

Stichting Ashoka Nederland

Amsterdam



ASHOKA

Everyone A Changemaker™

Annual Report & Financial statements 2023/2024

**Stichting Ashoka Nederland
Amsterdam**

AUDITORS REPORT

**Stichting Ashoka Nederland
Amsterdam**

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STICHTING ASHOKA NEDERLAND – FINANCIAL REPORT FISCAL YEAR 2023-2024 (FY24)

This annual report provides a summary of activities of Stichting Ashoka Nederland (Ashoka NL) in the Fiscal Year 2023 (FY24) that runs from the 1st of September 2023 till 31st of August 2024.

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.

Stichting Ashoka Nederland

KvK number: 62191780

RISN: 854702520

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ASHOKA'S GLOBAL MISSION

Ashoka is the largest network of social entrepreneurs worldwide, putting their system changing so that the solutions will outrun our social problems 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.

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.

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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.

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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.

3.828 Ashoka Fellows Worldwide



63% brought about legislative change or influenced government policy	51% are creating value for products and services that didn't exist before
51% Have changed policies of large companies or industries	88% are influencing people to think differently

*Ashoka Impact report 2022 'The Unlonely Planet'

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ASHOKA'S ROLE IN EUROPE

Today's social systems are increasingly fast-changing, complex and interconnected. While evolving systems are a constant reality; complex problems arise when institutions paired with the beliefs and behaviours of individuals cannot keep up with these fast and complex changes. The result is a society and planet unable to thrive.¹ In Europe, we are witnessing a plethora of issues where institutions and individuals cannot keep up with the pace of complex change, including the climate emergency, a war on the continent's soil, increasing democratic polarisation, a shrinking working-age population and labour shortages, managing migration, reducing poverty and inequality, and improving citizen participation, among others.

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 & environmental goals. Cities are also self-organized to lobby for societal change (e.g. through European lobbies like Eurocities and C40.) Young people are also increasingly organized and advocating for societal 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, while continuing to work for a better quality of life for all people across Europe. This entails better equipping institutions and individuals to navigate and meet change.

ASHOKA EUROPE VISION

Ashoka envisions a Europe whose institutions and individuals are agile, adaptive, and creative enough to keep pace with fast, complex change and to 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.² Our mission is to first, a) identify, support and connect key change leaders such as Fellows, young changemakers and social innovators; and second, b) to drive systems and mindset change across society by enabling collective impact among these change leaders. We 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 people³ across Europe have the skills, knowledge and pathways to actively contribute to a thriving society and planet.

Ashoka has managed to identify, connect and enable collective impact of key changemakers across four core systems in Europe: Institutions (multinational companies and international NGOs), Government, the Learning Ecosystem, and Public Opinion Influencers.

Ashoka Fellows are a core constituency group of those key changemakers, interwoven in all activities, actively driving the realization of our theory of change with us.

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We call this “EACH 2030”!

ASHOKA EUROPE STRATEGY

In 2030, 5-20 (TBC) vibrant and inspiring “Changemaker Cities/Regions” are active across Europe.

- These European cities/regions *serve as inspiration* for other cities/regions.
- These cities/regions are *connected in collaborative action* (cross-sector alliances) to drive change at the European level.
- These geographic localities are *areas of density* where changemaking takes place and where *social change insights emerge and influence sectors and fields* (i.e., Ashoka’s Purposes.)

By 2030, each of these cities/regions are embracing the core principles of this future and activating changemakers. How will we know they are succeeding? Because we see transformation among the *major systems* in these cities/regions. This is what it looks like:

- Institutions and corporations have purposes and cultures that encourage the contribution to a thriving society and planet.
- Government sees citizen contribution to a thriving society and planet as a fundamental design principle of good government.
- Learning eco-systems intentionally support young changemakers
- Public opinion influencers are mainstreaming the idea that everyone can create solutions for a thriving society and planet



Euroforum Meeting February 2024 in Venice, Italy

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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 mobilize 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 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 trough 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

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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 (EXECUTIVE SUMMARY*)

(*Full BWL Progress Report 2024 is also available)

OVERVIEW

The Bioregional Weaving Labs (BWL) Collective made significant progress in 2024 toward its mission of mobilizing 1 million changemakers to protect, restore, and regenerate 1 million hectares of Europe's land and sea by 2030. Key achievements include establishing 7 active BWLs across Europe, developing a robust Learning Network, launching a Collection of Systemic Innovations and building a support infrastructure for system entrepreneurs, creating compelling storytelling initiatives to activate changemakers, and building capacity to launch finance pilots in a number of bioregions.

BWL BACKBONE ACHIEVEMENTS

- Successfully integrated BWL into both Ashoka and Commonland's European strategies
- Raised over €1 million in funding for 2024-2026
- Established clear role division between Ashoka and Commonland for strategic pathways
- Developing comprehensive monitoring and evaluation frameworks, including a first Annual Impact Survey for weavers



BWL Backbone team meeting bioregional initiative in Devon, UK (June 2024)

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BWL STRATEGIC PATHWAYS

To reach our mission, we continued to build on 6 BWL Strategic Pathways:

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

- Established 7 active BWLs in The Netherlands, Ireland, France, Spain, Poland, Greece and Romania
- Supporting 26 Weaving Teams across Europe (a.o. multiple teams in clusters of landscapes in The Netherlands and Iberian Peninsula)
- Successfully onboarded new partners in Greece (The Southern Lights) and France (La Coop des Territoires)
- Managed transition of several partnerships, including putting German, French, and Austrian BWLs on hold
- Created structured support system through regular Backbone Team meetings and bioregion field visits



