# IMPACT REPORT

## Ashoka Europe Fellowship

**2021/2022**

ASHOKA

community.ashoka.org/

# Our impact model is built on **5 PILLARS**

## I. CO-LEARNING

### Co-create co-learning spaces

We create co-learning spaces where Ashoka's community comes together to practice and share the most impactful and effective tools and ideas that support change leaders in their efforts to shift systems.

## II. ECOSYSTEM

### Advance the ecosystem

We work with key players across sectors to create an enabling environment for social entrepreneurship as a force for systems change. Together we create spaces to exchange knowledge, learn together, and collaborate on solutions that advance the field of social entrepreneurship.

## III. COLLECTIVE IMPACT

### Ignite collective impact

We mobilize and connect Ashoka's community to co-create initiatives that address the world's most pressing challenges. We design meaningful engagement journeys for the community to align, connect, learn, and co-create solutions

## IV. CROSS-CUTTING: IMPACT, COMMUNITY, DIVERSITY, COMMS

We build organizational and knowledge infrastructure to mobilize and engage effectively our community for SE, system change and EACH.

## V. MANAGEMENT: TEAM, INTEGRATION, FINANCE, PARTNERSHIPS

We build a strong, integrated and resourceful team with the capacity to ensure the success of this movement

# CO-LEARNING

# Impact of the Co-learning Pillar in FY22

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# Co-learning Pillar: Impact Chain

| Problem | Activities | Short-term Outcome | Mid-term Outcome |
|---|---|---|---|
| Social entrepreneurship is largely limited to the notion of "social business" across Europe. Important new and evolving skills and approaches that would unleash the system-changing potential of social entrepreneurship are not yet accessible to stakeholders in a structured manner. There is no space where stakeholders come together to capture, exchange and develop those skills. They include developing systemic impact strategies, scaling and replicating social innovation across borders, leading collective impact initiatives, social finance for systems change and wellbeing. | Creating the space to capture, exchange and develop the skills, methods and mindsets to support system-changing social entrepreneurs in Europe through the implementation of co-learning modules, with a focus on:<br><br>• Systems Change<br>• Multi-stakeholder Collaboration<br>• Changemaker Finance<br>• Measuring Systems Change & Mindset Shift<br>• Changemaking Leadership<br>• Wellbeing<br>• Co-creation Lab | Social entrepreneurs and changemakers with:<br><br>• strengthened identity as a leading social entrepreneur and changemakers in their respective field and institutional setting<br>• deeper awareness and understanding of their potential system change and contribution to collective impact and EACH<br>• accelerated know-how, resources, networks and impact<br>• strengthened leadership | A learning ecosystem in Europe that creates the space to capture, exchange and develop the skills, methods and mindsets supporting system changers in Europe. |

# Co-learning Pillar: Quick Overview

▶ **Systems Change**
**3-months facilitated online course**

▶ **Changemaking Leadership**
**Series of 6 interactive webinars**

▶ **Changemaker Finance**
**5-week in depth course & 2 introductory workshops**

▶ **Multi-stakeholder Collaboration**
**3-months facilitated online course**

▶ **Wellbeing Lab**
**Series of 10 online sessions**

▶ **Co-Creation Lab**
**4-module online learning journey**

▶ **Measuring Systems Change & Mindset Shift**
**4-month facilitated online course**

**352** Social entrepreneurs and changemakers **supported** through our modules from countries.

**80%** Of participants are now seeing their work at a systems change level.
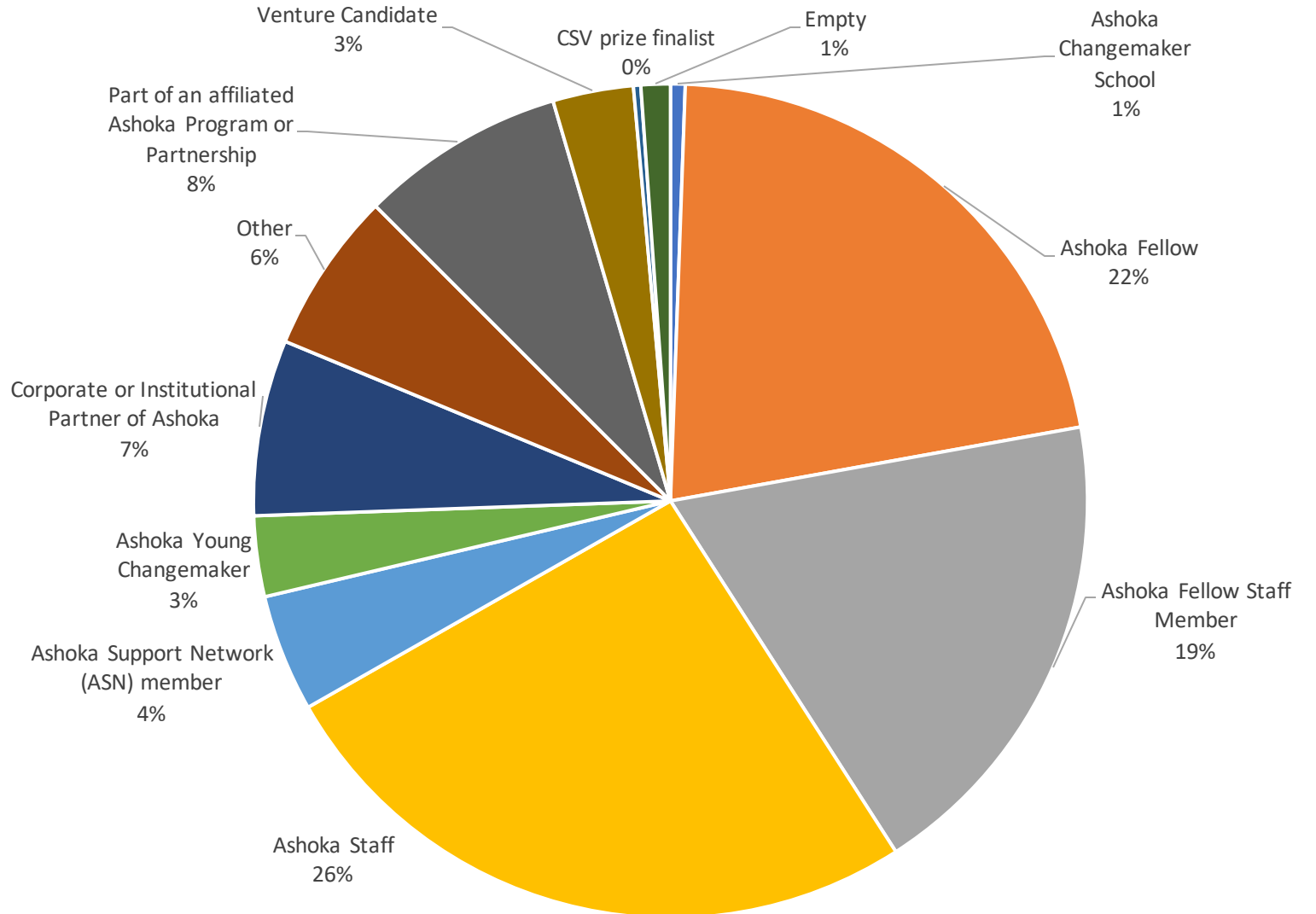
**91%** Of them are working on **improving their strategy** after participating in the modules.

**8.8** Is the average satisfaction of participants.
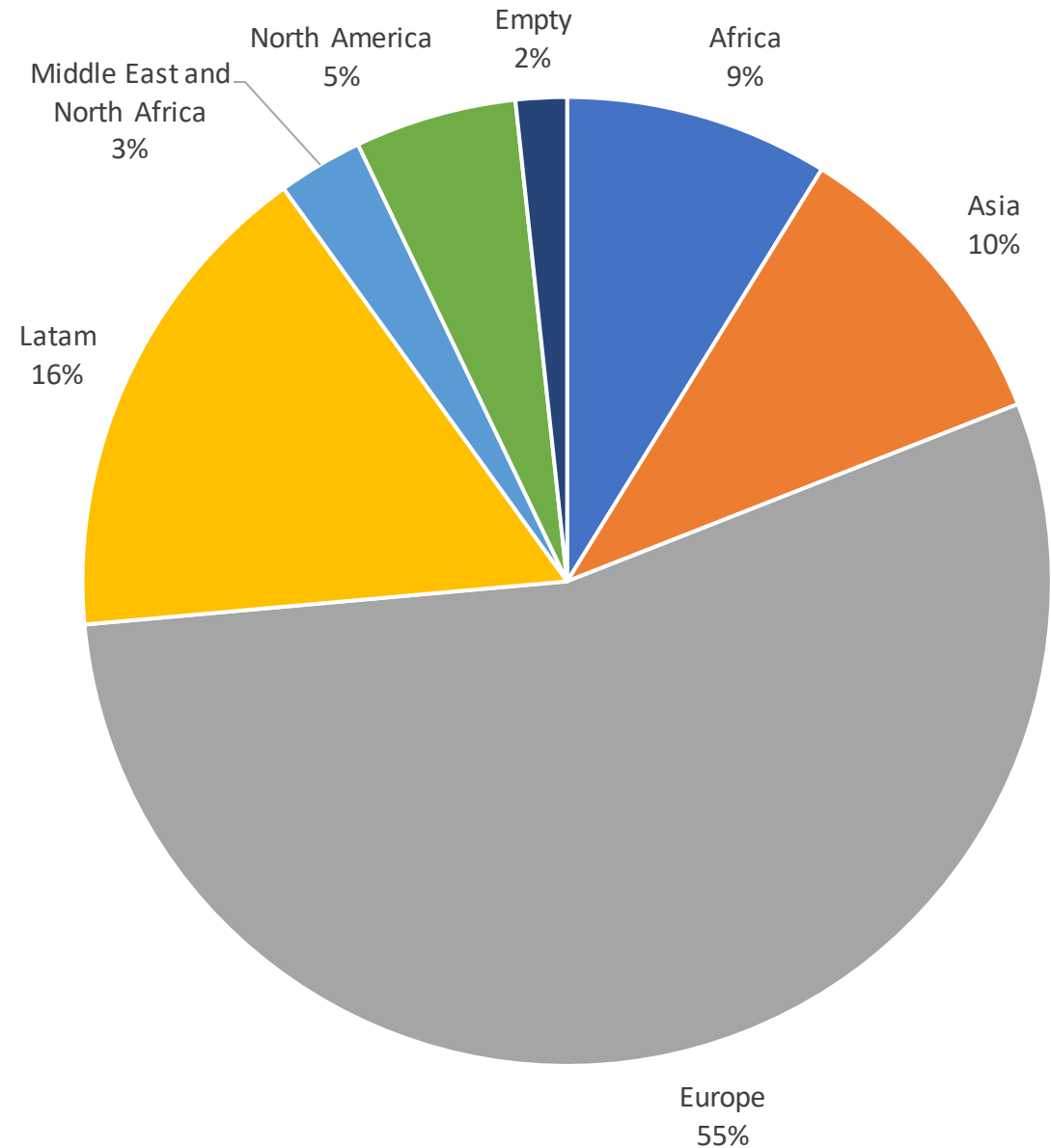
# Co-learning Pillar: Registrations by Type

