



ASHOKA

Everyone A Changemaker™

STICHTING ASHOKA NEDERLAND – FINANCIAL REPORT FISCAL YEAR 2022-2023 (FY23)

This annual report provides a summary of activities of Stichting Ashoka Nederland (Ashoka NL) in the Fiscal Year 2023 (FY23) that runs from the 1st of September 2022 till 31st of August 2023.

Ashoka NL is part of the largest global network of social innovators, gathered from all sectors: leading social entrepreneurs, young changemakers, change leaders in regeneration, philanthropists, impact investors and business leaders, all united by a common goal of accelerating systems change.

Collectively, we encourage the emergence of a more inclusive, caring, and equitable society in which everyone can become a changemaker and has a role to play in the profound resolution of societal issues.

<u>CONTENT</u>	PAGE
<u>1. ASHOKA'S GLOBAL MISSION</u>	4
SOCIAL ENTREPRENEURSHIP & ASHOKA FELLOWS	4
EVERYONE A CHANGEMAKER	4
YOUNG CHANGEMAKING	5
NEW PARADIGMS	5
ASHOKA'S GLOBAL STRATEGY	5
SEARCHING, SELECTING & SUPPORTING LEADING SOCIAL ENTREPRENEURS	5
ORGANISING FOR CHANGEMAKING (ONE COMMUNITY)	6
ACTIVATING ALL (YOUNG) PEOPLE TO BE CHANGEMAKERS	6
<u>2. ASHOKA'S ROLE IN EUROPE</u>	7
ASHOKA EUROPE VISION	8
ASHOKA EUROPE MISSION	8
ASHOKA EUROPE STRATEGY	8
AIMING FOR THE TIPPING POINT IN EUROPE	8
HOW ASHOKA EUROPE IS POSITIONED TO CONTRIBUTE	9
<u>3. ASHOKA NETHERLANDS - STRATEGIC FOCUS</u>	10
COLLECTIVE IMPACT FOR CLIMATE & BIODIVERSITY	10
BIOREGIONAL WEAVING LABS	11
HOW IT WORKS	11
THE BWL BACKBONE TEAM	12
BWL FUNDRAISING & NETWORKING	13
RESULTS 2023 – BWL STRATEGIC PATHWAYS	13
STRATEGIC PATHWAY #1 – MULTI-STAKEHOLDER PARTNERSHIP PROCESSES	13
STRATEGIC PATHWAY #2 – LEARNING NETWORK	16
STRATEGIC PATHWAY #3 – SCALING SYSTEMIC INNOVATIONS	17
STRATEGIC PATHWAY #4 – CHANGEMAKER ACTIVATION	19
STRATEGIC PATHWAY #5 – FINANCING SYSTEMS CHANGE	20
STRATEGIC PATHWAY #6 – EU LEVEL SYSTEMS CHANGE	22
<u>4. ASHOKA NETHERLANDS – ONE COMMUNITY</u>	23
VENTURE	23
SUPPORTING THE DUTCH CHANGEMAKER COMMUNITY	23
SUPPORTING THE EUROPEAN FELLOW COMMUNITY	25
<u>5. ASHOKA NETHERLANDS – ORGANISATION</u>	26
ASHOKA NL TEAM	26
INTERNAL MOBILITY	26
FINANCE & OPERATIONS	28
ASHOKA NL BOARD	28
ASHOKA SUPPORT NETWORK (ASN)	28
PRO BONO PARTNERSHIP	28
<u>6. FINANCIAL OVERVIEW FY23</u>	29

7. <u>OUTLOOK FY24</u>	31
ACCELERATING COLLECTIVE IMPACT FOR CLIMATE & BIODIVERSITY	31
SEARCHING & SELECTING ASHOKA FELLOWS (VENTURE)	31
FELLOWSHIP & COMMUNITY MANAGEMENT	31
ORGANIZING FOR CHANGEMAKING	32
ACTIVATING ALL (YOUNG) PEOPLE TO BE CHANGEMAKERS	32
8. <u>BUDGET FY24</u>	33

1. ASHOKA'S GLOBAL MISSION

Ashoka is the largest network of social entrepreneurs worldwide, putting their system changing ideas into practice on a global scale. Ashoka identifies and supports the world-leading social entrepreneurs, learns from the patterns in their innovations, and mobilizes a global community that embraces these new frameworks to build a world where everyone is a changemaker.

Recurringly recognized as one of the world's most innovative and impactful organizations, Ashoka pioneered the field of social entrepreneurship forty years ago and has introduced and mainstreamed the terms "social entrepreneur" and "changemaker."

Ashoka is on an audacious mission to create a world where everyone is a changemaker, and where everyone has the agency and skills to make a positive change in their communities. It is only in such a world that the solutions will outrun our social problems.

SOCIAL ENTREPRENEURSHIP & ASHOKA FELLOWS

How can we rebuild the economy towards equity and regeneration? How can we make life-saving drugs affordable for all? How should we re-imagine education and how young people grow up? Ashoka was founded in 1980 on the idea that the most powerful force for good is a social entrepreneur whose system-changing innovation can solve deep-rooted social problems. Ashoka set out to pioneer the field of social entrepreneurship by finding these leading innovators across the world. We call them Ashoka Fellows.

To this day, Ashoka searches the world for these leading social entrepreneurs through a rigorous, human-centered process. Once selected, we invite them into the Ashoka Fellowship—providing early-stage financial support and a lifetime membership to an expansive network of peers and partners—enabling them to achieve their vision and have an even greater impact. The Ashoka Fellowship consists of over 3,800 Fellows across more than 90 countries.

EVERYONE A CHANGEMAKER

Today's social systems are increasingly fast-changing, complex, and interconnected. While evolving systems are a constant reality; complex problems arise when institutions and individuals' beliefs and behaviours cannot keep up with these fast and complex changes. The result is a society and planet unable to thrive.

For the past twenty years, we have been paying close attention to the way in which these leading social entrepreneurs work. We have seen quite simply, but with profound effect, that they all are helping many others to become changemakers. Their inclusive approaches impact individuals' worldviews, recognizing each person's capacity to bring about positive change.

This increases the pace at which Fellows can shift the systems they address, and it creates the foundations needed for societal transformation for the good of all: an Everyone a Changemaker world.

In our latest global Impact Report 'The Unlonely Planet' we have identified **eleven key strategies** that Ashoka Fellows use to activate people as contributors and solution providers in their communities.