@BWL Altiplano Estepario (Spain), Feb 2024 & workshop @BWL Vistula Middle River (Poland), March 2024

Workshop

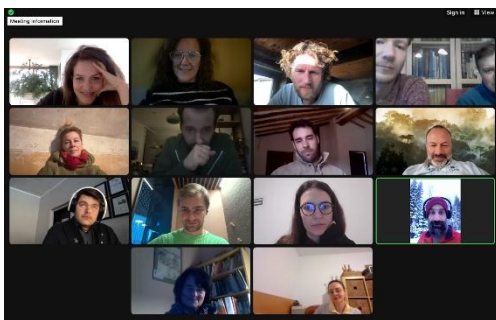
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Learning Journey, BWL Thermenlinie Wienerbecken (Austria), April 2024

STRATEGIC PATHWAY #2 – LEARNING NETWORK

- Conducted 11 learning sessions for Weaving Teams throughout the year
- Organized successful Learning Summit with global participation
- Facilitated multiple learning journeys focusing on rewilding, food systems, and community-supported agriculture
- Developed new online courses, including a new Systems Change video series (to be released in January 2025)
- Published key resources including the 4R Guidebook, Community Weaving website



BWL Learning Network session (Feb 2023)

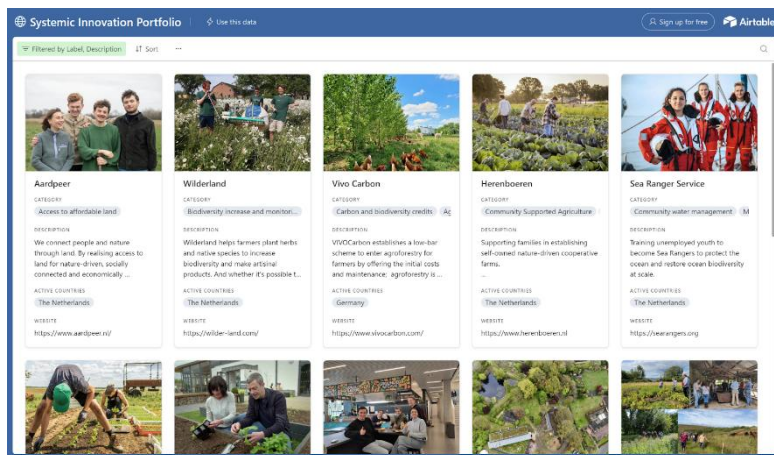


Learning Summit, The Netherlands (April 2024)

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STRATEGIC PATHWAY #3 – SCALING SYSTEMIC INNOVATIONS

- Created systematic approach for documenting and sharing innovations
- Developed comprehensive Collection of Systemic Innovations database
- Established dedicated funding from Commonland for scaling support (a new element in their approach since BWL)
- Supported four major scaling projects:
 1. Seeds of Unity (Netherlands)
 2. My Farm (Ireland)
 3. Oogst van Overmorgen (Netherlands)
 4. Drinkable Rivers (Netherlands)



Collection of Systemic Innovations database

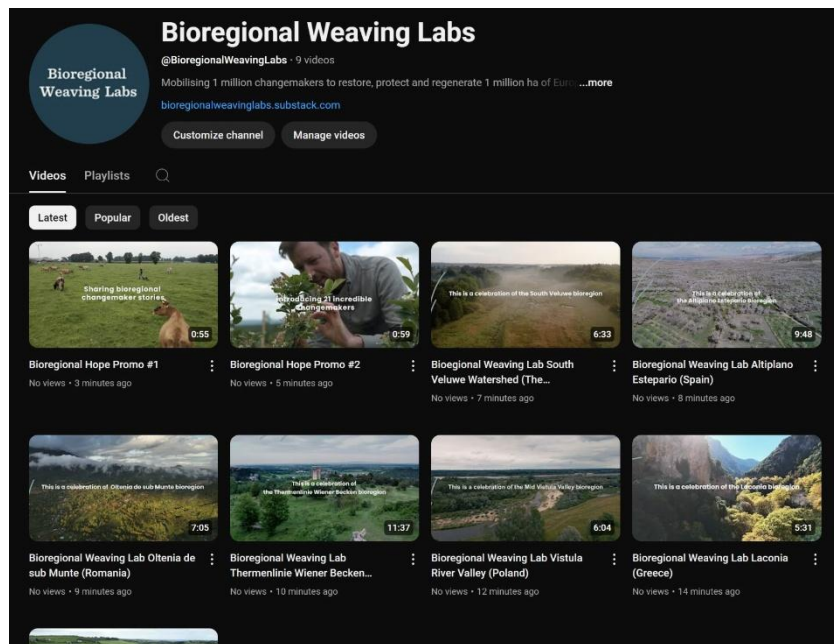


Learning Journey for Irish BWL stakeholders to explore the Dutch Herenboeren model

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STRATEGIC PATHWAY #4 – CHANGEMAKER ACTIVATION

- Produced 7 Bioregional Changemaker videos demonstrating the potential in bioregions
- Grew BWL LinkedIn presence from 1,500 to 4,000 followers
- Launched BWL Substack newsletter "Bioregional Pulse" (from 0 to 700 subscribers)
- Developed comprehensive storytelling strategy incorporating Active Hope framework
- Created detailed guides for video production and social media engagement



