

## **STICHTING ASHOKA NEDERLAND – FINANCIAL REPORT FY 2021-2022 (FY22)**

This annual report provides a summary of activities in the Fiscal Year 2022 (FY22) for Stichting Ashoka Nederland (Ashoka NL), that runs from the 1<sup>st</sup> of September 2021 till 31<sup>st</sup> of August 2022.

### **ASHOKA'S GLOBAL 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 via our core strategy:

EVERYONE A CHANGEMAKER (EACH)		
Searching, Selecting & Supporting leading Social Entrepreneurs	Organising for Changemaking	Activating all (young) people to be Changemakers

#### **1. SEARCHING, SELECTING & SUPPORTING LEADING SOCIAL ENTREPRENEURS**

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. ORGANISING 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.

#### **3. ACTIVATING ALL (YOUNG) PEOPLE TO BE CHANGEMAKERS**

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.

## EUROPE'S CHALLENGE

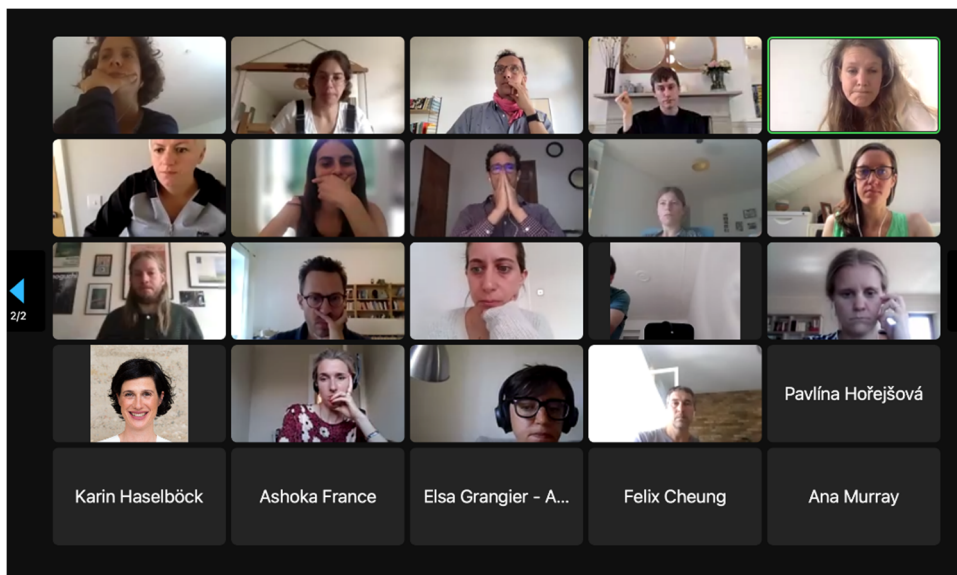
Today, Europe – like in the rest of the world - is facing many challenges. **Climate change** and **environmental degradation** are an existential threat. The 'European Green Deal' aims to transform the EU into a modern, resource-efficient and competitive economy ensuring no net emissions of greenhouse gases by 2050, economic growth decoupled from resource use and no person and no place to be left behind.

**COVID-19** emerged late 2019 and spread very quickly across the globe. Europe is currently reporting a million new infections about every 2 days and has reported more than 207,622,000 since the pandemic began.

**Russia's invasion of Ukraine** in February 2022 initially led to a strong resolve and unity within the EU and NATO, and unprecedented decisions on security, sanctions, defense, and enlargement. However, as the war drags on, the EU is starting to feel the effects of slower growth, rising food and energy prices, and the humanitarian crisis that is forcing millions of Ukrainian citizens to leave the country.

The Euro zone is almost certainly entering a **recession**, with a deepening cost of living crisis and a gloomy outlook that is keeping consumers wary of spending. Gas prices soared as much as 30% and businesses and households are battered by sky-high energy prices. Inflation was reaching a record 9.1% in August 2022, and the euro dropped below 99 U.S.cents for the first time in 20 years.

## **ASHOKA EUROPE INTEGRATION**



*Bi-weekly calls with Ashoka's Euroforum*

In these challenging times, the future of Europe will depend to a great extent on its ability to build a pluralist and participatory society where citizens not only have a voice but can also drive change and shape their communities. Enabling citizens to become changemakers and active members of society has been the core mission of Ashoka for 40 years.

In order to significantly contribute to a pluralist and participatory society in Europe, we need an integrated Ashoka Europe, capable of achieving systemic-level change and influence public discourse. Ashoka Europe can play a strategic role in the next years for designing and building a more inclusive European society, by being more internally aligned, efficient and impact driven.

We come from a situation only a few years ago where Ashoka country offices in Europe were hardly collaborating. They were mainly focused on growing and nurturing their local Fellow and ASN communities, and on building local partnerships and ecosystems. There was little strategic alignment, no joint decision-making process and no pan-European support mechanism. Due the lack of clarity on a joint strategic direction we could not accelerate Ashoka's global Everyone A Changemaker (EACH) strategy.

Since 2018 we managed to create deep cultural changes. We have established multiple pan-European teams with high team satisfaction (Venture, Fellowship, Finance & Operations, Communications, Children & Youth). The EACH narrative is much more integrated in one joint strategy to accelerate collective impact. We have a good functioning shared decision-making model; the Europe Forum with country representatives and pan-European team leaders jointly are steering our strategic direction. We are also increasingly fundraising together for pan-European programs.

We have a solid pan-European financial support and solidarity mechanism in place. Our Accountability Partner (AP) team is focusing on talent/leadership and risk assessment of country offices and pan-European teams, seeing issues arise early and acting upon it. In general, the European teams indicate to have a stronger sense of belonging, and value opportunities like the annual Europe all-staff gatherings to connect and collaborate with each other.

## **ASHOKA'S VISION FOR EUROPE**

We imagine a Europe where people have the capacity and agency to act as changemakers for the good of all and leveraging its global role.

## **ASHOKA'S MISSION IN EUROPE**

We want to ensure that a majority of people in Europe self-identify and act as changemakers by 2027.

## **AIMING FOR THE TIPPING POINT**

Ashoka works with Ashoka Fellows and Young Changemakers at the core, and the Ashoka Support Network, large corporations, innovative school & teacher networks, universities, partner organisations, and policymakers, to reach our target groups. We are experimenting with engaging pan-European institutions (EU, OECD), influential media platforms, publishers and faculties of education to increase our reach.

We aim to reach 10% of the population, because it is believed to be the number of early adopters needed to eventually reach the tipping point. Currently, Ashoka Fellows directly reach over 650 million people (on average 800k people per Ashoka Fellow) in Europe, through their services and programs that we support. If we select 1 Fellow per 10 million people, it will require 75 new Fellow elections annually to reach the lives of at least 60 million people.

## **WHY ASHOKA IS BEST POSITIONED TO CONTRIBUTE**

Thanks to decades of work in social entrepreneurship and changemaking, Ashoka Europe possesses some very valuable assets:

- **REACH:** Ashoka Europe has a network of world-leading changemakers that is present and active in 25 countries. In Europe we work with 650+ Ashoka Fellows, 200 Ashoka Support Network (ASN) members, 120 Changemaker schools, 50 Young Changemakers, and thousands of partners and ecosystem stakeholders.
- **KNOWLEDGE & INNOVATION:** We have intimate knowledge and influence on local changemaking networks throughout Europe. We have dedicated, professional and entrepreneurial teams - in total 129 Fte – who are at the forefront of social innovation.
- **REPUTATION:** We are well positioned in the social innovation ecosystem, and are acknowledged for our expertise on social innovation, system change and multi-stakeholder collaboration
- **TRUST and CONNECTION:** We have built strong local communities who trust us and see the power of the “network effect”

## **INCREASING ASHOKA’S IMPACT IN EUROPE**

An integrated Ashoka Europe will represent our continental level reach. It allows us to communicate our key messages in a unified voice and coordinated across teams. We can leverage our resources on a European level and reach communities and geographies beyond where country offices are.

Our strategic alignment will be a combination of pan-European collaboration and maintaining and developing strong communities on a local level that we can connect with each other. We are aiming for less operational and fundraising strain on country leadership. Teams will have more room to specialise, by working together on fundraising and operations on a European level. Less resources will be allocated to smaller non-aligned programs and more focus will be put on pan-European programs aimed at collective impact. We hope to achieve that all Ashoka Europe teams will feel an even stronger sense of belonging to Ashoka Europe while also belonging to their local communities.



Currently, we are in the joint process of exploring multiple pathways to advance the Ashoka Europe integration. We are exploring how to increase our systemic impact and changemaker activation through specific fields of work (Purposes). We will keep putting a special focus on social entrepreneurship and young changemaking. We are looking into how to create a more effective decision-making organizational structure for Ashoka Europe, and to effectively fundraise together. We are looking at unifying our sourcing strategy to identify the most powerful and diverse social entrepreneurs, young changemakers, staff and next generation leaders and partners (One Search). We are also investigating how we can best connect our local communities to activate an interconnected and purpose-driven community with a potential to influence 50 million people in Europe (One EACH Community).

We are changing our default setting from country-led strategies to one Europe-led strategy. Local work remains essential because it is the foundation of our success. But most of team architecture and decision-making will move to pan-European teams and level in an improved shared decision-making model. We will be building on what is already achieved on country level in the past decades, which we regard as a logical evolution of our organisation.

