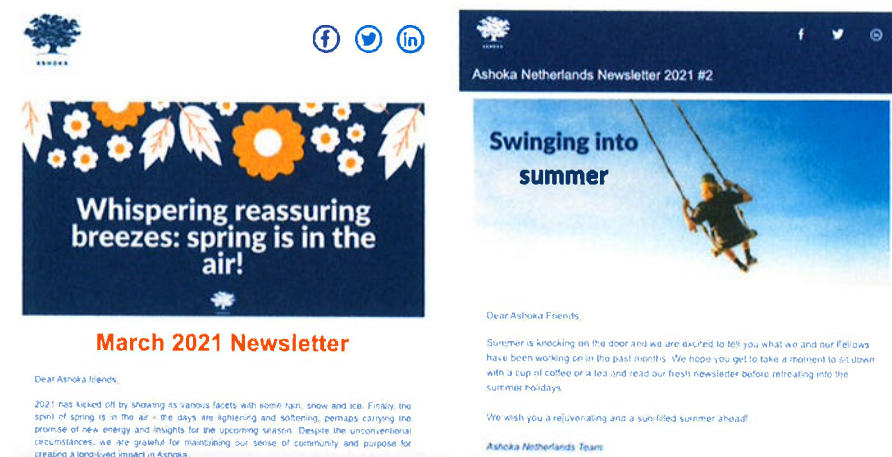
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The largest part of our total funding in FY21 was secured through earmarked global funding, granted by the Philips Foundation for the Accelerating Healthcare Access program by Hoge Dennen, Mava Foundation and Montagu Foundation for the Weaving for a Thriving Planet initiative, by Jacobs Foundation for the Doing Democracy program, by Europe Fellowship for Fellowship Integration and by Nestlé for the partnership with Vittel around biodiversity.

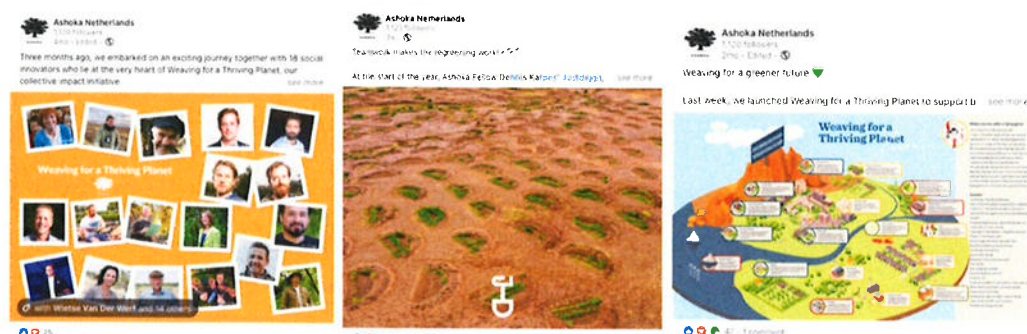
The only partnership that is confirmed to continue in the new fiscal year is with Hoge Dennen. This is in line with the ambition to focus completely on fundraising for the Weaving for a thriving Planet initiative in FY22. With Mava Foundation and Montagu Foundation we have ongoing conversations to extend the partnership and we are preparing to close partnerships with new funders in the field of Planet & Climate.

## Communication



We sent out 4 quarterly newsletters in FY21, 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). We grew our LinkedIn community with over 1.000 followers.



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Together with the Ashoka global communications team, we-constructed our website and changed it to a new template. We are attempting to fine-tune and finalise the website by December 2021.

