

**Stichting Ashoka Nederland  
Amsterdam**



**ASHOKA**

*Everyone A Changemaker™*

**Annual Board Report  
& Financial statements 2024/2025**

## INDEPENDENT AUDITOR'S REVIEW REPORT

To the board of Stichting Ashoka Nederland

### Our conclusion

We have reviewed the financial statements for the year ended 31 August 2025 of Stichting Ashoka Nederland based in Amsterdam.

Based on our review, nothing has come to our attention that causes us to believe that the accompanying financial statements do not give a true and fair view of the financial position of Stichting Ashoka Nederland as at 31 August 2025 and of its result for the year then ended in accordance with Guideline 650 'Fundraising Organizations'.

The financial statements comprise:

1. the balance sheet as at 31 August 2025;
2. the statement of income and expenditure 2025 (1 September 2024 - 31 August 2025); and
3. the notes comprising a summary of the accounting policies and other explanatory information.

### Basis for our conclusion

We conducted our review in accordance with Dutch law, including the Dutch Standard 2400 'Opdrachten tot het beoordelen van financiële overzichten' (engagements to review financial statements). A review of financial statements in accordance with the Dutch Standard 2400 is a limited assurance arrangement. Our responsibilities under this standard are further described in the 'Our responsibilities for the review of the financial statements' section of our report.

We are independent of Stichting Ashoka Nederland in accordance with the Verordening inzake de Onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening Gedrags- en Beroepsregels Accountants (VGBA), Dutch Code of Ethics).

We believe the assurance evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

### Responsibilities of management for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Guideline 650 'Fundraising Organizations'. Furthermore, management is responsible for such internal control as it determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

### **Our responsibilities for the review of the financial statements**

Our responsibility is to plan and perform the review in a manner that allows us to obtain sufficient and appropriate assurance evidence for our conclusion.

The level of assurance obtained in a review engagement is substantially less than the level of assurance obtained in an audit conducted in accordance with the Dutch Standards on Auditing. Accordingly, we do not express an audit opinion.

We have exercised professional judgement and have maintained professional skepticism throughout the review, in accordance with Dutch Standard 2400.

Our review included among others:

- obtaining an understanding in the entity and its environment and the applicable financial reporting framework, in order to identify areas in the financial statements where material misstatements are likely to arise due to fraud or error, designing and performing procedures to address those areas, and obtaining assurance evidence that is sufficient and appropriate to provide a basis for our conclusion;
- obtaining an understanding of the entity's accounting systems and accounting records and consider whether these generate data that is adequate for the purpose of performing the analytical procedures;
- making inquiries of management and others within the entity;
- applying analytical procedures with respect to information included in the financial statements;
- obtaining assurance evidence that the financial statements agree with, or reconcile to, the entity's underlying accounting records;
- evaluating the assurance evidence obtained;
- considering the appropriateness of accounting policies used and considering whether the accounting estimates and related disclosures made by management appear reasonable;
- considering the overall presentation, structure and content of the financial statements, including the disclosures; and
- considering whether the financial statements and the related disclosures represent the underlying transactions and events in a manner that appears to give a true and fair view.

Was signed at Sliedrecht, 22 December 2025.

WITh Accountants B.V.  
P. Alblas RA

**Stichting Ashoka Nederland  
Amsterdam**

**STICHTING ASHOKA NEDERLAND – FINANCIAL REPORT FISCAL YEAR 2024-2025 (FY25)**

This annual report provides a summary of activities of Stichting Ashoka Nederland (Ashoka NL) in the Fiscal Year 2025 that runs from the 1<sup>st</sup> of September 2024 till 31<sup>st</sup> of August 2025.

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**

## **Stichting Ashoka Nederland Amsterdam**

### **1. ASHOKA'S GLOBAL MISSION**

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

Ashoka is the largest network of social entrepreneurs worldwide, with more than 3,800 Ashoka Fellows in over 90 countries, 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.

### **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-centred 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.

Ashoka fellows and changemakers more broadly activate other changemakers as solution-providers rather than passive beneficiaries. They create models in which people most affected by a problem are the ones driving the 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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An EACH world is per definition one where everyone has the capacity and opportunity to contribute and create positive change. In this world, everyone is powerful, everyone has a voice, everyone has access to needed resources, and everyone can thrive.

### 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)		
A. Searching, Selecting & Supporting leading Social Entrepreneurs	B. Learning from the patterns in their innovations and translate them into new frameworks	C. Mobilising a global community that embraces these new frameworks to build an Everyone a Changemaker world.

### A - 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. We provide them with 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.

### B - LEARNING FROM THE PATTERNS IN THEIR INNOVATIONS

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.

From the open sourcing of the best big ideas from social entrepreneurs, certain needs and therefore 'purposes' appear. Through their patterns of innovation, Ashoka Fellows inspire us to set our purpose statements and form so-called Purpose Teams.

We then translate these critical patterns into new "self-correcting decision-making frameworks" that will guide trillions of decisions. It is about:

- a new self-correcting architecture that finds solutions of the current moment
- a new self-adjusting system that constantly responds to the current context

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- a new decision-making process that affects how society functions in a new way
- a new set of rules that constantly adjust to the changing times
- A new set idea or key question that a Purpose team rallies behind (i.e. every child mastering empathy, every young person practicing changemaking).
- 

### **C - MOBILISING A GLOBAL COMMUNITY TO BUILD AN EACH WORLD**

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.

Ashoka teams are partnering with the most influential forces in society like schools, universities, corporations, citizen sector organisations, 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. We invite 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 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. 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.



## 2. 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.<sup>1</sup> 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 Euro cities 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.

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### ASHOKA EUROPE MISSION

Ashoka Europe achieves this vision by building a society in which everyone is a changemaker. 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 people 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.

We call this "EACH 2030"!

### ASHOKA EUROPE STRATEGY

**In 2030, 5-20 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

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*Ashoka's annual Euroforum Meeting December 2024 in Prague, Czech Republic*

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### **3. SUPPORTING THE WORLD'S LEASING SOCIAL ENTREPRENEURS**

Ashoka and the Dutch Postcode Lottery share the conviction that in an era defined by overlapping crises, society needs solutions that reach beyond symptoms and transform the systems underneath. Across communities, countless individuals are already working tirelessly to rebuild trust and create more just and resilient societies – yet too often they do so without the platforms and networks required to scale their ideas. Having first begun our collaboration in 2025, and under the umbrella of your multi-year contribution, Ashoka is now aiming to double the number of Fellows we elect annually—from today's 100–125 to 200–250 by 2030. We are pleased to share how the foundations for this ambition have been built in this first year.