## **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 is continuously updated and communicated to all staff. When required due to (new) outbreaks the policy discourages people from travelling internationally and restricts all Ashoka travel to a critical minimum. All in-person events are transformed into online gatherings when needed, and Ashoka staff and affiliates are encouraged to work from home in case of a high risk of getting infected or infect others. A special Covid-19 task force has been monitoring the (financial) situation all along and is still continuously updating the policy if events change.



## **COLLECTIVE IMPACT IN THE FIELD OF PLANET & CLIMATE**

By initiating and catalysing the 'Bioregional Weaving Labs' initiative, Ashoka NL managed to position itself with a strong focus on collective impact in the field of 'Planet & Climate'. Withing Ashoka Europe, Ashoka NL is increasingly acknowledged as an expertise hub for ecosystem building, multi-stakeholder collaboration and the emerging new leadership practice of 'weaving'.

In close alignment with the Europe Fellowship team and the global Ashoka Next Now Planet & Climate team 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 leading Ashoka Fellows around a joint vision to restore ecosystems and preserve biodiversity. We stimulate collaboration and to help each other with scaling impact trough replication of their innovations into new territories, and enhance collective impact with regards to ecosystem restoration, climate change and biodiversity.

From Ashoka Next Now perspective we are testing which 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.

## **STRATEGIC PILLAR 1: SEARCHING, SELECTING & SUPPORTING LEADING SOCIAL ENTREPRENEURS**

### **VENTURE (SEARCH & SELECT)**

For the coming years want to specifically focus on searching and selecting new Ashoka Fellows in the field of Planet and Climate, contributing to the [Ashoka Next Now campaign](#) to select 100 Planet & Climate Ashoka Fellows across the world in the next 3 years.

### **How Ashoka supports systems-changing social entrepreneurs**

Results also surfaced Ashoka's impact on its network of social entrepreneurs:

- 85% of Fellows believe that Ashoka helped increase their impact.
- 82% believe that Ashoka helped them to understand how their work can contribute to generating systems-change.
- 87% believe that Ashoka helped them see the importance of changing collective mindsets on the social issue they work on. 89% of those Fellows changed their strategy as a result.
- 88% of Fellows report that Ashoka changed how they see themselves as a leader, and of those Fellows, 96% are leading differently as a result.
- 92% of Fellows agreed that the Ashoka selection process helped them strengthen and articulate their idea.

Source: [The Unlonely Planet](#), Ashoka 2022

Summer 2021 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 to provide guidance and support in the search and select process. By November 2021, the volunteers were fully onboarded and worked on reviewing and assembling a dynamic list of nominees and nominators. They reached out to the short-listed individuals to explore their potential to be elected as an Ashoka Fellow.

In December 2021, we organised an online session to explain more about our Venture process, targeting new potential nominators. It led to setting up a new Nominators Board and a new pipeline of Fellow candidates. People can nominate a candidate by sending an e-mail to Ashoka NL and link it to [Ashoka's selection criteria](#).

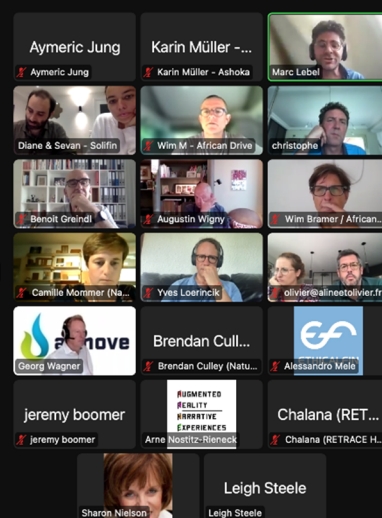
## Venture Circles, How does it work?

The ambition of RA Venture Circles is to **build a first in class do tank**

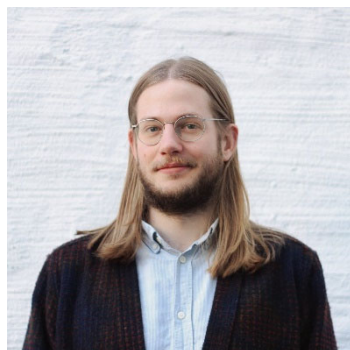
To do so, we aim to offer ventures "experiences" to our community in the form of a **"Regenerative Angels Club"** in which everyone in the community is invited to participate and bring her or his expertise and contribution

There are four ways to contribute and be active within the Circle

1. **Share regenerative investment opportunities**
2. **Propose your venture** as an investment opportunity
3. **Invest in ventures** financially -> become an RA Angel
4. Contribute to the success of ventures by **providing skills and expertise**



*Online Venture session, December 2021*



*Yannick Fischer, Europe Venture team:* "As, what we call a 'Champion', I collaborate with the Ashoka NL team to guide candidates through our international selection process, after the local Dutch team has done a first assessment of the candidacy according to our 5 selection criteria and support policies. Together, we build the case for a candidate by doing desk-research, reference checks and interviews with the candidates, to describe their Social Innovation, Impact, Creativity, Entrepreneurial Skill and Ethical Fibre. We then present the case to international staff members of Ashoka, an external expert board and ultimately Ashoka's Global Board. If all of those agree on criteria fit, a candidate becomes an Ashoka Fellow.

The Netherlands is a very mature country when it comes to Social Entrepreneurship and Innovation. For Venture this is exciting and, challenging. Exciting, because there are many social innovators and entrepreneurs popping up across the country. Challenging, because new, systemic ideas are still rare and it seems that those who work on a systemic level don't receive as much support as more classical models, that are closer linked to social businesses. Given the maturity of the Dutch sector, social innovations can be found in many different fields; circular economy, social inclusion, community health, and the agro-ecological transition. What is important for us at Ashoka, is that social entrepreneurs, the people behind the organisations are having a systemic approach to tackling environmental or social issues at their root causes."

## SUPPORTING OUR LOCAL FELLOW COMMUNITY – SOME HIGH LIGHTS

On 30 September 2021 we organised a Changemaker Journey to visit to the latest venture of Dutch Ashoka Fellow Barbara Muller; Stockholm Changemaking Community in Dordrecht. In this non-profit centre for spiritual wellbeing, that re-invests its proceedings into programs for vulnerable children to make them happy and resilient, members of the Ashoka NL team learned more about Barbara's initiatives. Colleagues who are leading her other ventures, Het Baby Huis and Beschermde Wieg, came by to explain about their work. And finally, using breathing techniques, yoga and more to connect with the inner self and nature, Barbara coached the team into a 5 degrees Celsius ice bath. A refreshing experience!



*Changemaker Journey with Ashoka Fellow Barbara Muller (Sep 2021)*

On 7 October 2021 we invited Dutch Ashoka Fellow Geert van de Veer to an online roundtable discussion held within the Ashoka Changemaker Summit 2021, hosted by Next Now Planet & Climate team. The discussion was focusing on the potentials of a new economic architecture for our land and food to rebalance the human-nature relationship.

**A new economic architecture  
for our land and food**

Thursday, October 07, 2021  
9.00h EDT | 15.00h CEST  
Theme: Planet & Climate  
**ONLINE**

**A NEW TOGETHERNESS**  
ASHOKA Ashoka Changemaker Summit

**Luis Fernando Guedes Pinto**  
Knowledge Director of SOS Mata Atlântica. Senior Ashoka Fellow.

**Geert van de Veer**  
Founder of Herenboeren. Ashoka Fellow

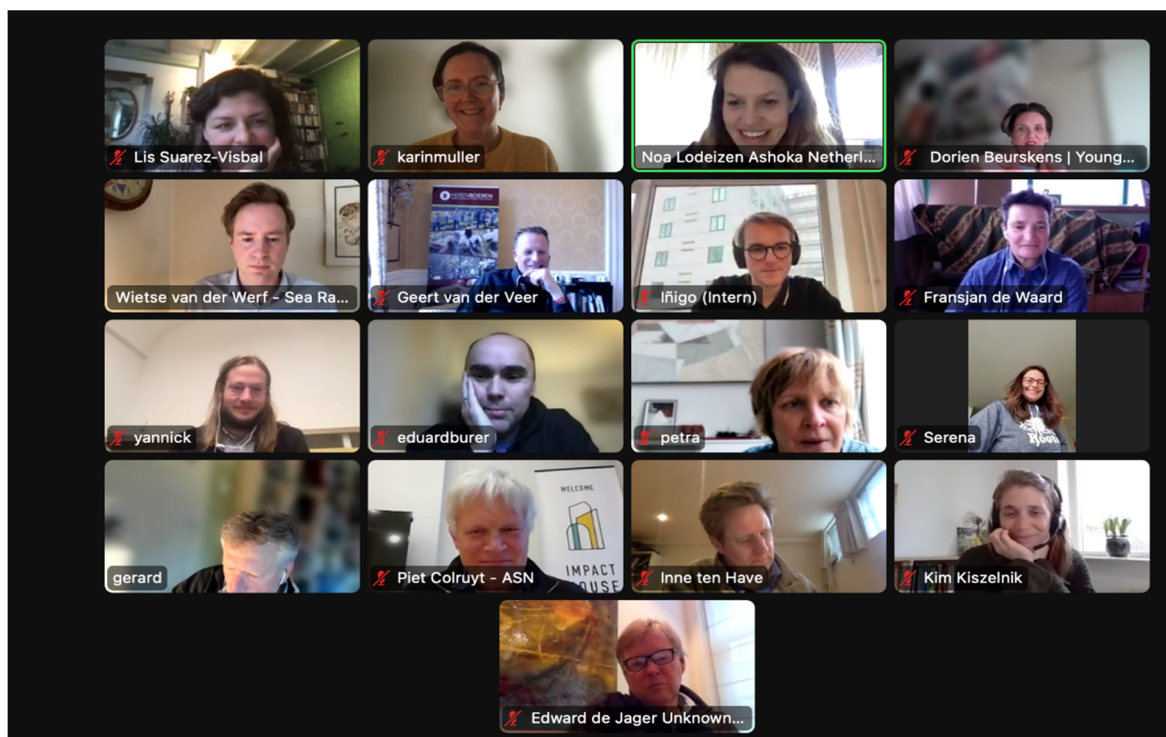
**Corina Murafa**  
Next Now Co-Leader: Planet & Climate

acms.ashoka.org

*Online event about changing the food system with Ashoka Fellow Geert van de Veer (Oct 2022)*