BWL video productions on YouTube channel

STRATEGIC PATHWAY #5 – FINANCING SYSTEMS CHANGE

- Published "Bioregional Financing Facilities" book
- Developed finance pilot in Ireland and planned expansion to piloting three bioregions in 2025
- Created partnership with Wire Group for innovative financing mechanisms
- Engaged in multiple learning communities to build capacity in transformative finance
- Developing landscape finance assessment toolkit with partners

STRATEGIC PATHWAY #6 – EU LEVEL SYSTEMS CHANGE

- Initiated Communities of Practice framework for EU level systems change
- Explored policy influence opportunities with funders/key stakeholders
- Identified need for dedicated capacity and funding for policy work

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KEY INSIGHTS AND FUTURE FOCUS

Challenges

- Limited capacity of Weaving Teams to balance field work with learning activities
- Difficulty in securing enough funding for process work and weaving activities
- Need for better integration of systemic innovations with local bioregional needs and focus on systems change
- Complexity in communicating BWL's work to broader audiences

Opportunities

- Growing acceptance of 'weaving' as essential role for systems change
- Increasing interest in bioregional approach across the world
- Strong potential for innovative financing mechanisms (funders/investors ready to experiment and learn)
- Effective storytelling and video production as community-building tools

Priority Areas for 2025

1. Continue building robust learning infrastructure for Weaving Teams
2. Develop baseline measurements for impact assessment in each bioregion
3. Strengthen financial resource mobilization through public and private sectors
4. Codify BWL approach through open-access tools and resources
5. Expand policy influence capacity



Landscape development game, April 2024

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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 FY24 we created a new pipeline of relevant Fellow candidates. Our network nominated several candidates with reference to [Ashoka's selection criteria](#).

We were able to bring one candidate Fellow to “panel” in Brussels, in June 2024. In August 2024 the Global Board approved the nomination of Li An Phoa, founder of Drinkable Drivers and elected her as Affiliate Fellow.



The Venture Panel in Brussels, June 2024

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.



Co-director Karin Müller presenting Ashoka at Sustainable Food Summit 2024, Amsterdam

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Finally, each Ashoka Fellow can participate in the learning program curated by the [Ashoka One Community platform](#). Also in FY24 Ashoka Fellows were offered a range of international learning opportunities.

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. 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 [collection 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.

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 South-East Ireland. Ashoka Fellow Florin Stocian and his organisation Kogayon are the hosts for the BWL in Oltenia de Submunte, Romania. Ashoka Fellow Durukan Dudu and his organisation OTAG are ambassadors for BWL in Jämtland, Sweden. And Ashoka fellow Ewa Smuk Stratenwerth and her organisation are leading the BWL in Poland.

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.

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 FY24 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), and freelance consultant Leon Seefeld for the BWL 'Financing systems change' pathway and supporting bioregional finance pilot projects (0,6 Fte).

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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 international teams, that contribute to the overarching Ashoka vision and common goals. Ashoka NL employs team members that work for international teams. We call this ‘internal mobility’. In FY24 Ashoka NL employed:

- 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 Ashoka Global Mutual help Security Lead, for the Integrated Technology Initiative (ITI) team



Hanae Baruchel, Tech & Humanity // Zam Abasova, ITI

Tech & Humanity program

Tech has revolutionized our society – creating novel ways for billions of people to connect, learn, work, and play. Revolutions in medicine, education, finance, and media have contributed to making our lives better and pulling people from around the globe closer together. Artificial Intelligence apps like ChatGPT, Midjourney, Sora and others take the world by storm. Moving at breakneck speed and known as generative AI, the technology powering these apps raises new opportunities as well as key questions regarding property rights, privacy, misinformation and more. In parallel, 2024 marks our first year of “AI elections”, where two billion people from more than 50 countries are expected to head to the polls, in a

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global environment where there is a rise in authoritarianism and polarization, often aided by technology.

In this context it is urgent, now more than ever, that we regain our agency and become more responsive to the new challenges and opportunities posed by digital technology as things move ever faster. Diving deep into the patterns embedded in the work of Ashoka Fellows working with and on technology shows us a path forward for what works and what's next. We have learned that tech benefits people and the planet when it is designed with a long-term view, it unleashes agency, is complemented by human judgment and networks of trust, and enables sharing in new ways. This requires shifts in the ways we build our technologies, and in the safeguards, laws and policies that keep harms at bay.

Powered by Ashoka, the BBK Tech for Humanity Summit 2024 in Bilbao brought together the Spanish, Basque and global ecosystems of tech innovators building what works and what's next. From March 11 to 13, the city of Bilbao took center stage, where changemakers of all stripes inspired one another, made powerful connections and built the future of tech for humanity.

FINANCE & OPERATIONS

In FY24 we closed the fiscal year with a positive result which was added to our reserve. We engaged with a new auditor, WITH Accountants in non-profit, and performed the review FY24 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 2024 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



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

Note: in December 2024 board Treasurer Clarice Ramalho announced to leave the board due to updated internal Ashoka policies. In January 2025, also board Secretary Jamy Goewie announced to leave

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the board due to increased time constraints. Two new board members have been recruited and will be onboarded in March 2025.

ASHOKA SUPPORT NETWORK (ASN)

We did not recruit new ASN members in FY24. We acknowledge the importance of ASN for our local organization and hope to invite at least one new ASN in FY25.



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

PRO BONO PARTNERSHIP

Hogan Lovells continued the partnership with Ashoka NL in FY24 by providing pro-bono legal support to Ashoka Fellows and Ashoka NL in relevant cases.