In 2025, Ashoka deliberately invested in three interconnected areas that must strengthen in tandem for the Fellowship to grow responsibly: revenue generation, our Venture (search and selection) structure, and our financial systems. Rather than racing toward numbers, this year was dedicated to understanding what it will take—structurally, strategically and culturally—to scale our Venture and Fellowship in a sustainable way.

One of the clearest moments of this came in October, when Ashoka teams from across Europe and global colleagues gathered for three days in Madrid. The atmosphere was one of shared purpose: a recognition that increasing Fellow elections is not simply a matter of volume, but of coherence, shared criteria and the ability to identify world-class social entrepreneurs in a rapidly changing world. The convening sparked alignment around thematic areas where Europe is seeing strong momentum—most notably democracy and citizen's agency to act. This shared focus is now guiding how we prototype thematic panels, focus the selection process and design future retreat spaces where Fellows working in these areas can meet, build trust and strengthen the field from within.

Alongside this, we began rethinking how Ashoka generates the resources that will underpin a larger Fellowship. This year, we launched the *"Magic Fundraising Meeting"*, where 12 senior fundraisers from across Europe gather to co-create regional proposals and explore new partnership models. Through this group, and together with Ashoka's AI Lab, we are developing tools to help identify and better understand High Net Worth Individuals connected to our community. This work will translate into 100 targeted calls with HNWI in the coming weeks, testing new offerings around Venture and Fellowship support, mentorship and lifelong engagement. The intention is not just to raise more resources, but to cultivate a community of supporters who are meaningfully connected to the work and to the changemakers they help accelerate.

To ground these investments in evidence, Ashoka completed one of the most comprehensive impact data efforts in our history. More than 1,000 stakeholders—including 577 Fellows—participated in surveys, complemented by 17 focus groups. This dataset explores how Fellows influence legislation, replicate their ideas across geographies and leverage lifelong support to deepen their systems-change strategies. The analysis is underway and will be published in early 2026, and the insights are already being translated into clear narratives and learning journeys that help external partners understand how each euro invested in a Fellow multiplies into durable social impact. We would be delighted to walk you through these findings in more detail and will reach out to schedule a dedicated conversation with you upon its release.

This year also marked an important strengthening in Venture, the heart of our selection process. Together with the Europe Venture team, we supported a full selection panel in Amsterdam, resulting in candidates successfully passing the global panel. We also enabled two countries with more limited Venture capacity to move forward with candidate selection this year through temporary reinforcement from regional experts.

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Newly established cross-country “*Venture Flow & Pipeline Meetings*” are helping address bottlenecks, align screening practices and share promising candidates, and from December onwards we will host virtual Venture Retreats designed to build sourcing and selection capacity across teams. Encouragingly, we already see more countries approaching or meeting their Venture targets this year, with stronger and more diverse pipelines. Building on the thematic focus that emerged in Madrid, we also launched a dedicated effort to identify and elect 10 Fellows in democracy and civic participation across Europe—testing a model we hope to replicate in other Ashoka regions.

Finally, to ensure this growth is financially sustainable, Europe Finance has begun an in-depth analysis of how Venture championing and stipends can be secured long term. This includes designing a solidarity-based cross-regional support model in which experienced Venture colleagues accompany smaller countries according to their specific needs, while ensuring that costs remain fair by aligning contributions to local salary contexts. This model will be refined with colleagues at an in-person review in early 2026.

Thanks to the support of the Dutch Postcode Lottery, this first year has allowed us to build the strategic, operational, narrative and financial foundations that will enable Ashoka to responsibly double the Fellowship. The groundwork is now in place: stronger collaboration, clearer thematic direction, deeper candidate pipelines, renewed revenue potential and a growing evidence base that makes visible the power of Fellows to shift systems. We are confident these foundations position us well to reach our 2030 ambition, and we are deeply grateful to walk this journey together.

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### **4. ASHOKA NETHERLANDS STRATEGIC FOCUS**

To contribute to the Ashoka Europe mission to mobilise 50 million changemakers by 2030 while building on the three strategic pillars of Ashoka globally – ‘Searching, selecting & supporting leading social entrepreneurs; Learning from the patterns in their innovations; and Mobilising a global community to build an EACH world - Ashoka NL has chosen a specific strategic focus since 2020.

#### **COLLECTIVE IMPACT FOR CLIMATE & BIODIVERSITY**

By initiating and catalyzing the ‘[Bioregional Weaving Labs](#)’ (BWL) initiative since 2020, Ashoka NL is committed to grow a consortium of partners and build an infrastructure to support communities of action across Europe to regenerate their bioregions. 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.

Within Ashoka Europe, Ashoka NL is acknowledged as an expertise hub for the building of learning ecosystems and multi-stakeholder collaborations through the leadership practice of ‘weaving’. We are continuously developing this collective impact program, where we use weaving as the central methodology to align a growing group of leading Ashoka Fellows and partners around a joint vision to restore, protect and regenerate landscapes and communities, to enhance climate resilience and to preserve biodiversity in Europe.

We stimulate scaling of impact through weaving of bioregional portfolios of systemic innovations, replication and transfer of systemic innovations into new territories (bioregions), developing strategies for activating changemakers, and through developing novel systemic financing mechanisms.

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 everyday decision-making; taking agency as regenerative changemakers.

#### **BIOREGIONAL WEAVING LABS COLLECTIVE**

The Bioregional Weaving Labs Collective (BWLC) 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

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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.

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 Weaving Labs in bioregions, from which we can jointly scale impact and mobilise more changemakers.

The Bioregional Weaving Labs (BWL) Collective made significant progress in 2024/2025 toward its mission. Key achievements include supporting a growing network of Weaving Teams in bioregions across Europe, launching a prototype project for innovative financing mechanisms in three bioregions, and drafting a strategy 2025-2030 through a participatory process with the entire collective, including Ashoka Fellows.



*BWL Strategy & Governance Team meeting in The Netherlands, June 2025*

### **THEORY OF CHANGE**

Based on our five years of experience, our Theory of Change emphasizes the essential role of Bioregional Weaving Labs to catalyse the *multiple* system changes that are needed. Therefore, collective action is needed. We believe also that weaving place-based portfolios of systemic innovations and new financing mechanisms are needed to unlock the required resources for transformative change.