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## FINANCIAL OVERVIEW FY21

Financial Overview FY21		
	Actuals FY21	Budget FY21
Revenue FY21	Amounts in Euros	Amounts in Euros
Corporate Contributions	€114,986.00	-
Foundation Contributions	€ 862,065.00	€ 1,051,221.00
Ashoka Support Network contributions	€ 86,000.00	€ 90,000.00
Other contributions	€ 67,335	-
<b>Total Revenue FY21</b>	<b>€ 1,130,386.00</b>	<b>€ 1,141,221.00</b>
<b>Expenditures FY21</b>		
Accelerating Health Access Program	€ 778,947.00	€ 785,821.00
Weaving for a Thriving Planet Program	€ 107,593.00	€ 116,449.00
Preserving Biodiversity Partnership - Vittel	€ 53,748.00	€ 50,623.00
Weaving Education Partnership – Jacobs Foundation	€ 6,930.00	€ 11,326.00
The Future of Democracy Program	€ 11,730.00	€ 11,326.00
Fellowship Integration	€ 5,250.00	€ 16,176.00
TMF Group	€ 10,058.00	•
Fellow Covid-19 Response	€ 25,488	-
Other Expenditures	€ 26,423.00	
Fundraising/management/admin	€ 30,503.00	€ 114,929.00
<b>Total Expenditures FY21</b>	<b>€ 1,056,670.00</b>	<b>€ 1,106,649.00</b>
<b>Result FY21</b>	<b>€ 73,716.00</b>	<b>€ 34,572.00</b>

### Explanation of the difference in revenue between budget and actual numbers FY21:

- Corporate Contributions – In budget FY21, it was expected that revenue would solely come from foundation contributions, but we received two donations from corporate sponsors (from Hoge Dennen for Weaving for a Thriving Planet Program, and from TMF Group for a new Changemaker Company partnership).

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- Foundation Contributions – We expected for FY21 to raise more revenue from foundations and none from corporate contributions, but we received € 114.986 corporate revenues and had to raise less funds from foundations.
- ASN – In FY20 and for budget FY21 we abusively calculated with a wrong estimated revenue from one ASN, who is actually not contributing € 10.000 a year but € 8.000 a year; this had to be corrected in FY21.
- Other Contributions – 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 € 21.031 (of which we received EUR 16.824 as pre-payment). Aside from the Philips program related turnover that remained constant since it was 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. However, by closing of FY20 we estimated that including the Philips program related turnover we did not reach this 20% that was required for the NOW subsidy, so we booked this revenue on our balance as 'other payable'. However, in FY21 we received confirmation from UWV that we were indeed entitled to receive NOW subsidy, and we were even granted more than applied for (€ 41.847). This resulted in an unexpected revenue in FY21.

**Explanation of the difference in expenditures between budget and actual numbers FY21:**

- Accelerating Health Access program – The difference has to do with the fact that we closed the partnership after 4 years. We allocated the total revenue, already received in FY18, over multiple fiscal years, and budgeted program expenditures accordingly over multiple fiscal years. In this light, the difference has to do with the fact that in previous years the actual revenue or expenditure was higher than expected, causing fluctuation between budget and actual spend. The total grant administration is closed according to expectations, a final grant report has been submitted to the donor (Philips Foundation) in March 2021
- Weaving for a Thriving Planet program – The difference is caused by the fact that some expected program activities have been postponed, due to travel restrictions and possibilities to join in person in FY21. Those in person gatherings are postponed to FY22.
- Partnership on Biodiversity – According to receiving a bit more revenue than expected from Vittel we also had higher expenses because of the Fte allocated to the partnership.
- Weaving Education program – It was expected that this partnership would be extended after the initial research phase, but this was not the case; hence revenue and expenditures were less than expected.
- The Future of Democracy program – According to budget
- Fellowship Integration – It was expected that this project would run through the entire year, but our team member who worked on this program left the organization at the end of March 2021, and the role was taken over by another Ashoka office. Therefore, revenue and expenditures were less than expected.
- TMF Group – When drafting the budget FY21, it was expected that the partnership with Philips Foundation would be prolonged, but this is not the case. Our partnership manager transitioned to the Ashoka 'Changemaker Companies' after closing of the Philips Foundation Partnership on 31 March 2021. Changemaker Companies is a

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global Ashoka team, but the partnership manager remains on payroll with the Dutch Ashoka office. Revenues from the global corporate partnerships that the partnership manager is working on, are received by the Dutch Ashoka office to cover for the provided Fte for this partnership. Hence the TMF revenues and expenditures were unforeseen.

