



ASHOKA

Everyone A Changemaker™

BUSINESS PLAN STICHTING ASHOKA NEDERLAND
September 2017 – 2020 (FY18-20)

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1. Meet Ashoka

1.1 Some history ...

Ashoka is the global association of the world's leading social entrepreneurs - men and women with system-changing solutions for the world's most urgent social problems. Bill Drayton founded Ashoka in 1980, around the idea that the most powerful force for good in the world is the individual social entrepreneur: a person driven by an innovative idea that can help correct an entrenched global problem. We call these sorts of ideas system-changing, because they permanently alter existing patterns of activity, as opposed to simply adding in minor fixes. Bill Drayton comments 'once we realized that social entrepreneurs were the key to making the world a better place, we decided that the most important thing we could do was identify the best of them and help them excel.'

Since 1980 we have elected more than 3,000 leading social entrepreneurs as 'Ashoka Fellows', providing them with living stipends, professional support and access to a global network of peers in 85 countries. Our Fellows inspire others to adopt and spread their innovations - demonstrating to all citizens that they too have the potential to be powerful changemakers. Ashoka believes that large scale solutions require focus on innovation and entrepreneurship. This focus on the entrepreneur is consistent with Ashoka's vision of change. Through identifying and investing in the boldest actors of our time Ashoka has demonstrated since its establishment that a small direct investment in social entrepreneurs leverages their work enormously, seeding powerful ideas and creating a high return on initial investment.

Officially opening the Ashoka Netherlands office beginning 2015, Ashoka Netherlands started to work as one of the 35 country offices, in the Netherlands.



1.2 Vision and mission

The world has always known change, but the change we see today is transforming the way we live, work, and interact at a rate and scale never seen before. Technologies have lowered barriers to participation so that everyone can contribute and act collectively more than ever before. As a result, we are living in a truly historic moment where anyone can create positive change.

Now is the moment to ensure that everyone knows they can change the world for the better, and does so. *We want to live in a world where every young person grows up to become an adult changemaker, capable of taking creative action to solve a social problem; a world where the development of young changemakers and the practice of changemaking are the norm.*

1.3 How we work

Our vision and understanding of the world comes from Ashoka's experience in pioneering the field of social entrepreneurship over the last 35 years—finding, selecting, and supporting the world's leading social entrepreneurs (Ashoka Fellows). The network of Ashoka Fellows is worldwide implementing system-changing solutions to human and environmental problems.

The ideas of Ashoka Fellows today will point to the areas for greatest collective impact tomorrow. [We are investing in the people and patterns of collaborative entrepreneurship that are necessary in an everyone a changemaker world.](#)

We are aiming to fulfill our mission by working with our 3 strategic pillars and the programs that are part of them:

1. [Leading social entrepreneurs access the resources they need to thrive and spread their system-changing innovations – i.e. Venture & Fellowship](#)

Our Ashoka Fellows inspire others to adopt and spread their innovations and the work with them is essential to reaching our vision. The first Pillar entails both searching and selecting Fellows (venture program) and supporting the Fellows with finance, network and knowledge in improving and scaling their social business (fellowship program).

2. [A. Every child grows up practicing empathy, and](#)
[B. Every young person is practicing the skills of empathy, new leadership, team work and changemaking](#)
- i.e. Youth Years

This pillar promotes and cultivates Changemaker skills in society by programs for young children, young people and students, through a growing community of carefully selected Changemaker Schools.

3. [Society organizes as a fluid, open team-of-teams](#)

To grow the commitment and broader understanding of Everyone a Changemaker in society (e.g. business schools, media and companies), walls between sectors needs to be torn down through alliances, that are capable of working in collaborative action aiming for a collective envisioned (field of) impact.

We are convinced that by supporting impact on these three pillars, we can establish a growing movement in the Netherlands from which individuals, companies and other organizations will create an “Everyone A Changemaker society” that addresses some of the major social challenges in The Netherlands.

1.4 Ashoka system change thinking, and the ‘why’ behind what we do

What Ashoka has achieved with regards to social system change over the last 33 years is impressive. How does Ashoka understand, define, and measure changes in a system? And how does Ashoka know it has achieved significant system change?