YOUNG CHANGEMAKING

Young people play a critical role in the global movement towards each person fully contributing to positive change. Two-thirds of our Fellowship work in some capacity with or for youth. They have helped us recognize that young people who have an idea, build a team, and solve a challenge close to them, become powerful agents of change for their lifetimes.

Together with our Fellows and partners, we want to redefine success in growing up and inspire every young person to become a changemaker, through stories, role models, and strategic partnerships.

NEW PARADIGMS

Ashoka knows that social entrepreneurs see the world differently and their ideas shape major transformations in society. With this, our next mission became clear: learn from these new ways of thinking.

We form communities of changemakers who come together to chart a path to a new paradigm in a field—migration, climate, health, gender, technology, longevity, and democracy, to name a few. These teams partner with the most influential forces in society like corporates, associations and the media to bring new insights and ways of thinking to all corners of the world, bringing us closer to a world where everyone contributes for the good of all.

ASHOKA'S GLOBAL STRATEGY

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

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 3,800+ Ashoka Fellows to understand what the future needs and how to create new solutions for building a better world.

ORGANISING FOR CHANGEMAKING

Often catalysed by topic areas, like youth, migration, or biodiversity, 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, governments, and other influencers to co-lead this movement with us.

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.

2. ASHOKA'S ROLE IN EUROPE

Like the rest of the world, Europe is facing many complex societal problems, including the necessary transformation to address the climate emergency, ecosystem collapse, war on the continent, increasing democratic polarisation, a shrinking working-age population, labour shortages, increased migration, rising poverty levels and inequality, and declining citizen participation.

At the same time, Europe is already creating the conditions to meet many societal challenges. Cities across Europe are well organized, by sharing knowledge through networks and shared social and environmental goals. For example, some cities are getting self-organized to lobby for societal change (e.g. through European lobbies like [Eurocities](#) and [C40](#).)

Furthermore, young people are also organized and advocating for change, represented by bodies like the [Europe Youth Forum](#).

Europe is home to a diversity of cultures, thoughts, and practices, which will require solutions to be tailored and localized, like the Bioregional Weaving Labs initiative is aiming to do, while continuing to work for a better quality of life for all people across Europe.

In these challenging times, the future of Europe will depend largely 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.

To significantly contribute to a pluralist and participatory society in Europe, we need an integrated Ashoka Europe organisation, capable of achieving systemic-level change and influence public discourse. We achieve this by being more internally aligned, efficient and impact driven.

Through collaboration with influential mega institutions (called Jiu-jitsu Partners by Ashoka) we can play a strategic role in the next years designing and building a more inclusive European society that understands that Changemaking is core to our ability to outrun the world's problems.

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

Over the past years we have made big strides to work collectively as One Community in Europe. The EACH narrative is much more integrated in one joint strategy to accelerate collective impact. We have established multiple pan-European teams with high team satisfaction (Venture, Fellowship, Finance & Operations, Communications, Children & Youth). 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 EUROPE VISION

Aligned with the global vision, to create an Everyone a Changemaker (EACH) world, Ashoka envisions a Europe whose institutions and individuals are agile, adaptive, and creative enough to keep pace with fast, complex change and contribute to a thriving, interconnected society, and planet.

ASHOKA EUROPE MISSION

Ashoka Europe achieves this vision by building a society in which everyone is a changemaker. Our mission is to:

- identify, support and connect key change leaders such as Fellows, young changemakers and social innovators;
- drive systems and mindset change across society by enabling collective impact among these change leaders.
- work to make changemaking a key principle across Europe's institutions and leaders so that even more people have the skills, knowledge, and pathways to be changemakers.

By 2030, 50 million new people across Europe have the skills, knowledge, and pathways to actively contribute to a thriving society and planet.

Five core principles drive EACH 2030:

- Everyone can create and contribute to the change they desire for the common good;
- Success is redefined as contributing to a thriving, interconnected society, and planet;
- There is an appropriate "pathway" for everyone to participate;
- Leaders and institutions understand it is their urgent responsibility to create the space for others to contribute;
- Decision-making is inclusive of underrepresented communities and underserved groups.

ASHOKA EUROPE STRATEGY

We want to activate 50 million adults and young people in Europe to self-identify and act as changemakers by 2030:

- By focusing on key topics areas and insights (purposes).;
- By selecting key stakeholders (Ashoka Fellows, Young Changemakers), supporting them, and creating a community.
- By working through influential partners (Jiu-jitsu partners) and offering tools (via Ashoka's One Community platform), we enlarge the reach and density of our community (in so-called 'metro areas'), accelerate new narratives, and embed self-correcting decision-making frameworks into systems.

AIMING FOR THE TIPPING POINT IN EUROPE

Ashoka works with Ashoka Fellows and Young Changemakers, the Ashoka Support Network, large corporations, innovative school & teacher networks, universities, and policymakers and governments, to reach our target groups.

We aim to ensure mega institutions (which we call Jiu-jitsu partners) adopt EACH to their core strategy:

- Pan-European institutions (EU, OECD)

- Influential media and platforms
- Publishers
- Faculties of education
- Professional associations and networks

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.

The total population of Europe is roughly 740 million, with an average age of 42.2 years old. (*Source: [Worldometers](#)*)

Currently, Ashoka Fellows already directly reach over 650 million people (on average 800k people per Ashoka Fellow) in Europe, through their services and programs that we support.

Increasing the number of Fellow selections, increasing the support we can provide them with, and enhancing collaboration to accelerate their impact is contributing to this goal.

HOW ASHOKA EUROPE IS POSITIONED TO CONTRIBUTE

Thanks to decades of work in social entrepreneurship and changemaking, Ashoka Europe possesses some 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 (national) 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, are acknowledged for our expertise on social innovation, system change, and multi-stakeholder collaboration and our close network trusts us.
- **TRUST and CONNECTION:** We have built strong local communities who trust us and see the power of the “network effect”.

3. ASHOKA NETHERLANDS STRATEGIC FOCUS

To contribute to the Ashoka Europe mission to mobilise 50 million changemakers by 2030 and to keep building on the three strategic pillars of Ashoka globally – Searching, selecting & supporting leading social entrepreneurs; Organising for Changemaking; and Activating all (young) people to be Changemakers - Ashoka NL has chosen a specific strategic focus.



COLLECTIVE IMPACT FOR CLIMATE & BIODIVERSITY

By initiating and catalyzing the 'Bioregional Weaving Labs' (BWL) initiative since 2021, Ashoka NL is committing to mobilise 1 million changemakers for climate and biodiversity by 20230.

