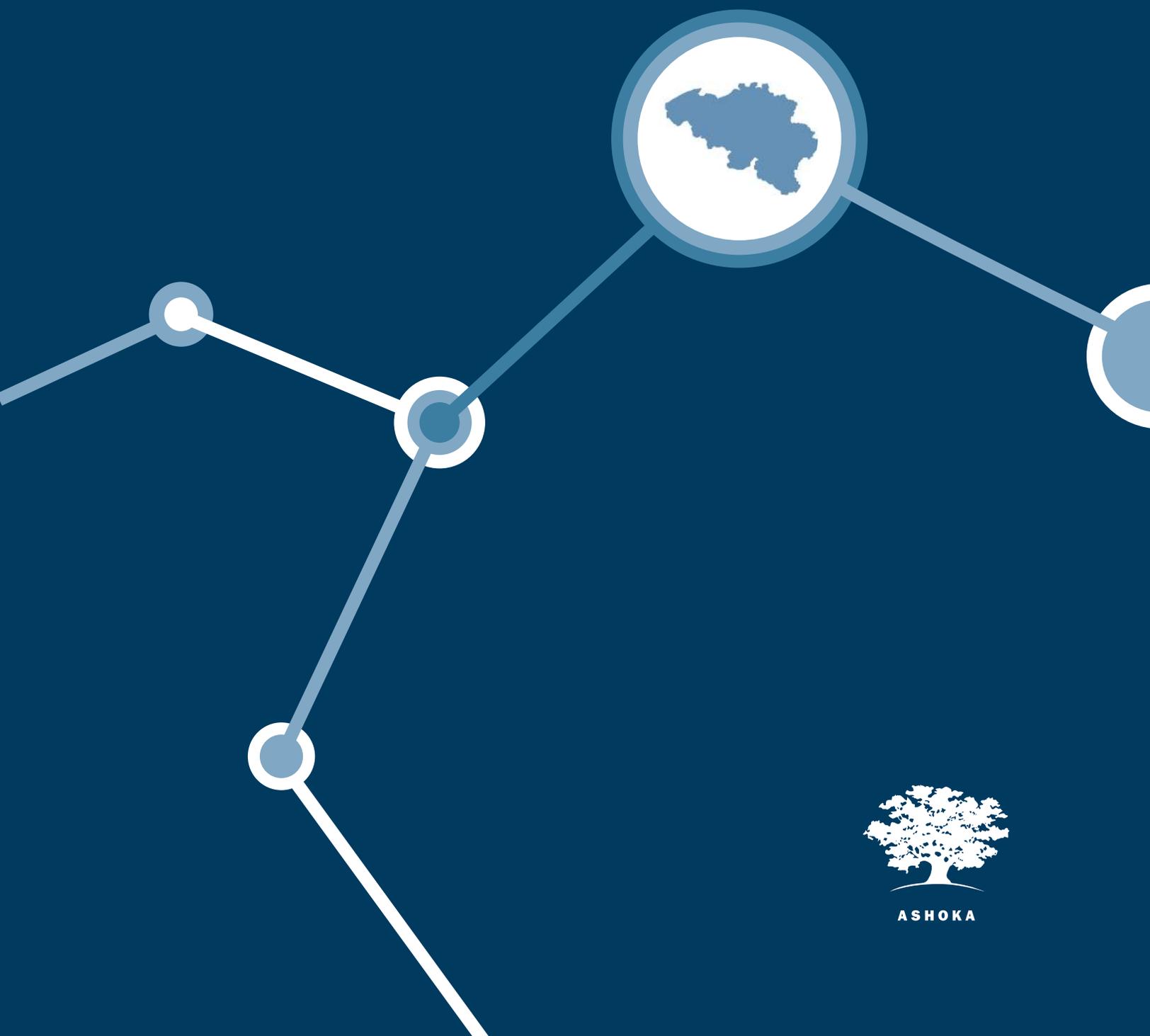


# ASHOKA IN BELGIUM

2016



ASHOKA



**“Social entrepreneurs are not content just to give a fish or teach how to fish. They will not rest until they have revolutionised the fishing industry.”**

*Bill Drayton, Ashoka Founder and CEO*



European Changemaker Schools Summit  
Eskaret, Sweden

# EVERYONE A CHANGEMAKER

## Our three principal areas of action

### SUPPORTING LEADING INNOVATORS

Ashoka has pioneered the field of social entrepreneurship globally over the last 35 years through the search and selection of Ashoka Fellows (social entrepreneurs) in 88 countries. Amongst the Fellowship there are two Nobel Peace Prize winners; over 50% of Fellows have changed national policies and laws within 3 years of election; and over 90% have seen independent replication of their innovations. Since launching in Belgium just under 7 years ago we have elected and supported 10 Fellows who have positively impacted the lives of thousands of people.

**Ashoka Fellows are extraordinary changemakers and we believe that everyone needs to become a changemaker.**

### CREATING THE NEXT GENERATION OF CHANGEMAKERS

In order for this to happen, every child needs to grow up practicing changemaking and empathy. Building on our experience with social entrepreneurs, we are now working with a growing network of 200 Ashoka Changemaker Schools and other essential stakeholders to rethink the role of education and restructure how our young people grow up so that everyone can become a changemaker.

### BUILDING BRIDGES ACCROSS SECTORS

Our Fellows tear down “walls” across sectors, engaging businesses and other organisations to become part of the solution. They blur traditional frontiers between business and social by reinventing economic models. Our goal is to enable many more connections between social entrepreneurs, businesses and government to accelerate the resolution of key societal problems at scale. We believe in the potential of business and social entrepreneurs co-creating together and have learned by experience that social entrepreneurship can also be a powerful force for businesses to become more innovative, collaborative and for employees to engage in projects with purpose.

**Businesses increasingly become powerful agents of social change.**

### ASHOKA BELGIUM IS PART OF THE ASHOKA FRANCE-BELGIUM-SWITZERLAND CLUSTER

Together:



We support 68 Fellows;



We have elected 18 Changemaker Schools;



We work with a community of 100 philanthropic entrepreneurs as members of the Ashoka Support Network.

# ASHOKA: A GLOBAL HOME OF SOCIAL ENTREPRENEURSHIP

Ashoka is a catalyst for social change.