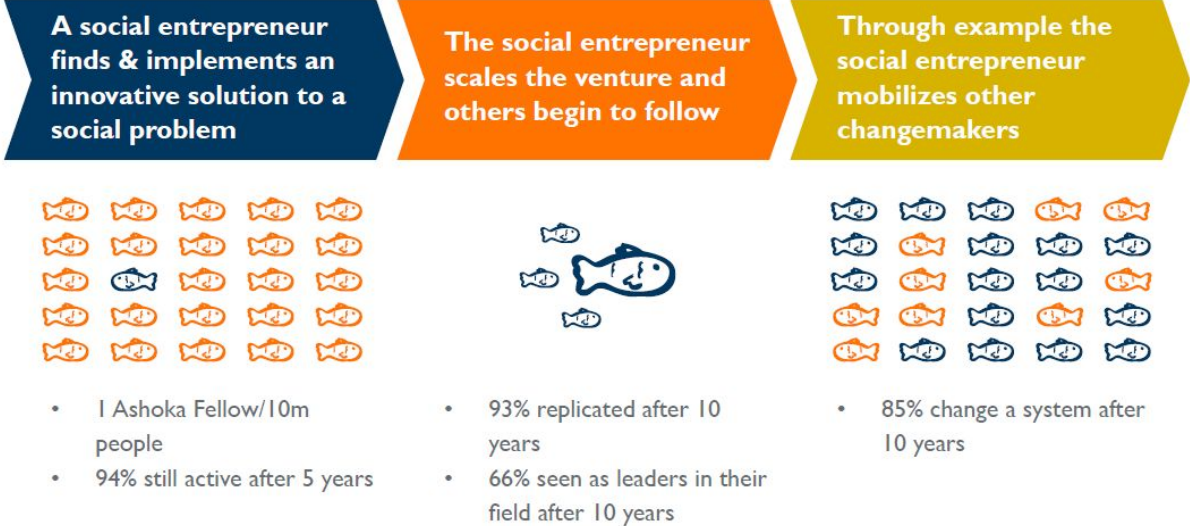
Parts of the answer can be given in numbers, extracted from a global survey among partners and Ashoka Fellows:

83% of Fellows have changed a system at a national level in at least one way.

Ashoka has learned that Ashoka Fellows change systems primarily through the power of their ideas.

Most Fellows build organizations as vehicles to advance their ideas and significantly contribute to strengthening the citizen sector.

Ashoka Fellows recognize that achieving large-scale change spreads and advances their ideas through complex and diverse networks (not necessarily through organizational growth).



Analyzing the results of this survey, Ashoka has identified five ways that Ashoka Fellows change systems:

1. MARKET DYNAMICS AND VALUE CHAINS

54% of Fellows have changed market dynamics at a national level within 5 years of election. This means that they have:

- Increased access to goods and services
- Created new markets
- Created value where a value didn't exist
- Generated income for the poor
- Changed the flow of market information



2. PUBLIC POLICY AND INDUSTRY NORMS

57% of Fellows have contributed to changed national policy within 5 years of election. This number has remained consistent since tracking began in 1998. They do this by:

- Drafting legislation 35% of Fellows
- Providing testimony or research 48% of Fellows
- Organizing citizen action 46% of Fellows

52% of Fellows have achieved changes in the code of conduct, mission statement, or official policy of a large organization or industry at a national level within 5 years of election



3. FULL INCLUSION AND EMPATHY

- 54% of Ashoka Fellows achieved national impact to fully include marginalized groups in society within 5 years of election.
- 54% of Ashoka Fellows see empathy as a major focus of their work



4. BUSINESS-SOCIAL CONGRUENCE



56% of Ashoka Fellows have achieved business-social congruence at a national level within 5 years of their election. This means that:

- 61% Fellows receive revenue through a for-profit element providing an average of 41% of their budget.
- 28% of Fellows have a joint venture with a business.

5. CULTURE OF CHANGEMAKING

66% of Ashoka Fellows have created cultures of changemaking at a national level within 5 years of their election.



2. Ashoka strategy in The Netherlands

Ashoka in the Netherlands has the ambition to accomplish the following:

[Consolidating the position of Ashoka Netherlands as experts on innovation system change and social impact, who maintain and support a high level community of trusted and aligned changemakers.](#)

Following our Global mission, in the coming three years Ashoka in the Netherlands carries its work around on the same three strategic pillars; we attend specifically to the following:

1. Leading social entrepreneurs access the resources they need to thrive and spread their system-changing innovations – i.e. Venture & Fellowship
Our Ashoka Fellows inspire others to adopt and spread their innovations and the work with them is essential to reaching our vision. This entails both searching and selecting Fellows (venture program) and supporting the Fellows with finance, network and knowledge in improving and scaling their social business (fellowship program).