Ashoka NL managed to position itself with a strong focus on collective impact in the field of 'Planet & Climate'. Within Ashoka Europe, Ashoka NL is acknowledged as an expertise hub for the building of learning ecosystems and multi-stakeholder collaboration through the emerging new leadership practice of 'weaving'.

In close alignment with the global Ashoka Next Now Planet & Climate team and European One Community team we formulated clear goals for the initiative, to align with Ashoka's global strategy and the Ashoka Europe strategy.

We are implementing and continuously developing this collective impact program, where we use weaving as the central methodology to align a growing group of leading Ashoka Fellows and other socio-environmental changemakers around a joint vision to restore ecosystems and preserve biodiversity in Europe. We stimulate collaboration and support each other with scaling impact through replication of innovations into new territories (bioregions), and enhance collective impact with regards to ecosystem restoration, climate change and biodiversity.

We are testing which self-correcting mechanisms can be successful in shifting the paradigm; from a society that is extractive and dominating nature with people feeling disconnected from nature, towards a regenerative society that works in balance with nature with people feeling part of nature and taking nature into account in their decision-making and taking agency as climate & biodiversity changemakers.

BIOREGIONAL WEAVING LABS

The Bioregional Weaving Labs (BWL) Collective is a growing assembly of international system-changing organisations, co-led by Ashoka NL and [Commonland](#). We are closely collaborating to ensure that high-level climate and biodiversity plans become more actionable and to support the bottom-up regenerative transition in Europe. 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 systemic innovations 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 IT WORKS

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

Through the labs 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), and the 4 Returns landscape restoration approach (Commonland) and international expertise & scientific data on effective interventions (Theory U, Drawdown Europe Research Association, etc.) we support local communities in implementing a transformation process in their bioregion to optimize impact as quickly as possible. We supplement this by introducing a portfolio of scalable and proven systemic innovations from the international socio-environmental enterprises in our BWL Collective.



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 BACKBONE TEAM



Over the course 2023 it was concluded that **Presencing Institute** prefers to continue as a **Thought Partner In BWL** rather than as a Backbone Partner, which they previously were since 2021. Since Q4, 2023 we welcomed a **new Backbone Partner OpEpa**; an expert organisation in **building learning ecosystems for regeneration**. They will contribute significantly to strengthening the BWL Learning Network and its growing community of Changemakers – specifically focussed on education - in Europe, and beyond.

In **January 2023** we organised an **online one-day Backbone Team session** to discuss our governance, communications strategy and BWL work principles. After this meeting we restructured our governance and installed a smaller **Guardians Team** consisting of 2 representatives of Ashoka and 2 from Commonland. The aim is to facilitate for more agile decision-making, instead of having to pass every strategic decision by the larger **Back Bone Team**. Beyond the weekly Guardians Team meetings, the Backbone Team meets once a month to provide updates and is providing input for the Guardians meetings. They are also consulted for feedback on important decisions by the Guardians Team.



On **14 & 15 March 2023** we organised a **two-day, in person Backbone Meeting** in Amsterdam. On the agenda were:

- onboarding new team members & teambuilding
- sensemaking of the BWL ecosystem & learning
- collective agenda setting
- integrating strategic pathways
- finalising the BWL work principles
- confirming the new governance structure

BWL FUNDRAISING & NETWORKING

In FY 23, the Ashoka NL team submitted several funding proposals for BWL. In total Ashoka NL invested almost EUR 300.000,- in the BWL initiative. The BWL Collective invested close to 1 million EUR in total for the whole BWL program in FY23.

In January 2023 we built a consortium of partners to apply for an EU Interreg NWE Open Call. Together with the 3 Bioregional Weaving Teams in Ireland, France and Spain, and WeShare Forward Foundation, DRK Foundation and Dutch Impact Fund, we worked for 2 months on writing a funding proposal, advised by RVO. In May 2023 we heard that unfortunately the proposal got rejected.

We submitted multiple funding proposals to several foundations, and were successful in raising enough funds for FY23, and secure a majority of the BWL budget for FY24.

A new partnerships was established with the Robert Bosch Foundation for one year, with the intention for a multiple year commitment.

RESULTS 2023 – BWL STRATEGIC PATHWAYS

To reach our mission, we continued to build on 6 BWL Strategic Pathways (as implemented in 2022):

1. **Multi-stakeholder partnership processes** - *Building individual and collective capacity to co-create and implement a collective action plan for the bioregions*
2. **Learning Network** - *Building a faculty of Weavers and strategic partners equipped to lead holistic, multi-stakeholder processes towards systemic change*
3. **Scaling Systemic Innovations**- *Offering a portfolio of proven nature-based and social innovations to scale and add value in bioregions*
4. **Changemaker Activation** - *Creating appealing narratives to engage large groups of people in landscape restoration, protection, and regeneration*
5. **Financing Systems Change (incl. Impact Measurement)** - *Developing impact measurement framework & building finance alliances to support the systemic transformation in bioregional landscapes*
6. **EU level Systems change** - *Analysing insights & providing policy recommendations to support landscape restoration, protection, and regeneration*

STRATEGIC PATHWAY #1 – MULTI-STAKEHOLDER PARTNERSHIP PROCESSES

The BWL Backbone Team:

- Co-created a set of BWL Principles that guide the design for the multi-stakeholder processes.
- Facilitated bi-weekly support sessions with 6 Weaving Teams (France, Ireland, Spain, Romania, Germany, Austria)
- Transferred 1 bioregion/Weaving Team to 'outer scale' strategy (Sweden); they stay engaged in the Learning Network but will no longer receive funding from CL or bi-weekly support from Backbone Team
- Onboarded 1 new Weaving Team in Poland to establish a BWL
- Onboarded 5 new Weaving Teams in The Netherlands to align with BWL strategy
- Onboarded 4 new Weaving Teams in the existing bioregion in Spain to establish sub-labs
- Conducted field visits in 7 bioregions (France, Ireland, Spain, Romania, Germany, Austria, The Netherlands)

In the bioregions:

- 6 BWL Weaving Teams facilitated multi-stakeholder workshops with key stakeholders in 5 bioregions (France, Ireland, Romania, Germany, Austria)

- 1 BWL Weaving Team and 4 new 'sub' Weaving Teams facilitated multi-stakeholder workshops with key local stakeholders in 5 cities in the Spanish bioregion
- The BWL Weaving Teams produced various Workshop Reports, developed a local budget & secured co-funding (each Weaving Team submitted at least 1 proposal)
- 1 BWL Weaving Team has started to write a Landscape Development Plan (Ireland)
- 5 new Weaving Teams facilitated multi-stakeholder workshops in The Netherlands
- 1 new Weaving Team is established in Poland (with support of Ashoka Poland)