**580** registrations of different community members and Ashoka affiliates, almost 100 more than the previous year (484)!



- Venture Candidate 3%
- CSV prize finalist 0%
- Empty 1%
- Ashoka Changemaker School 1%
- Ashoka Fellow 22%
- Ashoka Fellow Staff Member 19%
- Ashoka Staff 26%
- Ashoka Support Network (ASN) member 4%
- Ashoka Young Changemaker 3%
- Corporate or Institutional Partner of Ashoka 7%
- Other 6%
- Part of an affiliated Ashoka Program or Partnership 8%

# Co-learning Pillar: Registrations by Geographies

We are every year **more global** with 45% of our registrations coming from outside Europe.

In FY21*, 79% of registration were from Europe.

*By FY we mean the Fiscal Year that runs between September to august of the following year. E.g., FY21 includes activities from September 2020 to August 2021.*



Middle East and North Africa 3%

North America 5%

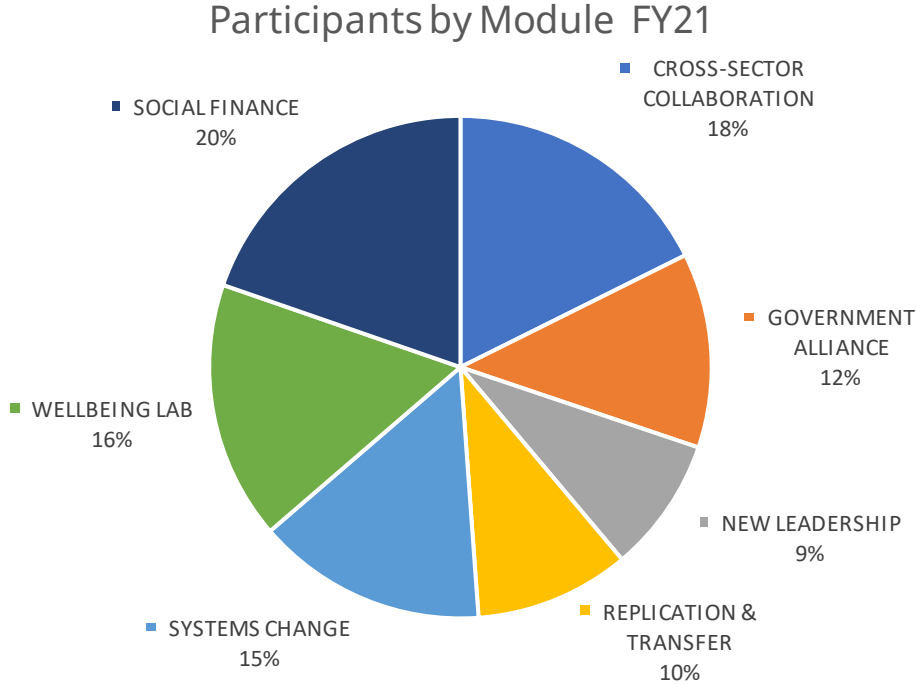Empty 2%

Africa 9%
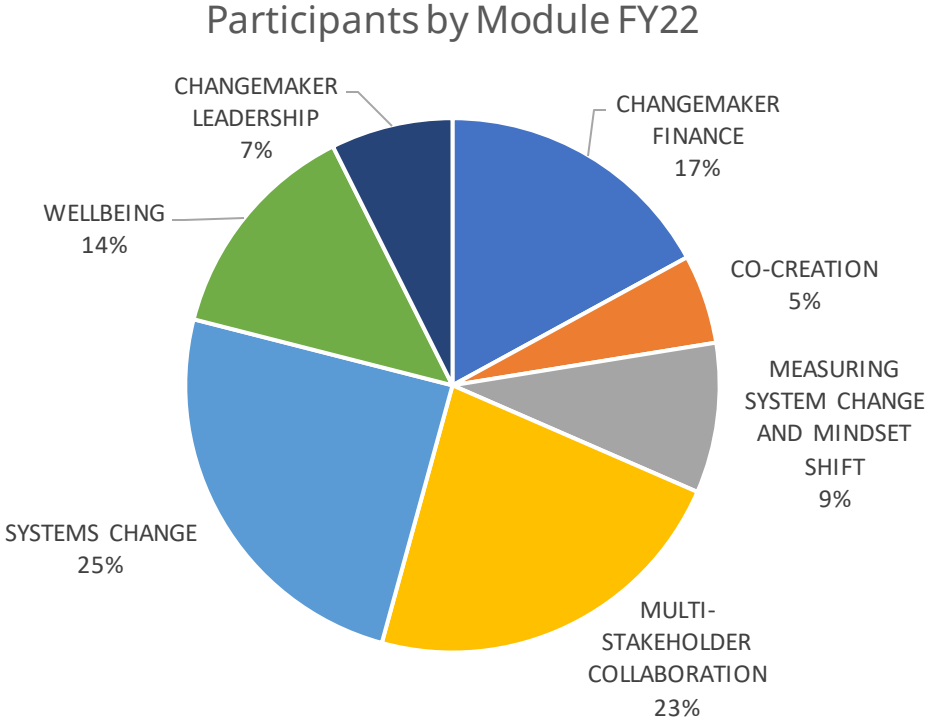
Asia 10%

Latam 16%

Europe 55%