FINANCIAL OVERVIEW FY24

Financial Overview FY24		
	Actuals FY24	Budget FY24
Revenue FY24	Amounts in Euros	Amounts in Euros
Corporate Contributions	€ 200,000	€ 100,000
Foundation Contributions	€ 209,080	€ 230,000
Ashoka Support Network contributions	€ 38,000	€ 98,000
Contributions from affiliated Foundations	€ 196,737	€ 163,358
Total Revenue FY24	€ 643,817	€ 591,358
Expenditures FY24		
BWL (De Hoge Dennen)	€ 209,130	€ 200,000
BWL (Robert Bosch Foundation)	€ 97,396	€ 90,000
BWL (ALV)	€ 19,121	
BWL (OpEPA)	€ 58,059	
BWL (Commonland)	€ 15,076	€ 15,000
BWL (other expenses)		€ 42,571
Ashoka Information Technology	€ 85,402	
Ashoka Next Now Tech & Humanity	€ 33,206	€ 111,555
Ashoka Changemaker Companies	€ 14,022	€ 38,768
Ashoka One Community	€ 18,778	€ 47,200
Fundraising	€ 18,522	
Management and Administration	€ 74,090	€ 28,000
Total Expenditures FY24	€ 642,802	€ 573,094
Interest Income	€640	
Result FY24	€ 1,655	€ 18,264

Explanation of the difference in revenue between budget and actual numbers FY24:

- Individual Contributions - The budget anticipated more support from the Bioregional Weaving Lab support circle initiatives. However, the actual revenue was significantly lower, as the expected support did not materialize.
- Corporate Contributions - The actual revenue was double the budgeted amount due to an increased pledge from Hoge Dennen.
- Foundation Contributions - The actual revenue was slightly below the budgeted amount. Despite the success with Robert Bosch Foundation in its second year and new funders like OpEPA and ALV, contributions from Commonland and Stichting de Roeper also played a role.

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- Contributions from Affiliated Foundations - The actual revenue exceeded the budgeted amount. This increase is attributed to contributions from affiliated foundations within Ashoka and new initiatives from IT, allowing for additional income.
- Total Revenue FY24: The actual total revenue surpassed the budgeted total. This overall positive outlook on revenue is due to the significant increases in corporate contributions and contributions from affiliated foundations.

Actuals FY24 Summary	Amount in Euros
Reserves from end of FY23	214,008
Result FY24	1,655
Net balance reserves at end of FY24	215,663

Risk & Remarks

Risk Appetite

- The management approach to risk management involves identifying and monitoring trigger events, such as a grant not coming to fruition or renewal conversations not going well. Should an event be triggered then there are several controls that can be put in place, including implementing cost-cutting measures as necessary. Cost cutting measures are clearly mapped out at the start of the year and are equal to the potential shortfall, so there. This approach ensures that Ashoka NL remains a going concern by proactively managing potential financial challenges.
- Management report all financial matters to the Board of Directors on a quarterly basis. This includes the management of risk and includes scenario testing of cashflow.
- The current developments surrounding, the war in Ukraine and Gaza, 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. These developments impact on the funding environment and availability of funds towards our work. In addition, rising inflation can exponentially increase our delivery costs.
- 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 in turnover as result of the afore mentioned developments.
- At the end of FY24, we generated new leads to secure a large part of our budget for FY25 and beyond.

Reserves Policy

The reserves policy outlines the principles and grounds for determining the reserve levels, ensuring financial stability and continuity.

The policy aims to cover total severance pay plus three months of transition pay, in addition to three months of operational expenditures. Transition pay is calculated as one-third of the gross monthly salary per year worked from the first working day. This calculation includes top-ups with average bonus and variable schemes, rounded up to comply with Dutch law. This approach ensures that the organization can continue its essential activities during periods of unforeseen financial difficulties.

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Ashoka NL's Target Restricted Continuity Reserves as of 31 August 2024 was €171,637.75 (€167,003.53 as of 31 August 2023); and we held unrestricted funds of €196,485 as of 31 August 2024 (€190,204 as of 31 August 2023). The organization has successfully met its restricted reserve target, ensuring that core operational expenditures are covered.

To maintain this stability, a strategic fundraising plan is in place to continue increasing fundraising resources and ensure the reserve target is consistently met. Additionally, robust risk management and financial management systems are in place to manage potential losses and adapt to changing financial conditions.

The reserves policy will be reviewed and updated quarterly, in time for board meetings, based on changes in the financial landscape and organizational needs. This ensures that the policy remains relevant and effective in managing risks, providing a solid foundation for the organization's financial health and operational continuity.

OUTLOOK FY25

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 7 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 FY25. 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 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 novel 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.

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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 FY25. We aim to select at least two new Ashoka Fellows in the field of Planet & Climate, in close collaboration with our partners in the BWL Collective. 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.

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 collection 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 and to launch a European campaign to mobilise 1 million changemakers.

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 FY25.

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

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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 mobilise young people to take agency for the environment.