- Fellow Covid-19 Response – In FY21 we received an unexpected donation from Zalando, a partner of Ashoka Germany, for one of the Dutch Fellows for taking part in a pan-European Covid-19 response program sponsored by Zalando. This was an unforeseen revenue and expenditure.
- Fundraising/management/admin – Expenditures not covered by program have substantially declined, because more of our overhead expenditures were covered by programs in FY21, and we also spent less Fte on (financial) administration than expected.

<b>Actuals FY21 Summary</b>	<b>Amount in Euros</b>
General reserves from end of FY20	127,932
Result FY21	73,716
<b>Net balance reserves at end of FY21</b>	<b>201,648</b>

### **Risk & Remarks**

- The current developments surrounding the Corona (COVID-19) virus has an ongoing 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 to cover a potential decrease of turnover as result of the Covid-19 crisis.
- In January 2021 Ashoka NL managed to finalise the audit of Fiscal Year 2019-2020 (FY20). We expect to finalise the audit of FY21 in January 2022.
- At the end of FY21, we generated new leads to secure our budget for FY22 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 support us with extra capacity.

### **BOARD**

The composition of the board of Stichting Ashoka Nederland, in FY21 was:

- Arnaud Mourot, Leadership Group Member at Ashoka,
- Maurits Schouten, ASN member in UK and The Netherlands
- Jamy Goewie, Partner at Shaping Impact Group
- Oda Heister, Director Ashoka Germany and member of the European AP-Team
- Arnoud Raskin, Ashoka Fellow, founder & director of Streetwize

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At the start of FY21, leaving board member Jasmijn Hamakers-Kester was replaced by Jamy Goewie who was also the co-founder of Ashoka Netherlands in 2015. We welcome Jamy in this new role.

At the end of FY21 board member Oda Heister notified the board she wishes to leave the board after many years of support and commitment. We are preparing for a vacancy and are looking out for a new board member. We thank Oda for her valuable contribution to the board of Ashoka NL over the past years.

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## LOOKING FORWARD TO FY22

### PROGRAM GOALS FY22

#### 1. Social Entrepreneurship

##### Collective Impact and thematic focus

Ashoka NL wants to keep positioning itself as an expertise and knowledge hub on 'collective impact'. Based on our experience in 'weaving' – a methodology we have used to design and implement multiple programs over the past 4 years – we launched the Weaving for a Thriving Planet initiative in FY21. From FY22 we will continue this initiative under the name 'Bioregional Weaving Labs'. Because we strongly believe in the potential of collective impact and because we are aware of the complexity of multi stakeholder collaboration, we want to keep building on our knowledge and expertise in this field in FY22. We will focus on growing this initiative that has collective impact as a central objective.

Bioregional Weaving Labs is positioning Ashoka NL as a leader and innovator in the field of Planet & Climate. We aim to further strengthen this positioning by growing the international consortium of Ashoka fellows and partners. We aim to ensure long term commitment from funders, and we will focus on creating multiple year strategic partnerships, also with several corporations.

Next to this, we will also focus on frame change work (changing mindsets, shifting the paradigm) in the field of Planet & Climate. We will research and test self-correcting decision-making mechanisms and build our expertise in this field as well.

We also want to improve our capacity to develop solid business cases and financing models together with our consortium partners, to scale and replicate their solutions into the bioregions. It is important to grow this capacity to meet the ambition of the Bioregional Weaving Labs initiative.

Finally, we aim to close new partnerships and build expertise in impact measurement and storytelling.

We will capture all our learnings around collective impact in reports and hope to organize a gathering for ASN and Advisors of the Bioregional Weaving Labs' initiative in Spring 2022.

#### Venture

Thanks to growing the Venture team in Ashoka NL we expect to contribute and increase the number of elected Fellows in FY22.

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We aim to select at least one new Ashoka fellow in the field of Planet & Climate, in close collaboration with our consortium partners from Bioregional Weaving Labs'; 'Venture' is completely integrated in this initiative.

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 continue to organize community dinners, combined with inviting guest speakers on a relevant topic.