[Key focus in the Netherlands for this period will be on: Social innovation, young changemakers, community building, system change approach](#)

2. A. Every child grows up practicing empathy, and
B. Every young person is equipped and inclined to contribute to the common good
- i.e. Youth Years

This pillar promotes and cultivates Changemaker Skills in society by means of programs for young children, young people and students, through a growing community of carefully selected Changemaker Schools and Change Leaders.

[Key focus in the Netherlands for this period will be on: Empathy at young age, young changemakers, the Global Change Leaders](#)

3. Society organizes as a fluid, open team-of-teams
To grow the commitment and broader understanding of Everyone a Changemaker in society (e.g. business schools, media and companies), walls between sectors needs to be torn down through alliances, that are capable of working in collaborative action aiming for a collective envisioned (field of) impact.

[Key focus in the Netherlands for this period will be on: Connecting with corporates and businesses, new ways of organising, collaborative action, and a system change approach](#)

2.1 Our ambitions by 2020, and plan of approach

To illustrate our ambitions, we have categorized a specific set of outputs and outcomes under each pillar. Together, these contribute to [consolidating the position of Ashoka Netherlands as experts on innovation system change and social impact, who maintain and support a high level community of trusted and aligned changemakers:](#)

Ad 1. Leading social entrepreneurs have access to the resources they need to thrive and spread their system-changing innovations – i.e. Venture & Fellowship

Our Ashoka Fellows inspire others to adopt and spread their innovations and the work with them is essential to reaching our vision. This entails both searching and selecting Fellows (venture program) and supporting the Fellows with finance, network and knowledge in improving and scaling their social business (fellowship program).

Outcome

Empower leading social entrepreneurs (Ashoka Fellow) and young changemakers increased access to resources they need, focused on SYSTEM CHANGE approach, acknowledging innovation, alternative paths to grow impact, (incl. showing impact)
Partners in social entrepreneurship value Ashoka for the contribution on social INNOVATION and advancing the SYSTEM CHANGE thinking
Engage and facilitate communities of social INNOVATORS and ambassadors of social INNOVATION, and partners in social entrepreneurship, until change is accelerated by the community itself
Inspiration through inspiring/visibility of leading social innovators and young changemakers

Output

Selection of 2 new Fellows every year
Growth of 50 social INNOVATIONS a year in the Venture pipeline
At least one support program to Fellows (& Change Leaders/CMS) a year (like: Visionary, Globaliser, Storytelling, SRS method, Develop4Impact, EiR, legal support) – each program in close cooperation with a key-partner
At least 2 gatherings a year, with Fellows, Change Leaders/CMS, ASN
Growth of young changemaker (up to 25 years) pipeline of 30 a year
At least one support program to young changemakers (like: (young innovation) challenge, Storytelling, SRS method, young EiR)
Annual community (building) event
3-5 key partners bringing Ashoka system-change thinking into their programs/events

Ad 2 A. Every child grows up practicing empathy, and

B. Every young person is equipped and inclined to contribute to the greater good i.e. Youth Years

This pillar promotes and cultivates Changemaker Skills in society by means of programs for young children, young people and students, through a growing community of carefully selected Changemaker Schools and (Global) Change Leaders.

Outcome

We're focusing to bring about the following critical changes:

Growing acknowledgement of the importance of young children growing up practicing empathy
Young People will aspire to become empathic changemakers and demand empowering learning experiences – and they will be trusted decision makers throughout the ecosystem

Parents: will prioritise and choose empowering learning experiences when making decisions about their children's education, and will actively engage in changemaking journeys

Teachers & out-of-school educators will be trained, supported and empowered to put the empowerment of young people at the heart of their work, to uphold and advance their own professional standards, and to be leaders of system change.

Learning ecosystems will promote and help pursue meaningful learning experiences for young people, that help them become changemakers.

Output

By piloting empowering Change Leader Journeys (including, but not limited to the change leaders at the CMS), a growing community driving those critical changes focusing on empathy, young changemakers and their learning ecosystems.