BUDGET FY25

Budget Ashoka NL FY 25 (01 Sept. 2024 to 31 Aug. 2025)	
REVENUE FY25	Amounts (Euros)
Corporate contributions	€ 200,000.00
Foundation Contributions	€ 331,235.66
Ashoka Support Network Contributions	€ 68,000.00
Contributions from affiliated Foundations	€ 212,998.62
TOTAL REVENUE	€ 812,234.28
EXPENSES (PROGRAM BASED)	
Bioregional Weaving Labs Program	€ 523,443.65
Next Now / Tech & Humanity Program	€ 112,034.41
Information Technology	€ 79,964.21
One Community Program	€ 38,700.00
Expenditures not covered by Programs	€ 50,800.00
TOTAL EXPENSES	€ 804,942.27
RESULTS	€ 7,292.01

Remarks on Revenue in Budget FY25:

- € Corporate Contributions – Revenues include a grant for the Bioregional Weaving Labs program from Hoge Dennen.
- € Foundation Contributions – Revenues include accrued donations from FY24 for the Bioregional Weaving Labs program (Robert Bosch Foundation and ALV), 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

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- € Contributions from affiliated Foundations – Revenues to support the Tech & Humanity and ITI work in Ashoka Netherlands.

Remarks on Expenditures in Budget FY25:

- € Bioregional Weaving Labs program – The expenditures are to cover for staff hours, program costs and out-of-pocket costs.
- € Next Now/Tech & Humanity program - The expenditures are to cover for staff hours and out-of-pocket costs.
- € Information Technology program – The expenditures are to cover for staff hours and out-of-pocket costs.
- € One Community Program - All expenditures are to cover our venture and community activities.
- € Expenditures not covered by programs – Fundraising, management, and administration expenditures not covered by programs.

FINANCIAL STATEMENTS 2023/2024

BALANCE SHEET AT AUGUST 31 (after appropriation of net income)

ASSETS

	<u>31-08-2024</u>	<u>31-08-2023</u>
	€	€
Fixed assets	1,987	791
Current assets		
Receivables, prepayments and accrued income		
Trade Receivables	232,753	70,715
Other receivables, prepayments and accrued income	653	37,345
	<u>233,406</u>	<u>108,060</u>
Cash and banks	<u>251,179</u>	<u>252,872</u>
	<u>486,572</u>	<u>361,723</u>

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LIABILITIES

	<u>31-08-2024</u>	<u>31-08-2023</u>
	€	€
Reserves and funds		
Restricted reserves	19,178	23,804
Other reserves	196,485	190,204
	<u>215,663</u>	<u>214,008</u>
Current liabilities and accruals		
Accounts payable	6,669	21,521
Taxes and social security charges	10,702	10,945
Amounts due to related parties	0	3,375
Other liabilities, accruals and deferred income	253,538	111,874
	<u>270,909</u>	<u>147,715</u>
	<u>486,572</u>	<u>361,723</u>

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STATEMENT OF INCOME AND EXPENDITURE

	ACTUAL <u>2023/2024</u> €	BUDGET <u>2023/2024</u> €	ACTUAL <u>2022/2023</u> €
<i>Income</i>			
Individual contributions and donations	38,000	98,000	78,000
Corporate contributions and donations	200,000	100,000	200,000
Government contributions and donations	0	0	0
Foundation contributions and donations	209,080	230,000	125,000
	<hr/>	<hr/>	<hr/>
Income from fundraising	447,080	428,000	403,000
<i>Other income</i>			
Contributions from affiliated Foundations	196,737	163,358	243,028
	<hr/>	<hr/>	<hr/>
	196,737	163,358	243,028
	<hr/>	<hr/>	<hr/>
Total income	643,817	591,358	646,028
<i>Expenditure</i>			
<u>Expenditure on goals</u>	550,190	545,094	536,367
<u>Fundraising</u>	18,522	0	19,696
<u>Management and administration</u>	74,090	28,000	78,787
	<hr/>	<hr/>	<hr/>
Total expenditure	642,802	573,094	634,850
	<hr/>	<hr/>	<hr/>
Result before interest income	1,015	18,264	11,178
Interest income	640	0	0
	<hr/>	<hr/>	<hr/>
Net result	1,655	18,264	11,178
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Appropriation of net result			
Added to other reserves	1,655		11,178
	<hr/> <hr/>		<hr/> <hr/>

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GENERAL ACCOUNTING PRINCIPLES FOR THE PREPARATION OF THE FINANCIAL STATEMENTS

General

The financial statements have been prepared in accordance with the Dutch Accounting Standards for Fundraising Institutions (RJ 650). This guideline requires that costs are allocated not only to the costs of fundraising and the achievement of the organization's goals (projects and programs, providing support to partners, lobbying and advocacy, popular campaigning, and public information & marketing) but also to:

- Management and administration costs.
- Costs of generating income, disaggregated into costs of direct fundraising, expenditure on joint campaigns, expenditure on third-party campaigns and costs of securing government grants.

The financial statements cover the period from September 1, 2023 through August 31, 2024 for Stichting Ashoka Nederland, p/o Cesar Domelahof 10, 3544 MJ Utrecht, Netherlands (KvK 62191780).

Activities

Stichting Ashoka Nederland 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:

1. Searching, Selecting & Supporting leading Social Entrepreneurs
2. Organising for Changemaking
3. Activating all (young) people to be Changemakers

Stichting Ashoka Nederland runs both local and global activities that support this strategy. However, we are changing our default setting from country-led strategies to one Europe-led strategy. Local work and community building 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. Our activities will evolve as these changes are implemented.

Going concern

The accounting principles applied to the valuation of assets and liabilities and the determination of results in these financial statements assume continuity of the company.

The uncertain world we are in due to climate change, ecosystems collapse, wars and conflicts, the resulting energy crisis, rising inflation and economic uncertainty, has a major impact on society, people's lives and way of living, as well as on the operational and financial performance of organisations and the assessment of the possibility of maintaining continuity. Management has taken solid measures for people and donor 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. Management have flexibility within the costs and can, when necessary, take cost reduction measures should it be necessary. In addition, the liquidity is sufficient to cover a potential decrease of turnover as result of increasing inflation, the energy crisis, climate change, recent wars and conflicts that threaten stability and security.