Results:

- Backbone Support Teams for BWL Weaving Teams are in place
- We mobilised and supported 18 European Weaving Teams to facilitate multi-stakeholder partnership processes, with 30 key stakeholders on average each.
- 2 Weaving Teams in 2 bioregions (Ireland, Romania,) formally launched a BWL by successfully passing the partnership alignment phase and moving to landscape alignment phase
- 5 Weaving Teams in 1 bioregion (Spain) have launched a BWL with emerging sub-labs
- 3 Weaving Teams in 3 bioregions (France, Germany, Austria) are in partnership alignment phase
- 5 partners in The Netherlands already facilitate multi-stakeholder processes and now identify as Weaving Teams.
- 1 Weaving Team launching a new BWL (Poland)



Ashoka NL director Noa Lodeizen on field visit in Spain // Ashoka NL co-director Karin Müller on field visit in France



BWL tree planting day in the German bioregion



BWL event in the Irish bioregion



BWL workshop in the Spanish bioregion



BWL workshop in the French bioregion



BWL workshop in the Austrian bioregion



BWL Support Team gathering in The Netherlands

STRATEGIC PATHWAY #2 – LEARNING NETWORK

The BWL Backbone Team:

- Onboarded new Pathway Team members (Together Institute, Ashoka One Community, Commonland KEI Team)
- Facilitated 8 online plenary learning sessions for Weaving Teams
- Created a BWL Playbook with the Theory of Transformation, a strategic roadmap (including deliverables and milestones) and methods, tools, templates and strategies
- Learning offerings by Ashoka in place for Weaving Teams and local stakeholders, including: systems change course, replication & transfer course, Community Weaving workshops and a BWL onboarding course (combined with a multi-stakeholder collaboration course from Ashoka/CoCreative)
- Exploring MEL framework to measure the level of knowledge and skill development
- Organised an offline 4-day Learning Summit in the German bioregion, in November 2023, for 18 Weaving Teams from Europe
- Launched a Hylo community for communications and sharing of learning resources and work documents with Weavers. We also created a separate channel to interact with other communities on the platform.

In the bioregions:

- Weaving Teams have engaged in online Learning Network sessions, support team sessions and Learning Summit
- Some Weaving Teams facilitated learning events for local stakeholders (eg. on financing landscapes & communities, organised by the Irish Weaving Team in September 2023)

Results:

- 18 Weaving Teams equipped to facilitate multi-stakeholder processes, and developing MEL framework



*BWL Backbone Team & Weaving Teams in online Learning Network session.
All sessions are recorded.*



18 Weaving Teams and Backbone Team at the Learning Summit 2023 in the German bioregion.

STRATEGIC PATHWAY #3 – SCALING SYSTEMIC INNOVATIONS

The BWL Backbone Team:

- Onboarded new Pathway Team member (Devi)
- Mapped 80 systemic, socio-environmental innovations
- Selected & described 30 innovations
- Offered learning session on replication & transfer for Weavers
- Developed a Replication Readiness Survey with the aim to collect baseline data on the replication readiness of all innovators we invited to the BWL portfolio.
- Prepared a Scaling impact course for 2024.
- Conducted research & published a report on enhancing access to financing for socio-environmental enterprises, in collaboration with EUR/RSM students

In the bioregions:

- 1 Weaving Team developed a local portfolio of systemic innovations with key stakeholders (BWL Waterford, Ireland)
- 2 Weaving Teams matched international innovations with bioregional needs (Herenboeren from The Netherlands with GiY & Coppercoast Geopark from Ireland with Kogayon Association from Romania)

Results:

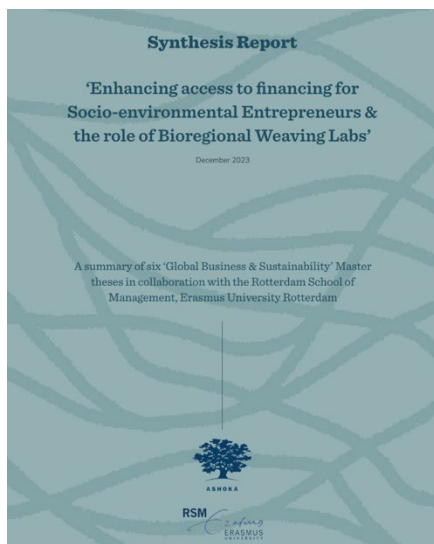
- We Created an international portfolio of 30 scalable systemic innovations, facilitated for international collaboration & developed learning offerings for socio-environmental entrepreneurs to scale impact.



Geert van de Veer, Ashoka Fellow and Founder of 'Herenboeren' in The Netherlands was invited to present (online) his systemic innovation to the local stakeholders of BWL Waterford in Ireland. Ashoka Fellow Michael Kelly, founder of GiY in Waterford invited Geert to explore replication of Herenboeren in the Irish context and bioregion.



Robbie Galvin, Geologist at Coppercoast UNESCO Geopark and stakeholder of the BWL Waterford in Ireland, is explaining in a video produced by BWL about the collaboration between and BWL Oltenia de Submunte in Romania that is facilitating the multi-stakholder process in Romanian bioregion to become a UNESCO Geopark as well. They have submitted a joint EU funding proposal in 2023, with scaling impact as central theme.



We published a Synthesis Report in December 2023 on 'Enhancing access to financing for Socio-environmental Entrepreneurs & the role of BWL.'. It was a collaboration with the Erasmus University Rotterdam/Rotterdam School of Management. 6 Master students of the MSc program Global Business & Sustainability conducted research for BWL and interviewed 70+ stakeholders; Weavers, Socio-environmental Entrepreneurs, Funders and Impact Investors. The report can be downloaded [here](#). The report was presented on 1 December 2023 in an online session with all the graduates. The Recording can be found [here](#).