# Co-learning Pillar: Registrations by Geographies

Our diversity in Europe is also increasing with registrations coming from **23 countries** in the European continent compared to 13 in the previous year.
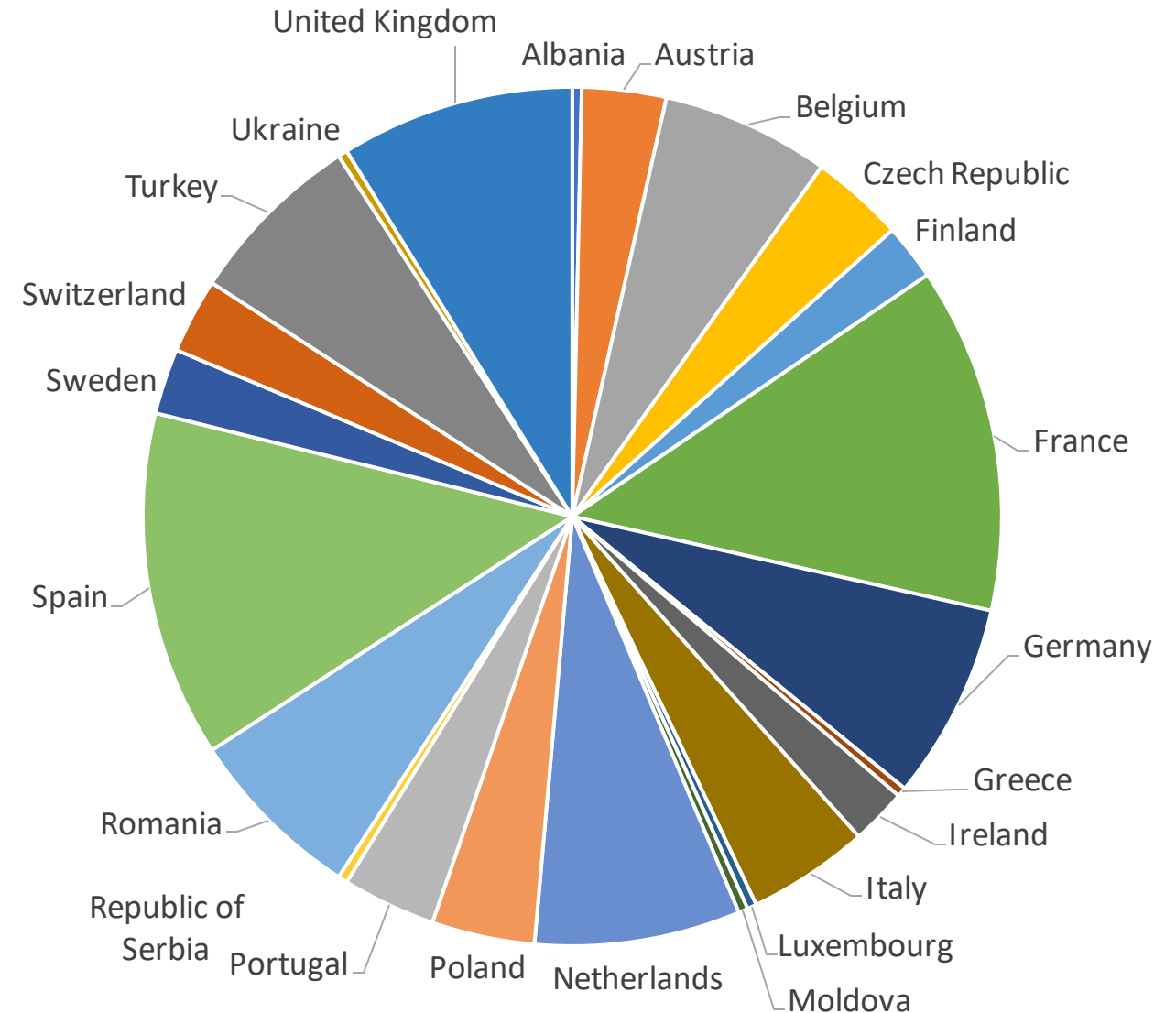
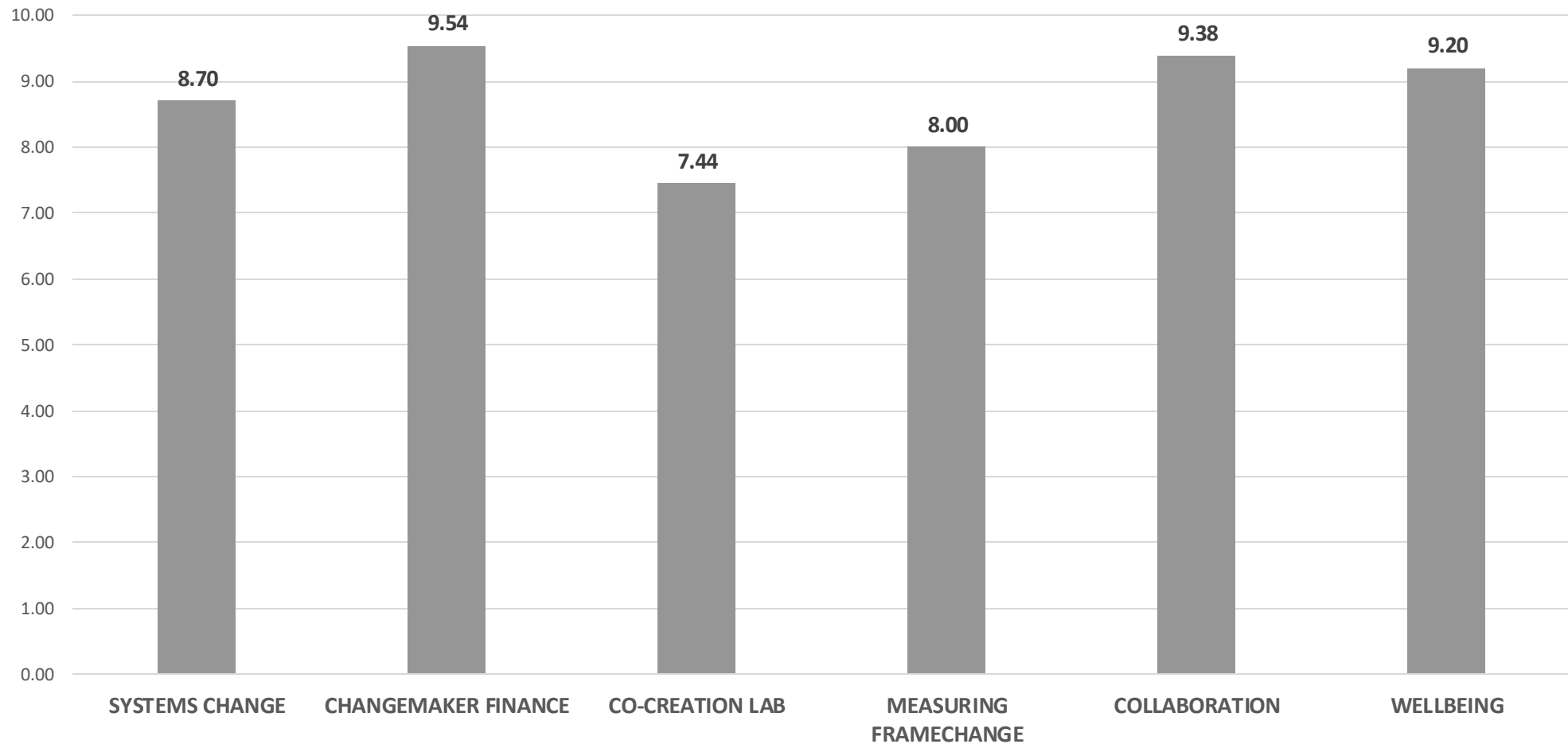# Co-learning Pillar: Registrations vs. Participation

▶ Total Registrations: **580**
▶ Total Participants*: **352**
▶ Drop-out rate: **25%**
▶ No show rate: **22%**



Participants by Module FY22

- CHANGEMAKER LEADERSHIP 7%
- CHANGEMAKER FINANCE 17%
- CO-CREATION 5%
- MEASURING SYSTEM CHANGE AND MINDSET SHIFT 9%
- MULTI-STAKEHOLDER COLLABORATION 23%
- SYSTEMS CHANGE 25%
- WELLBEING 14%



Participants by Module FY21

- CROSS-SECTOR COLLABORATION 18%
- SOCIAL FINANCE 20%
- GOVERNMENT ALLIANCE 12%
- WELLBEING LAB 16%
- NEW LEADERSHIP 9%
- SYSTEMS CHANGE 15%
- REPLICATION & TRANSFER 10%

*Participants are those who joined at least one session.*

# Co-learning Pillar: Organizational Changes

▶ Accelerated **organizational changes** after participating in one of our modules.
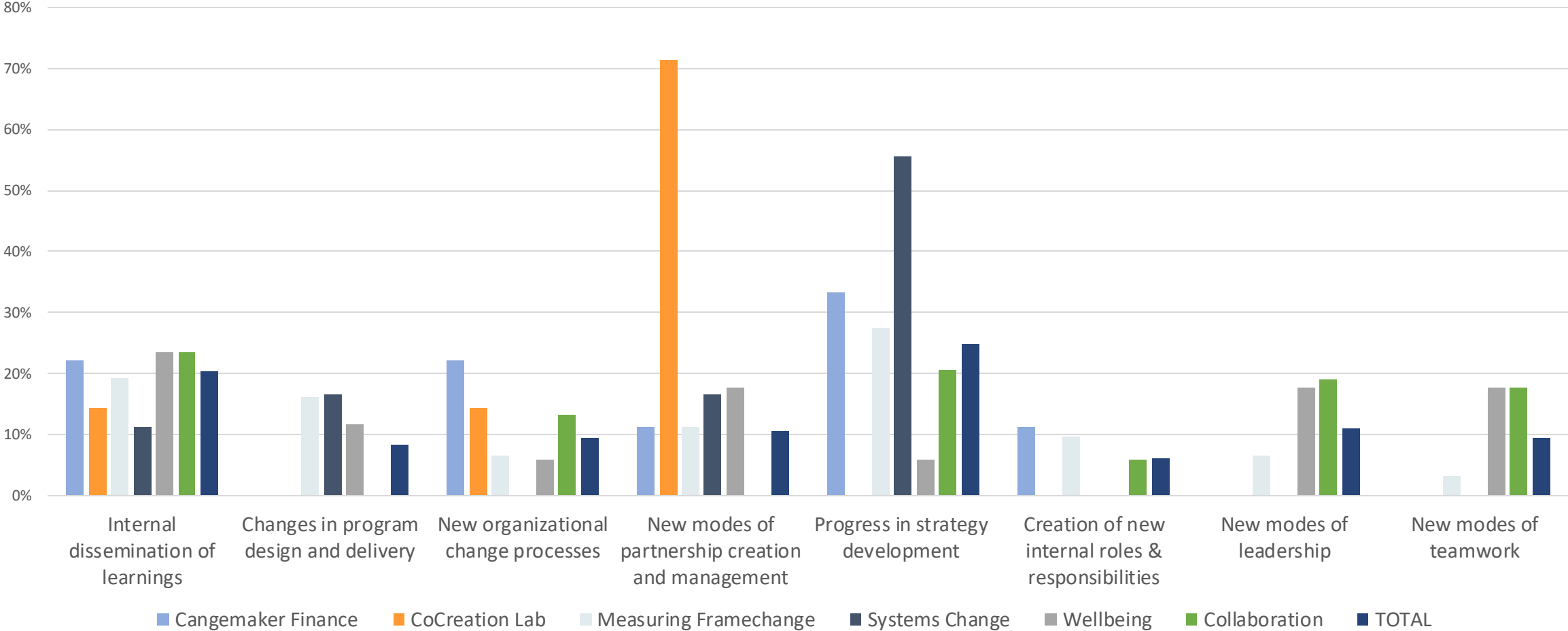
# Co-learning Pillar: Feedback from participants