On 21 February 2022 we facilitated an online Community session to catch up with our Fellows, ASN and some external relations. We exchanged updates and connected in times of uncertainty and Covid restrictions.



*Online community gathering of Ashoka fellows and ASHoka Support Network (Feb 2022)*

Each Ashoka Fellow can participate in the learning program curated by Ashoka Europe Fellowship. Like every year, some Dutch Fellows joined courses that Ashoka was hosting, like the Multi-stakeholder Collaboration course, and the Measuring System Change course in spring 2022.

On 22 June 2022 we had the chance after long periods of Covid lock downs and precautions, to meet with our Dutch Ashoka Support Network (ASN) and Fellow community in person again. We had a lovely dinner with a group of 25 people, hosted by one of our ASN members, where we gave an update about the Bioregional Weaving Labs initiative.



*Community dinner with Ashoka fellows, Ashoka Support Network and guests (June 2022)*

## SUPPORTING THE EUROPE FELLOW COMMUNITY

The Bioregional Weaving Labs (BWL) initiative evolved from an initial weaving journey that Ashoka NL initiated with a group of Ashoka Fellows in 2021. With 14 social entrepreneurs who are making impact with community driven, systemic innovations to mitigate climate change and preserve biodiversity, we wrapped our heads around how we could create bigger impact together.

Our joint research showed that, due to various systemic barriers, it is often hard to scale impact and to mainstream systemic innovations. Especially for innovations that work with nature; so-called Nature-based Solutions (NBS). There is a lack of long-term collaboration, initiatives and institutions working in siloes and there is no adequate financial infrastructure to support initiatives with the required resources.

Bioregional Weaving Labs are designed to create increased understanding among local stakeholders about the challenges and opportunities for socio-environmental innovations in their landscapes. Local stakeholder cohorts that participate in the Lab journeys will be introduced to the concepts, models and ideas of Ashoka Fellows. We are building a portfolio of systemic innovations by Ashoka fellows, that can be relevant to stakeholders in the 10 bioregional landscapes we work in, in Europe.

Some Fellows can also lead the Lab process in a landscape. For example, Ashoka Fellow Michael Kelly and his organisation GIY are the ambassadors for the BWL in Waterford, Ireland. Ashoka Fellow Florin Stocian and his organisation Kogayon are the ambassadors for the BWL in Oltenia de Submunte, Romania. And Ashoka Fellow Durukan Dudu and his organisation OTAG are ambassadors for the BWL in Are, Sweden.

In the BWL Learning Network we invite Ashoka Fellows to learn with each other, and present their work and share challenges in scaling their impact. Together with the BWL Collective we believe we can create a unique ecosystem of pan-European hubs from which we can jointly scale impact.



***Maurits Schouten, Ashoka Support Network:***

“For me Ashoka is an inspiration to act and tackle the seemingly endless stream of problems coming our way. Ashoka Fellows are people who don’t complain or just talk about problems or write reports, but who actually go out and do something and solve problems on system scale. Without Ashoka the world would look a lot bleaker to me.”

## **STRATEGIC PILLAR 2: ORGANIZING FOR CHANGEMAKING**

### **BIOREGIONAL WEAVING LABS**



*Organisations associated with the BWL Collective (Aug 2022)*

### **INTRODUCTION**

The Bioregional Weaving Labs (BWL) Collective is a growing assembly of international system-changing organisations, led by Ashoka (NL), Commonland and Presencing Institute. We are closely collaborating to ensure that high-level climate and biodiversity plans become more actionable and to support the bottom-up regenerative transition. By weaving our expertise, knowledge, resources, and teams together, we offer maximum support to change leaders, citizens' initiatives and their communities that want to protect, restore, and regenerate the landscapes and seascapes they live and work in.

By 2025 we aim to mobilise and support 1 million changemakers who will together contribute to protecting, restoring and regenerating 1 million hectares of land and sea in Europe. They will engage in scaling Nature-based Solutions (NBS) that will bring a significant and observable impact on 4 returns (natural, social, financial, inspiration) in 10 bioregional landscapes across Europe by 2030.



We can restore ecosystems, create resilient communities, and preserve biodiversity. But we must now, urgently, accelerate the spread of effective systemic innovations. By combining our collective wisdom and resources, bioregion by bioregion, this will be much more than 'ecosystems restoration.' It will be a holistic pathway to regenerating our natural resources, our communities, and our bioregional economies: nature-driven, socially bonded and economically embedded.

## **HOW**

By establishing Bioregional Weaving Labs (BWLs) in 10 different bioregions in Europe we will build local changemaking leadership capacity, catalyse multi-stakeholder partnerships, and scale up NBS, leading up to mobilising 100.000 changemakers (on average) per bioregion.

We engage and align key local innovators, farmers, policymakers, corporates, NGO's and citizens towards a shared vision. Together, they will co-create and implement a concrete plan for holistic landscape restoration, protection and regeneration in their bioregion, and the integration and upscaling of NBS.

By bringing together Systematic Changemaking (Ashoka), Weaving (The Weaving Lab), Theory U (Presencing Institute), the 4 Returns landscape restoration approach (Commonland) and international expertise & scientific data on effective interventions (Drawdown Europe Research Association) we support local communities in implementing a transformation process in their bioregion to optimize impact as quickly as possible. We will supplement this by introducing scalable and proven systemic innovations from the international socio-environmental enterprises in our BWL Collective.

## **LEARNING NETWORK**

We designed this concept to be highly scalable. We facilitate a joint Learning Network for all BWLs that are established, to continuously learn from each other and exchange best practices. Activities in 5 bioregions have started in Ireland, The Netherlands, Sweden, Spain and Romania. We aspire to eventually have 10 diverse bioregions in Europe to become flagship regions for others to follow the example soon, also on other continents.

## **SYSTEMIC INNOVATIONS THAT WORK WITH NATURE**

Ashoka supports the world's leading system changing social entrepreneurs; a network of more than 3,600 Fellows, out of which at least 400 are focused on Planet & Climate related issues. They developed proven systemic innovations that work in balance with nature while generating multiple benefits for the environment and society. Other partners like Commonland also work with various partners on large scale landscape restoration. We are growing a Collective of systemic innovations that can generate 4 returns (natural, social, financial, and inspirational).

## 4 RETURNS

These holistic and systemic innovations generate 4 returns: through landscape & seascape restoration, regeneration and nature conservation they create healthy soils, clean waters, capture carbon and increase biodiversity (natural return). They create new green jobs and enhances community-engagement (social return). They bring forth new income generating activities (financial return). And they facilitate for people to find their own agency and be a changemaker (inspiration).

## LANDSCAPE APPROACH

The innovations in our portfolio are **proven, inclusive, innovative, entrepreneurial, scalable, and investable models** that offer solutions for specific environmental problems such as desertification, deforestation, depleted soils, sea pollution and biodiversity loss while also generating socio-economic benefits and climate resilient pathways. Integrated, on a bioregional landscape level, these ventures offer an interesting opportunity to invest in. This holistic approach has the potential to transform entire bioregions into healthy ecosystems, regenerative economies and thriving communities, that reverse effects of climate change and increase biodiversity.