STRATEGIC PATHWAY #4 – CHANGEMAKER ACTIVATION

The BWL Backbone Team:

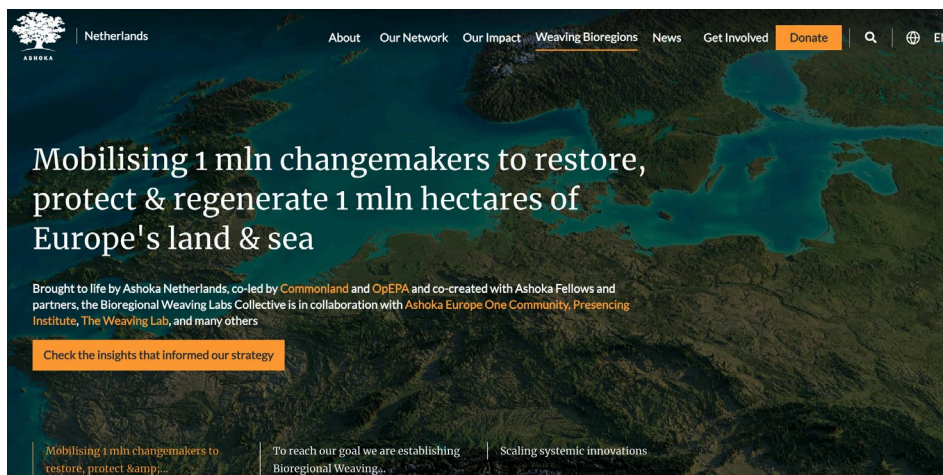
- Onboarded new Pathway Team members (Together Institute, OpEpa)
- Developed basic strategy for Changemaker Activation
- Exploring strategic partnerships on mindset shift & storytelling (value-based marketing, behavioural design)
- Published comms materials, managed BWL LinkedIn page & updated the BWL website

In the bioregions:

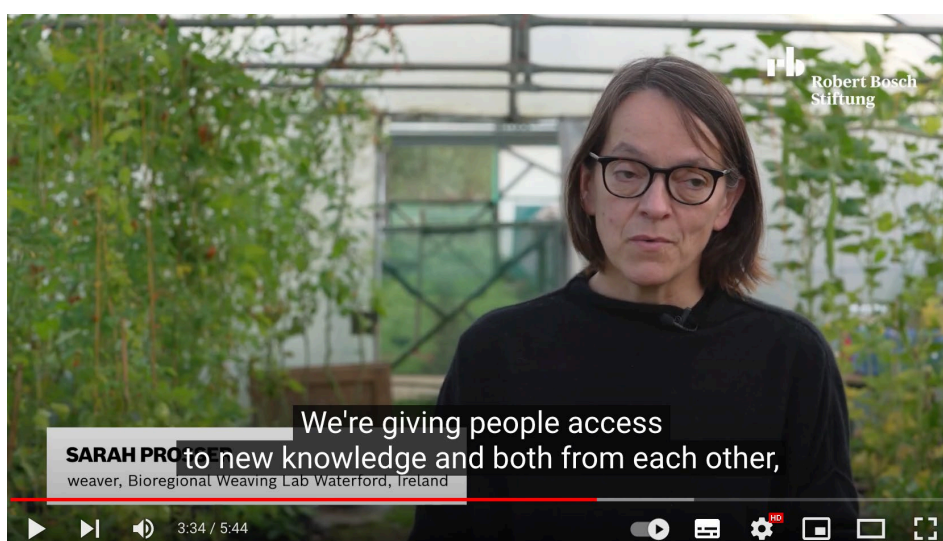
- All Weaving Teams contributed to Bioregional Storytelling

Results:

- We developed Changemaker Activation strategy direction and strategic partnerships are in the making



Updated BWL website



An article about BWL and an explanatory video were produced in collaboration with Robert Bosch Foundation and will be disseminated in first weeks of January 2024. (Link to video)

STRATEGIC PATHWAY #5 – FINANCING SYSTEMS CHANGE

The BWL Backbone Team:

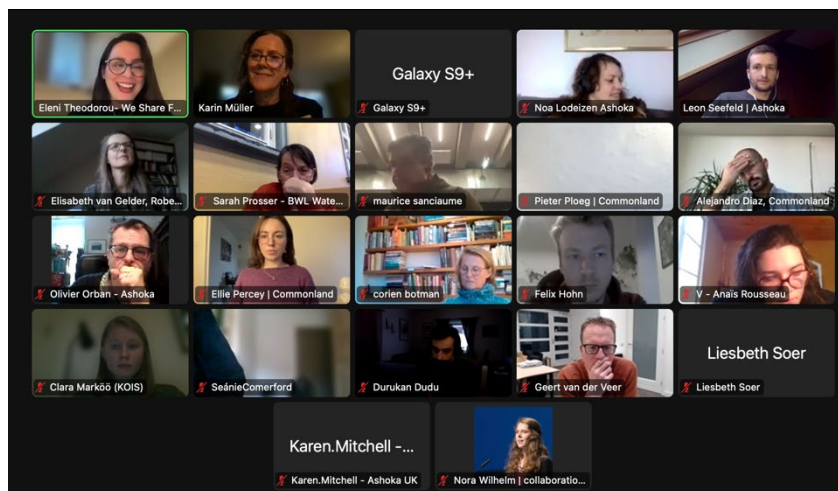
- Facilitated a Kick-off session to form a pathway workgroup with Weavers and partners interested in the topic
- Built capacity of the Pathway Team by researching the field and taking relevant courses
- Built partner network to co-create and prototype innovative financing mechanisms for bioregional systemic transformation. Developed funding proposal for EU Interreg call to pilot financing mechanisms (proposal was rejected)
- Ongoing exploration with AXA Climate & KOIS Invest on Regen Ag Transition support programme
- Participation in Open Impact Consortium with impact investors to co-create new impact measurement standards.
- Participation in FEST learning network and 1000 landscapes network to keep up with developments in financing systemic transformation
- Organised webinar on Regenerative Economics for Weaving Teams
- Published a LinkedIn blog to align our thinking on the current state of financing systems change.
- Produced a documentary on 'financing systemic transformation in bioregions'

In the bioregions:

- 1 Weaving Team organised an event on Financing Landscapes & Communities (BWL Waterford, Ireland)

Results:

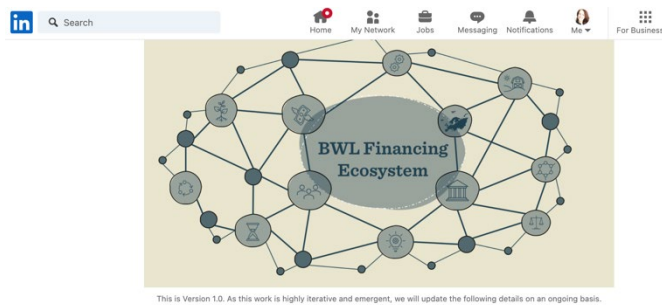
- We built essential capacity of pathway team and created basis for growing consortium of partners for co-financing systemic transition in bioregions



The Pathway Team organised a Kick-off meeting on 9 March 2023 to explain the importance for BWL of developing an infrastructure to finance systems change in the bioregions.