"This course provided a brilliant roadmap for implementation and an affirmation of principles for weaving and collaborative work. I want all of my colleagues and partners to participate and am excited to continue this learning journey!"
**Multi-stakeholder Collaboration**

"The workshop really opened new doors on how to maximize ones' chances of getting our projects funded!"
**Changemaker Finance**

"The course was excellent Alessandro's examples were relevant and made some difficult concepts seem easy There were several AHA moments I think it was one of the best learning courses I have attended so far. A perfect balance of structured & qualitative discussions."
**Measuring Systems Change & Mindset Shift**

"The Wellbeing Lab has been a gamechanger for me as a fellow. I've enjoyed learning new tools that I can practice is my work, and connecting to other fellows to share experiences, tips and laughter."
**Wellbeing**

"I'm sending this email to thank you for this amazing experience that was the Systems Change course! The course enabled us to rethink our theory of change, gather the whole team around this new vision and broaden our activities to advance towards systemic change for women and LGBTIQ+ people. It also enabled me to connect with amazing changemakers and people from the ASN network and the Ashoka team."
**Systems Change**

"I just wanted to send you both a quick note to say thank you for the systems change course over the last couple of months. I know how much work goes into creating and running things like this, and I wanted to share that I had found it helpful for consolidating and developing my ideas, and that lots of the thoughts from the course are going to be part of our new strategy. I think the course materials like the videos, the workbooks and the huge number of other links and resources were excellent."
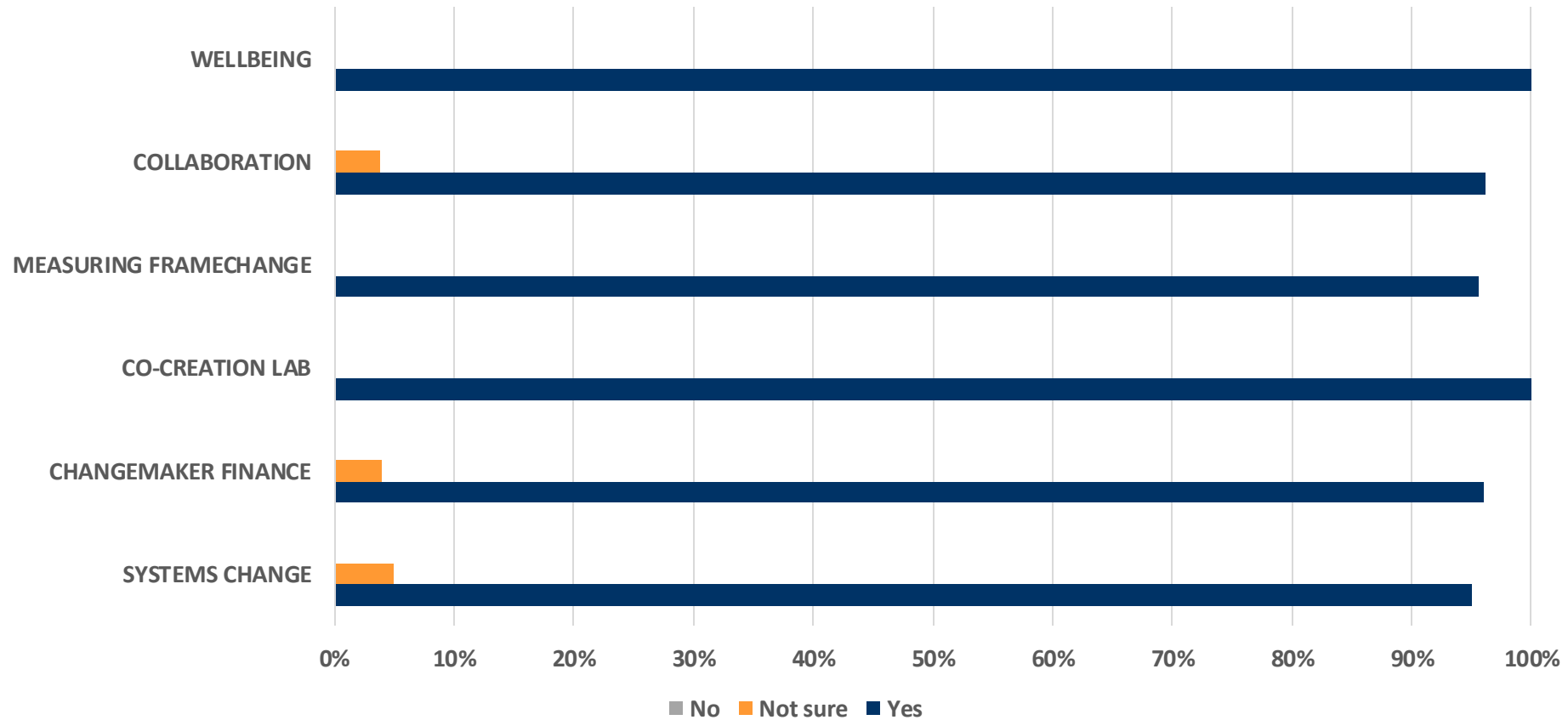**Systems Change**

"I felt taken into account at all times even though I did not have a clear project to apply everything I had learned. I felt valued as a person beyond having or not having super achievements with great impact."
**Multi-stakeholder Collaboration**

# Co-learning Pillar: Everyone A Changemaker

**97%** of participants self-identify as Changemakers

▶ Strengthened identity as changemakers in their respective fields and institutional setting.



Legend: No (grey), Not sure (orange), Yes (dark blue)