## UNIQUE PROPOSITION OF BWL

The partnership is uniquely positioned to:

- Work across multiple landscapes and stakeholder groups
- Engage and enable communities for sustainable lab and program implementation
- Support partnership building
- Connect complementary partners
- Facilitate complex multistakeholder processes
- Catalyse multiple pillars of a holistic landscape approach (4Returns)
- Link international (nature-based) solutions to local context and vice versa
- Design learning infrastructure for system changemakers
- Attract long-term (blended) finance and co-develop business cases
- Provide scientific support and analysis for carbon reduction and sequestration potential



**Dieter van de Broeck - Head of 4 Returns Labs at Commonland:**

*"Commonland aims to create a worldwide movement for holistic, large scale landscape restoration with a concrete business case behind it. We created a framework for it, to create 4 returns on a landscape level: natural, financial, social and inspirational returns. Working closely with Ashoka in the Bioregional Weaving Labs Collective offers the unique opportunity to unlock the potential of working with the world's largest network of systemic social innovators. Each Ashoka*

*Fellow is working in certain geographical areas and creating pieces of the 4 returns. Imagine if we can integrate these innovations that have been developed by Ashoka Fellows over the past 40 years into the landscapes where we establish a Bioregional Weaving Lab. The knowledge, expertise and experience about what works for climate and biodiversity is out there, now we just need to weave it all together, in places, collectively."*

## **BWL ACTIVITIES & OUPUTS FY22**

### **BWL INISIGHTS REPORT**



In collaboration with the BWL Collective, Ashoka NL took the lead in extensive research on the topic of bioregional weaving, the role of social innovation and the scaling of so-called Nature-based Solutions (NbS). The result is a thorough BWL Insights Report of 130+ pages that was published in March 2022. What the report emphasizes, is that, too often, the stakeholders involved in NbS work in fragmented silos, put ego before eco, and are not ensuring that transformation processes are truly inclusive and well governed. In addition, women, youth, minority groups, and vulnerable communities are among the most affected by climate change and biodiversity loss, but their voices are usually not well represented in the design and implementation of NbS. It highlights the importance to

move away from traditional leadership towards collective eco-system leadership, and to cocreate inclusive, holistic, and integrated approaches instead of fragmented ones.

The report also presents an analysis of the systemic barriers that prevent just, inclusive, and participatory NbS from mainstreaming. The analysis forms the basis for a strategy how to collectively organise for systemic change, to create enabling conditions for NbS to spread faster and catalyse a widespread transition to a regenerative future.

The structure of the report is as follows.

- Part 1 is reviewing the state of the world to understand exactly how the current system design consistently crosses planetary boundaries, and what the main drivers behind it are.
- Part 2 explores the concept of Nature-based Solutions (NbS) and analyses the systemic barriers that prevent them from mainstreaming.
- Part 3 dives deeper into the work of the socio-environmental entrepreneurs of our BWL Collective, to explore the role of social innovation in ensuring a rights-based, inclusive, and participatory design and implementation of NbS. It is also analysed how their approaches are contributing to shape a new regenerative, economic architecture.
- Part 4 presents a strategy to organise for collective impact via 'Bioregional Weaving Labs', to remove systemic barriers and ensure NbS can be implemented on a large scale, at speed.
- Finally, the Annex provides a glossary of terms and a broader explanation of each of the researched NbS models.

The full report can be accessed through [this link](#).

The Executive Summary can be downloaded from our [web page](#).

## BWL ONLINE EVENT - EARTH DAY 2022

**EARTH DAY, APRIL 22 // 12-1 PM CET**

# BIOREGIONAL WEAVING LABS

Learn more about our collective strategy for unlocking nature's potential to reverse climate change and stop biodiversity loss.

**INSIGHTS REPORT**  
**Bioregional Weaving Labs**  
A collective strategy for unlocking nature's potential to reverse climate change and stop biodiversity loss  
March 2022

**GUEST SPEAKERS:**

- INDY JOHAR**  
Executive Director  
Dark Matter Labs
- FLORENTINA BAJRAKTARI**  
Global Program Manager  
Presencing Institute
- GEORG SCHÖN**  
Co-leader Programs  
Ashoka Europe
- ASTRID VARGAS**  
Founder  
Inspiration 4 Action
- PAM WARHURST**  
Founder  
Incredible Edible

**DRAWDOWN EUROPE**  
**PRESENCING INSTITUTE**  
**ASHOKA**  
**COMMONLAND**  
A GROWING ORIGIN LANDSCAPE RESTORATION

Announcement of the Earth Day online event. Recording can be found [here](#)

On April 22nd, 2022, this year's Earth Day, Ashoka NL co-organised a virtual launch event for the BWL Insights Report. In total, more than 120 entrepreneurs, consultants, weavers, sustainability professionals, researchers, and other interested people – all changemakers at heart – joined renowned experts like Indy Johar (Dark Matter Labs), Florentina Bajraktari (Presencing Institute), and Georg Schön (Ashoka Europe) as well as hands-on changemakers from the field like Astrid Vargas (Inspiration 4 Action) and Pam Warhurst (Incredible Edible) to discuss the insights of the report.

BWL Collective partner Indy Johar pointed out that he believes that “there is a whole new economy being built right now that moves from bilateral actions of value to mass, multi-actor actions of value. And that economy is going to require new governance [...] and that is why Bioregional Weaving labs is so important as it builds the fundamental institutional infrastructures and the capabilities.”



## MAPPING & SELECTING BIOREGIONS

From September 2021 we started mapping and selecting Bioregions. Our starting point was the need in the Bioregions identified by partners from the network of the BWL Collective. Because first and foremost there must be a willingness and capacity of local stakeholders to deepen their understanding of opportunity for system change, and the ability to activate local stakeholders to participate in an actual BWL.

In FY21 we mapped 10 Bioregions and got into a partnership agreement with 4 BWL Ambassadors who established a Weaving Team in their respective bioregions:

- Ashoka Fellow Michael Kelly, founder of GIY in Waterford, Ireland, who recruited ex-Ashoka director Sarah Prosser as the local Weaver.
- Ashoka Fellow Durukan Dudu, founder of OTAG in Are, Sweden, who established a Weaving Team with Jorgen Andersson and other social innovators from local organisation Fjällbete.
- Ashoka Fellow Florin Stocian, founder of Kogayon Association in Oltenia de Submunte, Romania, who formed a Weaving team with Nicoleta Marin.
- Commonland partner Astrid Vargas, founder of AlVelAl, who formed a Weaving team with Elvira Marin.



*Field trip by Ashoka NL co-director Karin Müller to meet with the Ambassador and Weaving Team in Waterford, Ireland (March 2022)*





*Field trip by Ashoka NL director Noa Lodeizen to meet with the Ambassador and Weaving team in Altiplano Estepario, Spain (April 2022)*

Together with the 4 already cultivated Weaving Teams we co-researched the 4 Bioregions based on a thorough needs assessment, key stakeholders' (Ambassadors' & Weavers') networks and stakeholder workshops, as well as BWL Collective criteria.

In total we researched 10 Bioregions and worked with future Weaving Teams on exploring their regions as well, and did a lot of desk research as well.

We conducted analyses of the local landscape, biodiversity, ecosystem, climate and socio-economic context, (bio)regional to national goals/visions, needs and BWL intervention potential (opportunities). We finally identified the potential for local Weavers' contribution to the Learning Network and assessed an entry point for potential partners to join the BWL Collective.

For FY22 it is expected that also in the remaining 6 mapped Bioregions, partnership agreements will be established in FY23 with Ambassadors and Weaving Teams to onboard them as official partners for a Bioregional Weaving Lab in their respective regions.

## **THE BIOREGION RESEARCH PROCESS FURTHER EXPLAINED**

The key question we wanted to answer during this mapping & selecting exercise were:

Which landscapes offer the greatest opportunity for impact?

### Research Sub-Questions:

- Environmental and geographic bioregional landscape - what are the opportunities, dynamics, strengths and challenges/issues that shape the identified bioregional landscapes?
- Network - Who are the relevant stakeholders in the landscape and what are their challenges, dreams and ambitions? What is their relationship towards each other and the landscape? What opportunities are there for vision and strategy co-creation?
- Scalability - What is the on-the-ground willingness and openness towards a BWL to scale existing solutions and address system barriers in the bioregion
- Systemic innovations that work with nature - which ecologically and contextually appropriate solutions/innovations can be identified?

We divided our research in 3 phases:

#### Pre-Phase 1 (PP1): Mapping - Building a bigger picture (3 months)

We wanted to get a general picture of potential bioregions. In this pre-phase, it was important to understand the potential within our networks, creating a clear understanding of how BWLs can contribute to scale-up opportunities and understanding the potential on a European-system level (policies, trends of large corporations, etc.)

Outputs of PP1 were:

- 'Introduction to BWL' document for activating the first local stakeholders around the BWL mission and vision
- Info-sheet connected to BWL criteria categories, landscape development guidance and a potential partnership
- Fieldtrip 1 write-ups
- PP1 criteria assessment
- Go/No go agreement with a local Ambassador
- Project plan/proposal & grant agreement with Commonland (EUR 25k)
- Bioregional stakeholder map initiated

#### Pre-Phase 2 (PP2): Analysis & Activation: deep dive bioregions (6 months)

We conducted a deep dive into the identified 'hot' bioregions, creating a thorough overview of the needs, challenges, opportunities, past and present interventions and lessons learned. We activated stakeholders per bioregion together with the Ambassadors & Weavers Team and identified key stakeholders/organisations to join the local BWL consortium. We also identified the potential role of BWL in the region.



Outputs of PP2 were:

- Two local stakeholder workshops conducted in the 4 activated Bioregions
- Field Trip 2 write-ups
- Bioregion 'report' draft
- PP2 criteria assessments
- Project plan/proposal for a local BWL (aligned with potential fundings)
- Stakeholder map & participant list
- Budget for a local BWL
- Invitation to potential participants

Pre-Phase 3 (PP3): Partnership alignment (3 months)

The local Weaving Teams convened additional stakeholders, and we consolidated final findings into communication documents. We co-created and shared next steps per Bioregion with a clear connection to the Lab design and clear understanding of potential role for the BWL Collective. We reflected on the mapping exercise and evaluated and adapted the Lab design, based on the need per bioregion.