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Bioregional Weaving Labs make it happen. A pan-European Support Team provides coaching, resources and tools to BWLs and weaves all BWLs and Support Team partners into a collective together. Strategic partners provide essential support to the whole.

### UPDATED MISSION & OBJECTIVES 2030

We updated the BWL mission; instead of focusing on numbers (1 million changemakers, 1 million hectares) and rigid KPI's we will focus on deepening relations between BWL partners, while modelling an infrastructure for communities of action to regenerate their bioregions. It is essential we codify our approach, share opensource best practices and tools, to support as many bioregional weaving teams as possible, and to create enabling conditions across Europe for communities of action that what to restore and regenerate their bioregions.

### STRATEGIC PATHWAYS

While approaches taken by BWLs are unique to the specific needs of their bioregion, we have found there are types of activity that form a pattern and are common across all bioregions and Weaving Teams, that we call *Pathways*:

1. **Building Community:** Building the Weaving Team and organising an aligned community of Bioregional Partners, including Systemic Innovators.
2. **Building Capacity:** Developing the knowledge and competences of Weavers and Systemic Innovators to learn and work together for regenerative system change.
3. **Building Portfolios of Systemic Innovations:** Weaving regenerative projects, enterprises and organisations into a collaborative, holistic, mutually reinforcing, investable portfolio that leads to multiple systemic changes in the bioregion.
4. **Activating Changemakers:** Storytelling and other activities that catalyse action, and stimulate engagement of citizens in the bioregion through the Portfolio of Systemic Innovations.
5. **Developing Finance Mechanisms:** Co-creating place-based financing mechanisms to support the BWL and its Portfolio of Systemic Innovations.
6. **Policy Influencing:** Identifying common systemic barriers, harvest cases and best practices, and facilitate dialogue with policymakers to raise awareness and create enabling conditions for regenerative changemaking.

### PHASES

We have also noticed that BWLs typically work on these Pathways through *3 phases*:

1. **PHASE 1 STARTING:** Building the Weaving Team, mapping the bioregion & creating a manifesto
2. **PHASE 2 COLLABORATING:** Growing a community, aligning on a plan for the bioregion
3. **PHASE 3 DEEPENING:** Scaling systemic innovations & unlock large scale financing

**SPREADING:** In addition, BWL Weaving Teams often dedicate time to supporting new BWLs, and clusters of BWLs that work and learn together.

### SUMMARY OF KEY RESULTS IN FY25

- Onboarded 2 new Weaving Teams (from France and Greece)

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- Co-created a two-year leadership program to support 8 Weaving Teams in the Delta bioregion (The Netherlands)
- Introduced a new role and approach to build systemic project portfolios (Portfolio Weaving)
- Implemented a project to prototype Bioregional Financing Facilities in 3 bioregions in Europe
- Developed a robust pan-European Learning Network
- Successfully worked with partners of the BWL Collective
- Drafted a joint strategy 2025-2030
- Partners in the BWL Collective jointly secured over €1 million in funding for 2025-2026

### RESULTS STRATEGIC PATHWAY #1 – BUILDING COMMUNITY

- Supported 7 BWLs: in The Netherlands, Ireland, France, Spain, Poland, Greece and Romania
- Provided Weaving Teams with tailored support sessions on bioregional sensemaking, stakeholder mapping, systems analysis, identifying & supporting systemic innovations, portfolio weaving, bioregional financing.



*Field visit of the BWL Support Team @BWL Le Bocage ornais (France), Nov 2025 &*



*Weaving event @BWL Vistula Middle River (Poland) with Arc2020, December 2025*

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**RESULTS STRATEGIC PATHWAY #2 – BUILDING CAPACITY**

- Conducted online learning sessions for Weaving Teams throughout the year
- Organized successful online Bioregional Hope event with global participation
- Supported Weaving Teams in organising learning journeys
- Released a Systems Change video series for Bioregional Changemakers
- Contributed to learning & sharing in the wider field of changemaking for regeneration

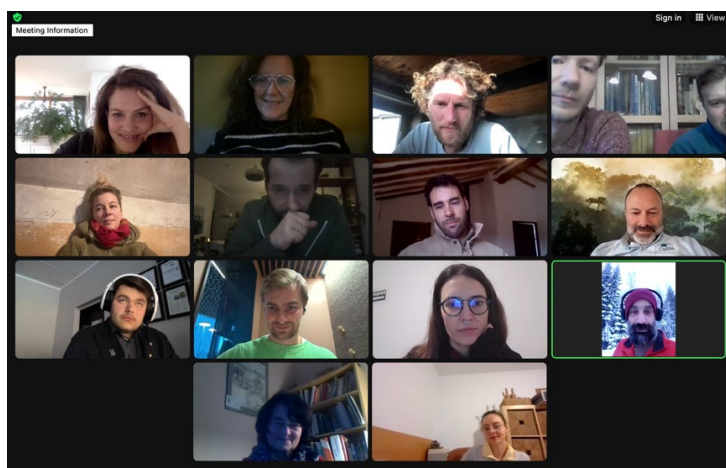


*Bioregional Hope Event (January 2023)*

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*Learning event @BAL Lakonia, Greece (April 2024)*



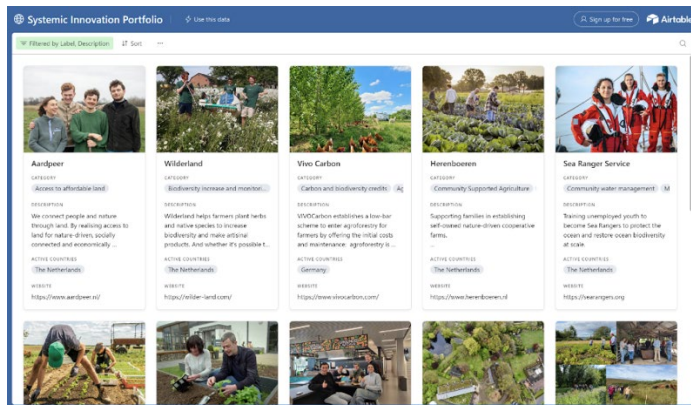
*Online Learning Network sessions with Weaving Teams*

### **RESULTS STRATEGIC PATHWAY #3 – BUILDING PORTFOLIOS OF SYSTEMIC INNOVATIONS**

- Created a systematic approach for mapping and sharing innovations in a comprehensive Systemic Innovations database
- Introduced a new role (Portfolio Weaver) and approach to build systemic project portfolios
- Supported four major scaling projects:

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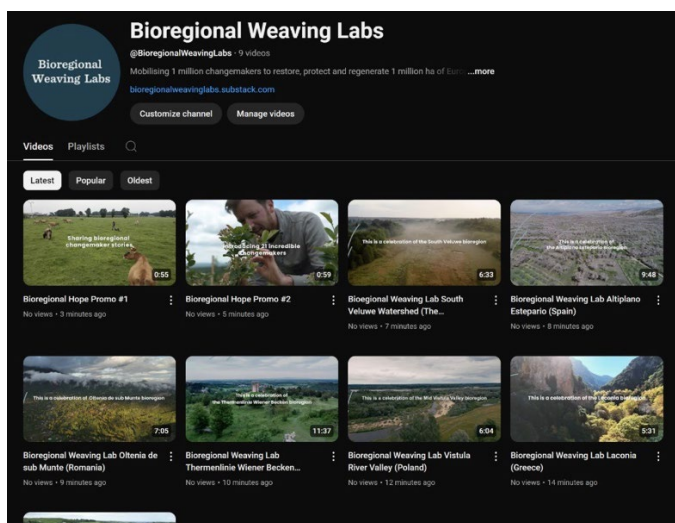
1. Seeds of Unity (Netherlands, led by Ashoka Fellow Geert van de Veer)
2. My Farm (Ireland)
3. Oogst van Overmorgen (Netherlands)
4. Drinkable Rivers (Netherlands, founded by Affiliate Ashoka fellow Li An Phoa)



Systemic Innovations database

### RESULTS STRATEGIC PATHWAY #4 – ACTIVATING CHANGEMAKERS

- Produced 7 Bioregional Changemaker videos demonstrating the potential in bioregions
- Grew BWL LinkedIn presence to 7,000 followers
- Launched BWL Newsletter (from 0 to 1,500 subscribers)
- Developed comprehensive communications strategy
- Represented BWL at various events



BWL video productions on YouTube channel

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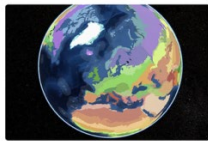
**Bioregional Weaving Labs  
Summer Newsletter**  
Impact News from our Bioregional Weavin...  
SEP 17 - TIJN TJOELKER, KARIN MÜLLER,  
RUBEN COLLIN, KIM AUGUST, AND  
MADELEINE MANDERSLOOT



**Bioregional Weaving Labs -  
Spring Newsletter #2**  
Impact Stories from 9 Bioregions and the...  
APR 17 - TIJN TJOELKER, CELINA WHITEHEAD,  
CLAUDIA ALONSO, KARIN MÜLLER, AND  
NOA LODEIZEN



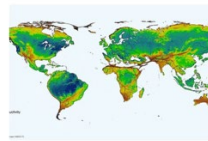
**Bioregional Hope – The Week  
After**  
Event Recording, Learnings, Reflections...  
JAN 27 - TIJN TJOELKER, CELINA WHITEHEAD  
, AND KARIN MÜLLER



**The Bioregional Weaving Guide**  
Essential resources for mobilising 1 million...  
JAN 20 - TIJN TJOELKER, KARIN MÜLLER,  
CELINA WHITEHEAD, AND NOA LODEIZEN



**Bioregional Hope - Event**  
Transforming the most depressing day of...  
DEC 20, 2024 - TIJN TJOELKER,  
CELINA WHITEHEAD, KARIN MÜLLER,  
KRISTJANA STOKANOVA, NOA LODEIZEN, AND  
BRECHTJE SMIDT



**The Bioregional Pulse -  
Newsletter #1**  
Weaving together stories of active hope...  
OCT 4, 2024 - TIJN TJOELKER, NOA LODEIZEN,  
ELLIE PERCEY, LEON SEEFELD, PIETER PLOEG,  
BRECHTJE SMIDT, AND KARIN MÜLLER

### *BWL Substack Newsletter*



*Ashoka NL presenting the BWL approach at the Impact Day, Utrecht Jaarbeurs, 2 April 2025*

## **RESULTS STRATEGIC PATHWAY #5 – DEVELOPING FINANCE MECHANISMS**

- Contributed to "Bioregional Financing Facilities" book (authors: Samantha Power & Leon Seefeld)
- Created partnership with Ashoka, Commonland, The Weaving Lab and Wire Group for prototyping innovative financing mechanisms
- Launched development of protoypte Bioregional Financing Facilities in collaboration with BWL partners in The Netherlands, France and Spain.
- Engaged in multiple learning communities to build capacity in systemic, regenerative & bioregional finance

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Amsterdam**



*Learning & sharing on systemic portfolios and investing @ Systemic Investment Summit, London, March 2025*

## Stichting Ashoka Nederland Amsterdam

### 5. ASHOKA NETHERLANDS CHANGEMAKER COMMUNITY

#### VENTURE

Venture is Ashoka's process for searching & selecting Ashoka Fellows. By finding solutions of the current moment and channeling these patterns into emerging fields for new Frame Changes, we contribute to building an EACH world.

In FY25 we created a new pipeline of relevant Fellow candidates. Our network nominated candidates with reference to [Ashoka's selection criteria](#).

We were able to bring one candidate Fellow to 'panel' in Berlin, in June 2025. In August 2025 the Global Board approved the nomination of Femke Groothuis, founder of ExTax and elected her as Ashoka Fellow.

All Ashoka Fellows were offered a range of international learning opportunities. Each Ashoka Fellow can participate in the learning program curated by the [Ashoka One Community platform](#)



*Venture Panel in Berlin (Ashoka Fellows Daphne Nederhorst, Raphael Fellme,r and Ugo Vallauri), June 2025 & signature Fellowship agreement (Femke Groothuis & Noa Lodeizen, co-director Ashoka NL)*

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### SUPPORTING THE DUTCH CHANGEMAKER COMMUNITY

We organised two Ashoka community dinners with Ashoka Fellows, ASN, collaborating partners and our staff. These dinners are always inspiring and strengthening our local changemaker community. The dinner in June 2025 had a special theme and Ashoka Fellows and other innovators were invited to cocreate a new narrative for change in the 'Delta bioregion'.