# Co-learning Pillar: Everyone A Changemaker

**81%** declares that participating in our modules has helped them see their work at a **systems-change level** (7-10).

▶ Deeper awareness and understanding of their potential for systemic transformation.
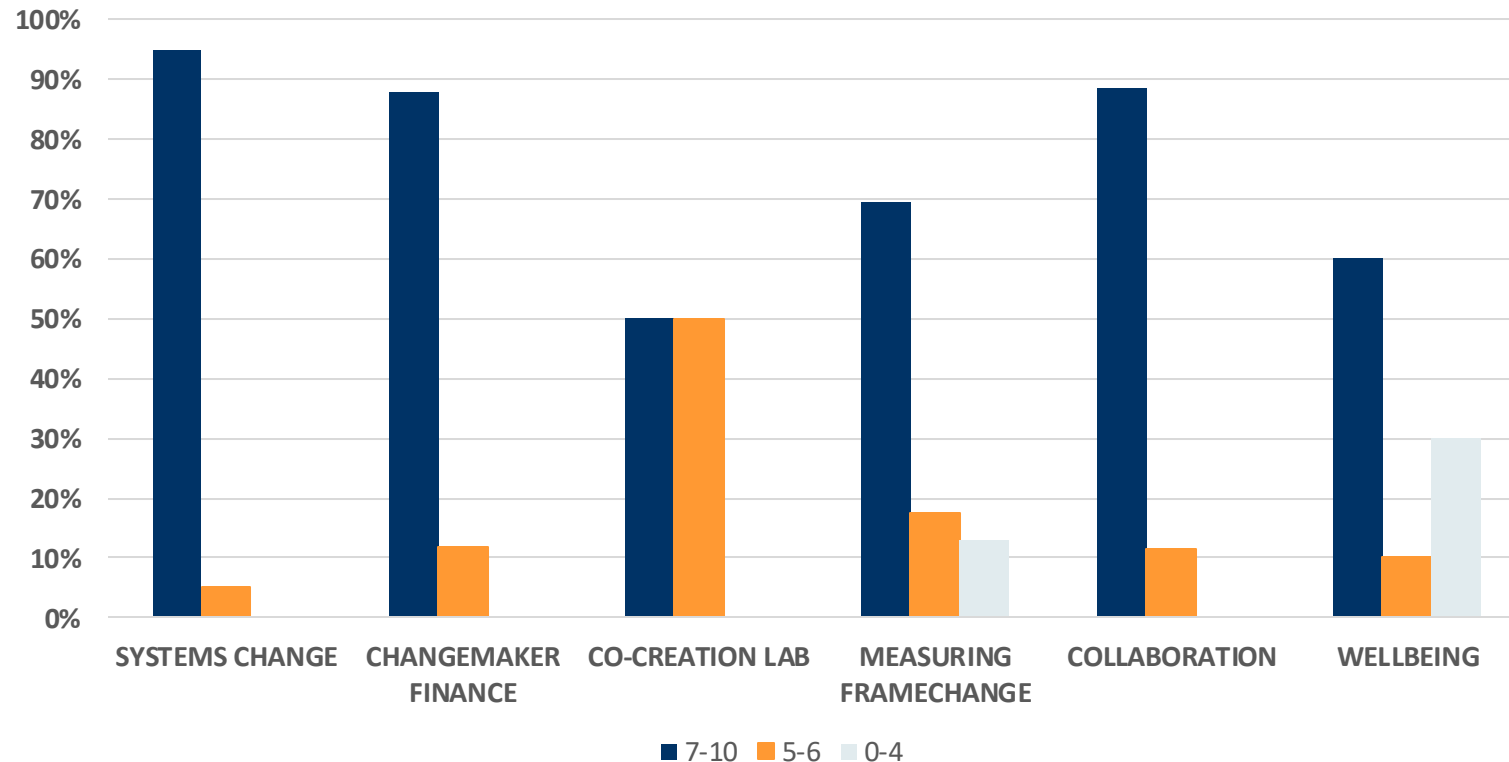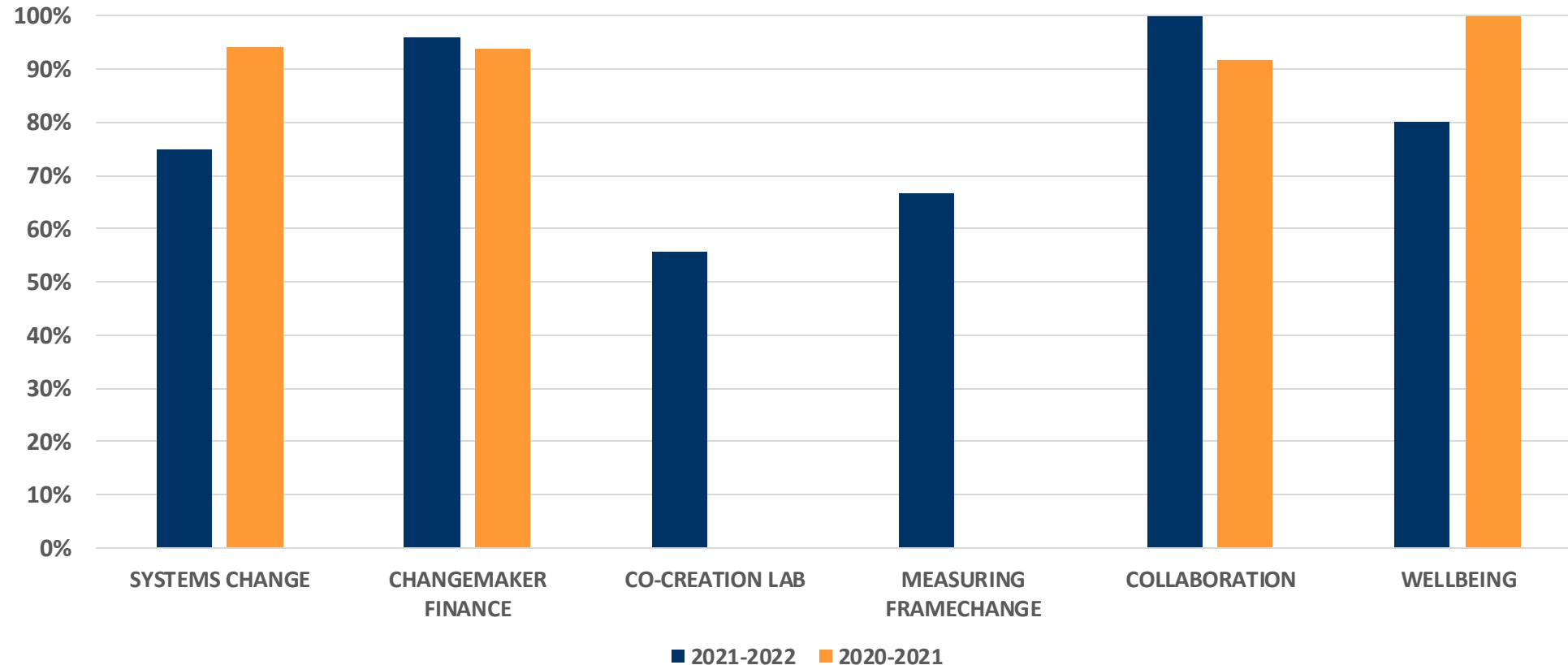
As a result of seeing their work differently:

▶ **91%** has made some **change to their strategy**

▶ **70%** has made some **change to their operations**



Chart legend: ■ 7-10  ■ 5-6  ■ 0-4

Categories: SYSTEMS CHANGE, CHANGEMAKER FINANCE, CO-CREATION LAB, MEASURING FRAMECHANGE, COLLABORATION, WELLBEING

# Co-learning Pillar: Everyone A Changemaker

**79%** declares that participating in our modules has helped them to advance in their work towards and Everyone a Changemaker World (7-10).



Bar chart legend: ■ 2021-2022 ■ 2020-2021

Categories: SYSTEMS CHANGE, CHANGEMAKER FINANCE, CO-CREATION LAB, MEASURING FRAMECHANGE, COLLABORATION, WELLBEING

# Co-learning Pillar: Everyone A Changemaker

**90%** of participants (strongly) agree  that the success of their organization depends on the degree in which they can enable others to be and act like changemakers.

▶ Deeper awareness and understanding of their potential for systemic transformation.
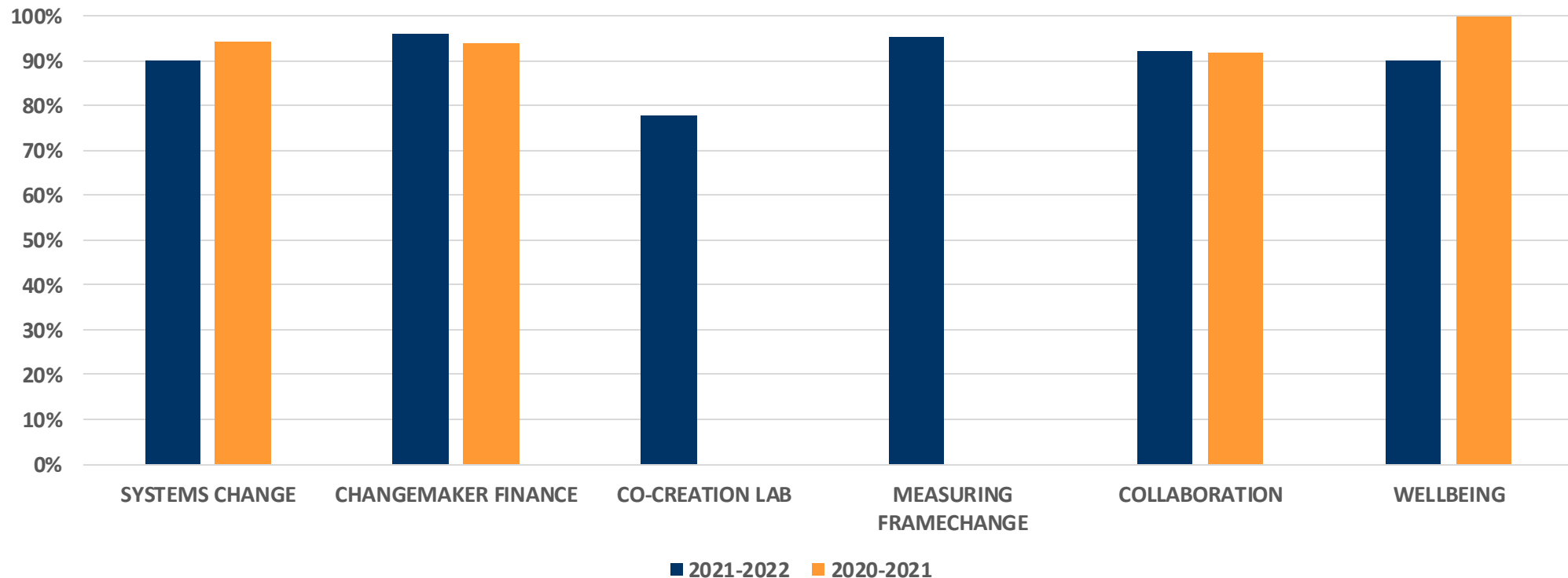
# Co-learning Pillar: Everyone A Changemaker

**64%** of participants (strongly) agree that participating in one of our modules has helped them increase impact within the system they are active in.

▶ Accelerated know-how, resources, networks and impact.