Outputs PP3:

- Bioregion Report & Recommendations
- Forming of Bioregion partnership teams



*BWL Multi-stakeholder workshop in Are, Sweden (July 2022)*



*BWL Multi-stakeholder workshop in Waterford, Ireland (July 2022)*



*BWL Multi-stakeholder workshop in Altiplano Estepario, Spain (July 2022)*



## THESIS REPORT ON 'WEAVING' AS A SCALING STRATEGY



In December 2021, a team of student researchers for the Master's programme in Strategic Leadership towards Sustainability (SLS) at Blekinge Institute of Technology in Karlskrona, Sweden began working with the BWL Collective to conduct research with the aim to (1) establish a common definition and differentiation of the concept of Weaving, (2) validate barriers and enablers for scaling nature-based solutions (NbS) to a landscape level, and (3) assess in how far Weaving helps to either address the identified barriers or support the given enablers.

The study establishes Weaving as an emerging leadership practice which is believed to help cohere fragmented change-making efforts and increase the adaptive capacity of socio-ecological systems. It proposes a working definition of Weaving as “the practice of cultivating meaningful relationships, within, between and across socio-ecological systems for synergistic purposes” and describes five core Weaving practices (Helping systems see and sense themselves, Cultivating trust-based relationships, Aligning on a shared purpose and vision, Fostering experimental action, and Facilitating collective (un)learning).

Moreover, the research established a comprehensive list of seven barriers (+ underlying structural conditions) and nine enablers (+ underlying rationale) for scaling NbS that specifically apply to the landscape level. These range from a lack of collaboration, a lack of supportive policies, and sufficient measurement systems on the barriers side to a trustful co-creation with a variety of stakeholders, an experimental mindset, and adequate knowledge sharing mechanisms on the enablers side.

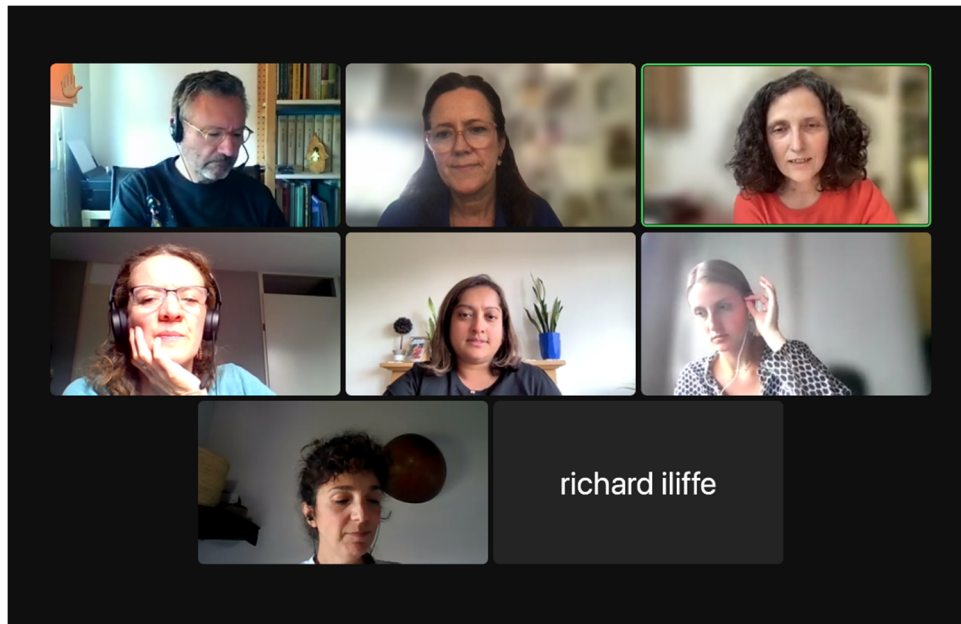
The study finds several indications of how Weaving practices have the potential to address the established barriers and enablers and, thus, scientifically validates the approach of the Bioregional Weaving Labs. Further details can be found in the publication that the renowned organisation NetworkNature (a platform for experts and practitioners for NbS) has made about the study on their website: [Link](#)

## POLICY RECOMMENDATIONS BRIEF

Ashoka NL, together with Commonland as part of the Bioregional Weaving Labs Collective, and other partners like IUCN and Landscape Finance Lab, have started to draft a recommendations brief for the European Commission with the current working title: “Recommendations on Delivering the European Green Deal through landscape restoration: inspirational, social, natural, and financial returns”

The recommendations outlined in the brief offer guidance to EU institutions and Member States on how to leverage landscape restoration to substantially, effectively and efficiently deliver the EGD. Landscape restoration strategies must leverage natural, social, financial and inspirational returns to be effective, and their design will therefore be critical for the EU to meet its 2050 climate-neutrality goals. It follows that while national restoration strategies may traditionally sit within the “environment” sectoral silo, it is essential to realise that restoration can generate substantial common benefits to other sectors. Thus, environmental policymakers engaged with business, energy, and finance should also engage those dealing with the climate, agriculture, fisheries, and social justice to deliver the EGD this opportunity.

The recommendations are the outcome of gathered insights from diverse organisations, disciplines and geographies working in the fields of climate, environment, agri-food, finance and social development. They will be presented to the EU commissioners and EU Parliament members and policymakers in the course of 2022, aiming to be ready for presentation before COP 27.



*Bi-weekly call with partners to develop the Policy Recommendations Brief*

## BWL BACKBONE TEAM



*Weekly meetings with the BWL Backbone team*

The BWL Backbone Team ensures the pan-European coordination of the Bioregional Weaving Labs work. It consists of members from all three core-partner organisations (Commonland, Presencing Institute, and Ashoka NL).

At this stage, Ashoka is currently represented by Ashoka NL Co-Directors Noa Lodeizen and Karin Müller as well as freelancer Leon Seefeld and ASN volunteer Beate Herreiner.

Pieter Ploeg, Dieter van den Broeck, Kyra van den Hil, Ellie Percey, and Dirk Jan Rebel are part of the Commonland experts within the backbone team. Commonland is a system-change enabler of large-scale ecosystem landscape restoration projects, aiming to create a new norm for holistic landscape management and restoration of degraded landscapes at scale. By working on solutions at the landscape level, Commonland addresses biodiversity loss, mitigates the impacts of climate change, uses regenerative agriculture, and revitalises local communities.

Florentina Bajraktari and intern Priska Lang are representing the Presencing Institute in the backbone team. The Presencing Institute is an action research platform at the intersection of science, consciousness, and profound social and organisational change, the institute has developed 'Theory U' as a change framework and set of methodologies that have been used by thousands of organisations and communities worldwide to address our most pressing global challenges.

The backbone team meets on a weekly basis to align on critical questions, build up structures and processes for the collaboration, and connect as one team of experts from different backgrounds.



Beyond the weekly all-team meetings, the whole work of the backbone team is deeply interwoven and colleagues from all organisations work closely on different sub-projects throughout the week.



*BWL Backbone Team strategy workshop (Nov 2021)*

In November 2021 we organised a full two-day workshop to co-design the ideal Lab process. We concluded on the BWL Theory of Change, formulated desired outputs and outcomes and aligned on a planning of activities.

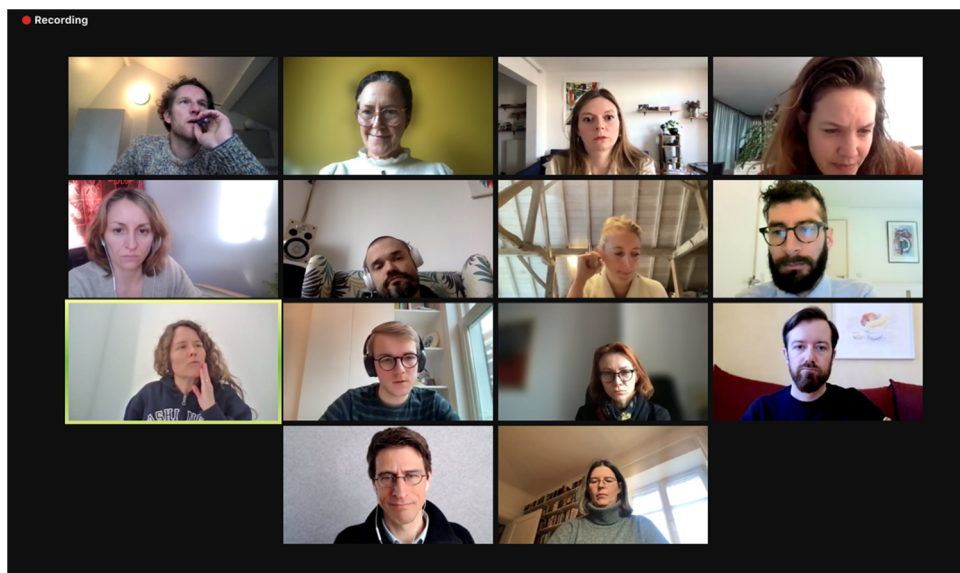


*BWL Backbone Team retreat (May 2022)*

In May 2022 we organised a two-day retreat at the venue of one of our sponsors. 'De Nijenstein' near Zwolle offered a great environment for Backbone Team building and strategy sessions.