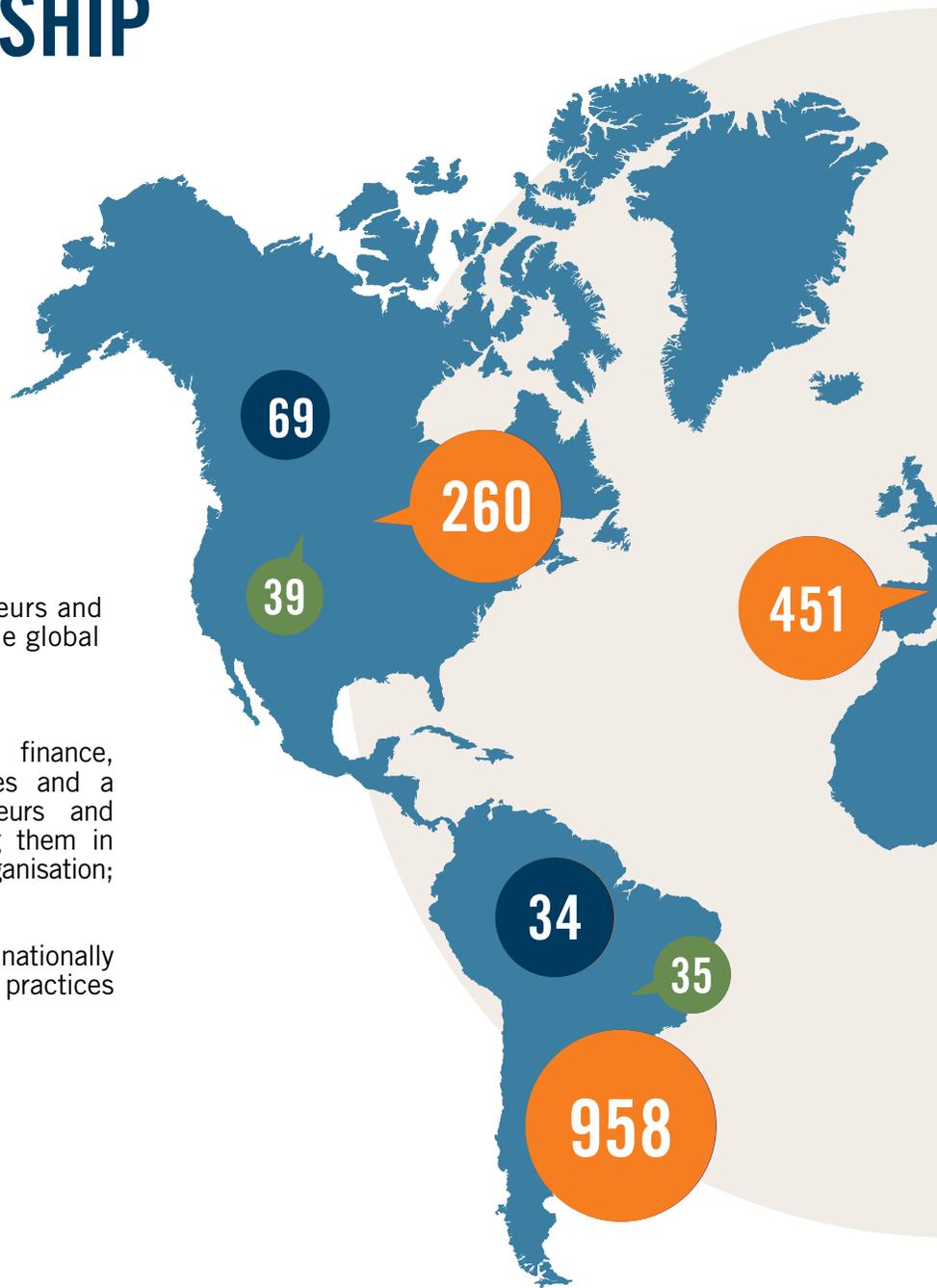
Our purpose is to help innovative social entrepreneurs make the world better for everyone by tackling the biggest social challenges.

We do this by:

Identifying the very best social entrepreneurs and welcoming them as Ashoka Fellows into the global Fellowship;

Providing these social entrepreneurs with finance, access to a suite of professional services and a network of business leaders, entrepreneurs and partners who are committed to supporting them in building a sustainable and impactful organisation;

Supporting them to scale their model locally, nationally and globally by providing knowledge, best practices and global networks.



**83% OF ASHOKA FELLOWS HAVE CHANGED A SYSTEM AT A NATIONAL LEVEL WITHIN TEN YEARS OF ELECTION;**

**91% HAVE THEIR IDEAS REPLICATED;**

**80% FEEL THAT BEING ELECTED TO THE ASHOKA FELLOWSHIP HAS BEEN CRITICAL TO THEIR SUCCESS;**

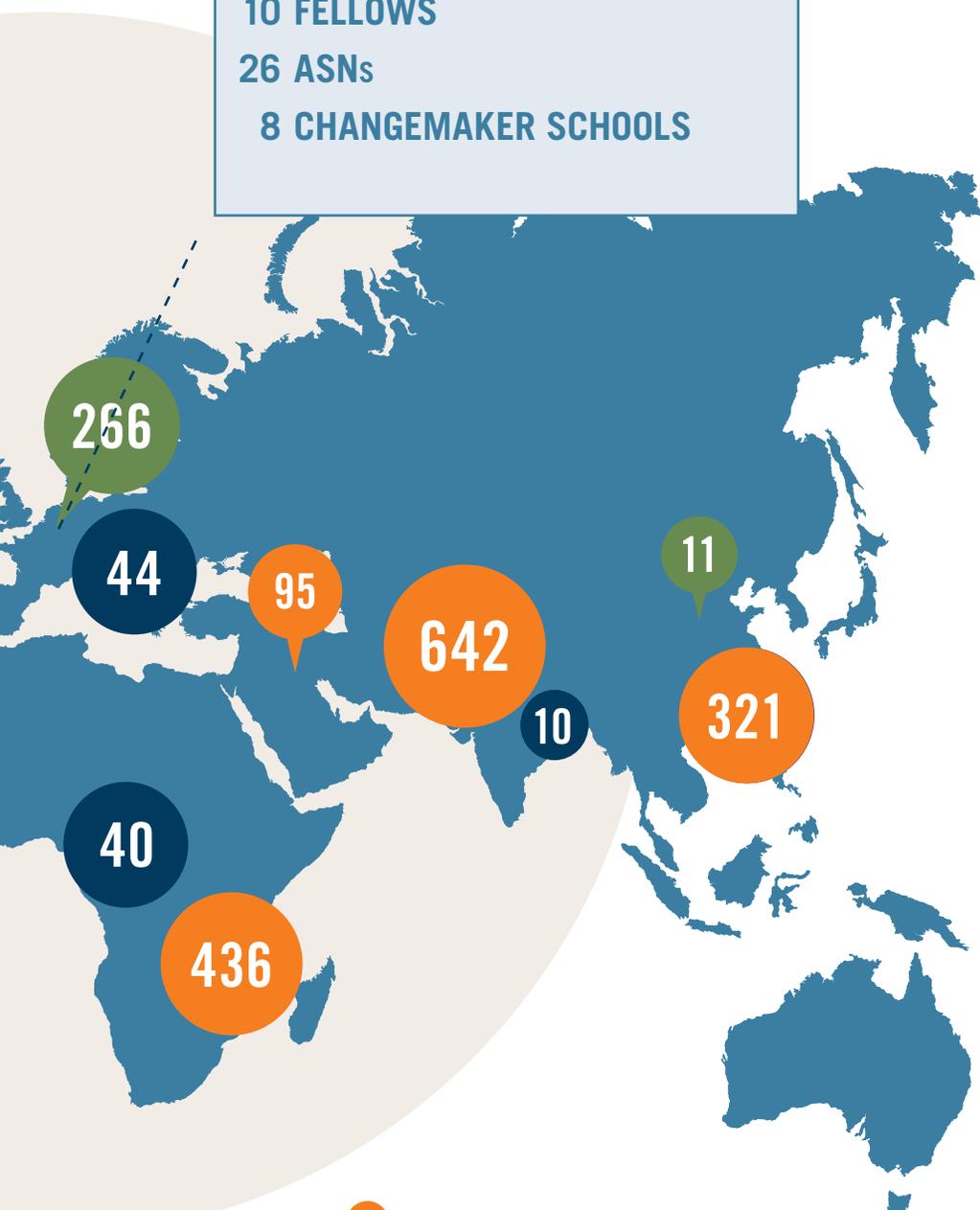
**57% OF ASHOKA FELLOWS HAVE CHANGED A NATIONAL POLICY WITHIN 5 YEARS OF ELECTION.**

**ASHOKA IN BELGIUM**

**10 FELLOWS**

**26 ASNs**

**8 CHANGEMAKER SCHOOLS**



**FELLOWSHIP:**  
3300 FELLOWS  
IN 86 COUNTRIES

**CHANGEMAKER SCHOOLS:**  
197 SCHOOLS  
IN 28 COUNTRIES

**ASHOKA SUPPORT NETWORK:**  
350 BUSINESS LEADERS SUPPORT  
ASHOKA IN 22 COUNTRIES

# SUPPORTING LEADING INNOVATORS

## HOW DO WE IDENTIFY LEADERS CHANGING THE SYSTEMS?

Ashoka has designed a rigorous selection process to assess and elect the world's leading social entrepreneurs to our global network. Last year in Belgium, we received 150 nominations which were reviewed by the Venture team and we elected one Fellow.

### THE SELECTION CRITERIA



#### NEW IDEA

Is this a new idea, solution or approach to a social problem, that will change the pattern in a field?



#### SOCIAL IMPACT

Is the idea likely to solve a social problem at a national or international level?



#### CREATIVITY

Does the individual approach opportunities and obstacles creatively?



#### ENTREPRENEURIALISM

Does the individual have the determination, ingenuity and realism which characterise a world-class entrepreneur?



#### ETHICAL FIBRE

Is the individual trustworthy? Does he or she have the highest ethical standards?