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Foreign currency

Transactions in foreign currencies are stated in the financial statements at the exchange rate of the functional currency on the transaction date.

Monetary assets and liabilities in foreign currencies are converted to the closing rate of the functional currency on the balance sheet date. The translation differences resulting from settlement and conversion are credited or charged to the income statement unless hedge-accounting is applied.

Non-monetary assets valued at historical cost in a foreign currency are converted at the exchange rate on the transaction date.

Non-monetary assets valued at fair value in a foreign currency are converted at the exchange rate on the date on which the fair value was determined.

Translation differences on intragroup long-term loans that effectively constitute an increase or decrease in net investments in a foreign operation are directly recognized in equity as a component of the legal reserve for translation differences.

Translation differences on foreign currency loans contracted to finance a net investment in a foreign operation are recognized in the legal reserve for currency translation differences if, and when such loans effectively hedge the exchange rate exposure on that net investment in a foreign operation.

Estimates

In applying the principles and policies for drawing up the financial statements, the directors of Stichting Ashoka Nederland make different estimates and judgments that may be essential to the amounts disclosed in the financial statements. If it is necessary to provide the transparency required under Book 2, article 362, paragraph 1, the nature of these estimates and judgments, including related assumptions, is disclosed in the notes to the relevant financial statement item.

Related parties

Stichting Ashoka Nederland is part of the worldwide network of Ashoka (see www.ashoka.org for all country offices). Transactions with related parties are disclosed if they have not been entered into at arm's length. Disclosed are the nature and amounts involved with such transactions, and other information that is deemed necessary for an insight into the transactions.

Subsequent events

Events that provide further information on the actual situation at the balance sheet date and that appear before the financial statements are being prepared, are recognized in the financial statements.

Events that provide no information on the actual situation at the balance sheet date are not recognized in the financial statements. When those events are relevant for the economic decisions of users of the financial statements, the nature and the estimated financial effects of the events are disclosed in the financial statements.

PRINCIPLES OF VALUATION OF ASSETS AND LIABILITIES

General

Valuation of assets and liabilities and determination of the result takes place under the historical cost convention. Unless presented otherwise at the relevant principle for the specific balance sheet item, assets and liabilities are presented at face value.

Income and expenses are accounted on accrual basis. Result is only included when realized on the balance sheet date. Losses originating before the end of the financial year are considered if they have become known before preparation of the financial statements.

Financial instruments

Financial instruments include, trade and other receivables, cash items, trade payables and other amounts payable. Financial assets and liabilities are recognised in the balance sheet at the moment that the contractual risks or rewards with respect to that financial instrument originate. Financial instruments are initially measured at fair value, including discount or premium and directly attributable transaction costs. However, if financial instruments are subsequently measured at fair value through profit and loss, then directly attributable transaction costs are directly recognised in the profit and loss account at the initial recognition.

Receivables

Receivables are included at face value, less any provision for doubtful accounts. These provisions are determined by individual assessment of the receivables.

Cash and banks

Cash and cash equivalents are stated at face value and are readily available.

Reserves and funds

Reserves are for the free use of the foundation. Target reserves can be held by the board for use for a specific purpose. Funds are to be spent for the purpose for which they have been made available. This concerns the unspent part of allocated donations and other funds.

Current liabilities, accruals, and deferred income

On initial recognition current liabilities are recognized at fair value. After initial recognition current liabilities are recognized at the amortized cost price.

Property, plant and equipment

Tangible fixed assets are valued at acquisition costs or production costs plus additional costs less straight-line depreciation based on the expected life, unless stated otherwise. Impairments expected on the balance sheet date are taken into account. Depreciation rate is 20% (FY22/23: 20%)

When there are no premiums, discounts or transaction costs, the amortized cost is equal to the nominal value.

PRINCIPLES FOR THE DETERMINATION OF THE RESULT

General

With due consideration to the accounting policies for the valuation of assets and liabilities outlined above, net income is defined as the difference between (i) income from fundraising, the share of revenues from joint campaigns and third-party campaigns, other income and (ii) expenditure in the context of the goal of building an 'Everyone a changemaker world' (inclusive of imputed costs), the costs of generating income, and the management and administration costs. Income and expenditure are attributed to the year to which it relates, and expenditure is recorded at historical cost unless indicated otherwise.

Income from fundraising

Income from fundraising is recognized in the year to which the item of income relates. Non-recurring items of income are recognized in the year in which they are received. Gains arising from inheritances, legacies, bequests, etc. are recognized in the year in which the amount involved can be measured reliably.

Expenditure on goals

Expenditure on the achieving the goals include expenses to select and support fellows, expenses to set up changemaker programs to build changemaker skills and partnership to set up and collaborate in changemaker alliances.

Costs of fundraising

The costs of fundraising include the direct and indirect costs of recruiting and maintaining relationships, measured at historical cost.

Management and administration

The management and administration include the costs of the Board of Directors, the financial accounting function, the general secretariats, and the controllers and all costs indirectly allocated thereto, to the extent that these cannot be allocated directly to the goals and generation of income.

Employee benefits/pensions

Employee benefits are charged to the profit and loss account in the period in which the employee services are rendered and, to the extent not already paid, as a liability on the balance sheet. If the amount already paid exceeds the benefits owed, the excess is recognized as a current asset to the extent that there will be a reimbursement by the employees or a reduction in future payments by the Company.