## BWL FUNDRAISING & NETWORKING

In FY 22, the Ashoka NL team submitted several funding proposals for BWL. In total Ashoka NL raised EURO 190.040,00 for the Ashoka part in the BWL initiative. The BWL Collective raised close to 1 million EUR in total for the whole BWL program in FY22.



*BWL EU Consortium Team call (Jan 2022)*

In fall 2021 we built a consortium of partners to apply for an EU Horizon 2022 Open Call. Together with the 4 activated Bioregional Weaving Teams in Romania, Ireland, Sweden and Spain, and Radboud University (Netherlands), UHasselt (Belgium) and Collegium Civitas (Poland) and Nehem, a specialised consultancy agency, we met online on a weekly basis and worked for 3 months on writing a funding proposal. In summer 2021 we heard that unfortunately we got 9.5 points out of 10, and this was not enough to receive the grant. We are planning to improve the proposal and re-submit it in the new FY23.

The Ashoka NL team has conducted two trips abroad this FY22 to promote and network for the BWL initiative with potential partners and funders. In May 2022 Noa Lodeizen and Karin Müller attended Katapult Future Fest in Oslo, Norway to meet with potential investors and present BWL in a workshop session. New connections were made and we met with some interesting leaders of other place based multi-stakeholder initiatives around the world that we can learn from and connect with.





*Presenting BWL at Katapult Future fest (May 2022)*

In June 2022 Noa Lodeizen and Karin Müller were invited by a Swiss Ashoka Support Network member to stay at his regenerative farm in Menorca. We learned more about regenerative farming on the island and met a relevant network of potential partners and funders to explore the opportunities for a collaboration. It resulted in an emerging partnership with Preservation Menorca, and its co-founder as a potential weaver for a BWL in Menorca.



*Networking for BWL in Menorca (June 2022)*

## **BWL CORPORATE PARTNERSHIPS**

With hiring freelancer Leon Seefeld in June 2022, who was already part of the research team at Blekinge Institute of Technology, as an addition to the backbone team, Ashoka NL took the lead in forging corporate partnerships for Bioregional Weaving Labs. As one of the first outcomes of his work, a new, rigorous due diligence process as well as core partnership principles were defined to assess potential corporate partnerships for the consortium in the future.



Initial research and conversations with experts show that there is great potential interest from the corporate world to engage in Bioregional Weaving Labs, for various reasons (e.g., strategic investments to mitigate supply chain risks and increase commercial resilience or research and development for product and service design in a regenerative economy of the future). Moving forward, it is now about exploring different partnerships with interested corporates as well as piloting different ways of collaborative and mutual value creation.

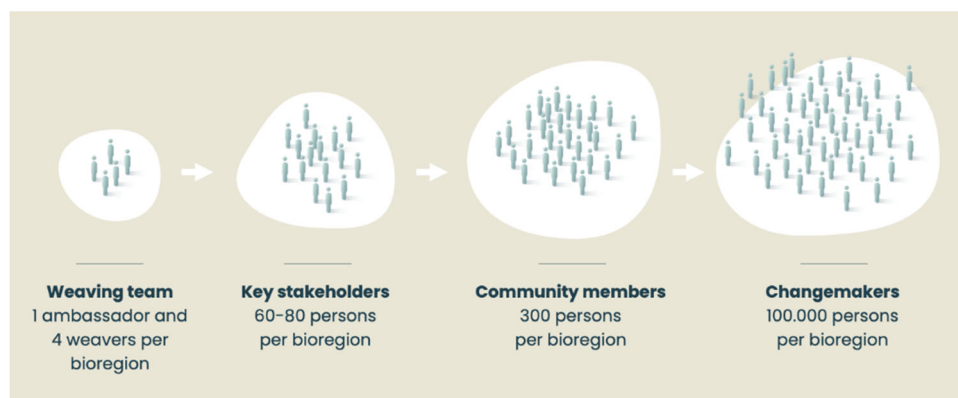
## **BWL COMMUNICATIONS**

During this fiscal year we produced several new communication materials for BWL, to inform people and to support our fundraising. We published a Whitepaper that explains our collective strategy in detail. We produced an accompanying Powerpoint slide deck to use for (online) meetings and for public presentations. Finally, we also produced a new Onepager and a Brochure to pitch the BWL initiative in an attractive way. All materials can be downloaded via the [BWL web page](#).

### **STRATEGIC PILLAR 3: ACTIVATING ALL (YOUNG) PEOPLE TO BE CHANGEMAKERS**

Enabling (young) people to take agency and to be a changemaker is one of the core strategies of Ashoka. Due to our core focus on the Bioregional Weaving Labs and the field of Planet & Climate we are directing our efforts to activate (young) people in this specific field.

#### ***How to realise changemaker activation on a landscape scale?***



*From one Weaving Team to mobilising 100.000 Changemakers*

*The Bioregional Weaving Labs (BWL) Collective is an international system-changing assembly of organisations like Ashoka, Commonland and Presencing Institute that jointly have decades of expertise in effective methods for inclusive stakeholder engagement, and organisations like Savory Institute, AlVelal and Farming for Nature that have tested, community-driven, scalable innovations that can restore ecosystems and landscapes, mitigate climate change, and preserve biodiversity whilst also delivering on social and wellbeing objectives. They are now closely collaborating to catalyse the much-needed collective action on the ground.*

*Together with local partners they are mobilising 1 million changemakers by 2025 who will together contribute to protecting, restoring and regenerating 1 million hectares of land and sea in Europe, with significant and observable impact on 4 returns by 2030. To this end, they are establishing Bioregional Weaving Labs in 10 different landscapes in Europe to build capacity and catalyse multi-stakeholder partnerships, and to mobilise at least 100.000 changemakers per landscape.*

*A BWL is a carefully curated multi-stakeholder partnership process that weaves together people and innovations on a landscape scale, equipping them with collective leadership capacity to organise themselves and to drive their own systems change. Inspired by the practice of weaving and bioregionalism, they align on a shared vision, map the needs of their landscape and gain a clear understanding of the root causes that drive the degradation of natural ecosystems. In an overarching Learning Network, all Weaving Teams and cohorts of the 10 BWLs will continuously learn, build leadership expertise and exchange best practises to also enhance multi-stakeholder partnerships across bioregions.*

*Each BWL is facilitated by an ambassador and team of local weavers, and starts with a cohort of 60-80 committed key-stakeholders in a landscape. This cohort will be equipped to engage their own communities, and eventually to mobilise ten thousands of people per landscape to become changemakers and actively participate in tangible actions with the highest environmental and socio-economic impact. It is like a snowball effect:*



*3D modelling workshop with stakeholders in BWL Waterford, Ireland (July 2022)*

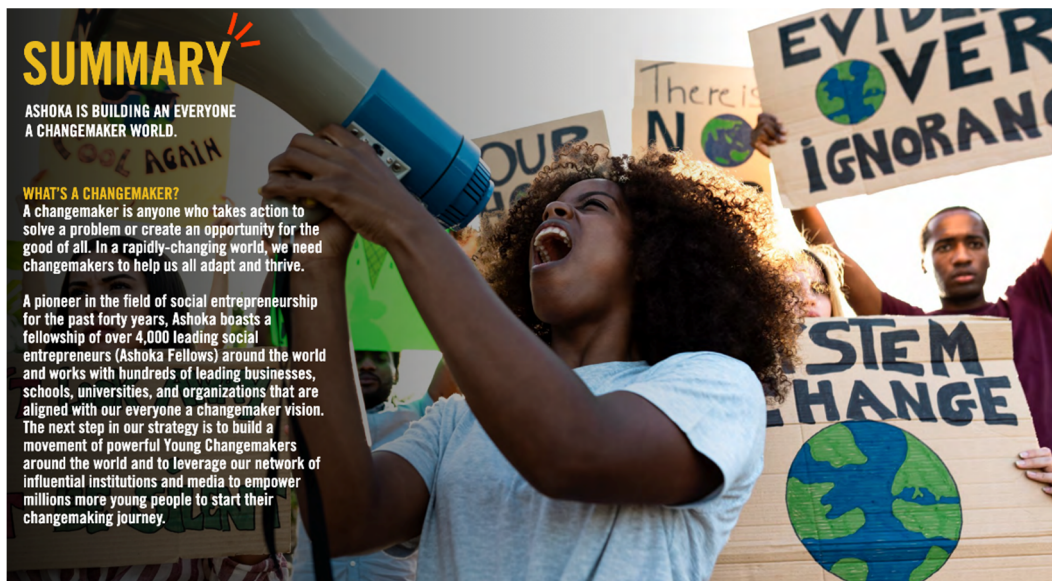
The Weaving Team in Waterford, an Irish county covering 185,000 ha, conducted a workshops with 28 stakeholders in July 2022: The participants consisted of 1) people working with nature-based solutions, education and social innovations for landscape regeneration and food sustainability in Waterford's wider bioregion. 2) Community groups from Tramore as a case study of a town within the wider bioregion where changemakers live and grow up. 3) 'System-players' who can affect the deeper levels of change, no matter where they live. They support the overall mission of the BWL Collective to create a biodiverse future with healthy ecosystems, regenerative economies and thriving communities, where solutions that work with nature and communities in landscapes are the norm and scale widely.