### The Search and Selection of Ashoka Fellows

Accenture worked together with the Ashoka Belgium Team to enhance the quality of assessing and electing Fellows by standardising the assessment process.

Specific tools such as first review assessments were put in place and are presented during pitch sessions, which aim to elect only high potential Fellow candidates. During these pitch sessions, each potential candidate is then evaluated via uniform scoring parameters by the entire Ashoka Belgium Team. Scoring candidates allows the staff to objectivize why they select or reject a nominated Fellow candidate. Pitch sessions are part of the first selection phase and are open to the entire Ashoka Support Network as well as to our partners. Thank you to our partner Accenture for the help and support in developing this process!

## THE SELECTION PROCESS

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### 1. NOMINATION

Ashoka Belgium receives **nominations** from the public, the Ashoka **Nominator Network** as well as self-nominations.



To join the Ashoka Nominator Network, get in touch at [ashokabelgium@ashoka.org](mailto:ashokabelgium@ashoka.org)

### 2. FIRST OPINION

#### Due diligence and first interview:

The Venture team researches nominees, their ideas and the problems they are tackling. Shortlisted candidates are invited to a first interview. The due diligence also includes:

- further interviews
- benchmark analysis
- reference checks with experts from the field
- a site visit

### 3. SECOND OPINION

#### Second Interview:

A **senior Ashoka representative** interviews each candidate in person, applying Ashoka's criteria, enquiring into the candidate's record and assessing the candidate's capacity for creating systemic change.

### 4. PANEL

#### Panel Interview:

Ashoka convenes four leading social and business entrepreneurs to **assess the candidate's idea and potential impact** in relation to the local context.

The panel needs to **decide by consensus whether to recommend candidates** to the final stage.

### 5. BOARD

#### Profile submission:

The Venture team writes a profile about the candidate demonstrating how each of the criteria have been met.

Ashoka's Global Board of Directors provides a final review on each of the candidates based on their profiles and panel recommendations.

In 2015

Ashoka Belgium received

**150** nominations across sectors

**10%** of applicants pass the 1st opinion stage

**1** candidate was invited to a 2nd opinion interview

**1** candidate attended a panel in other European Ashoka offices

**1** Fellow was elected in 2015

# THE FELLOWSHIP: THE NETWORK AT WORK

ENABLING ENTREPRENEURS TO CHANGE SYSTEMS AND LEAD US INTO A WORLD IN WHICH EVERYONE CAN BE A CHANGEMAKER

## DELIVERING IMPACT ACROSS 5 KEY AREAS



### PEER-TO-PEER COMMUNITY

- Retreats, dinners
- Connections to 3000 Fellows

2 annual retreats (Weekend ASN-Fellow Cluster & Belgium) and ongoing connections provided valuable support: expanding networks, sharing resources, formal and informal mentoring.



### NETWORK ACCESS

- ASN advisory work
- Networking events
- Connections to partners, global corporations and philanthropists

Unlimited and ongoing connections leading to: collaboration, visibility, funding, restructuring, expansion etc.



### VISIBILITY

- Social media outreach
- Media Partners and Media influencers connections
- Speaking opportunities

All Fellows gained exposure. 6 Fellows gave speeches at the first edition of the Ashoka Talks.



### TRANSFORMATIVE SKILLS

- Workshops and accelerator programmes
- Access to our pro bono partners
- Personal coaching

3 Fellows received personal strategic counseling from Accenture. More than 50% of them received help from our different pro bono Partners.



### TIME AND INVESTMENT

- Stipend
- Hybrid Finance Initiative
- Connections to funding partners

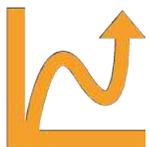
2 Fellows are currently receiving a stipend to dedicate themselves to the development of their projects.

## Measuring the impact of our Fellows

As a committed organisation, Ashoka is aware of its duty to be thorough, transparent and professional in reporting back to the stakeholders who generously commit to supporting our programmes. In order to measure its own impact, Ashoka has been co-creating, using and developing several tools to emphasize the impact of its Fellows:



**A Cluster impact measurement survey:** In Belgium, France and Switzerland, Ashoka is leading an impact measurement survey to evaluate the global impact of:  
- the Fellows' projects on their eco-system;  
- Ashoka's work on the project and on the Fellows themselves.



**Quantifying value creation for the society – Impact measurement study with McKinsey:** With the objective of highlighting the overall economic impact of our Fellows on the society, we have been developing an impact measurement methodology in partnership with McKinsey. For each Belgian Fellow, we will develop a specific approach to measure the economic impact of his/her project on the society. In line with the work conducted by McKinsey among 5 Fellows in 2012, this effort will contribute to demonstrate potential savings related to these particular projects.



**The Social Reporting Standard (SRS):** The SRS is a tool which helps any social organisation to report on its social commitment. Covering all relevant organisational and financial information, the SRS is a suitable format for both an organisation's external and internal annual reporting. At Ashoka, we accompany our Fellows and help them to use the SRS method for reporting and communicating results. This format also helps Fellows to promote results-based reflection and a learning culture within their own organisation.

## ADVANCED STAGE SUPPORT

### GLOBALIZER: INTERNATIONAL SCALING

Globalizer is an Ashoka accelerator programme to help scale the impact of a Fellow either nationally or internationally. Following a 12 week course, to establish a solid, lean growth strategy with the support of 2-3 advisors (McKinsey consultants and high level business leaders or ASN), the programme culminates in a summit.

**17 Globalizer Summits** took place worldwide involving more than **190 Fellows**, **350+ business executives** and **400+ McKinsey consultants**. **74%** of Globalizer entrepreneurs report that they've developed new networks and collaborations through the programme.

*If you want to become a better football player, you need to practice with players who play the game better than you. In addition to the great methodology and the valuable advise of high-level experts, cooperating with amazing fellows makes you feel humble and is tremendously enriching!*



**Arnoud Raskin**

### SUPPORTING FELLOWS GROW THEIR IMPACT

Many Ashoka Fellows run organisations that are neither pure business nor pure charity. In order to help them grow their impact and be sustainable, Ashoka has developed a range of programmes and initiatives to support Fellows in re-thinking their business model and find investment.

Through the Hybrid Finance Initiative based outside the UK, Ashoka has enabled 8 international Ashoka Fellows, including one Belgian Fellow, to collectively raise nearly €7 million, engage more than 25 ASN members and partners and publish more than 10 articles and case studies.

Other Ashoka country offices have developed similar programmes to help Fellows scale their work. Isabella Lernarduzzi is now part of the Fundraising Accelerator Programme launched by Ashoka France.



*I'm looking forward to the Fundraising accelerator programme from Ashoka as it will enable JUMP to strengthen its financial and organisational structure, and enable us to scale up to new cities and countries.*

**Isabella Lernarduzzi**

## CREATING SYSTEMIC CHANGE

Ashoka Fellows go beyond the delivery of a service to those in need. Fellows create change on a systemic level. This impact can be measured in terms of:

- Influencing and changing public policies
- Changes in public debate and behaviour
- Replication of their model

As such, Ashoka aims to see its Fellows considered as thought leaders in their field.



Fellows working with advisors at a Globalizer meeting

## 5 years after their election ...



**94%** of the Ashoka Fellows are still in the process of developing their innovation



**72%** consider that Ashoka played a significant role in their development



**56%** have influenced public policies



**93%** have influenced other organisations or seen their work replicated by others

# THE IMPACT OF ASHOKA BELGIAN FELLOWS

## SHOWCASING SOCIAL CHANGE FROM OUR FELLOWS ACROSS DIFFERENT SECTORS

- CRIMINAL JUSTICE
- HEALTH
- ENVIRONMENT
- INCLUSION
- YOUTH
- ECONOMIC DEVELOPMENT



**DIDIER KETELS**  
DROITS QUOTIDIENS  
ELECTED IN 2008

### THE IDEA

Didier Ketels founded Droits Quotidiens to train social workers as legal intermediaries who simplify the law and help the disadvantaged groups to quickly and fairly resolve legal disputes. Droits Quotidiens allows everyone to access the right legal information at the right time and in an understandable language. It increases the ability of every citizen to find a negotiated solution and prevents disadvantaged from unnecessary litigation or additional indebtedness.