For benefits with accumulating rights, sabbatical leave, profit-sharing and bonuses the projected costs are considered during the employment. An expected payment resulting from profit-sharing and bonus payments is recognized if the obligation for that payment has arisen on or before the balance sheet date and a reliable estimate of the liabilities can be made. Contributions received as a result of a life-course savings scheme ('levensloopregeling') are taken into account in the period in which the contributions are due.

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If a benefit is paid in case of non-accumulating rights (e.g., continued payment in case of sickness or disability), the projected costs are recognized in the period in which such benefit is payable. For existing commitments at the balance sheet date to continue the payment of benefits (including termination benefits) to employees who are expected to be unable to perform work wholly or partly due to sickness or disability in the future, a provision is recognized.

The recognized liability relates to the best estimate of the expenditure necessary to settle the obligation at the balance sheet date. The best estimate is based on contractual agreements with employees (collective agreement and individual employment contract). Additions to and reversals of liabilities are charged or credited to the profit and loss account.

Cost allocation

The guideline for annual reporting, Guideline 650, states that the costs of one's own organization must be specified and allocated according to destination. Stichting Ashoka Nederland allocates the direct and indirect costs to the following main groups: expenditure on goals, acquisition of income and management and administration. In accordance with appendix 3 of Guideline 650, our costs are grouped according to the different cost categories: grants and contributions (projects), communication costs, personnel costs, housing costs and office and overhead costs. Based on the distribution key, these costs are divided among the main groups of the statement of income and expenses.

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NOTES TO THE FINANCIAL STATEMENTS

(Amounts in euro's)

FIXED ASSETS

	<u>31-08-2024</u>	<u>31-08-2023</u>
<u>IT Communication</u>		
Purchase value	2,081	2,081
Accumulated Depreciation	-/- 1,289	-/-873
	<hr/>	<hr/>
Book value 1/1	792	1,208
Investments	1,759	0
Depreciation Bookyear	-/- 563	-/-416
	<hr/>	<hr/>
Book value 31/12	<u>1,987</u>	<u>792</u>

CURRENT ASSETS

<u>Trade receivables</u>		
Nominal value*	232,753	70,715
	<hr/>	<hr/>

Other receivables, prepayments and accrued income

Revenue to be invoiced	0	36,051
Prepaid expenses	653	1,294
	<hr/>	<hr/>
	<u>653</u>	<u>37,345</u>

Cash and banks

ING-bank current account	1,935	129,768
ING-bank saving accounts	248,744	123,104
Triodos Bank current account	500	0
	<hr/>	<hr/>
	<u>251,179</u>	<u>252,872</u>

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The current assets are used for the daily operation and for funding the objectives of the foundation.

All claims have a maturity shorter than one year (< 1 year), with the exception of a part of the trade receivables (19,898), these have maturity of longer than 1 year.

**Trade receivables / Nominal value: EUR 116,753 of this total amount refers to receivables from related parties.*

**Stichting Ashoka Nederland
Amsterdam**

LIABILITIES

Reserves and funds

	<u>2023/2024</u>	<u>2022/2023</u>
<u>Reserves</u>		
Balance as at September 1	214,008	202,830
Appropriation of result financial year	1,655	11,178
	<hr/>	<hr/>
Balance as at August 31	215,663	214,008
	<hr/> <hr/>	<hr/> <hr/>

**Reserves and Funds / Other reserves: reserve is freely available to be spent in accordance with the mission of Stichting Ashoka Nederland.*

CURRENT LIABILITIES**

	<u>31-08-2024</u>	<u>31-08-2023</u>
Accounts payable*		
Trade creditors	6,669	21,521
	<hr/> <hr/>	<hr/> <hr/>
Taxes and social security charges		
Wage tax	10,702	10,945
	<hr/> <hr/>	<hr/> <hr/>
Amounts due to related parties		
Ashoka Global	0	3,375
	<hr/> <hr/>	<hr/> <hr/>

	<u>31-08-2024</u>	<u>31-08-2023</u>
Other liabilities, accruals and deferred income		
Personnel Expenses	32,656	58,649
Audit/Administration expenses	23,056	24,977
Holiday allowance	4,552	5,918
Other liabilities	10,774	7,330
Deferred income	182,500	15,000

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253,538	111,874
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**The Accounts payable include an amount of € 4,579 with a residual term of more than one year. The total amount of Accounts payable referring to related Parties is € 4.579*

***No interest and guarantees have been agreed.*

Contingent assets and liabilities

There are no contingent assets and liabilities.

**Stichting Ashoka Nederland
Amsterdam**

NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE

(Amounts in euro's)

	ACTUAL 2023/2024	BUDGET 2023/2024	ACTUAL 2022/2023
Income			
Income from fundraising			
Individual contributions and donations	38,000	98,000	78,000
Corporate contributions and donations	200,000	100,000	200,000
Government contributions and donations	0	0	0
Foundation contributions and donations	209,080	230,000	125,000
	<hr/>	<hr/>	<hr/>
	447,080	428,000	403,000
Other income			
Contributions from affiliated Foundations	196,737	163,358	243,028
	<hr/>	<hr/>	<hr/>
Total	643,817	591,358	646,028
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Explanation of the difference in revenue between budget and actual numbers FY24:

- Individual Contributions - The budget anticipated more support from the Bioregional Weaving Lab support circle initiatives. However, the actual revenue was significantly lower, as the expected support did not materialize.
- Corporate Contributions - The actual revenue was double the budgeted amount due to an increased pledge from Hoge Dennen.
- Foundation Contributions - The actual revenue was slightly below the budgeted amount. Despite the success with Robert Bosch Foundation in its second year and new funders like OpEPA and ALV, contributions from Commonland and Stichting de Roeper also played a role.
- Contributions from Affiliated Foundations - The actual revenue exceeded the budgeted amount. This increase is attributed to contributions from affiliated foundations within Ashoka and new initiatives from IT, allowing for additional income.
- Other Income – This constitutes of bank interest.
- Total Revenue FY24: The actual total revenue surpassed the budgeted total. This overall positive outlook on revenue is due to the significant increases in corporate contributions and contributions from affiliated foundations.