During the workshop 4D modelling was used to co-create a mission for the landscape. The county has premium grassland and a favourable climate which puts Waterford & neighbouring county Wexford at the forefront of an intensification of farming and export led agrifood. Waterford county is expected to grow 60% in population by 2040 and is in need of 83,000 new jobs, putting a huge pressure on the environment. The joint mission was formulated as "Creating a resilient food system that supports thriving landscapes, seascapes and communities in the Waterford bioregion".

After individual consultation of around 100 stakeholders, a series of workshops in August and September 2022 followed with 40 stakeholders to write a manifesto. It expresses the intention to commit to a long term collaboration in the landscape. The snowballing effect so far, is that the Irish Weaving Team will launch a Bioregional Weaving Lab with 60-80 committed stakeholders in the first quarter of 2023.

To specifically activate young people, we worked with Ashoka's global Youth Team and the Changemaker Team to draft a proposal, that we submitted to Dutch Postal Code Lottery on 1 September 2022.

Our worldwide goal is to build a movement of powerful Young Changemakers and to leverage our network of influential institutions and media to empower millions more young people to start their changemaking journey.



*Ashoka Young Changemakers Funding Proposal (Aug 2022)*

Ashoka's global Youth Team has spent the last two years forming a cohort of 100 exceptional Young Changemakers in the United States, Brazil, India, Indonesia, and Nigeria to serve as Influencers for the everyone a changemaker movement. They are from various backgrounds with a focus on underserved and underrepresented communities. We train and collaborate with them as they have a unique power beyond Ashoka to encourage peers (and parents, teachers, employers, etc.) to build the critical changemaking mindsets and skills. They also influence public opinion and institutions as they share their stories through media and speaking engagements.

Expanding on our pilot, over the next five years we will equip 500 Young Changemakers in more countries to be successful Influencers in the changemaking space. Together with Ashoka's network of leading social entrepreneurs and partners, they will support thousands of new changemakers and reach millions of youths with inspiring stories and practical how-to's for changemaking. We aim to:

**Seek-Elect:** Expand our pilot by searching and selecting 100 new Young Changemakers a year in 10-15 countries across the world, including and elect them into the Young Changemakers Influencer program. Aiming to engage 500 participating youth over the next 5 years, including in the countries where Bioregional Weaving Labs are established like in The Netherlands, so they can function as a hub for the Young Changemakers in the field of Planet & Climate.

**Build Community:** Connect thousands of young changemakers globally through an online platform that will allow them to grow their projects as well as support other early stage changemakers to take action.

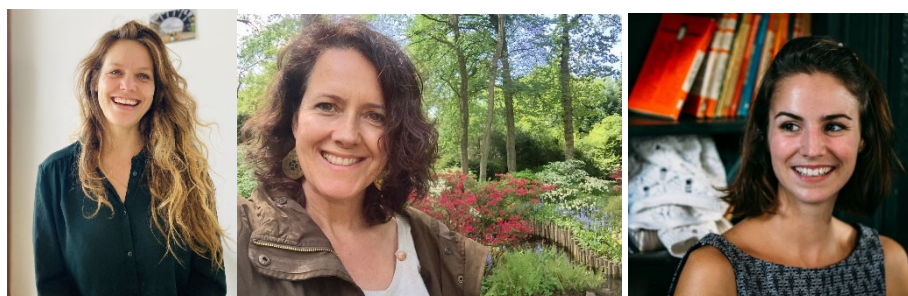
**Influence:** Provide updated skills training for the 500 selected young changemakers to co-lead the movement and serve as influencers to grow the number of young changemakers in the world.

**Amplify:** Amplify their voices to ensure they are heard. This will be done through collaboration with Ashoka's network of leading social entrepreneurs and other partners, actively forging (social) media opportunities to reach a wide young audience.

## **ASHOKA NETHERLANDS ORGANISATION**

### **TEAM**

In FY22 the core team of Ashoka NL consisted of Noa Lodeizen (Director, 1 FTE), Karin Müller (Co-director, 0,8 FTE) and Karen Mitchell (Finance Manager 0,4 FTE). We received additional support from 2 volunteers for Venture; Serena Borghero (0,4Fte, entire FY) and Myrthe Egmond (0,4FTE, until June 2021), 2 volunteers for Research; Joa Alves (0,8 FTE, until Dec 2021) and Veronika Macku (0,8 FTE, until Feb 2023). We also worked with a volunteer for Communications; Maja Akdemir (0,8 FTE, until Jan 2023), and a volunteer for Fundraising; Inigo Brenninckmeijer (0,8 FTE, for the month of January 2022). From June 2022 we started working with consultant Leon Seefeld for Corporate Partnership building and fundraising (0,6 FTE). 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.



*The Ashoka NL team: Noa Lodeizen, Karin Müller, Karen Mitchell*

### **INTERNAL MOBILITY**

Ashoka has employees working across 93 countries over the world. They can move countries and work for Ashoka anywhere. Also, it can be the case that an Ashoka employee is on a local payroll and falls under the local Ashoka legal entity but works for an international Ashoka team, who are accountable for this employee. In FY22 we developed and formalised financial conditions for this 'internal mobility'.

Ashoka NL closed an MoU with the global Ashoka Changemaker Companies team for hosting Erlijn Sie, who is the global partnership manager for this team and living in The Netherlands.

We also closed an MoU with the global Ashoka Next Now team for hosting Hanae Baruchel, who is an Associate Lead for this team, and moved from Germany to The Netherlands in May 2022.



### **Hane Baruchel - Associate Lead for Next Now Tech & Humanity:**



*“Roughly 3 years ago, Ashoka launched a new initiative called Next Now to address globally urgent challenges in four fields: Planet & Climate, Gender, New Longevity and Tech & Humanity. As the Associate Lead for Tech & Humanity, I am on the lookout for key patterns and frontiers of innovation that show us a way to a better future. I also co-create and oversee moonshot pilots. For example, in Europe, we are exploring potential policy avenues with a coalition of Ashoka Fellows & other allies to incentivize new business models for Big Tech, and make data hoarding, profiling*

*and online manipulation too expensive to thrive. Now that I’m based in the Netherlands, I am excited to build relationships with, and weave the local tech ecosystem into this line of work – including potential new Ashoka Fellows.”*

### **FINANCE & OPERATIONS**

In FY21 we closed the fiscal year with a positive result which was added to our reserve. We performed the audit FY21 on schedule and onboarded our new Finance Manager in January 2022. Throughout the year we improved our financial processes and financial reporting, including risk management and liquidity forecasting.

### **BOARD**

The composition of the board of Stichting Ashoka Nederland, per 31 August 2022 is:

- ✎ 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
- ✎ Arnaud Mourot, Leadership Group Member at Ashoka,

Arnoud Raskin, Ashoka Fellow, founder & director of Streetwize resigned from the board in July 2022. At the start of FY23, board member Oda Heister after many years of commitment and support will be replaced by Clarice Ramallo who is a Finance Director of Ashoka Global. Board member Arnaud Mourot has also given notice to resign from the board after many years of support and will not be replaced.

### **ASHOKA SUPPORT NETWORK (ASN)**

We recruited one new Ashoka Support Network member, and one did not renew their ASN membership. We envisioned to have recruited at least 2 new ASN in FY22, but due to the lasting effects and restrictions of Covid-19, we were not able for a large part of the year 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 significantly. But since April 2022 we are picking up on network events and organising dinners to meet with people who are interested to support our work.

### **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 FY22 by providing pro-bono legal support.

## FINANCIAL OVERVIEW FY22

<b>Financial Overview FY22</b>		
	<b>Actuals FY22</b>	<b>Budget FY22</b>
<b>Revenue FY22</b>	<b>Amounts in Euros</b>	<b>Amounts in Euros</b>
Corporate Contributions	€ 164,513.00	€ 201,636.00
Foundation Contributions	€ 199,645.00	€ 169,835.00
Ashoka Support Network contributions	€ 68,000.00	€ 108,000.00
Other contributions	€ 37,042	-
<b>Total Revenue FY22</b>	<b>€ 469,200</b>	<b>€ 479,471.00</b>
<b>Expenditures FY22</b>		
Accelerating Health Access Program (Philips)	€ 93,647.00	€ 40,354.00
Accelerating Health Access Programme (ASPIre)	€ 23,186.00	€ 23,060.00
Bioregional Weaving Labs (MAVA)	€ 2,216.00	€ 2,468.00
Bioregional Weaving Labs (Montagu)	€ 7,109.00	€ 12,367.00
Bioregional Weaving Labs (Hoge Dennen)	€ 164,900.00	€ 150,000.00
Bioregional Weaving Labs (Other expenses)	€ 27,393.00	€ 100,726.00
Changemaker Companies partnerships (TMF)	€ 20,276.00	€ 40,354.00
Changemaker Companies partnerships (J&J)	€ 16,300.00	-
Changemakers Companies partnerships (other)	€ 3,375.00	€ 11,530.00
Fundraising	€ 21,923.00	€ 15,822.00
Management and administration	€ 87,693.00	€ 63,290.00
<b>Total Expenditures FY22</b>	<b>€ 468,018.00</b>	<b>€ 459,971.00</b>
<b>Result FY22</b>	<b>€ 1,182.00</b>	<b>€ 19,500</b>

### **Explanation of the difference in revenue between budget and actual numbers FY22:**

- Corporate Contributions – In budget FY22, it was expected that the Changemaker TMF Group corporate partnership would renew in FY22, however, delays were encountered that pushed the timeline to FY23.
- Foundation Contributions – In FY22 we raised an additional € 30,000 for Bioregional Weaving Labs formerly known as the Weaving for a Thriving Planet program.
- Individual Contributions (ASN) – The FY22 budget included 5 ASN renewals and the ambition to onboard 2 new ASN, of these 3 ASN renewed and only one new ASN was onboarded. Feedback indicates that the current economic uncertainty was a factor for not renewing.