### IMPACT

In 20 years of experience, Droits Quotidiens has provided more than 30,000 legal consultations to 850 social services. Over the last 10 years, 3000 social actors were legally supported and 13,000 social workers have been trained.

In 2014, 300,000 visitors have been looking at [droitsquotidiens.be](http://droitsquotidiens.be) to find the right solution to their legal issue. The website also contains an online database of more than 2000 Questions/Answers.

Today, 7 lawyers are working with Droits Quotidiens, as well as more than 100 external contributors.

After years of development in Wallonia and in Brussels, Droits Quotidiens is now seeking to expand its activities to Flanders.



### ASHOKA'S SUPPORT

In 2015, the Ashoka Belgium team provided Didier with Dutch language courses. Didier is now part of the Venture Philanthropy Fund of the King Baudouin Foundation, a partner of Ashoka.



**TOBIAS LEENAERT**  
EVA  
ELECTED IN 2010

### THE IDEA

Tobias Leenaert has developed high-impact and socially acceptable solutions to the health and environmental issues related to meat consumption that can be achieved with modest changes in our consumer lifestyles. He involves individuals, companies and local governments to change consumption habits and has developed a partnership with one of the leading enterprises in Europe. EVA public campaigns have now spread from Belgium to Germany, France, Brazil, the USA and South Africa.

### IMPACT

EVA launched the "Thursday Veggie Day" campaign in Ghent. On this day the city's services as well as many local businesses promote a vegetarian option. More than 40 kindergartens and 35 primary schools now offer a vegetarian lunch as their default option every Thursday.

Together with sister organisations in three other countries, and with European subsidies, EVA recently developed an extensive curriculum for chefs in training, both young people and adults. This curriculum is being introduced in schools so that students will learn about vegetarian cooking by the time they graduate.

More than 200,000 Veggie Maps have already been distributed. Today, Tobias consults with various organisations and companies on Vegetarian issues, and especially focuses on making the organisations and multipliers that are already out there, more effective in terms of communication and strategy. Tobias gives talks on these issues all over Europe.



### ASHOKA'S SUPPORT

A member of the Ashoka Support Network enabled EVA to move into new premises in Ghent at a reduced rate.



**ARNOUD RASKIN**  
MOBILE SCHOOL & STREETWIZE  
ELECTED IN 2011

**THE IDEA**

Arnaud Raskin is revolutionising assistance to street kids across the world, increasing their chances of successful reintegration into society. By reaching out to them in their environment -the street- and focusing on their positive skills to restore their self-esteem through a “box on wheels” and more than 300 educational tools, Arnaud empowers street kids and leverages their talents until they decide to move towards a better future. With the strong desire to make his organisation sustainable, he kicked-off StreetwiZe in 2007, a firm that provides training to business executives and employees to develop their talent and leadership skills inspired by the core competencies of street children. All profits of StreetwiZe are then channelled to Mobile Schools, contributing to more than 75% of its entire budget in 2014.

**IMPACT**

In 2014, Mobile Schools established partnerships with 22 countries on 4 continents.

Every year, more than 50,000 contacts with street children are realised in more than 2,000 Mobile School sessions. Mobile School was able to scale its solutions all over the world thanks to dozens of local partners.

In 2014 StreetwiZe delivered training to about 100 multinational companies such as BNP Paribas Fortis or Colruyt Group. A total of 11,640 middle and top executives attended StreetwiZe sessions.

 **ASHOKA'S SUPPORT**

In 2015, Ashoka has provided Arnaud with a 3-month strategic pro-bono consulting by Accenture, a Globalizer Programme in Buenos Aires, Argentina, and connections to raise 500k€ from investors for Mobile School Group.



**INGRID DE JONGHE**  
TEJO  
ELECTED IN 2012

**THE IDEA**

Since 2000 the number of youngsters with mental health problems increased enormously as a result of the complex and stressful world we are living in and the quick changes in our society. Public mental care services definitely are willing to help those youngsters but they are dealing with long waiting lists.

TEJO provides accessible psychological guidance by professional therapists to youngsters between 10 and 20 years old, immediate, anonymous, brief and for free. The service covers urgent mental help requests in an early stage to prevent escalation of the situation. The main goal of the therapy is to increase the youngsters' feeling of competence, enabling them to get their problems under control, to make sure that they become resilient and feel safe. This brief solution-focused therapy aims to build on the qualities and the positive strength of the youngsters.

**IMPACT**

Ingrid's counseling model in Antwerp has supported almost 3000 youngsters and has engaged 90 volunteers over the last five years. The need for this immediate psychological guidance translates itself in other cities in Flanders, where local groups have opened a TEJO house in Ronse and Gent since autumn 2014. TEJO Mechelen opened its doors in February 2015 and TEJO Kempen-Turnhout started up in November this year. TEJO Lier and TEJO Kortrijk will start up in January 2016. More initiatives are under development in Brugge, Brasschaat, Leuven and Genk.

 **ASHOKA'S SUPPORT**

Ashoka partner Boehringer Ingelheim has provided support to TEJO as part of the “Making More Health” programme, which aims to collaborate with the most innovative organisation in the Health sector.



**GENEVIÈVE MOREAU**  
SIIN  
ELECTED IN 2012

**THE IDEA**

Intelligent Nutrition (IN) improves the understanding of how we think about, produce and consume food. Thanks to a broad network of ambassadors, Intelligent Nutrition's seminars engage nutrition experts, doctors, chefs, retailers, food producers, medical experts, and consumers throughout the food chain to build healthy and sustainable food behaviors for the planet.

**IMPACT**

Within 2 years 350 trained chefs adopted IN principles for 500,000 meals. 300 doctors and pharmacists have been trained and numerous partnerships were established with key stakeholders such as manufacturers and restaurant chains. SIIN has more than 50 ambassadors.

IN members increase their turnover by 20% on average : A win-win partnership as they promote healthy and environment-friendly products.

SIIN launched a 2-year qualifying course in September 2014 with e-learnings/e-coachings and trainings in Paris, Brussels, Namur, etc. 52 stakeholders already registered in France, Belgium and Switzerland.

SIIN has been co-creating with SEB Group to develop new recipes using IN products.

 **ASHOKA'S SUPPORT**

In 2014, Geneviève received guidance and expertise from ASN members to redefine SIIN's strategy and consolidate the project of IN stores.



**IGNACE SCHOPS**  
R.L.K.M.  
ELECTED IN 2008

**THE IDEA**

Hundreds of nature reserves in densely populated areas across Europe are falling into public neglect and are threatened because of the limited resources engaged in their promotion and maintenance. Ignace Schops has realised their untapped potential and has found a way to dramatically enhance both the environmental and economic value of these areas through concerted development. In the province of Limburg, Belgium, he piloted the first citizen movement in Europe to claim custody of a 6,000-hectare natural reserve and turn it into a national park. This, in turn, led to the compatible development of a 20,000-hectare area. In doing so, he has mobilised a new generation of entrepreneurs to create calibrated investments that foster business opportunities while supporting local ecological quality. Ignace is now using this park to anchor an economic development model adaptable to small and large nature spots and reserves in densely populated regions across Europe.

**IMPACT**

In April 2008, Ignace Schops received the Goldman Environmental Prize in the USA, for natural conservation on the European continent. He was elected President of the Europarc Federation in October 2014, which is the largest network on the natural heritage in Europe.

RLKM partnered with more than 100 companies and created more than 400 jobs.

The Hoge Kempen National Park was placed on UNESCO's Tentative List for consideration as a World Heritage Site.

Ignace meets with many different actors and delivers conferences across Europe and the rest of the world on how to provide sustainable response to the climate change issue. His Reconnection model inspires public and private actors in the USA, China, South Korea, ...

 **ASHOKA'S SUPPORT**

In 2014, four students from Solvay Business School worked on a field project to help Ignace remodelling revenue streams of RLKM.