We provided support to Ashoka fellows in The Netherlands on all kind of occasions. For example, when launching new initiatives amidst challenging times, like Fellow Geert van de Veer (a.o founder Herenboeren) who presented a new, investable portfolio of enterprises that jointly can change the food system in The Netherlands (De Landschappij). We also celebrated an important milestone with Wietse van der Werf (founder of the Sea Ranger Service) with the baptism of their second sailing ship, in presence of Dutch queen M<sup>a</sup>xima. We provided affiliate Fellow Li-An Phoa with support to strengthen her strategy to scale impact and arranged a three-year stipend for her so she can fully focus on developing her successful initiative Drinkable Rivers.



*Ashoka NL New Year's dinner for the Dutch Changemaker community, January 2025*

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*Ashoka Fellow Wietse van der Werf celebrated the baptism of their second sailing ship by Queen Maxima, 2 April 2025.*



*Ashoka Fellows and other changemakers were invited to the Ashoka NL Changemaker Delta Dinner, June 202, to cocreate a new narrative for a regenerative future of the Delta bioregion.*



*Ashoka Fellow Geert van de Veer presented a new initiative; a portfolio of systemic innovations to change the food system, 22 May 2025*

## **Stichting Ashoka Nederland Amsterdam**

### **6. ASHOKA NETHERLANDS – ORGANISATION**

#### **ASHOKA NL BOARD**

The composition of the board of Stichting Ashoka Nederland, per 31 August 2025 is:

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

*Note: board Treasurer Clarice Ramalho announced to leave the board due to updated internal Ashoka policies. In the course of FY25, board Secretary Jamy Goewie announced to leave the board due to increased time constraints, and board Chair Maurits Schouten also announced to leave due to health reasons. The Ashoka NL board will be replaced in FY26.*

#### **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 FY25 the core team of Ashoka NL consisted of Noa Lodeizen (Director, 1 Fte), Karin Müller (Co-director, 1 Fte) and a finance manager.

In the course of the fiscal year, Finance Manager Karen Mitchell (0,4Fte) handed over to interim Finance Manager Lala Nadhira (0,4Fte), who was replaced by Esra Yurt (0,4Fte) in July 2025.

We received additional support from interns for Venture; Caitlyn Vopni (0,4Fte), Communications; Celina Whitehead, Dené Theron and Claudia Suarez Alonso (all 0,4Fte), BWL Support Team; Madeleine Mandersloot and Oishika Basak (both 0,4 Fte), and freelance consultants Leon Seefeld, Tijn Tjoelker who worked for the BWL Program. Finally, Brandformance supported with Ashoka NL communications, and Worthknowing with facilitating the workshops for the Delta narrative.

#### **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 FY25 Ashoka NL employed:

- Hanae Baruchel, Associate Lead for the Next Now Tech & Humanity team, living in The Netherlands, on permanent contract basis (1 Fte).
- Zam Abasova, Ashoka Global Security Lead, for the Integrated Technology Initiative (ITI) team (1Fte).

#### **FINANCE & OPERATIONS**

In FY25 we closed the fiscal year with a positive result which was added to our reserve. We performed the audit FY25 on schedule. Throughout the year we continued our financial processes and financial reporting, including risk management and liquidity forecasting.

## Stichting Ashoka Nederland Amsterdam

### FUNDRAISING

In March 2025 Ashoka NL received a one-off donation from the Dutch Postcode Lottery of 1,5 million euros for our core work: searching, selecting and supporting Fellows across Europe. We are extremely grateful for this generous support for three years (2025-2027).



*Ashoka Nederland directors Noa Lodeizen and Karin Müller accepting a cheque with a one-off donation of EUR 1,5 million euros from the Dutch Postcode Lottery.*

# Stichting Ashoka Nederland Amsterdam

## ASHOKA SUPPORT NETWORK (ASN)

All ASN contracts ended in FY25. Going forward, Ashoka NL prioritizes raising grant funding for its projects but remains dedicated to re-build a community of Ashoka Network Supporters in The Netherlands.

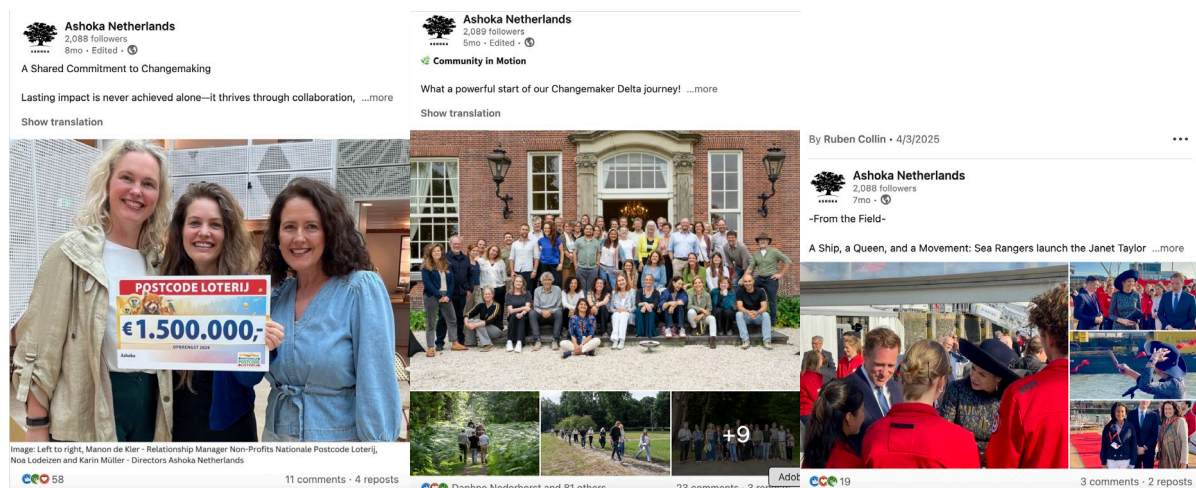
## COMMUNICATIONS

Between 1 March and 30 September 2025, Ashoka Netherlands strengthened its communications foundation and visibility within the systems-change ecosystem. Building on the new *Ashoka NL Communication Strategy 2025*, we established a clear, emotionally intelligent voice, re-energized our social media presence, and deepened engagement with Fellows and ecosystem partners.

Together, this team developed the Ashoka NL Communication Strategy 2025, aligning our narrative with Ashoka’s global Everyone a Changemaker vision. The strategy is accompanied by annexes that define Communication Goals, Brand Voice & Tone Principles, Lexiconomy, and a Toolkit & Enablement package that now guides all internal and partner-facing communication efforts.