Selecting one new Youth Years Fellow every year

At least two support program/Journey to Change Leaders/CMS (and Fellows) in those 3 years (like: Visionary, Storytelling, Develop4Impact, SRS method, Start Empathy)

At least 2 gatherings a year, with Change Leaders/CMS, Fellows, (&ASN)

Community of leaders in changemaking

Further the mapping of partners in contact with Young changemakers

Growth of young (up to 25 years) changemaker pipeline of around 30 a year, and/or tap into the one of the pipeline of partners

At least one support program to young changemakers (like: (young innovation) challenge, Storytelling, changemakerXchange, young Executive In Residence)

At least one support program for parents (e.g.: Your Kids)

Inspire online community by sharing #leadyoung stories of young changemakers and illustrating the facilitating role of parents/teachers/out of school educators/peers etc

Support scaling of Educational/YY/Empathy Fellow into NL (like: Roots of Empathy, Streetwize, Tejo)

Annual community (building) event

Ad 3 Society organizes as a fluid, open team-of-teams

To grow the commitment and broader understanding of Everyone a Changemaker in society (e.g. business schools, media and companies), walls between sectors needs to be torn down through alliances, that are capable of working in collaborative action aiming for a collective envisioned (field of) impact.

Outcome

Growing and showcasing the innovative examples of collaborative action (Vitalness, Circular Economy & new areas of impact)

Output

Leading partnerships with a focus on collaborative action (Vitalness, Circular Economy & new areas of impact) – Philips, PwC or other companies

Disseminated the learnings of a Community of Practice, regarding new ways of organising

Active investment in structuring our own team in such a way that reflects this vision

2.2 Collaboration with the Ashoka Europe Diamond and Global partners

In an effort to create joint impact, the European Team of Teams is committed to close collaboration on its activities as well as strategy. Internationally, Ashoka is governed from a shared mission and collective vision. How to translate our ambitions into action, is an ongoing conversation among the international teams and the global leadership.

The European Diamond

In regions with shared characteristics, or geographical proximity, it makes sense for teams to share experiences, learnings and co-create activities. In Europe (the European Diamond, in Ashoka's organisational charts) this is something we are hoping to continue doing and grow in our efforts for the coming years. For the first time in 2018, Fellowship and Venture processes are organised on a European level, to increase efficiency, to provide inspiration and facilitate connection at the earliest possible moment in the Ashoka Fellow selection process.

Not only does this integrated approach allow for Ashoka as a global organisation to keep costs down, it also provides the opportunity for internal training, as well as external engagement in showcasing a wide array of international, innovative solutions in one locality.

Global partners

Similarly, the Youth Years efforts internationally connect to the Global Change Leaders network and theory of change to empower young people to live for the common good. Ashoka recognizes its value lies in the people connected to our vision, globally. As such, we aim to fully leverage all the advantages that come with such a driven and diverse community, that is bringing system change around the world. By bringing these individuals together, we ensure that their impact is not confined to one locality, but can spread, grow, and scale into other places as well.

Moreover, by integrating our different initiatives and weaving like-minded initiatives and individuals, we are able to grow in our ambitions and reach global scale on multiple levels of influence. This holds true for the GCL network regarding Youth Years, but also takes shape in the format of GlobalizerX and in multiple shared partnerships between the global Ashoka Offices.

2.3 Key partners 2017 - 2020

We aim to reach the envisioned impact with key partners, each one of them well/better placed to realise results as described above. Potential key partners to reach our ambitions, are categorized as follows:

General:

- PwC – focus on impact measurement
- McKinsey and/or A.T. Kearney – focus on system change
- Van Lanschot, FASE and SI2 Fund – focus on hybrid finance
- ASN – focus on strategy, coaching/Fellowship support (growth till stable community around 10-12 ASN)

Specific:

Philips – focus on Innovation in Health & Vitalness
A.T Kearney – focus on new ways of organizing
Talud - joining forces on education innovation
Nyenrode University – focus on new ways of organizing
Porticus NL - Youth Years
Global Academy Foundation – Develop4Impact program
eBay Foundations, C-Creators, Circle Economy, Philips - Circular Futures program

2.3 Ashoka Team 2017 - 2020

A small group of passionate professionals will work on building a changemaking society through partnerships, programs, and events. The Dutch team will be fully committed to generating the resources and activities needed to realize the above mentioned output and outcome. Including, not limited to:

- Strategic partnership management
- Managing funding, including reporting back
- Communication and storytelling
- Community building
- Growth and management of ASN network
- Financial & operational management, including HR and financial auditing
- Venture & Fellowship
- Youth Years
- Developing a collaborative and sustainable team structure

To facilitate and govern the above, and to comply with Dutch law, we aim to:

1. Extend the Board and frequency of meetings, and increase the activity of Board members
2. Found a Board of Advisors

The Ashoka NL team will consist of the following, or others with similar roles:

Erlijn Sie - Director

Erlijn co-founded “Micro Credit for Mothers”, a Dutch foundation providing micro credits to women who want to set up their own micro business venture in Asia. Working as a social entrepreneur and freelance (social) business consultant for almost 20 years, she has grown to specialize in microfinance, financial inclusion, and social entrepreneurship and innovation, in Asia and the Netherlands.