**ISABELLA LENARDUZZI**  
JUMP  
ELECTED IN 2013

**THE IDEA**

Isabella Lenarduzzi is bringing women and men together to create a new economy, one that values diverse management practices, and thus reinvents what it means to be successful at work and at home. Beginning first in Belgium and France, and spreading to other European countries, Isabella is triggering multinational corporations, their CEOs and human resource managers, as well as a broad-based network of professional women, role models, and champions of her vision. Isabella resorts to a multi-layered communication strategy, using her unique expertise to advise on the Business to Business (B2B) level and on Business to Consumer (B2C) level with large communication campaigns, editorial positioning and social networks.

**IMPACT**

Nine JUMP forums in Brussels and Paris since 2007 with more than 2,500 participants. 40 annual workshops - the JUMP Academy - were also organised in many cities in France and Belgium.

More than 200,000 subscribers to JUMP monthly newsletter.

Three editions of the Wo.Men@Work Awards, major marketing campaigns and media valued at some € 500,000 per year.

 **ASHOKA'S SUPPORT**

In 2015, Isabella has received pro-bono consulting services from Accenture to redefine JUMP's strategic model and duplication. Isabella is now taking part in the Fundraising Accelerator Programme to help raise funds and investments to grow her impact and expand in Europe.



**MARJAN GRYSON**  
TOUCHÉ  
ELECTED IN 2014

**THE IDEA**

Transforming aggressiveness into a positive force for reintegration. Through aggressive management practices among inmates in and outside prison, Touché creates new opportunities for integration. Marjan builds pioneering programmes that transform aggressiveness into a positive force and attempts to break siloes between different stakeholders working with prisoners.

**IMPACT**

Today Touché programmes are active in 5 prisons in Flanders : Ghent, Dendermonde, Oudenaarde, Beveren and Brugge. In 2014, therapeutic programmes were offered to 200 prisoners or ex-convicts: 1,119 individual sessions and 30 group sessions have been provided.

Marjan is co-piloting a Belgian think-tank on the future of prisons which convinced the Belgian Minister of Justice to organise pilot projects with small-scaled, community and differentiated detention houses. A pilot-project with 100 detainees in 10 detention houses will start in 2016-2017. Detention houses are now part of the Masterplan for the Belgian prison system.

In 2015, The Detention Houses received the 4th label of the Flemish 'Bouwmeester'. With this label the 'Architect of the Flemish Government' wants to pick up innovative and policy-relevant ideas in research and design practice, and support unsolicited research in its very beginning phase.

 **ASHOKA'S SUPPORT**

Her participation in the 1st edition of the Ashoka Talks in Belgium enabled Marjan to receive individual coaching and structure her presentation to build up a powerful message she can now deliver to the public. Marjan has been measuring her impact through the Social Reporting Standard developed by Ashoka. She is also benefiting from Accenture's pro bono to re-think her business model and is part of the Solvay Student Project.



**EMILIE MEESEN**  
INFIRMIERS DE RUE  
ELECTED IN 2010

**THE IDEA**

With nearly 3 million homeless people living on the streets of European cities, street social workers struggle to find adequate answers to help the most excluded change their situation. Through a revolutionary process that bridges life on the streets with the traditional health care system, Emilie Meessen is supporting homeless people's dignity and self-esteem while facilitating their social and professional rehabilitation. Emilie has successfully created a network of "watchdogs" that act as an early warning system. Using hygiene as a stepping-stone, Infirmiers de Rue is empowering the long-term homeless by helping them to take charge of their own bodies and lives.

**IMPACT**

In 2014, 970 encounters with homeless people in Brussels and 450 medical care provided.

In 2013, IDR launched a housing pilot-project in Brussels : Housing Fast, part of Housing First programme in Belgium (80% success rate), which offers adapted and sustainable housing to the homeless where they can also benefit from medical, social and psychological aid. In 2014, 7 homeless people were sustained thanks to this programme.

She successfully implemented trainings for public transport companies and security agents in Belgium and Europe (15 trainings in 2014, more than 190 stakeholders).

Emilie has developed many tools anyone can use to help homeless people such as a map of the fountains and public toilets in Brussels, or a listing of showers available in winter- or summertime.

 **ASHOKA'S SUPPORT**

Emilie is the first Belgian Fellow on which Ashoka & McKinsey are co-leading an Impact Measurement study. Emilie will also be the first Fellow to be featured on the new crowdfunding platform Gingo. Emilie benefits from support from the newest pro bono partner of Ashoka, Atolo,



**KIM NGUYEN**  
BEEODIVERSITY  
ELECTED IN 2015

**THE IDEA**

Kim Nguyen is a renowned scientist who redefines the role of bees in our ecosystems from honey producers to biodiversity protectors. He is changing the way we see bees by promoting them as a core and essential resource to the environment and to human beings. With unique consultation methods and an integrated board, he offers services and personalised advice to all stakeholders involved to empower them in this large-scale challenge.

**IMPACT**

He has reached a 5% mortality rate for the colony he handles, whereas the average Belgian beekeeper suffers from a 30% loss, and BeeOdiversity's pilot project in Knokke-Heist is already replicated in other cities in Belgium, France and Wales. 175,000 hectares are pollinated by BeeOdiversity's bees each year in Belgium, and in 2014, 70 colonies were implemented. Kim's assessment method and bee management plan was replicated in 22 countries.

His biggest achievements are the European BeeWeek, which unites international scientists and presents their findings at the European Parliament since 2012, and the International Day for Biodiversity that receives quality speakers from the 5 continents.

 **ASHOKA'S SUPPORT**

As a new Fellow, Kim will benefit from Ashoka 2015-2016 Acceleration programmes on Social Impact, Scale up and business model. Ashoka has also supported Kim to be selected for the UBS Global Philanthropy Forum in early December 2015 (St Moritz, Switzerland) where he has been challenged on BeeOdiversity's strategy and business model by high-skilled professionals.

**BELGIAN INTERNATIONAL FELLOW**



**BART WEETJENS**  
APOPO  
ELECTED IN 2006

**THE IDEA**

With APOPO, Bart brings an effective solution to the problem of landmines. This Belgian entrepreneur taught giant Pouched rats how to detect mines in the shortest time, effectively providing a new, low-cost and safe demining technique.

**IMPACT**

Areas demined by APOPO represent over 10,000 football fields.

Rats are trained to detect mines as well as tuberculosis.

Their olfactory system allows them to work up to 42 times faster than a scientist in a laboratory.

**SOME INTERNATIONAL FELLOWS  
SCALING IN BELGIUM**

**WENDY KOPP**  
TEACH FOR AMERICA  
ELECTED IN THE USA IN 2008  
[In Belgium since 2012]

**GUILLAUME CHÉRON**  
LA RUCHE QUI DIT OUI  
ELECTED IN FRANCE IN 2013  
[In Belgium since 2013]

# TRANSFORMING THE EXPERIENCE OF EDUCATION

## HELPING YOUNG PEOPLE GROW UP TO BE CHANGEMAKERS

We believe that anyone can become a changemaker. We want every young person to have the capacity and the drive to make change for the better, be it within their family, in their community, their country or across the whole world. In order to empower every young person to become a changemaker, we need to change the way we educate young people.

### CRITICAL PATHS

We have identified 7 critical paths that are essential to creating an eco-system that nurtures changemakers. We need to:

“The world’s becoming more complicated... the capacity for new thinking and for turning old ideas into new applications has really never been more important... our kids ought to recognise how deep their capacities for creativity are.”

- Sir K Robinson at the Ashoka Talks, Paris 24th of June 2015



#### 1. Increase Popular Demand

Amplify the voice of young people, parents and teachers so there is a widespread and convincing call for the provision of changemaking educational experiences.



#### 2. Change Formal Demand

Change the way universities select students and employers select staff so that they emphasise changemaker skills and experiences.



#### 3. Change Assessments

Move away from the relentless focus on grading and academic attainment and focus on young people becoming changemakers.



#### 4. Change Evaluations

Change the way we judge teachers, school leaders, school and education systems so that they are evaluated in terms of effectiveness at helping young people become changemakers.



#### 5. Empower Teachers

Improve the way we train and support teachers and school leaders to incorporate changemaking into the whole experience and culture of schools.



#### 6. Spread Good Practice

Find better mechanisms for teachers to codify, share and adapt practices that are effective at nurturing changemakers.