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Expenditure

Expenditure on goals

	ACTUAL 2023/2024	BUDGET 2023/2024	ACTUAL 2022/2023
Bioregional Weaving Labs (De Hoge Dennen)	209,130	200,000	176,422
Bioregional Weaving Labs (Robert Bosch Stiftung)	97,396	90,000	79,774
Bioregional Weaving Labs (ALV)	19,121	0	0
Bioregional Weaving Labs (OpEPA)	58,059	0	0
Bioregional Weaving Labs (Commonland Foundation)	15,076	15,000	30,000
Bioregional Weaving Labs (Other expenses)	0	42,571	12,859
Changemaker Companies partnerships	14,022	38,768	95,002
Next Now Tech & Humanity partnerships	33,206	111,555	113,705
One Community program	18,778	47,200	28,605
Information Technology program	85,402	0	0
	<u>550,190</u>	<u>545,094</u>	<u>536,367</u>
<u>Fundraising</u>	18,522	0	19,696
<u>Management and administration</u>	74,090	28,000	78,787
Total expenditure	<u><u>642,802</u></u>	<u><u>573,094</u></u>	<u><u>634,850</u></u>

Explanation of the difference in expenditures between budget and actual numbers FY24:

- Bioregional Weaving Labs (De Hoge Dennen) - Higher actual expenditure due to utilizing unspent funds from FY23.
- Bioregional Weaving Labs (Robert Bosch Stiftung) - Slightly higher actual expenditure related to the two-year funding received.
- Bioregional Weaving Labs (ALV, OpEPA, and Other Expenses) - Unbudgeted expenditures for ALV and OpEPA due to two-year and new funding, respectively. Other expenses were incorporated under ALV, OpEPA, and Stichting de Roeper.
- Bioregional Weaving Labs (Commonland Foundation) - Actual expenditure aligned with the budget.
- Changemaker Companies Partnerships and Next Now Tech & Humanity Partnerships - Lower actual expenditure due to less than anticipated employee expenses.
- One Community Program - Lower actual expenditure due to reduced support from the Ashoka Support Network.

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- Information Technology - New expenditure for FY24, related to working on new emerging purposes.
- Management and Administration - Higher actual expenditure due to inflated operating costs, with the budget being redistributed from Next Now Tech & Humanity, Changemaker Companies, and One Community programs.

Expenditure on goals

Expenditure on goals accounts for 85.46% of total income (2022/2023: 83.02%).

Expenditure on goals accounts for 85.59% of total expenditure (2022/2023: 84.49%).

Cost of fundraising / management and administration

The expenses of fundraising accounts for 2.88% of total expenditure (2022/2023: 3.1%).

The expenses of management and administration accounts for 11.50% of the total expenditures (2022/2023 12.41%).

**Stichting Ashoka Nederland
Amsterdam**

Expenditure allocation

Cost Category	Expenditure on goals	Fund Raising	Management and administration	Actuals FY24	Actuals FY23
Communication	1,101	528	2,114	3,743	1,831
Office Rent	0	0	0	0	0
Office/Other	39,653	7,699	30,797	78,149	62,408
Personnel	349,215	10,311	41,243	400,769	396,963
Project Cost	160,221	-16	-63	160,142	173,648
Eindtotaal	550,190	18,522	74,090	642,802	634,850

Personnel expenses

	<u>2023/2024</u>	<u>2022/2023</u>
Gross salaries	381,774	346,939
Sickness benefit	-/- 30,875	0
Social charges	46,945	44,050
Other personnel expenses	2,925	5,974
	<hr/>	<hr/>
Total personnel expenses	400,769	396,963
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Average number of employees

The average number of employees during the year, converted to full-time equivalents, was in 2023/2024: 4.1 (2022/2023: 3.9).

The average number of employees broken down by activity, was as follows:

	<u>2023/2024</u>	<u>2022/2023</u>
Director	2 (FTE)	2 (FTE)
Finance / Operation / HR		
Program Manager	1 (FTE)	1 (FTE)
Partnership Manager	0.2 (FTE)	0.9 (FTE)
Salesforce Project Manager	0.9 (FTE)	0 (FTE)
<i>Total</i>	4.1 (FTE)	3.9 (FTE)
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Stichting Ashoka Nederland Amsterdam

Remuneration of (former) directors and supervisory directors

In 2023/2024 an amount of € 204,903.25 for the remuneration of the directors (2 FTE contract) was charged to the foundation. There was one acting Director and one acting Co-Director in 2023/2024.

Proposed appropriation of the result

The operating result 2023/2024 of € 1,655 should be added to the other reserves. This proposal has been incorporated in these financial statements.

Signing of the financial statements

C. Ramalho

M.S. Schouten

J. Goewie