The result is a communication ecosystem that feels more connected, credible, and better aligned with the mission of our new funder the Dutch Postcode Lottery: accelerating positive social and environmental change through visible, collaborative impact.

In a 7-months period, our LinkedIn following grew by **25.9%**, impressions by **60%**, and engagement per post showed a steady upward trend. Fellows and partners increasingly tag and amplify Ashoka NL posts, reflecting a growing sense of collective ownership of the changemaker narrative.



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**7. FINANCIAL OVERVIEW FY25**

<b>Financial Overview FY25</b>		
	<b>Actuals FY25</b>	<b>Budget FY25</b>
<b>Revenue FY25</b>	<b>Amounts in Euros</b>	<b>Amounts in Euros</b>
Individual contributions	10,000	68,000
Corporate contributions	200,000	200,000
Lottery contributions	144,529	
Foundation contributions	261,711	331,236
Contributions from affiliated Foundations	144,845	212,998
<b>Total Revenue FY25</b>	<b>761,085</b>	<b>812,234</b>
<b>Expenditures FY25</b>		
BWL (De Hoge Dennen)	170,254	532,444
BWL (Robert Bosch Foundation)	123,580	-
BWL (ALV)	79,690	-
BWL (OpEPA)	44,416	-
NPL - Fellow Support Program (Dutch Postcode Lotery)	112,759	-
Next Now Tech & Humanity program	20,404	112,034
One Community program	7,108	38,700
Information Technology program	73,344	79,964
Other	30,689	-
Fundraising	12,461	10,160
Management and administration	74,645	40,640
<b>Total Expenditures FY25</b>	<b>749,351</b>	<b>804,942</b>
Result before interest	11,734	7,292
Interest income	3,311	0
<b>Result FY25</b>	<b>15,045</b>	<b>7,292</b>

<b>Actuals FY25 Summary</b>	<b>Amount in Euros</b>
Reserves from end of FY24	215,663
Result FY25	15,045
<b>Net balance reserves at end of FY25</b>	<b>230,708</b>

**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

## **Stichting Ashoka Nederland Amsterdam**

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 reports 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 have an 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 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 FY25, we were able to secure a large part of our budget for FY26 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.

Ashoka NL's Reserves as of 31 August 2025 is EUR 230,708., with EUR 56,125 in restricted reserves. The organization has successfully met its 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.

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### **8. OUTLOOK FY26**

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

We keep contributing to growing the international community of Ashoka Fellows, by selecting and supporting at least 2 new Fellows in The Netherlands a year. We will also focus on frame change work (changing mindsets, shifting the paradigm) by compelling storytelling to amplify changemaker stories and the impact Fellows are making in the world.

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 organising the assessment panels.

#### **LEARNING FROM THE PATTERNS IN THEIR INNOVATIONS**

We aim to keep enhancing our network effect through strategic community building and collaboration for impact in The Netherlands and beyond. Special attention will be paid to supporting Ashoka Fellows to scale their impact.

#### **MOBILISING A GLOBAL COMMUNITY TO BUILD AN EACH WORLD**

We will continue to organize community dinners with Ashoka Fellows and other innovators, like the weavers and socio-environmental entrepreneurs that we mobilize via the BWL Collective.

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.

#### **ACCELERATING COLLECTIVE IMPACT FOR CLIMATE & BIODIVERSITY**

Ashoka NL wants to keep positioning itself as an expertise and knowledge hub on ‘collective impact’. Based on the management’s experience in ‘weaving’ – a methodology we have used to design and implement multiple programs over the past seven years – we believe in the potential of collective impact and the power of working in team of teams. Because we are aware of the complexity of multi-stakeholder collaboration, we want to keep building on our knowledge and expertise in this field.

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 systems change.

Finally, we aim to ensure long-term commitment from funders and focus on building on multiple-year strategic partnerships.

**Stichting Ashoka Nederland  
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**BUDGET FY26**

<b>Budget Ashoka NL FY 26 (01 Sept. 2025 to 31 Aug. 2026)</b>	
<b>REVENUE FY25</b>	<b>Amounts (Euros)</b>
Corporate contributions	€ 200,000.00
Foundation Contributions	€ 127,500.00
Lotteries & Donations	€ 633,070.00
Ashoka Support Network Contributions	-
Contributions from affiliated Foundations	€ 54,314.00
<b>TOTAL REVENUE</b>	<b>€ 1,014,884.00</b>
<b>EXPENSES (PROGRAM BASED)</b>	
Bioregional Weaving Labs Program	€ 298,614.00
Next Now / Tech & Humanity Program	€ 19,697.00
Information Technology Program	-
Fellow Support Program (NL)	€ 32,450.00
Fellow Support Program (Europe)	€ 571,863.00
Expenditures not covered by Programs	€ 84,467.00
<b>TOTAL EXPENSES</b>	<b>€ 1,007,091.00</b>
<b>RESULTS</b>	<b>€ 7,793.00</b>

**Remarks on Revenue in Budget FY26:**

- € Corporate Contributions – Revenues include an ongoing multiple-year grant for the Bioregional Weaving Labs program from Hoge Dennen.
- € Foundation Contributions – Revenues include accrued donations for the Bioregional Weaving Labs program (Robert Bosch Foundation and ALV), and anticipated donations from various foundations for the Bioregional Weaving Labs program
- € Lotteries and Donations – Revenues include the income from the one-off multiple year donation of the Dutch Postcode Lottery, allocated to FY26.
- € Contributions from affiliated Foundations – Revenues to support the Internal Mobility staff members working on global programs (Next Now Tech & Humanity, and ITI)

**Remarks on Expenditures in Budget FY26:**

- € 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 global staff hours and administrative costs.

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- € ITI program – The expenditures are to cover for staff hours and administrative costs.
- € Fellow Support Program (NL) - All expenditures are to cover our venture, communications and community activities in the Netherlands.
- € Fellow Support Program (Europa) - All expenditures are to cover our venture, communications and community activities in Europe.
- € Expenditures not covered by programs – Fundraising, management, and administration expenditures.