Also, relevant topics of interest were harvested from the participants in a Mentimeter poll.

[Link to the Recording](#)



The pathway team published a blog on LinkedIn to share our current view on the topic of financing systems change. It was frequently referred to and gains some traction.
[Link to article.](#)

BWL Strategic Pathway – Financing Systems Change



On 19 January 2023 the pathway team organised a webinar 'Introduction to Regenerative Economics' to give a bird's eye overview of the 8 principles of a living systems framework developed by Capital Institute founder and economist John Fullerton, allowing us to participate in the redesigning our (bioregional) economies so that long term human dignity, social equity, and planetary wellness can become a

reality. It departs from the emerging insight that the current economic system is based on a fundamentally flawed assumption of how the world works. We should instead base economic theory on how living systems *actually* work and thrive.



The pathway team produced a documentary on 'financing systemic transformation in bioregions', using BWL Waterford as an example. BWL as a support structure is introduced, as well as the portfolio of emerging concepts in the bioregion. Together, as an integrated whole, they are now looking to develop a financing mechanism for it. [Link to documentary](#) (Password: BWL2023)

STRATEGIC PATHWAY #6 – EU LEVEL SYSTEMS CHANGE

The BWL Backbone Team:

- Developed strategy direction for advocacy, EU policy recommendations, and collective actions.
- Contributed to policy recommendations on landscape financing
- Prepared to launch a work group on building regenerative learning ecosystems and transforming education in Europe (led by OpEpa)
- Exploring partnership with strategic partners like inner Green Deal and Ashoka's policy unit to influence EU policymakers in Brussels

In the bioregions:

- Weaving Teams provided input for strategic direction

Results:

- We developed a strategy direction for EU level systems change, and strategic partnerships are in the making

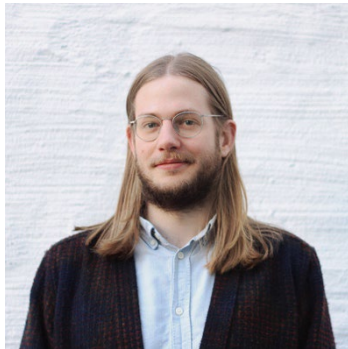
4. ASHOKA NETHERLANDS – ONE COMMUNITY

VENTURE

We 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, and are making it an integral part of the BWL initiative.

In FY23 we created a new pipeline of relevant Fellow candidates. Our network nominated several candidates with reference to [Ashoka's selection criteria](#). We aim to bring at least one new Dutch candidate to the global selection panel in FY24.

Also, we supported the establishment of a partnership between Ashoka Spain and the BWL in the Spanish bioregion (Altiplano Estepario) to collaborate in searching and selecting new Fellows in the field of landscape restoration, protection and regeneration.



Yannick Fischer, Europe Venture team: "As a 'Venture 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."

SUPPORTING THE DUTCH CHANGEMAKER COMMUNITY

We organised a few Ashoka community dinners with Ashoka Fellows, ASN, collaborating partners and our staff. These dinners are always inspiring and strengthening our local changemaker community.



Community Dinner October 2022



Community Dinner May 2023

CEC

Home

Specials

Bookmark

Browse



When trying to solve enormous environmental issues, the only way is to think big and be bold with the solutions, according to Sea Ranger Service Founder Wietse van der Werf.

We arranged the publication of an [article](#) on the work of Ashoka Fellow Wietse van der Werf and the Sea Ranger Service in the renowned CEO Magazine.

On 29 November 2022 we invited Ashoka Fellows Geert van de Veer and Lucas Simons to host sessions at the Ashoka Changemaker Summit in Brussels with 1,500 international participants.



Photo 1: Ashoka Fellow Lucas Simons and Ashoka NL director Noa Lodeizen hosted a session on 'changing the food system' at ACMS 2022. Photo 2: Ashoka Fellow Geert van de Veer and Ashoka NL Co-director Karin Müller hosted a panel on 'policy recommendations for holistic landscape restoration' at ACMS 2022.

Finally, each Ashoka Fellow can participate in the learning program curated by the [Ashoka One Community platform](#). Also in FY23 Ashoka Fellows were offered a range of international learning opportunities.



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.”

SUPPORTING THE EUROPEAN 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 Fellows 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 stakeholders that participate in the Lab journeys will develop their own innovations, but will also be introduced to the concepts, models, and ideas of Ashoka Fellows. We have created an (continuously growing) international portfolio of systemic innovations by Ashoka fellows and other social innovators. They offer solutions that can be relevant to local stakeholders in the European bioregional landscapes we work in.



Geert van de Veer, Ashoka Fellow and Founder of ‘Herenboeren’ in The Netherlands was invited to present (online) his systemic innovation to the local stakeholders of BWL Waterford in Ireland. Ashoka Fellow Michael Kelly, founder of GiY in Waterford invited Geert to explore replication of Herenboeren in the Irish context and bioregion.

Some Fellows are playing an important role the bioregional lab process. 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 were ambassadors for the BWL in Jämtland, Sweden.

In the BWL Learning Network we invite Ashoka Fellows to learn with other socio-environmental innovators, to present their work and share challenges in scaling their impact. We create a unique ecosystem of Weaving Teams and Labs in bioregions, from which we can jointly scale impact and mobilise more changemakers.

5. ASHOKA NETHERLANDS – ORGANISATION

ASHOKA NL TEAM

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. In FY23 the core team of Ashoka NL consisted of Noa Lodeizen (Director, 1 Fte), Karin Müller (Co-director, 1 Fte) and Karen Mitchell (Finance manager 0,4 Fte). We received additional support from 1 volunteer for Venture; Serena Borghero (0,4Fte, entire FY), and freelance consultant Leon Seefeld for the BWL 'Financing systems change' strategic pathway & Corporate Partnership building (0,6 Fte).