We aim to engage 2-3 more Dutch Fellows in the Bioregional Weaving Labs initiative as co-creators. We also aim to engage 1-2 Dutch ASN in the advisory committee for this initiative.

### **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.

Since our complete focus on the Bioregional Weaving Labs initiative we aim to integrate Ashoka's youth strategy into our initiative.

### **2. Organizing for Changemaking**

### **Fundraising and Partnership Management**

We aim to strengthen our current partnerships around Bioregional Weaving Labs and to successfully fundraise for relevant new partnerships to ensure continued financial sustainability in FY22.

We are expecting to continue the Ashoka partnership with Vittel but in a different capacity, focused on providing strategic advice rather than co-creating new programs together.

Ashoka NL will not continue to engage in the Future of Democracy program and in the Weaving Education partnership in FY22.

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In collaboration with Ashoka Changemaker Companies, our Global Corporate Partnership Manager will engage in diverse corporate partnerships with 0.8 Fte. This will generate revenues from global partnerships, but Ashoka NL is not responsible for delivery of those partnerships, hence will not report about these partnerships in its annual report.

Finally, we are not expecting a renewal of the partnership with Philips Foundation for the Accelerating Healthcare Access program. The contract formally ended in March 2021, and we will only manage some ongoing activities and provide strategic advice in FY22.

### **Healthy people in a healthy organization**

The ongoing pandemic and its effects in FY21 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 FY22 we will keep on paying attention to increase the wellbeing in our team, by organizing monthly wellbeing check-ins, by creating space for teambuilding exercises and to monitor each other in maintaining a healthy balance between work and private life, especially while working remotely.

Also, Ashoka NL 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 NL will be regarded as an expert in this field.

We think creating a financially healthy organization is crucial as well. We aim to secure our budget FY22 by focusing on delivering quality with our strategic partnerships and by focusing on fundraising for the Bioregional Weaving Labs initiative. We will do that with the support of Ashoka Next Now (Planet & Climate), the European Fellowship team and various fundraisers within Ashoka Europe.

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## BUDGET FY22

Budget Ashoka NL FY 22 (01 Sept. 2021 to 31 Aug. 2022)	
REVENU FY22	Amounts (Euros)
Corporate contributions	€ 201,636.00
Foundation Contributions	€ 169,835.00
Ashoka Support Network Contributions	€ 108,000.00
Other contributions	€ -
<b>TOTAL REVENUE</b>	<b>€ 479,471.00</b>
<b>EXPENSES (PROGRAM BASED)</b>	
Bioregional Weaving Labs Program	€ 265,562.00
Accelerating Healthcare Access	€ 63,414.00
Changemaker Company partnerships	€ 51,884.00
Expenditures not covered by Programs	€ 79,112.00
<b>TOTAL EXPENSES</b>	<b>€ 459,972.00</b>
<b>RESULTS</b>	<b>€ 19,500.00</b>

### Remarks on Revenue in Budget FY22:

- Corporate Contributions – Revenues include an accrued donation from FY21 for the Bioregional Weaving Labs program from Hoge Dennen and donations from Changemaker Company partnerships (TMF Group, Johnson & Johnson)
- Foundation Contributions – Revenues include accrued donations from FY21 for the Bioregional Weaving Labs program (Montagu Foundation, Mava Foundation), a confirmed donation for the Bioregional Weaving Labs program from Stichting The Roeper and anticipated donations from various foundations for the Bioregional Weaving Labs program
- Ashoka Support Network (ASN) contributions – Revenues include confirmed and anticipated donations from ASN
- Other Contributions – We do not expect other revenues in FY22

### Remarks on Expenditures in Budget FY22:

- Bioregional Weaving Labs program – The expenditures are to cover for staff hours and out-of-pocket costs.
- Accelerating Healthcare Access program - The expenditures are to cover for staff hours and out-of-pocket costs.
- Changemaker Company partnerships – All expenditures are to cover for staff hours.
- Fellowship Integration Program - All expenditures are to cover for staff hours.
- Expenditures not covered by programs – Fundraising, management, and administration expenditures

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