## FINANCIAL STATEMENTS 2024/2025

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

#### ASSETS

	<u>31-08-2025</u>	<u>31-08-2024</u>
	€	€
<b>Fixed assets</b>	1,340	1,987
<b>Current assets</b>		
<b>Receivables, prepayments and accrued income</b>		
Trade Receivables	176,010	232,753
Other receivables, prepayments and accrued income	147,924	653
	<u>323,934</u>	<u>233,406</u>
<b>Cash and banks</b>	<u>1,530,445</u>	<u>251,179</u>
	<u>1,855,719</u>	<u>486,572</u>

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**LIABILITIES**

	<u>31-08-2025</u>	<u>31-08-2024</u>
	€	€
<b>Reserves and funds</b>		
Restricted reserves	56,125	19,178
Continuity reserve	174,583	196,485
	<u>230,708</u>	<u>215,663</u>
<b>Current liabilities and accruals</b>		
Accounts payable	14,074	6,669
Taxes and social security charges	11,342	10,702
Amounts due to related parties	67,422	0
Other liabilities, accruals and deferred income	1,532,173	253,538
	<u>1,625,011</u>	<u>270,909</u>
	<u>1,855,719</u>	<u>486,572</u>

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**STATEMENT OF INCOME AND EXPENDITURE**

	ACTUAL <u>2024/2025</u> €	BUDGET <u>2024/2025</u> €	ACTUAL <u>2023/2024</u> €
<b><i>Income</i></b>			
Individual contributions and donations	10,000	68,000	38,000
Corporate contributions and donations	200,000	200,000	200,000
Government contributions and donations	0	0	0
Lottery contributions and donations	144,529	0	0
Foundation contributions and donations	261,711	331,236	209,080
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Income from fundraising	616,240	599,236	447,080
<b><i>Other income</i></b>			
Contributions from affiliated Foundations	144,845	212,998	196,737
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	144,845	212,998	196,737
	<hr/>	<hr/>	<hr/>
<b>Total income</b>	761,085	812,234	643,817
<b><i>Expenditure</i></b>			
<u>Expenditure on goals</u>	662,245	754,143	550,190
<u>Fundraising</u>	12,461	10,160	18,522
<u>Management and administration</u>	74,645	40,640	74,090
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<b>Total expenditure</b>	749,351	804,942	642,802
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Result before interest income	11,734	7,292	1,015
Interest income	3,311	0	640
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<b>Net result</b>	15,045	7,292	1,655
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
<b>Appropriation of net result</b>			
Continuity reserve	-/- 21,902		-/- 4,626
Restricted reserves	36,947		6,281
	<hr/>		<hr/>
<b>Total</b>	<b>15,045</b>		<b>1,655</b>
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## **Stichting Ashoka Nederland Amsterdam**

### **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, 2024 through August 31, 2025 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](http://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.

**Stichting Ashoka Nederland  
Amsterdam**

**NOTES TO THE FINANCIAL STATEMENTS**

*(Amounts in euro's)*

***FIXED ASSETS***

	<u>31-08-2025</u>	<u>31-08-2024</u>
<u>IT Communication</u>		
Purchase value	3,840	2,081
Accumulated Depreciation	-/- 1,852	-/-1,289
	<hr/>	<hr/>
Book value 1/1	1,988	792
Investments	0	1,759
Depreciation Bookyear	-/- 648	-/-563
	<hr/>	<hr/>
Book value 31/12	<u>1,340</u>	<u>1,988</u>

The annual depreciation percentage is 20%.

***CURRENT ASSETS***

<u>Trade receivables</u>		
Nominal value*	176,010	232,753
	<hr/>	<hr/>
<u>Other receivables, prepayments and accrued income</u>		
Revenue to be invoiced	144,845	0
Prepaid expenses	3,079	653
	<hr/>	<hr/>
	147,924	653
	<hr/>	<hr/>
<u>Cash and banks</u>		
ING-bank current account	3,042	1,935
ING-bank saving accounts	27,054	248,744
Triodos Bank current account	349	500
Triodos Bank saving account	1,500,000	0
	<hr/>	<hr/>
	1,530,445	251,179
	<hr/>	<hr/>

## **Stichting Ashoka Nederland Amsterdam**

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 (11,898), these have maturity of longer than 1 year.

*\*Trade receivables / Nominal value: EUR 76,010 of this total amount refers to receivables from related parties.*

**Stichting Ashoka Nederland  
Amsterdam**

**LIABILITIES**

**Reserves and funds**

	<u>2024/2025</u>	<u>2023/2024</u>
<u>Reserves</u>		
Balance as at September 1	215,663	224,008
Appropriation of result financial year	15,045	1,655
	<hr/>	<hr/>
Balance as at August 31	230,708	215,663
	<hr/> <hr/>	<hr/> <hr/>

*\*The Continuity Reserve should not exceed the maximum of €300.000,-.*

*\*Reserves and Funds / Reserves are 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>
<b>Accounts payable*</b>		
Trade creditors	14,074	6,669
	<hr/>	<hr/>
<b>Taxes and social security charges</b>		
Wage tax	11,342	10,702
	<hr/>	<hr/>
<b>Amounts due to related parties</b>		
Ashoka Global	67,422	0
	<hr/>	<hr/>

	<u>31-08-2025</u>	<u>31-08-2024</u>
<b>Other liabilities, accruals and deferred income</b>		
Personnel Expenses	26,661	32,656
Audit/Administration expenses	21,657	23,056
Holiday allowance	4,758	4,552
Other liabilities	96,126	10,774
Deferred income	1,382,971	182,500
	<hr/>	<hr/>
	1,532,173	253,538
	<hr/> <hr/>	<hr/> <hr/>

**Stichting Ashoka Nederland  
Amsterdam**

*\*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 2024/2025	BUDGET 2024/2025	ACTUAL 2023/2024
<b>Income</b>			
<b>Income from fundraising</b>			
Individual contributions and donations	10,000	68,000	38,000
Corporate contributions and donations	200,000	200,000	200,000
Government contributions and donations	0	0	0
Lottery contributions and donations	144,529	0	0
Foundation contributions and donations	261,711	331,236	209,080
	<hr/>	<hr/>	<hr/>
	616,240	599,236	447,080
<b>Other income</b>			
Contributions from affiliated Foundations	144,845	212,998	196,737
	<hr/>	<hr/>	<hr/>
<b>Total</b>	<b>761,085</b>	<b>812,234</b>	<b>643,817</b>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

**Explanation of the difference in revenue between budget and actual numbers FY25:**

- Individual Contributions - Budget anticipated more support from the Ashoka Support Network. However, the actual revenue was significantly lower, as the expected support did not materialize.
- Corporate Contributions - Actual income was according to budget, aligned with a multiple year pledge from Hoge Dennen.
- Lottery Contributions – We received a one off, multiple year donation from the Dutch Postcode Lottery of which a part is allocated to income FY25, and rest to FY26 and FY27.
- Foundation Contributions - Actual income is lower than the budgeted amount because we were not able to raise additional funds to ongoing funding agreements for the BWL program.
- Contributions from Affiliated Foundations – Actual income was lower than the budgeted amount. This decrease is attributed to the fact that two employees went on sick leave, so their projects were put on hold and couldn't continue as envisioned.
- Total Income FY25: Actual total income was lower than the budgeted total despite a new NPL donation due to decreased income of individual contributions, and less new BWL program related contributions than expected. We also received less contributions from affiliated foundations because of two long-term sick employees with their program on hold.