Bar chart legend: ■ 2021-2022  ■ 2020-2021

Categories (x-axis): SYSTEMS CHANGE, CHANGEMAKER FINANCE, CO-CREATION LAB, MEASURING FRAMECHANGE, COLLABORATION, WELLBEING
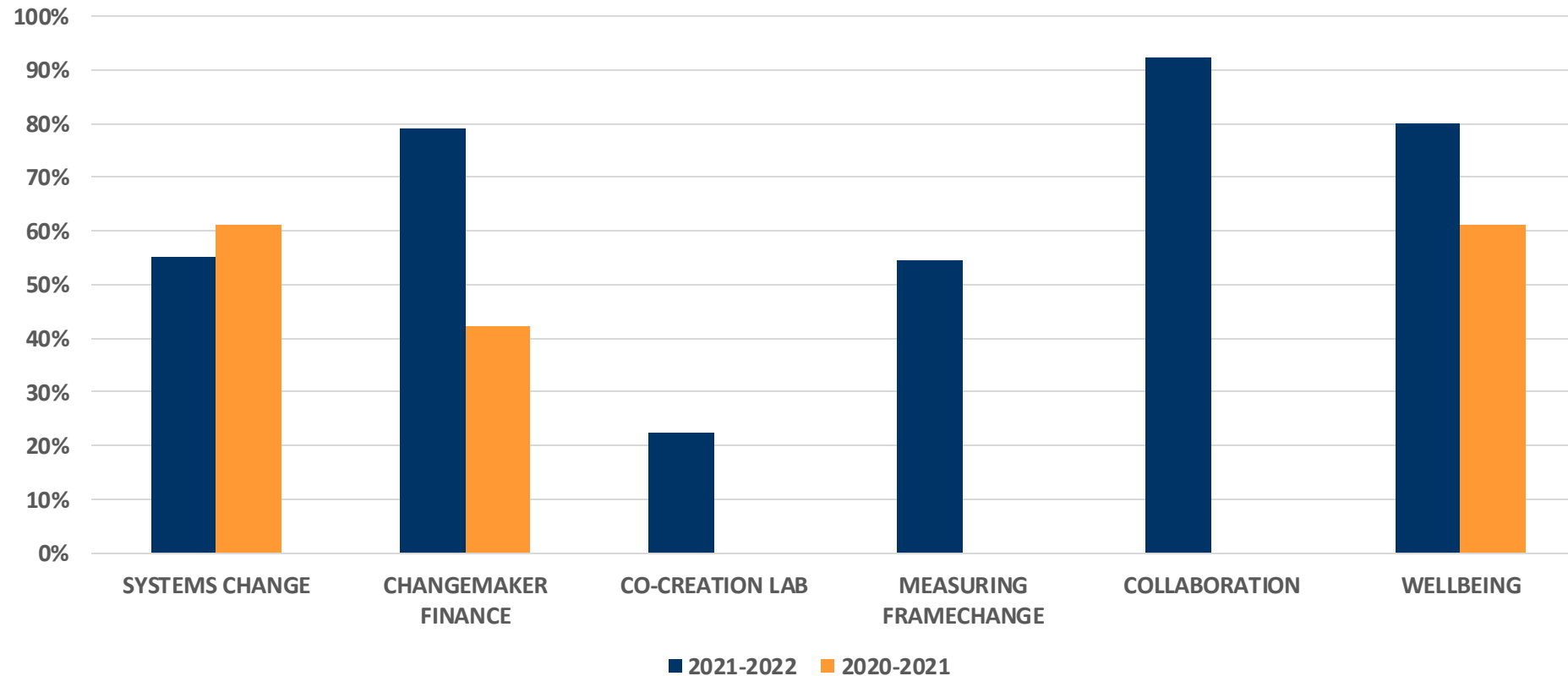
# Co-learning Pillar: Strengthened Leadership & Wellbeing
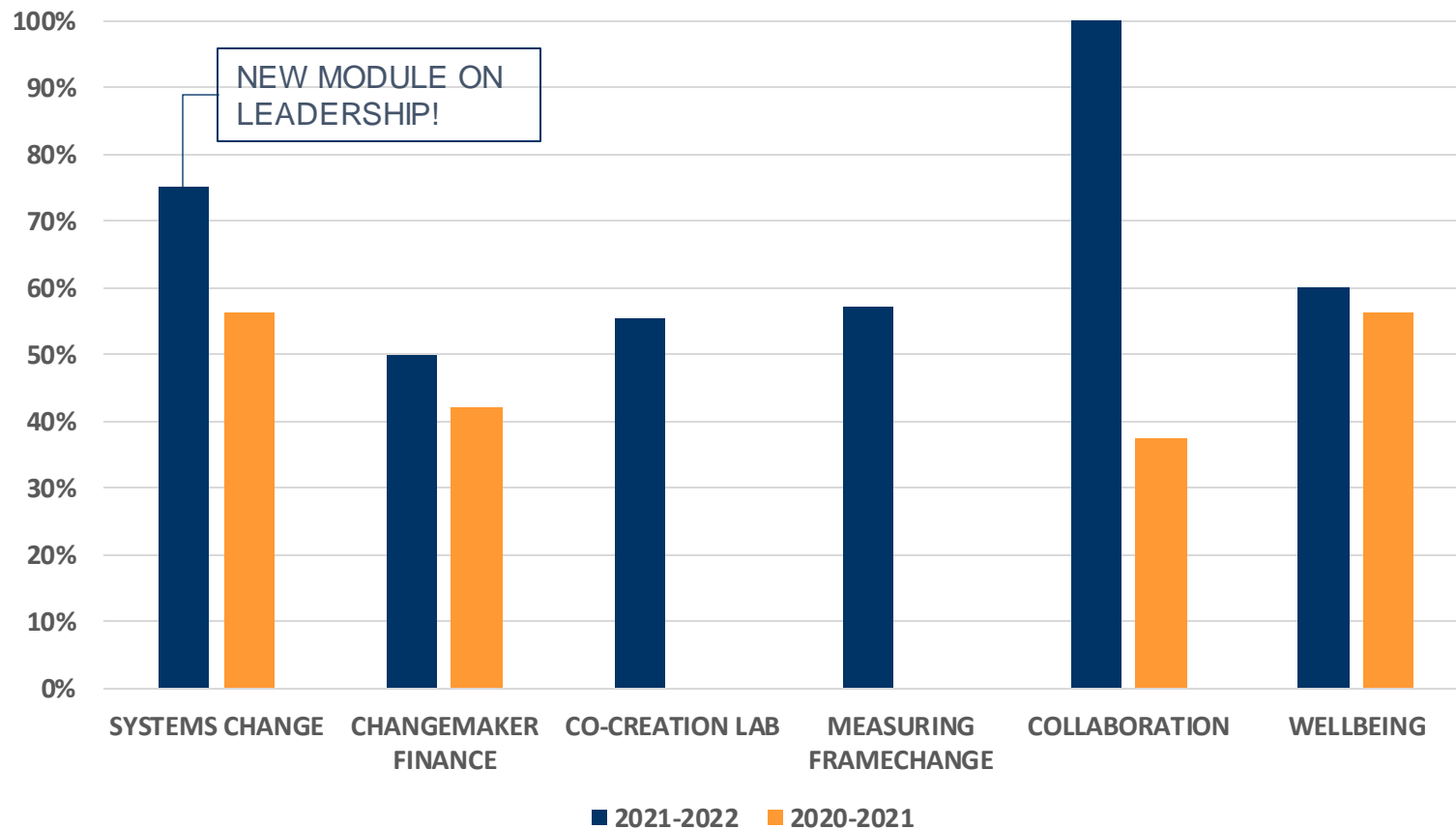
**66%** of participants (strongly) agree that participating in one of our modules has changed how they see themselves/their role as a leader.



NEW MODULE ON LEADERSHIP!

Chart axis: 100%, 90%, 80%, 70%, 60%, 50%, 40%, 30%, 20%, 10%, 0%

Categories: SYSTEMS CHANGE, CHANGEMAKER FINANCE, CO-CREATION LAB, MEASURING FRAMECHANGE, COLLABORATION, WELLBEING

Legend: ■ 2021-2022 ■ 2020-2021

As a result of seeing themselves differently:

▶ **94%** are now (to some extent) **leading differently**

# Co-learning Pillar:  Special Projects

In partnership with various partners and Ashoka teams, an additional **200 changemakers** globally were inspired in these special initiatives:

- **Changemakers Everywhere Academy:** we delivered the systems change online course in 3 languages simultaneously between Oct-Apr 22 for **105 social entrepreneurs** coming from 40 countries. Satisfaction was rated extremely high with 99% agreement on the overall efficacy of the program in helping them in accelerate their work.

- **Green Skills Challenge:** Between Dec-Mar 2022 a shorter version of the systems change online course was delivered to the **48 innovators winners of the Green Skills Challenge and their HSBC mentors** coming from 10 countries from all continents. 100% of the innovators reported to have clarity over their systems change goals thanks to the course.

- **Ashoka Visionary Program Mediterranean Edition:** A 2-day in person systems change workshop for **10 ecosystem actors** was delivered successfully in collaboration with Ashoka Italy in May 2022.

- **SAMISI Training course:** A 4-hour in–person workshop on systems change (May 2022) was delivered in partnership with Ashoka Italy for the SAMISI Training Course in Rome organized by the national Erasmus Support Network for a group of **25 young people**.

- **IMPACT Deal:** A 1-day online workshop on systems change and multistakeholder collaboration was delivered in collaboration with Ashoka Italy for the Impact DEAL a Data-driven Training, Acceleration, and Networking Program of Fondazione CRT (July 2022). **12 European enterprises** went through the workshop.

# Co-learning Pillar: **Summary**

▶ **550+ total changemakers inspired** through our learning journeys.

▶ **7 online courses** run on 7 different themes, with **352 participants** from **57 countries.**

▶ **200 changemakers participated in a range of additional learning journeys** we delivered in collaboration with other Ashoka teams connected to international partnerships and programs.

▶ The revamped **Systems Change Masterclass** co-created with Ashoka Globalizer was published online in February 2022 (open-source) and reached **2000+ registrations** from all continents in less than a year.