### **Explanation of the difference in expenditures between budget and actual numbers FY22:**

- Accelerating Health Access program (Philips) – The difference has to do with the closing of the grant and realignment of revenue that was available to spend and allocated to Stichting Ashoka Nederland.
- Accelerating Health Access program (ASPIRE) – The small difference is due to additional overheads allocated to the program.
- Bioregional Weaving Labs (MAVA) – The difference is caused by a small adjustment to the calculation of staff costs.
- Bioregional Weaving Labs (Montagu) – The difference is due to the increased expenses in FY21 and consequently less was available to spend in FY22. This is the final settlement of this fund.
- Bioregional Weaving Labs (Hoge Dennen) – In FY22 the Hoge Dennen program attracted additional funds and there was a remaining balance from FY21 that was brought forwards (some funds were not spent in FY21 due to postponed in-person activities due to COVID), meaning that equal amounts of expenditure could be expended.
- Bioregional Weaving Labs (Other expenses) – The difference is due to not reaching the expected revenue amounts to match the budgeted level of spending. Control measures were implemented and spending reduced on this expense line to ensure that the overall budget would balance.
- Changemaker Companies partnerships (TMF) – The difference is due to the TMF Year 2 partnership renewal not coming to fruition in FY22 and the expenses under this program were contributed to the FY21 allocation that were carried forward.
- Changemaker Companies partnerships (J&J) – The Johnson & Johnson partnership was a newly acquired unforeseen revenue in FY22 to cover the costs of Changemaker Companies program. The full expense allocation for the partnership were expended in FY22 and the partnership is now closed.
- Changemaker Companies partnerships (other) – The amount of expenses allocated to this in FY22 were anticipated to be covered by new revenue streams and in essence the Johnson & Johnson partnership above accounts for this and the associated expenditure. Overall, the Changemaker Companies expenses were under the allocated combined budgets and this is due to the expenses also being covered by the Accelerating Health Access program (Philips).
- Fundraising, management and administration costs are higher due to the successful hirings in Finance (Karen Mitchell) and Fundraising (Leon Seefeld).



<b>Actuals FY22 Summary</b>	<b>Amount in Euros</b>
General reserves from end of FY21	€ 201,648.00
Result FY22	€ 1,182.00
<b>Net balance reserves at end of FY22</b>	<b>€ 202,830.00</b>

#### **Risk & Remarks**

- The continued impact of Corona (COVID-19) virus was seen in the first half of FY22, however, as the world opened up so did in person meetings and more programmatic activity, which has been a positive attribute to FY22.
- However, with Russia's invasion in Ukraine, the world has seen significant economic and political shifts, notably triggering a cost of living crisis (due to high levels of inflation), a looming recession and the current energy crisis. These points have not directly impacted on our activities, however, risks were identified in regard to the potential impact on the funding landscape due to economic uncertainty and instability, meaning funders may be more hesitant to invest. As part of measures to mitigate this risk, management have prioritized fundraising for FY22 & FY23, further building funder and donor relationships and strengthening the Bioregional Weaving Labs consortium. In addition, the new Fundraising consultant, Leon Seefeld, was hired at the end of FY22 and we generated new leads to secure our budget for FY23 and beyond, but we are still in the process of fundraising and closing new partnerships.
- Management has been closely monitoring risks and trigger events and has a robust risk management process that can mitigate against liquidity issues. Besides the current expectations in result, management are positive and confident about the results / liquidity and cash position in relation to its continuity. The liquidity remains sufficient to cover a potential decrease of turnover as result of the current crises.
- 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.

## **LOOKING FORWARD TO FY23**

### **ASHOKA NL STRATEGIC FOCUS**

#### **CONTINUED COLLECTIVE IMPACT IN THE FIELD OF PLANET & CLIMATE**

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 5 years – we developed the Bioregional Weaving Labs initiative in FY22. 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 FY23. We will focus on growing the BWL Collective that has collective impact as a central objective.

BWL 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.

We will focus on scaling systemic innovations: how can we create the best conditions in the bioregions we work in, for Ashoka Fellows and Young Changemakers to scale their impact?

We will also focus more and more on frame change work (changing mindsets, shifting the paradigm) and changemaker activation 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 partners, to scale and replicate systemic innovations in the Bioregions we work in. It is important to grow this capacity to meet the bold ambition of the BWL initiative to protect, restore and regenerate 1 million ha of land and sea in Europe.

Finally, we aim to close new partnerships in other Ashoka Diamonds. The first focus is Africa, due to the demand from our African offices to explore if the BWL concept could also work in the African context.

We will capture all our learnings around collective impact in reports and hope to contribute to enhanced understanding how we can collectively create system change for climate and biodiversity.

## **STRATEGIC PILLAR 1: SEARCHING, SELECTING & SUPPORTING LEADING SOCIAL ENTREPRENEURS**

### **VENTURE (SEARCH & SELECT)**

We expect to contribute and increase the number of elected Fellows in FY23. We aim to select at least one new Ashoka Fellow in the field of Planet & Climate, in close collaboration with our partners from the BWL Collective. We will keep aligning 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.

## **STRATEGIC PILLAR 2: ORGANIZING FOR CHANGEMAKING**

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 FY23.

In October 2022 we plan to organise a Learning Summit, together with Commonland and Presencing Institute, where we will gather the European Weaving Teams, international Landscape Partners, Ashoka Fellows, Partners and Funders.

End FY22 we developed 5 strategic tracks to further develop the BWL initiative and aim for the envisioned impact:

1. Bioregional Weaving Labs
2. BWL Learning Network
3. Scaling systemic innovations
4. Changemaker Activation
5. Landscape Financing

All these tracks are important to reach our joint goals. However, Ashoka will focus on: - Scaling systemic innovations, by engaging and provide training to Ashoka Fellows and matching their innovations with needs in the bioregions

- Changemaker Activation, by deepening our expertise with behavioural design and developing narratives and campaigns to shift mindsets and mobilise people

- Landscape Financing, by strengthening our knowledge in this area and forging partnerships and pilots with philanthropists, grant providers and investors.

### **STRATEGIC PILLAR 3: ACTIVATING ALL (YOUNG) PEOPLE TO BE CHANGEMAKERS**

Going forward we want to include more young people in the BWL initiative and will collaborate with Ashoka's global Youth Team and Ashoka Changemakers to develop a strategy for it.

## BUDGET FY23

<b>Budget Ashoka NL FY 23 (01 Sept. 2022 to 31 Aug. 2023)</b>	
<b>REVENUE FY22</b>	<b>Amounts (Euros)</b>
Corporate contributions	€ 75,000.00
Foundation Contributions	€ 75,000.00
Ashoka Support Network Contributions	€ 233,000.00
Other contributions	€ 265,464.000
<b>TOTAL REVENUE</b>	<b>€ 648,464.00</b>
<b>EXPENSES (PROGRAM BASED)</b>	
Bioregional Weaving Labs Program	€ 290,474.00
Next Now Tech & Humanity partnerships	€ 114,828.00
Changemaker Company partnerships	€ 97,371.00
One Community Program	€ 85,740.00
Expenditures not covered by Programs	€ 39,673.00
<b>TOTAL EXPENSES</b>	<b>€ 628,086.00</b>
<b>RESULTS</b>	<b>€ 20,378.00</b>

### Remarks on Revenue in Budget FY23:

- Corporate Contributions – This is anticipated new revenue from Hoge Dennen FY23.
- Foundation Contributions – This is anticipated new revenue 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, along with revenues from a new initiative called the Bioregional Weaving Lab Support Circle that replicated the ASN model but solely to support the Bioregional Weaving Lab program.
- Other Contributions – This is for the associated revenue relating to the next Now tech and Humanity partnerships and the Changemaker Company partnerships that are anticipated as transfers from other Ashoka offices.

**Remarks on Expenditures in Budget FY23:**

- Bioregional Weaving Labs program – The expenditures are to cover for staff hours, programmatic expenses, and out-of-pocket costs.
- Next Now Tech & Humanity partnerships - Expenditures are to cover for staff hours and admin costs.
- Changemaker Company partnerships – All expenditures are to cover for staff hours and admin costs.
- One Community Program - All expenditures are to cover for staff hours, venture, fellowship & ASN community engagement costs, and Ashoka European integration costs.
- Expenditures not covered by programs – Management and administration expenditures