## Stichting Ashoka Nederland Amsterdam

### Expenditure

#### Expenditure on goals

	ACTUAL 2024/2025	BUDGET 2024/2025	ACTUAL 2023/2024
Bioregional Weaving Labs (De Hoge Dennen)	170,254	523,444	209,130
Bioregional Weaving Labs (Robert Bosch Stiftung)	123,580	0	97,396
Bioregional Weaving Labs (ALV)	79,690	0	19,121
Bioregional Weaving Labs (OpEPA)	44,416	0	58,059
Bioregional Weaving Labs (Commonland Foundation)	0	0	15,076
Bioregional Weaving Labs (Other expenses)	0	0	0
NPL	112,759	0	0
Changemaker Companies partnerships	0	0	14,022
Next Now Tech & Humanity partnerships	20,404	112,034	33,206
One Community program (AS640)	7,108	38,700	18,778
Information Technology program	73,344	79,964	85,402
Other	30,689	0	0
	<u>662,245</u>	<u>754,142</u>	<u>550,190</u>
<u>Fundraising</u>	12,461	10,160	18,522
<u>Management and administration</u>	74,645	40,640	74,090
<b>Total expenditure</b>	<u><u>749,351</u></u>	<u><u>804,942</u></u>	<u><u>642,802</u></u>

#### Explanation of the difference in expenditures between budget and actual numbers FY25:

- The actual total expenditure on the Bioregional Weaving Labs program (booked under funding sources De Hoge Dennen, Robert Bosch Stiftung, ALV, OpEPA, and Other Expenses) are lower than expected because underspent FY24 was used to execute the program in FY25. Also, the lower overall program expenditures align with the lower realized income for the BWL program.
- NPL (Dutch Postcode Lottery) is a new funding agreement for three years (2025-2027); these expenses are booked under this first fiscal year of the program 'Support the World's Leading Social Entrepreneurs'.
- The Changemaker Companies ended in FY24, so no expenses are booked.
- Next Now Tech & Humanity Partnerships – Lower actual expenditure since this program was put on hold at the start of FY25 due to a long-term sick employee

## **Stichting Ashoka Nederland Amsterdam**

- One Community Program - Lower actual expenditure due to reduced support from the Ashoka Support Network.
- Information Technology Program – Lower actual expenditure than budgeted for since this program was put on hold at the end of FY25 due to a sick employee
- Other – Unexpected intercompany reimbursements, donations to other subsidiaries and negative interest expenses.
- Fundraising, Management and Administration - Higher actual expenditure due to inflated operating costs, with the budget being redistributed from Next Now Tech & Humanity partnerships, Information Technology and redistributed to other Ashoka Teams in Europe for the 'Support the World's Leading Social Entrepreneurs' program.

### **Expenditure on goals**

Expenditure on goals accounts for 87.01% of total income (2023/2024: 85.46%).

Expenditure on goals accounts for 88.38% of total expenditure (2023/2024: 85.59%).

### **Cost of fundraising / management and administration**

The expenses of fundraising accounts for 2.00% of total expenditure (2023/2024: 2.88%).

The expenses of management and administration accounts for 9.96% of the total expenditures (2023/2024 11.50%).

**Stichting Ashoka Nederland  
Amsterdam**

**Expenditure allocation**

Cost Category	Expenditure on goals	Fund Raising	Management and administration	Actuals FY25	Actuals FY24
Communication	1,371	382	1,529	3,282	3,743
Office Rent	0	0	0	0	0
Office/Other	0	10,937	43,750	54,687	43,149
Personnel	347,278	1,142	29,366	377,786	400,769
Project Cost	313,596	0	0	313,596	195,142
<b>Grand Total</b>	<b>662,245</b>	<b>12,461</b>	<b>74,645</b>	<b>749,351</b>	<b>642,802</b>

**Personnel expenses**

	<u>2024/2025</u>	<u>2023/2024</u>
Gross salaries	390,714	381,774
Sickness benefit	-/- 74,747	-/-30,875
Social charges	53,574	46,945
Other personnel expenses	8,245	2,925
	<hr/>	<hr/>
Total personnel expenses	<u>377,786</u>	<u>400,769</u>

**Average number of employees**

The average number of employees during the year, converted to full-time equivalents, was in 2024/2025: 5.15 (2023/2024: 4.1).

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

	<u>2024/2025</u>	<u>2023/2024</u>
Director	2 (FTE)	2 (FTE)
Finance / Operation / HR	0.4 (FTE)	
Next Now Tech & Humanity Program Manager	1 (FTE)	1 (FTE)
Intern Partnership Manager	0.75 (FTE)	0.2 (FTE)
ITI / Salesforce Project Manager	1 (FTE)	0.9 (FTE)
	<hr/>	<hr/>
<i>Total</i>	<u>5.15 (FTE)</u>	<u>4.1 (FTE)</u>

## Stichting Ashoka Nederland Amsterdam

### Remuneration of (former) directors and supervisory directors

In 2024/2025 an amount of € 213,327 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 2024/2025.

### Proposed appropriation of the result

The operating result 2024/2025 of € 15,045 should be added to the Continuity reserves. This proposal has been incorporated in these financial statements.

### Signing of the financial statements

*Clarice Ramalho*

Clarice Ramalho (Jan 10, 2026 13:21:38 GMT)

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C. Ramalho

*Maurits Schouten*

Maurits Schouten (Jan 9, 2026 11:45:24 GMT+1)

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M.S. Schouten

  
JAMY GOEWIE (Jan 14, 2026 11:23:08 GMT+1)

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J. Goewie








# 600441-25 Annual Report 2025 (was signed)

Final Audit Report


2026-01-14

Created:	2026-01-09
By:	Esra Yurt (esyurt@ashoka.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAAMkrEsNIN43luAepbks2MiOe2jIQylKk

## "600441-25 Annual Report 2025 (was signed)" History

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