▶ **6 knowledge products** co-created or updated:

- 1 new facilitated course on Measuring Systems Change
- 1 new online learning journey on Changemaking Leadership
- 1 knowledge resource on Changemaking Leadership
- 1 upgraded Multi-Stakeholder Collaboration Course
- Official launch of the Systems Change Masterclass and new Portuguese translation
- 1 new resource page on Wellbeing

# ECOSYSTEM

# Impact of the Ecosystem Pillar

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# Ecosystem Pillar: Impact Chain

| Problem | Activities | Short-term Outcome | Mid-term Outcome |
|---|---|---|---|
| While local ecosystems for social entrepreneurship are slowly emerging, European ecosystems for system-changing social entrepreneurs are not yet established. E.g. when social entrepreneurs aim to spread their solutions from one country to another, they are alone and can't count on local replication support.<br><br>The emerging sector in countries across Europe is not yet connected. Social entrepreneurs and enabling stakeholders are working in country silos. This limits their opportunity to accelerate learnings, to develop skills, to share experiences, to spread good ideas and to maximise impact. | Engaging the ecosystem of enabling stakeholders to support social entrepreneurship and changemaking in Europe with a focus on:<br><br>• Funding System Change<br>• Enabling Replication & Transfer across borders<br>• Supporting system changing social entrepreneurs<br>• Facilitating transition<br>• Reframing international development | Relevant stakeholders with:<br><br>• Strong understanding about their roles in building ecosystems for social entrepreneurship,<br>• Accelerated know-how, resources and networks to unleash their resources to build ecosystems for social entrepreneurship and to tear down barriers for social entrepreneurs,<br>• New ideas for concrete initiatives to institutionalize social entrepreneurship at the local and European level. | New ecosystem instruments at European level in place to support leading social entrepreneurs and changemakers to maximize their impact at local and European levels. |

# Ecosystem Pillar: Quick overview

▶ **Funding Systems Change**
**Developing a new culture for funding system-changing social innovations**

▶ **Reframing International Development**
**Utilize the power of changemaking, social innovation and social entrepreneurship to reframe international development and influence strategic actors in international development**

▶ **Enabling Replication & Transfer**
**Strengthen and integrate key stakeholder of the support ecosystem for transferring and localizing system-changing solutions across Europe.**

▶ **Supporting Systems Changers**
**Systems Thinking, Leadership, Wellbeing: Making support for social entrepreneurs more effective, impactful, and sustainable**

▶ **Eldership & Transition**
**Addressing the underserved issue of transition and retirement in social entrepreneurship**

**25+** Initiatives implemented

**690** Participants of regular working groups and sessions

**1800** Stakeholders mobilized

**4** Reports co-created

**10** Co-created initiatives launched or advanced

# Ecosystem Pillar: Initiatives

New ideas and initiatives emerged from these encounters and collaborations.

- **Catalyst 2030** co-created & co-hosted its **working group on funding system change**, co-initiated the Investors in Change Academy for Funding System Change, and enabled several national initiatives to fund systems change (e.g., France, Switzerland and Italy). We also co-created the **"An Urgent Invitation to Shift Funding Practices" Open Letter**, signed by **1200+ organization** from across the globe.

- **Respond-Rebuild-Reinvent Project:** in cooperation with the **OECD and 16 other partners**, focused on how city administrations in nine cities support and collaborate with social enterprises and how they can replicate and adopt social innovations despite COVID.

- **European Social Innovation Catalyst Fund (ESIC):** we are part of a consortium that is preparing the launch this **new fund to ensure adequate financial support for replicating and scaling demonstrably successful social innovations** in service of the five EU Missions. It pools 30 million EUR from the European Commission with 120 million EUR private funds.

- **"New Allies: How governments can unlock the potential of social entrepreneurs for the common good" Report:** co-created & co-hosted a range of **international round tables** to boost the issue in Europe and beyond.

- **The Elders Council For Social Entrepreneurs,** is building a **supportive global network of 200+ social entrepreneurs** who are looking to the future after founding innovative and impactful organizations. Now set up as an independent organization, they are positioning the issue of **succession and transition** globally.

- **European Commission:** partnered with to conduct a study to develop **policy recommendations for the promotion of cross-border activities for social economy organizations**.

- **Influence for Good. How Highly Resourced Individuals can support Systems Change:** Co-produced and co-published a **brand-new knowledge product to tackle high worth leaders**.

# Ecosystem Pillar: Summary

▶ **25+ activities implemented** (roundtables/working groups/workshops/webinars)

▶ **690+ stakeholders participated** in roundtables/working groups/workshops/webinars

▶ **1800+ actors mobilized** to build ecosystems for social entrepreneurship and systems change

▶ **4 reports co-created:**

- **Supporting System Changers:** The role of system thinking, leadership and wellbeing
- **Influence for Good:** How Highly Resourced Individuals can Support Systems Change
- **New Allies**: How big INGOs and Social Entrepreneurs collaborate to transform International Development (launch April 2023).
- **Promoting Cross-border Activities of Social Economy in Europe**, commissioned by EASME and DG GROW (launch summer 2023)

▶ **10 co-created initiatives launched/advanced:**

- **Open letter:** An Urgent Invitation to Shift Funding Practices (implemented with Catalyst2030)
- **Investors in Change Academy** (initiated with Catalyst 2030)
- **Catalyst 2030 Funder Award** (advanced)
- **Funding System Change Ecosystem Initiatives** in France and Switzerland (advanced)
- **The European social innovation catalyst fund** (initiated)
- **Elders Council for Social Entrepreneurship** (advanced)
- **Ashoka Visionary Program** East Africa (advanced)
- **Africa Venture Fund** (prototyped)
- **Reframing International Development Initiative** (initiated)

# COLLECTIVE IMPACT

# Impact of the **Collective Impact** Pillar in FY22

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# Collective Impact Pillar: Impact Chain

| Problem | Activities | Short-term Outcome | Mid-term Outcome |
|---|---|---|---|
| There are no spaces at the European level where social entrepreneurs and enabling stakeholders come together in spaces to build European-wide collaborations and joint initiatives to address Europe's grand challenges. Methodologies to facilitate action-oriented encounters for collective impact are just starting to be developed – mostly in academic "ivory towers". | Igniting collaborations and collective impact around Europe's most pressing challenges with a focus on:<br><br>• Gender Equality<br>• Biodiversity<br>• Changemaking Education<br>• Migration<br>• Health | Social entrepreneurs and enabling stakeholders inspired and engaged to co-create and drive new collaborations and collective impact initiatives to foster a democratic culture and practice in Europe, to protect biodiversity, enable full inclusion and to fight the negative impacts of COVID-19. | New collective impact solutions at European level in place that enable collective changemaking around Europe's most pressing challenges. |

# Collective Impact Pillar: Quick Overview

▶ **Gender Equity**
**A collective of leading systems changers in Europe working to developing a new gender narrative**

▶ **Integrated Healthcare**
**A collective focused on advocating for & enabling integrated and social healthcare in Europe**

▶ **Migration**
**Accelerating impact in the migrant entrepreneurship & employment ecosystem in Europe, in collaboration with Hello Europe**

▶ **Changemaking Education**
**Fostering innovative solutions for education, led by Ashoka Italy**

▶ **Biodiversity**
**A collective working towards regenerating 1 million hectares of land and sea in Europe, led by Ashoka Netherlands**

**5** Initiatives implemented

**140+** Social innovators and key stakeholder engaged

**11** Knowledge products co-developed

# Collective Impact Pillar: Gender Equity

The COVID-19 pandemic took a significant toll on the world's progress toward gender equality. To understand how to best respond to this setback, Ashoka turned to the world's leading innovators: social entrepreneurs. We deployed:

▶ **1 mapping of 50+ organizations and ecosystem actors**

▶ **30+ interviews** conducted with ecosystem actors

▶ **10 social entrepreneurs** brought together for a **collaboration initiative**

▶ **6 online sessions** and **2 info session with experts**

▶ **1 survey**

▶ **1 report** **"How social entrepreneurs tackle inequality following COVID-19. Insights from Ashoka collective Impact Initiative"** co-created with our learnings from the process, including case studies that exemplify their innovative approaches to creating a more equitable world for women and girls (launch November 2022)