#### 7. Make Time and Space

Change curricula so there is sufficient time and space for teachers and young people to practice changemaking.



## ASHOKA CHANGEMAKER SCHOOLS

Ashoka Changemaker Schools value empathy, creativity, collaborative leadership and other changemaker skills as highly as traditional academic skills. We are electing and supporting a diverse, global network of schools who strive to empower every young person to become a changemaker. In Belgium, Ashoka is part of two steering committees to transform education on a national scale.

*For us, Ashoka is like a window in a wall into which fresh wind can blow and out of which we can take our messages to the outside world.*

*Kris Zaman, Director of De Fontein*

Following the European Youth Summit in Sweden, Ashoka Belgium Fellow Arnoud Raskin, the 8 Changemaker Schools and Ashoka Belgium co-created the first ever Belgian Blast, an event gathering over 200 teachers from around Europe to launch a bottom-up movement to transform education. The event was a tremendous success and offered a platform for teachers to learn and exchange on the importance of being a Changemaker

## CRITERIA FOR JOINING THE NETWORK

### INFLUENCE

Have the authority, reputation and relevance needed to influence others in the education sector.

### VISION

Committed to help every student become a changemaker and can articulate why they are doing so.

### CHANGE TEAM

Have a Change Team comprised of teachers, parents, students and others who are entrepreneurial, collegial and ethical, and who demonstrate a commitment to the 'Everyone a Changemaker' vision.

### INNOVATION

Pioneer and have a track record of innovation and leadership.



Do you know a school empowering its students to become changemakers?  
Send an email to [ashokabelgium@ashoka.org](mailto:ashokabelgium@ashoka.org) to nominate!

# CHANGEMAKER SCHOOLS IN BELGIUM

IN BELGIUM WE HAVE SO FAR ELECTED 8 SCHOOLS AS PART OF A GROWING GLOBAL NETWORK OF NEARLY 200 CHANGEMAKER SCHOOLS.

## Villa Da Vinci, Sint Niklaas

*Public secondary school, Ages 12-18*

Since its start in 2005, all the stakeholders (administration, parents, teachers and students) have actively worked together on a common educational vision – to create a school where children enjoy learning and take an active role in their education. The school has successfully adapted (and continues to adapt) the Freinet pedagogy (designed for primary schools) to the different needs and more strict norms of secondary school. Teachers give students opportunities to develop successfully into mature and responsible citizens. Through expression, communication, and creation, keeping the Freinet tools in mind, students can achieve effective learning that they will carry with them even after they leave the school.



## Atheneum Brussel, Brussels

*Public secondary school, Ages 12-18*

Located in the center of Brussels, the educational project of this school centers around active (world) citizenship and the discovery of the cultural and artistic life of the capital. Throughout the year, the teachers and students explore a series of social themes (transportation, immigration, human rights,...). Atheneum Brussel also gives the student council a prominent place in order to stimulate awareness of the obligations and privileges of citizenship. A very high percentage of the students participate in the student council as a result, and they know how to make the changes they want to see happen. They acknowledge that each student is unique and they promote differentiation and activity. Getting students involved outside of school encourages them to learn from experience rather than just from books. Students become citizens of the world and see how their actions can create impact on a global scale.



## Gemeentelijke Basisschool Sint-Joost-aan-Zee

*Public preschool and primary school, Ages 2,5 -12*

SJAZ is the only Dutch-speaking school in its section of Brussels. Located in an economically-challenged neighborhood, with a student body of 35 different nationalities, SJAZ has established itself as a true neighborhood school. It offers everyone (students, teachers, parents, and the businesses, sport and cultural establishments that make up the neighborhood) a unique perspective on the world. The children are encouraged to develop a 'multi-identity' that integrates their origins and their new ecosystem as a whole, enabling them to become genuine agents of change. In order to overcome differences, the prime objective is to shed light on the potential of each child, by developing their creativity and enabling them to fully express their essential qualities.

## Ecole communale de Lauzelle, Louvain la Neuve

*Public primary school, Ages 6-12*

Created in 1990 in an area with a high social mix, this school has initiated a movement and an unprecedented participative logic within its Communal network. The six member schools all cultivate their unique vision and benefit from this innovative system to share, exchange, and progress together. The parents are welcome in participative councils, and teachers all base their work around the notion of team. The school is a unique example of a pedagogic project which officially defines the responsibility of all the stakeholders in the education of kids.





## Berkenboombasisschool De Fontein, Sint-Niklaas

*Public preschool and primary school, Ages 2,5 -12*

With the school on the verge of closure 20 years ago, a dynamic and ambitious team decided to reinvent the school, putting the well-being of children and active learning at the heart of its pedagogy. Using tools like mediation classes, conversation circles and bi-weekly news happenings organised by students for parents, teachers and other students, they created a friendly and welcoming environment and turned the school into a place where children and parents are happy to be.



## École Saint-Joseph Boondael, Bruxelles

*Public primary school, Ages 6-12*

This school encourages their students to work on projects and to organise themselves both collectively and individually in an open-space environment. The school has a socially diverse environment and Christian roots, which favor tolerance and curiosity for others. Through innovative activities, the children are invited to take the reins of their education on subjects that truly matter to them. The educational team promotes a citizen community where everyone is free to express his or herself on a daily basis. Nonviolent communication, celebration of diversity and the use of dialogue are strongly promoted. This ensures that children learn the essential skills to become effective changemakers.



## Institut Robert Schuman (RSI), Eupen

*Public secondary school, Ages 12-18*

This professional and vocational German-speaking secondary school transforms the role of a school in its ecosystem through sustainable development. Through sustainable development and all its components (ecology, economy and society, citizenship), the school enables the children to develop a very high level of empathy and an increased awareness of the world that surrounds them.

When the students participate in sustainable development projects, not only are they exposed to the complexity of these issues, but they also become a part of this process of change.



## Athénée Royal Baudouin, Marchin

*Public secondary school, Ages 12-18*

The school originally hosted war orphans and was strongly influenced by the scouting movement, whose values are found at each step of the educational project: empowerment of elder children, peer-mentoring, teamwork, sense of initiative, creativity and reconnection with nature. The teaching staff encourages a diversity of experiences and attempts to respect a constant balance between intellectual, cultural, and sports activities, in order to stimulate a holistic development of its students. "Student rallies", sustainable projects and camps at the end of the year to strengthen social cohesion and actively provide hands-on experiences for students to become changemakers.

# BUILDING NEW TYPES OF SOCIAL BUSINESS ALLIANCES

## WORKING WITH PARTNERS TO ACCELERATE IMPACT AND REINFORCE THE SECTOR

Ashoka believes in the power of businesses to drive social change and the importance to collaborate across sectors. For over 30 years now, Ashoka has been working hands in hands with the largest corporations in the world to re-think their role in society and their contribution to social change. Breaking down the siloes, Ashoka is connecting the business sector with the world's leading social innovators to scale their solutions and impact.

Through a variety of programmes and offers, Ashoka is successfully engaging businesses in leading the way to create a world where Everyone is a Changemaker.



Example of a partnership in action:



# Boehringer Ingelheim

### Co-creating a healthier world in partnership with Boehringer Ingelheim

For over 5 years, Ashoka and Boehringer Ingelheim have collaborated to identify solutions to health related issues around the world. Through this partnership, over 50 Fellows have been selected and supported worldwide, including two Belgian Fellows. Ashoka and BI have also launched three global competitions to provide collaborative opportunities for social entrepreneurs and BI employees to co-create win-win proposals that improve access to healthcare.



44 “Making More Health” social entrepreneurs in 25 countries;



185 “Youth Venture” Teams in 9 countries;



32 countries committed to the MMH programme;



2300 Boehringer Ingelheim associates, working with 7 Ashoka Fellow social entrepreneurs, through the “Executive in Residence” Programme;



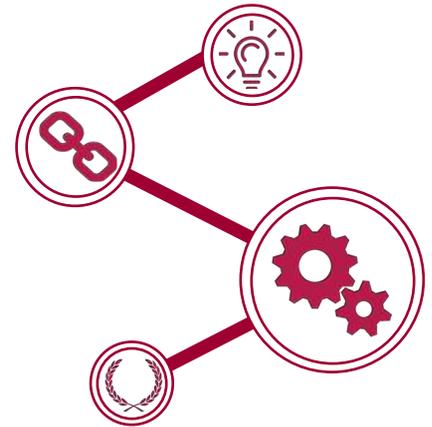
160 Boehringer Ingelheim associates participate as MMH team members at the local level.