The Ashoka NL team; Director Noa Lodeizen, Co-director Karin Müller, Finance Director Karen Mitchell, volunteer for Venture Serena Borghero, and freelance consultant for BWL Leon Seefeld

INTERNAL MOBILITY

Ashoka has employees working across 93 countries over the world. Employees are organised in purpose teams, that defy geolocial bournaries but contribute to the overarching Ashoka vision and common goals. Ashoka NL employees can mobilise to support any of these goals and contribute to the whole. We call this 'internal mobility'. In FY23 Ashoka NL employed:

- Erlijn Sie, who is the global partnership manager for Ashoka Changemaker Companies, and is living in The Netherlands, on permanent contract basis. (Note: per 1 December 2023 Erlijn Sie is no longer working with Ashoka)
- Hanae Baruchel, who is an Associate Lead for the Next Now Tech & Humanity team, is living in The Netherlands, on permanent contract basis.
- Zam Abasova, who is a Salesforce Project manager/ Ashoka Global Mutual help Security Lead, for the Integrated Technology Initiative (ITI) team, on freelance basis. (note: per 1 October 2023 Zam Abasovais working with a temporary contract).



Erlijn Sie, Changemaker Companies // Hanae Baruchel, Tech & Humanity // Zam Abasova, ITI

Hanae 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.”

This year, the Tech & Humanity initiative launched the Global Impact Lab for Tech & Humanity, the world’s first global engine for social entrepreneurs in tech & humanity. The living and learning lab & network unite dispersed yet critical actors so that, together, they can achieve much more than the sum of their parts. We focused on:

1. Building the network effect

Beyond selecting roughly 10 new Tech & Humanity Fellows each year, we invest time to understand the challenges social entrepreneurs encounter and what keeps them up at night. Thanks to our bird’s eye view of the network, we spot commonalities and opportunities for support and collaboration. We identify allies (from philanthropy, business, academia) who can help participants succeed and get further faster. For example, we brought Ashoka Fellows to leading tech stages, from Germany’s DLD to Rightscon and SXSW. We advised the Webby Awards and partnered with the UNDP’s DigitalX to scale 10 Ashoka Fellows’ digital solutions, and more.

2. Seeding transformative coalitions

We incubated our first coalitions this year, providing seed grants and curating gatherings that enabled social entrepreneurs and allies to meet each other and hash out new strategic projects that build a better tech ecosystem. With a focus on building a better data economy, we partnered with Ashoka Fellows Helena Puig Larrauri (Build Up) and Gemma Galdon Clavell (Eticas). We are designing bold new ways to drastically reduce its negative consequences like the rapid spread of polarizing content and fake news on social media, and the environmental pollution of data centers. We also brought together Ashoka Fellows in Indonesia working on increasing digital resilience ahead of the 2024 national elections there; and in Latin America, we have been engaging dozens of leading tech firms who want to lead responsibly but don’t know where to start.

3. Sharing what works with the world

We share what we learn in real time through our bi-monthly video podcast and social media engine (with a combined reach of +1 million), as well as through our media partners such as an interview series in Forbes. We focus on frontiers and patterns of social innovation, that have the potential to shape the way tech gets developed moving forward.

FINANCE & OPERATIONS

In FY23 we closed the fiscal year with a positive result which was added to our reserve. We performed the audit FY23 on schedule. Throughout the year we improved our financial processes and financial reporting, including risk management and liquidity forecasting.

ASHOKA NL BOARD

The composition of the board of Stichting Ashoka Nederland, per 31 August 2023 is:

- Maurits Schouten, ASN member in the UK and The Netherlands
- Jamy Goewie, Partner at Shaping Impact Group
- Clarice Ramalho, Director of Management Accounting at Ashoka Global

At the start of FY23, board member Oda Heister after many years of commitment and support was replaced by Clarice Ramallo who is a Finance Director of Ashoka Global. Board member Arnaud Mourot also gave notice to resign from the board after many years of support and will not be replaced for the moment.



Maurits Schouten, Board Chair // Jamy Goewie, Board Secretary // Clarice Ramalho, Board Treasurer

ASHOKA SUPPORT NETWORK (ASN)

We did not recruit new ASN members in FY23, and some ASN did not renew their agreement. This resulted in a smaller base of a few committed ASN who are specifically interested in the BWL initiative co-led by Ashoka NL. ASN that did not renew their commitment provided various arguments; one ASN prefers to focus on supporting the Belgium ecosystem of Ashoka Fellows, and another ASN prefers to partner with his organisation with BWL rather than being an individual philanthropic donor, for example. We acknowledge the importance of ASN for our local organization and hope to invite at least one new ASN in FY24.



Louise Verheij, interim non-executive board advisor // Taco Morellise, C-level executive // Yvonne Juda, philanthropist // Maurits Schouten, impact investor

PRO BONO PARTNERSHIP

Hogan Llovels continued the partnership with Ashoka NL in FY23 by providing pro-bono legal support to Ashoka Fellows and Ashoka NL in relevant cases.

6. FINANCIAL OVERVIEW FY23

Financial Overview FY23		
	Actuals FY23	Budget FY23
Revenue FY23	Amounts in Euros	Amounts in Euros
Corporate Contributions	€ 200,000.00	€ 75,000.00
Foundation Contributions	€ 125,000.00	€ 75,000.00
Ashoka Support Network contributions	€ 78,000.00	€ 233,000.00
Various income	€ 243,028.00	€ 265,464.00
Total Revenue FY21	€ 646,028.00	€ 648,464.00
Expenditures FY23		
BWL (De Hoge Dennen)	€ 176,422.00	€ 200,000.00
BWL (Robert Bosch Foundation)	€ 79,774.00	-
BWL (Commonland Foundation/Fonds De Roeper)	€ 30,000.00	€ 30,000.00
BWL (other expenses)	€ 12,859.00	€ 60,474.00
Changemaker Companies (TMF)	€ 76,465.00	€ 77,371.00
Changemaker Companies (other expenses)	€ 18,537.00	€ 20,000.00
Ashoka Next Now Tech & Humanity	€ 113,705.00	€ 114,828.00
Ashoka One Community	€ 28,605.00	€ 85,740.00
Fundraising	€ 19,696.00	€ 7,935.00
Management and Administration	€ 78,787.00	€ 31,738.00
Total Expenditures FY23	€ 634,850.00	€ 628,086.00
Result FY23	€ 11,178.00	€ 20,378

Explanation of the difference in revenue between budget and actual numbers FY23:

- Individual Contributions – The FY23 budget ambition was to engage a new cohort of Ashoka Support Network individuals to support the Bioregional Weaving Lab and One Community program. However, the success came with corporate contributions, as individuals reported

challenging economic times and/or other interests (eg. to become collaborating partners of BWL with their organisation instead of individual, philanthropic donors).

- Corporate Contributions – In budget FY23, there was prudent budgeting on corporate contributions and funding success for the BWL initiative owing to a developed and well-honed program.
- Foundation Contributions – In FY23 we raised an additional € 50,000 BWL, building on the successes and growing program.
- Various income – This is variable and flexible in nature, supporting ‘internal mobility’ employees’s work on global Ashoka programs like Next Now Tech & Humanity, and the Changemaker Companies programs.