Dan Gerrard – Community Builder / Businesses / Fellows

Graduated in History & Sociology, Dan dedicated his working life to Sports for development. He’s experienced in strategy creation, programme design and (global) partnership development with companies looking to place purpose and innovation at the heart of what they do in order to make a positive social impact.

Noa Lodeizen (Ashoka Fellow) – Community Builder / ASN / Fellows

Noa graduated as “Culturele Maatschappelijke Vorming” and founded Young in Prison (YIP) while graduating in South Africa, in 2015 she was elected as Ashoka Fellow. Her personal mission is to collaborate with children and youth to build the future world we live in.

Maxime Verbeij - Community Builder / Youth Years

After graduating from the University of Amsterdam with a degree in Sociology: Migration and Ethnic Studies, Maxime went to Cape Town to work with asylum seekers and refugees and assist in their social and legal integration. Coming from a family of educators and passionate about second language acquisition in schools, she found herself teaching English as a second language, prior to joining Ashoka.

Sukhada Parkhi – Finance, Operations & HR

In the past, Sukhada worked with organizations like Asian Plastic & Tech Mahindra. She studied Masters in Business Administration with specialization in Finance. She was a part of socio-cultural & motivational initiatives like “Josh”, “Chai & Why” in her previous organizations.

Sabrina Gehrlein – Program Manager Circular Futures

With a masters in Social Psychology, Sabrina started working with Young in Prison combining her interest in socio-emotional development of youth and art. After moving to Cape Town and Madagascar for YiP, she decided to follow her curiosity and work in the humanitarian sector for a while. In South Sudan, Jordan and Turkey, Sabrina worked with refugees mainly focused on monitoring and evaluation of the projects.

3. Ashoka Netherlands Budget

The cost-breakdown of Ashoka Netherlands for the following three years is stated below. It is important to state that the below figure is still a rough estimation and does not represent the ceiling of our ambitions. Moreover, we provide an indication of how we provide our expected revenue to come in.

3.1 Expected revenue

There are three main revenue streams for operating Ashoka: the Ashoka Support Network, corporate partnerships, and grants and philanthropic foundations.

Ashoka Support Network

A network of Ashoka friends is the best way to build a strong Ashoka network Netherlands of changemakers and put the Fellows in contact with the best possible investors/coaches for their ideas. The Dutch ASN network will grow through the members and that’s why the first ASN members are crucial. Given the nature of the intimate network, the Dutch ASN community will most likely grow to and stabilize around 10-12 members. The Dutch team will try to work very closely with existing ASN-ers from neighbouring countries who have a network in The Netherlands as well, especially UK and Belgium.

Corporate partnerships

Corporate partnerships can be divided into three categories.

- o Corporate foundations: apply through proposals
- o Corporate sponsorship: unrestricted funding from the corporate world (SME)
- o Corporate program: tailor made program for CSR (50K and up)

Corporate sponsorship and especially tailor made CSR programs, together with building a strong ASN network are the most important revenue stream for the future of Ashoka NL. Through these, we believe we can work most effectively towards an 'Everyone a Changemaker society'.

Grants and Philanthropic Foundations

Grants and Philanthropic foundations are of major importance in the Netherlands for initial funding. They are experienced, have knowledge and expertise and are usually at the early stage of big ideas. However, they do look at the way an organisation becomes self-sustainable and usually this is a requirement for support. Grants and foundations are thus best approachable for the early stage and specific projects.

3.2 Budget for FY 18- FY 20

	FY 18	FY 19	FY 20
EXPECTED INCOME (Euros)	408000	403000	425000
Director(s)	79799	81395	83022
Venture & Fellowship	36831	37566	38318
Changemaker Schools	36831	37566	38318
Community Manager (Youth Years + ASN)	61950	63189	64453
Community Manager Fellow-Business	53100	61950	63189

HR, FIN & Ops Talent	42126	42969	43828
Stipend	41300	41300	41300
Volunteers - transportation	5893	6011	6131
Panel costs	6139	6261	6386
Audit costs & Financial administration	18416	18783	19158
Community Events	7080	7222	7366
Other costs	12277	12522	12772
TOTAL COSTS	4,01,742	4,16,735	4,24,242