## Building partnerships to accelerate impact

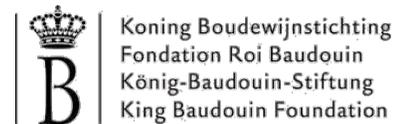
The Impact Programme aims to identify innovative social enterprises with strong potential in a certain sector, to help them professionalise and accelerate their impact.

Through the Impact Programme, Ashoka contributes to the structuring and professionalisation of the social entrepreneurship sector in Belgium. In collaboration with an external partner, Ashoka launches a call for projects to identify leading social innovations in a certain sector. The projects selected benefit from approximately 6 months of support, including training seminars and individual coaching, to help them re-think their business model in order to enhance their impact.

The Programme ends with a presentation of the social business plan in front of a panel of experts that deliver the IMPACT Prize to the most promising initiatives.



**Thank you to our partners, Accenture and the King Baudouin Foundation, for two very successful editions of the Impact Programme:**



### Invested over



Over 160,000 € were invested in promising initiatives



Supported the election & stipend of 1 new Fellow



8 Impact Prize Winners



22 Social enterprises supported so far

*The Impact Programme has been a great opportunity for me and my organisation, 1 Toit 2 Ages. It was the perfect moment to think through how to grow our impact after 5 years of operations.*

**Régis de Kerautem, director at 1 Toit 2 Ages**

# ASHOKA CHANGEMAKERS

## WORKING WITH BUSINESSES TO SOURCE, CONVENE AND IGNITE ECOSYSTEMS OF INNOVATION

Today, businesses and foundations have a role to play in driving social change. Ashoka works hand-in-hand with large corporations and foundations to source and support innovations worldwide. Through partnerships with key stakeholders, Ashoka is creating Changemaker Alliances to accelerate change and convene powerful global networks of innovators, funders and thought leaders around major contemporary issues. Ashoka Belgium has run many workshops on co-creation with various partners and conducted an extensive report with Accenture.



Run **80+** competitions, sourced more than **21,000** innovations, and channelled more than **€560 million** in direct investment to innovators.

### ASHOKA CHANGEMAKERS ACTIVATE:



#### GLOBAL NETWORKS

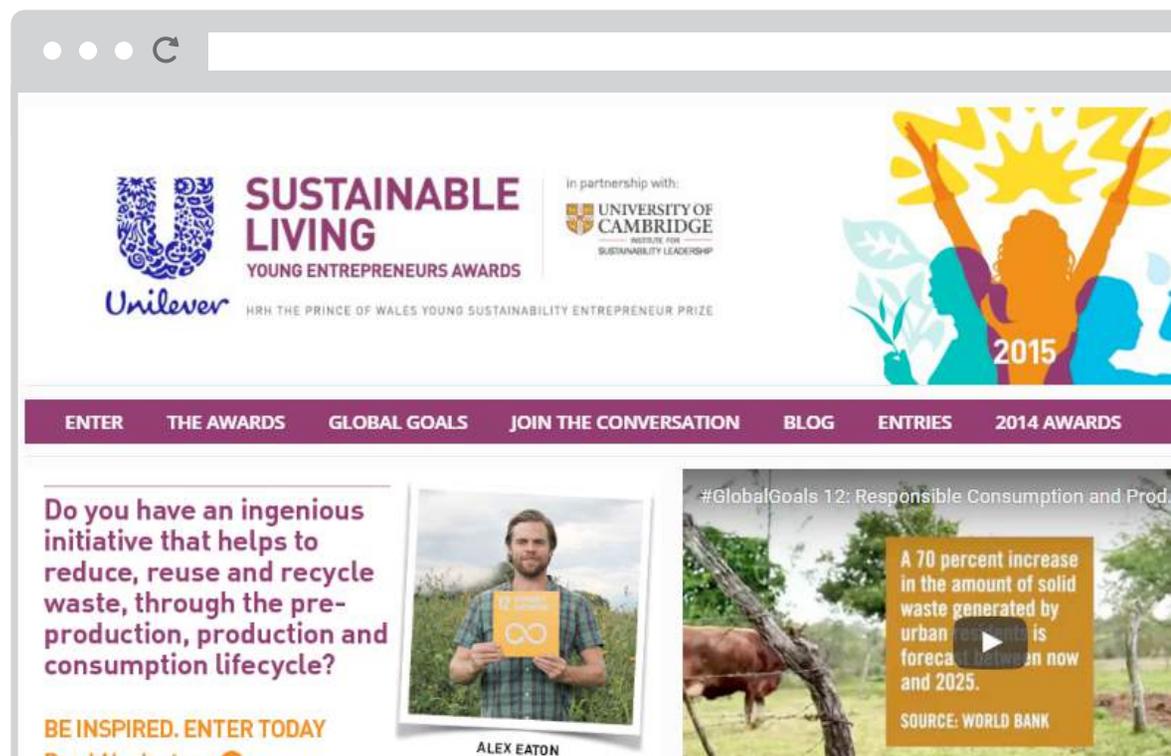
- Identify and engage all stakeholders in the sector of industry as judges, bloggers, thought leaders, peer mentors and entrants
- Create a strong shared identity within and between networks
- Develop a platform on which to do so (online or offline)



#### LOCAL ECOSYSTEMS

- Boost local network partnership with localised 'plug and play' info kit
- Build local conversations using social media to incorporate native language and thought leaders
- Launch kick-off events (online or offline) in key markets, (e.g. UK, Brazil, India).
- Deliver bespoke awards prizes and incentives

Ashoka Changemakers online platform for the Unilever Sustainable Living Young Entrepreneurs Awards 2015 – a global search for young entrepreneurs tackling the UN Global Goals with their startups.



## IMPACT IN ACTION: CASE STUDIES

### UNILEVER SUSTAINABLE LIVING YOUNG ENTREPRENEUR AWARDS



Each year, Ashoka partners with Unilever and Cambridge Institute for Sustainability Leadership to run a competition to source the world's leading young innovators working in the field of sustainability. In 2014 it has convened:

**816** entries hailing from **81** countries across 6 continents;

**7** finalists offered a total of €280,000 in financial support, a tailored mentoring and an Accelerator Programme run by Cambridge University;

**250+** network partners, thought leaders and finalists convened for an awards gala dinner with HRH Prince of Wales;

Over **70%** of respondents evolved their strategy after participating in the competition;

**80%** of respondents said participating in the Ashoka Changemakers challenge improved overall knowledge & network.



Daniel Yu | Reliefwatch

#### Unilever Sustainable Living Awards Winner 2014

Reliefwatch helps health organisation in the developing world manage their inventory through a digital tool using automated phones message. They have already digitalized 2 million units and are branching out into 12 countries.

### “SOCIAL INNOVATION TO TACKLE FUEL POVERTY” IN PARTNERSHIP WITH THE SCHNEIDER ELECTRIC FOUNDATION



Energy poverty concerns 50 to 125 million people in Europe every year. This year, Ashoka has partnered up with the Schneider Electric Foundation to identify and support leading innovations that are alleviating energy poverty. The call for projects has convened:

**266** applications from **6** European countries;

**6** finalists in Belgium;

Winners and finalists invited to COP21 in Paris in December 2015;

**14** winners benefit from the Ashoka Globalizer programme to accelerate their impact;

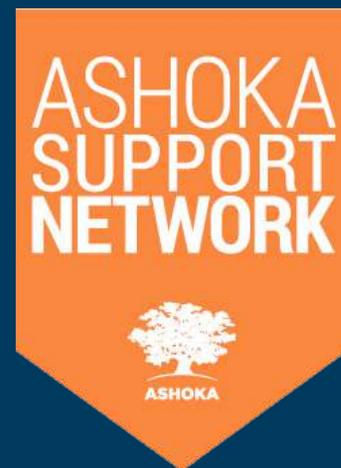
Winners meet and convene with the Schneider Electric Foundation;

Thought leaders from across Europe engaged to support the winning innovations.