Explanation of the difference in expenditures between budget and actual numbers FY23:

- Bioregional Weaving Labs (Hoge Dennen) – In FY23 the BWL program attracted additional funds and budgeted expenses were distributed over the various funds. Hoge Dennen also contributed to management and administration.
- Bioregional Weaving Labs (Robert Bosch Foundation) – This is a new partnership in FY23 and expenditure is matched with relating income.
- Bioregional Weaving Labs (Other expenses) – The difference is due to receiving additional funds from the Robert Bosch Foundation, thus reducing the need for this budget line.
- Changemaker Companies partnerships – Reflect minor variances to initial budgeted amounts due to prudent budgeting.
- One Community program – The reduction in individual giving meant that costs cutting measures were introduced with this budget line and expenses were managed according to the funds available.

Actuals FY23 Summary	Amount in Euros
General reserves from end of FY22	202,830
Result FY23	11,178
Net balance reserves at end of FY23	214,008

Risk & Remarks

- The current developments surrounding the Corona (COVID-19) virus, the war in Ukraine and rising cost inflation 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 afore mentioned developments.
- In January 2023 Ashoka NL managed to finalise the audit of Fiscal Year 2021-2022 (FY22). We expect to finalise the audit of Fiscal Year 2022-2023 (FY23) in February 2024.
- At the end of FY23, we generated new leads to secure a large part of our budget for FY24 and beyond, and we are still in process of fundraising and closing new (long term) partnerships.

7. OUTLOOK FY24

ACCELERATING COLLECTIVE IMPACT FOR CLIMATE & BIODIVERSITY

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 6 years – we developed the Bioregional Weaving Labs initiative in 2021. 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 FY24. 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 bioregions we work in. 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 financing mechanisms together with our partners, to finance the Labs and scale and replicate systemic innovations in the Bioregions we work in. It is important to grow the capacity to unlock financing at scale to meet the bold ambition of the BWL initiative to protect, restore and regenerate 1 million ha of land and sea in Europe.

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

SEARCHING & SELECTING ASHOKA FELLOWS (VENTURE)

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 in the BWL Collective. For example, in FY23 Ashoka Spain has closed a partnership with BWL in the Spanish Altiplano Estepario bioregion, to build a venture pipeline of Spanish fellow candidates. We aim to set up more venture partnerships with other Ashoka country offices.

We will keep aligning our efforts closely with 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 keep enhancing our network effect through strategic community building and collaboration for impact, both on a national level in The Netherlands, as on a European level through the BWL initiative.

On a local level we will continue to organize community dinners with Ashoka Fellows and ASN, and we will extend the community with other systemic changemakers, like the weavers and socio-environmental entrepreneurs that we mobilise via BWL.

We aim to engage 1 more Dutch Fellow in the Bioregional Weaving Labs initiative as co-creator. We also aim to engage 1 Dutch ASN in the advisory committee for this initiative.

We will also invite Dutch guest speakers on relevant topics at special Ashoka events like ACMS, or through the BWL Learning Network.

On an international level we will continue to build the BWL community with international Ashoka Fellows, weavers, systemic changemakers and socio-environmental entrepreneurs. This will happen under the BWL strategic pathway 'Changemaker Activation'.

Special attention will be paid to supporting Ashoka Fellows to scale their impact. One of the BWL strategic pathways, 'Scaling Systemic Innovations' is entirely focused on promoting an international portfolio of systemic innovations and matchmaking with potential adopters and funders/investors.

We have also several BWL working groups in the making where Ashoka Fellows play a leading role; for example, in setting up regenerative learning ecosystems in Europe (co-led by Colombian Ashoka Fellow Luis Camargo from OpEpa) and to launch a European campaign to mobilise 1 million changemakers (co-led by Dutch Ashoka Fellow Geert van de Veer from Herenboeren/De Plaatsen/Aardpeer).

ORGANIZING FOR CHANGEMAKING

We aim to strengthen our current partnerships in BWL Collective and to successfully fundraise for relevant new partnerships to ensure continued financial sustainability in FY24.

In November 2023 we plan to organise another BWL Learning Summit, together with Commonland, where we will gather all European Weaving Teams.

We aim to further develop the BWL initiative and aim for the envisioned impact through 6 strategic pathways:

1. Multi-stakeholder Partnership Processes
2. Learning Network
3. Scaling Systemic Innovations
4. Changemaker Activation
5. Financing Systems Change
6. EU-level Systems Change

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 fellow organisation OpeEpa, who is specialised in building regenerative learning ecosystems to eventually mobilise young people to take agency for the environment.

BUDGET FY24

Budget Ashoka NL FY 24 (01 Sept. 2023 to 31 Aug. 2024)	
REVENUE FY24	Amounts (Euros)
Corporate contributions	€ 100,00.00
Foundation Contributions	€ 230,000.00
Ashoka Support Network Contributions	€ 98,000.00
Contributions from affiliated Foundations	€ 163,358.00
TOTAL REVENUE	€ 591,358.00
EXPENSES (PROGRAM BASED)	
Bioregional Weaving Labs Program	€ 347,571.00
Next Now / Tech & Humanity Program	€ 111,555.00
Changemaker Company partnerships	€ 38,768.00
One Community Program	€ 47,200.00
Expenditures not covered by Programs	€ 28,000.00
TOTAL EXPENSES	€ 573,094.00
RESULTS	€ 18,264.00

Remarks on Revenue in Budget FY24:

- ⌘ Corporate Contributions – Revenue includes a pledge from Hoge Dennen for the Bioregional Weaving Labs program.
- ⌘ Foundation Contributions – Revenues include donations from Stichting De Roeper and Commonland and other funds for the Bioregional Weaving Labs program.
- ⌘ Ashoka Support Network (ASN) contributions – Revenues include confirmed and anticipated donations from ASN
- ⌘ Contributions from affiliated Foundations – Ashoka Global contributes to the Next Now, Tech & Humanity Program and Changemaker Company activities.

Remarks on Expenditures in Budget FY24:

- ⌘ Bioregional Weaving Labs program – The expenditures are to cover for staff hours and out-of-pocket costs.
- ⌘ Next Now / Tech & Humanity 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.
- ⌘ One Community Program – The expenditures are to cover for staff hours and out-of-pocket expenses.
- ⌘ Expenditures not covered by programs – Fundraising, management, and administration expenditures not part of programs.