# THE ASHOKA SUPPORT NETWORK

## CONNECTING BUSINESS LEADERS TO THE ASHOKA NETWORK

The Ashoka Support Network (ASN) is a global community of successful, innovative leaders from a variety of fields who connect with the world's leading social entrepreneurs to accelerate positive social change. They support Ashoka financially as well as strategically, offering their time, networks and expertise.



### LEADERS

ASN members are leaders eager to contribute to positive social change with their time, resources and networks. They want to continue with their careers while playing a more significant role in changing the world.

### PEERS

ASN members have exclusive access to Ashoka Fellows in more than 88 countries, with ample opportunity to meet these social leaders and engage with their work. The ASN is the only platform for connecting with the highest quality social entrepreneurs in the world.

### MENTORS

The ASN offers its members the unique opportunity to contribute to significant social impact by supporting Ashoka and Fellows with strategic advice, fresh perspectives, access to new markets, networks and much more.



Providing Mentorship



Building a Network



Bringing in Expertise



Becoming an Ambassador



Participating in a CODAC



Investing Resources

Minimum length of engagement:



Countries with ASN members:



Belgium ASN members: **23** and growing...



Global ASN members

*Being an ASN member, it is bringing financial support, skills, expertise and a network to Fellows. Above all, it is a new and refreshing experience, an openness to a more enthusiastic world, different from the business world. I have also benefited from the network of other ASNs, with whom I share my passion and have learned from their experience.*

- ASN Member, Belgium

### Some of Ashoka Belgium philanthropic entrepreneurs in our ASN network:



**Christian Verbeeck**

is our newest ASN member and is offering Kim Nguyen personalised aid through his support committee.



**Nicolas Janssen**

is organising every year a partnership that gives the possibility for Fellows to benefit from the help of Master students of the Solvay Business School to work on a challenge that they currently face.



**Bernard Meeus**

is supporting an international Ashoka Fellow scale up his impact through the Globalizer programme.



Are you interested in joining the ASN?  
Get in touch [ashokabelgium@ashoka.org](mailto:ashokabelgium@ashoka.org)

### CODAC

A CODAC is a « Support Committee ». It is recommended and implemented for each new Fellow joining the network. It is made up with the Fellow himself/herself and 3 to 4 ASN members ready to commit themselves around the Fellow in a supporting and counselling approach. The aim of a CODAC is to guide a Fellow in his/her entrepreneur track and to help him/her to solve professional and personal issues in order to move forward in the development of the project. Sessions are organised at regular time intervals and may include a Senior Fellow or a punctual guest to be part of it.



# SHOWCASING OUR WORK IN 2015

European children and youth team meeting in order to reinforce our global strategy on education

## European Changemaker Schools Summit

Staff, Changemaker Schools and Fellows co-developed our strategy and identified a set of critical paths to transforming education systems so that everyone has the opportunity to become a changemaker.



## Printemps de l'éducation

We participated in the first national meeting of "Le printemps de l'Education".

4 new ASN joined the network:



Herman Vandevelde  
Director of VDV



Christian Verbeeck  
Impact Counsel



Guy de Marnix  
Crédit Suisse AG



Valérie de Marnix  
Bozar

DEC 2014

JAN

FEB

MAR

APR

MAY

JUN

Elected 1 new Fellow



Kim Nguyen  
BeeOdiversity

Selected 4 new Changemaker Schools



Indian Fellow Kailash Satyarthi received the Nobel Peace Prize 2014.



REDESSINONS L'ÉDUCATION  
Pour cultiver la prochaine génération d'acteurs de changement

Ashoka Talks on Education to cultivate the next generation of Changemakers, Paris



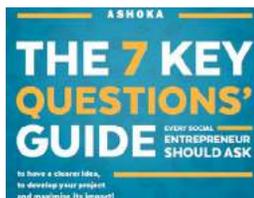
**Launched Unilever Sustainable Living Young Entrepreneurs Awards 2015**

To look for innovative and scalable technologies that are contributing to the 8 Global Goals



**Ashoka Talks, Brussels**

Ashoka organised the first Ashoka Talks in Belgium. It was an exclusive opportunity to discover extraordinary ideas and hear the next generation of Changemaking leaders! This event was organised during the New Ideals at Bozar in partnership with the Sociale Innovatie Fabriek.



**The 7 Key Questions' Guide adapted to the Belgian context with Accenture**



**Ashoka Belgium has joined the Gingo Platform developed by Bank Degroof's Foundation to offer support and visibility to social innovations in Belgium**

JUL-AUG

SEP

OCT

NOV

DEC 2015



**Launched Schneider Electric Foundation Partnership to tackle fuel poverty**



**Launch of BI Competition Making More Health: Co-Creating a Healthier World**

McKinsey&Company

**Launched the McKinsey-Ashoka Impact Measurement study.**

**Launch of Fabric of Change challenge with C&A**



*Fabric of Change*

INNOVATING FOR A SUSTAINABLE APPAREL INDUSTRY



**First Belgian Blast**

The Belgian Blast was an exciting event where 200+ teachers from across Belgium/ Europe were empowered to understand how they can internalise and strengthen their understanding of the Changemaker skills.

# A THANK YOU NOTE FROM THE ASHOKA BELGIUM DIRECTOR

*“Ashoka could be considered as the heartbeat of humanity”*  
Mary Gordon, founder of Roots of Empathy and Ashoka Fellow in the US

*To date in Belgium, we have elected 10 Fellows working in many different sectors of Belgian society. These Fellows are positively affecting the lives of many thousands of people.*

*Three Impact Programmes with the purpose of scaling-up 31 social entrepreneurs were created. In the past two years, we have also selected 8 Belgian schools to work with us as part of our global youth programme ‘Ashoka Changemaker Schools’.*

*We have grown our Ashoka Support Network greatly and are working towards growing our talented and committed staff team. We are excited to share with you the tremendous progress and successes of Ashoka Belgium.*

*We are on a journey to create an ‘Everyone a Changemaker’ society, and we hope that you will join us in making it a reality. Thank you to all our partners and friends for their constant support and dedication. With your commitment, we are working together towards social change and making this world a better place!*

**Elena Arène**  
Director  
Ashoka Belgium



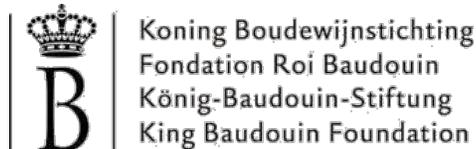
Elena Arène – Alix Armand – Caroline Bettan – Alizée du Bus de Warnaffe – Louis-Alexandre Carli – Shanna Caseyas – Laura Catana – Anne Clark – Maïté Cluydts – Benjamin Coffin – Anne Cristini – Emily Darigo – Iris Deckers – Gaëtan Edjidjimo – Soumaya El Bakkali – Andrew Ellison – Sophie Guillet – Mélissa de Hertogh – Claire Kramme – Alexandra Laban – Laetitia Mairlot – Albane Martin-Borret – Baptiste Meyer – Kurt Peleman – Clara Perlès – Virginie de Potter – Guillaume Ravier – Tina Roshdi – Damien Ruelens – Virginie Samyn – Elisabeth de Sonis – Solène Thibaut – Sonia Vaillant – Sophie Vandekerckhove – Sophie Vander Heyde – Pauline Verhaeghe – Marrit Westerweel



The European All Staff Meeting  
in The Hague, October 2015

# THANKS TO

## OUR FINANCIAL SUPPORTERS:



## OUR PRO BONO SUPPORTERS:



McKinsey&Company



## AND A SPECIAL THANK YOU TO :

The Ashoka France-Belgium-Switzerland cluster for their constant support.

Damien Ruelens, Alice d'Ursel and the Ashoka UK team for making the design of this brochure possible.

The Lunt Foundation for providing the Ashoka Belgium team with a space to continue our work in building a world where everyone is a Changemaker.

And of course, thank you to Virginie Samyn, for her work and dedication over the past three years at the head of Ashoka Belgium.

## WE'D LOVE TO HEAR FROM YOU:

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