Supported by
**Beiersdorf**

**Sneak Peak FY23:**

The collaboration initiative that led to the organization of an in-person meeting in September 2023 and the co-creation of a **podcast Ashoka Talks on Gender Equal World** and of a **Manifesto for a new gender narrative** which is now being taken up by different stakeholders who will enrich it, add concrete recommendations, and make it a reality.
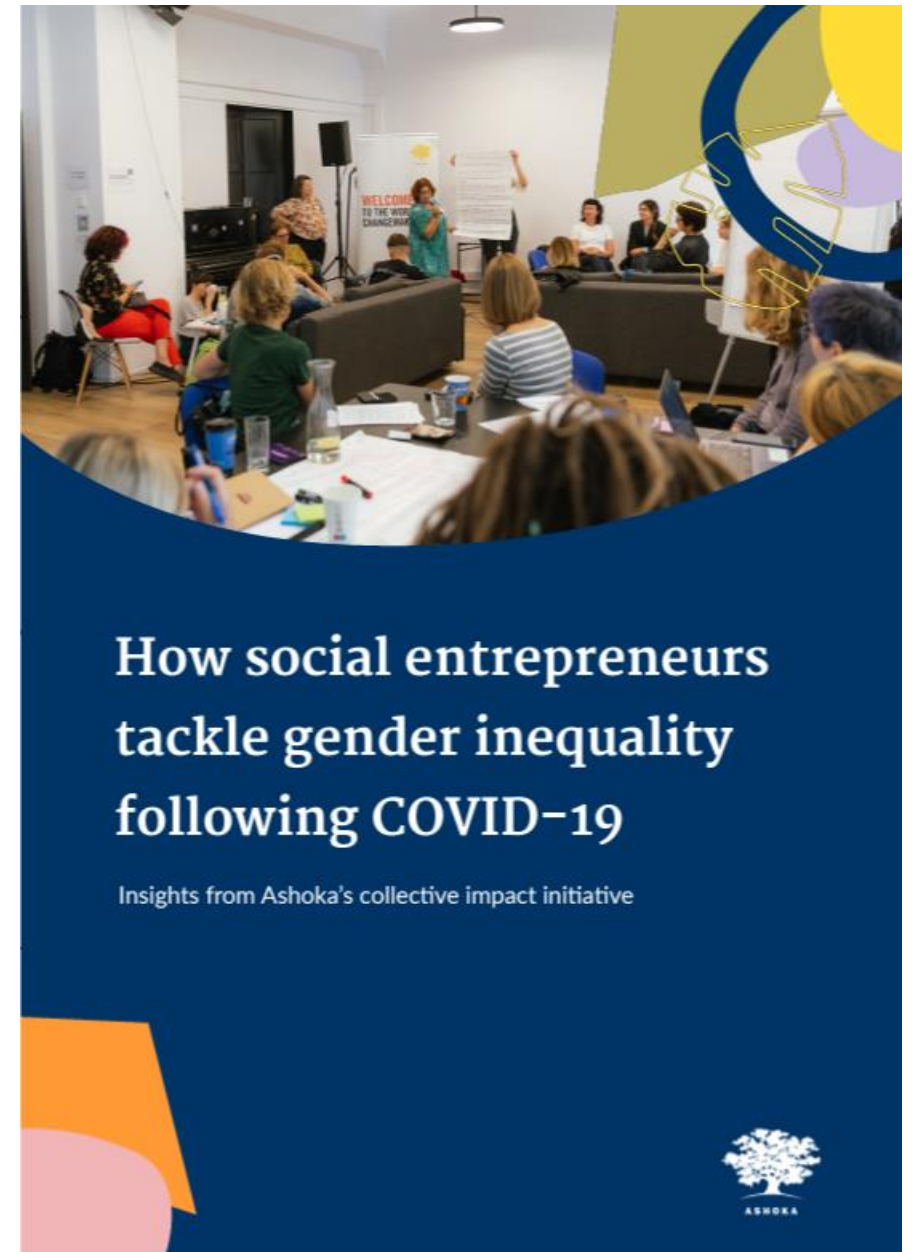


How social entrepreneurs tackle gender inequality following COVID-19

Insights from Ashoka's collective impact initiative

# Collective Impact Pillar: Migration

With the goal to accelerate impact in the Migrant Entrepreneurship & Employment ecosystem in Europe, led by the Ashoka Hello Europe Program on migration, we deployed:

▶ **1 mapping of 130+ organizations from 23 countries**

▶ **30+ interviews**

▶ **17 leaders identified** and brought together from business, policy, research and social innovation sectors as well as key leaders from the most impacted communities (i.e. leaders with a migrant background) across Europe

▶ **1 innovative 10-month Ecosystem Accelerator process of 6 online session** facilitated by our team and converged on the key systemic barriers that are making the European ecosystem around migrant entrepreneurs and workers inefficient

▶ **1 report "Transforming the field of migration through collaborative frameworks"** with 4 recommendation areas (launch November 2022)

Supported by
zalando

- The Accelerator paved the way for the formulation of **a report "Transforming the field of migration through collaborative frameworks"** including **4 areas of recommendations**: data and research, funding and support structures, collaboration and partnerships, and inclusion of migrant talent.

- The report was then enriched by a **virtual validation and feedback session** with representatives of all stakeholder groups relevant for the field, and by the insights gathered by the group during an **ecosystem event in Berlin** with local migrant changemakers and experts on the topic.

- An **online event** was organized in November 2023 to officially launch the report.

# Collective Impact Pillar: Integrated Healthcare

In the wake of the COVID-19 pandemic, with the purpose of drawing a collective picture of the European healthcare systems in order to identify the root causes of what we believe to be one of the most pressing issue in the field: the dominance and reliance of standard medical interventions when integrated and social care is more applicable in healthcare systems, we deployed:

▶ **1 mapping** of **20+ Ashoka health social entrepreneurs in Europe**

▶ **6 Ashoka Fellows** brought together in a core

▶ **1 online co-creation journey** consisting of monthly online meetings (September 2021 - July 2022)

▶ **1 position paper** that identifies the key causes of the dominance of, and reliance on, standard medical interventions (launch January 2023)

The paper **"The urgent need for integrated and social healthcare in Europe"** was published in January 2023 and highlights key insights from social entrepreneurs and their organizations as well as the communities they represent as a way to advocate for and enable integrated and social healthcare in Europe. The position paper has been influencing and inspiring other change leaders to participate.



The urgent need for integrated and social healthcare in Europe

that enables individuals and communities to take a leading role in their healthcare journey

The vision and call-to-action from Ashoka Health social entrepreneurs

ASHOKA

# Collective Impact Pillar: Changemaking Education

In the Changemakers Dialogue! learning journey, led by Ashoka Italy, a multistakeholder cohort of

▶ **80+ participants** composed by social entrepreneurs, students, teachers, school directors, researchers, funders, and non-profit practitioners working in different countries in Europe attended

▶ **6 thematic online meetings** from January to June 2022. Every gathering started with **3 inspirational presentations** from an Ashoka Fellow, a Young Changemaker and an education practitioner who also interacted directly with the participants in different formats.

The objective was to foster cross-sectorial, inter-generational and diverse conversations to **sparkle and aliment innovation in education**. The aim was to create a tangible community of like-minded and like-driven individuals that could fuel systemic change.

**Innovative solutions for education:**

Insights and reflections from the Changemakers Dialogue! Initiative

Final Report 2022
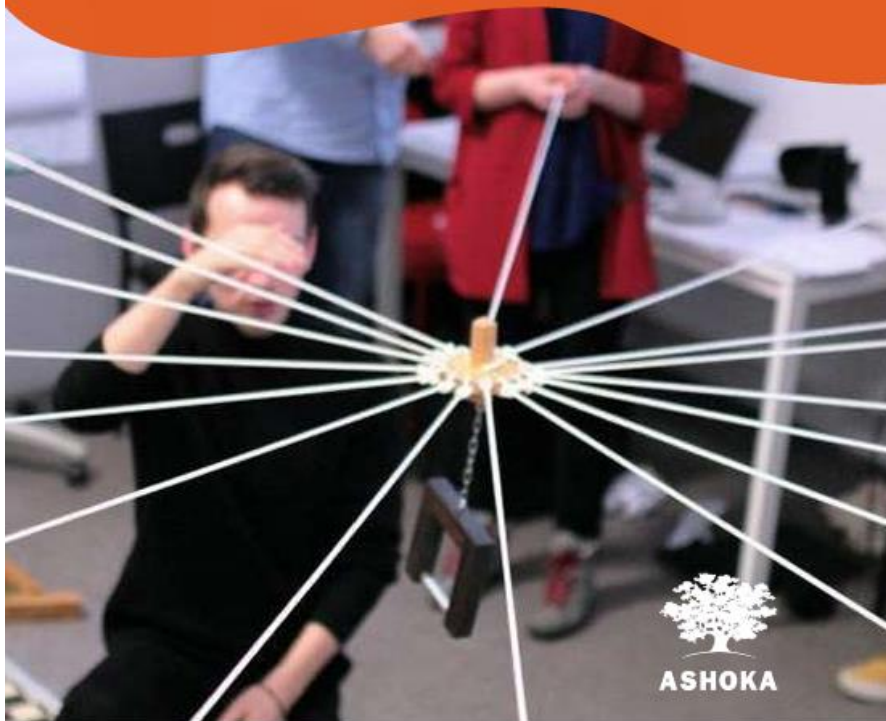
ASHOKA

A **report "Innovative solutions for education. Insights and reflections from the Changemakers Dialogue! Initiative"** was created by Ashoka Italy with the innovations in education presented during these online gatherings and the individuals behind them, reporting the key insights of the conversations and group reflections.

# Collective Impact Pillar: Biodiversity

The Bioregional Weaving Labs (BWL) Collective was brought to life by Ashoka Netherlands and co-created with a coalition of

▶ **25+ international system-changing organizations**, grounded in a community of practice.

▶ **6 main partners** Ashoka Europe Fellowship Program, Commonland, Presencing Institute, Drawdown Europe, The Weaving Lab.

The members of the BWL Collective are not just collaborating but weaving their teams and resources together to form a single team of teams with a shared vision and mission. This year, they achieved:

▶ **5 bioregions activated** and other 5 explored

▶ **1 Insights Report** published with an overview of their collective strategy for unlocking nature's potential to reverse climate change and stop biodiversity loss

▶ **1 White Paper** published with their 10-year plan in Europe

▶ **1 online launch event** with **130+ participants**

By 2025, the BWL Collective wants to **mobilize and support 1 million changemakers** who will together contribute to restoring, protecting, and **regenerating 1 million hectares of land and sea in Europe**, with significant and observable impact by 2030.

To this end, they are establishing Bioregional Weaving Labs in **10 different bioregions** in Europe that build capacity and catalyze multi-stakeholder partnerships, mobilizing at least **100.000 changemakers per bioregion**.

INSIGHTS REPORT

# Bioregional Weaving Labs

A collective strategy for unlocking nature's potential to reverse climate change and stop biodiversity loss

March 2022
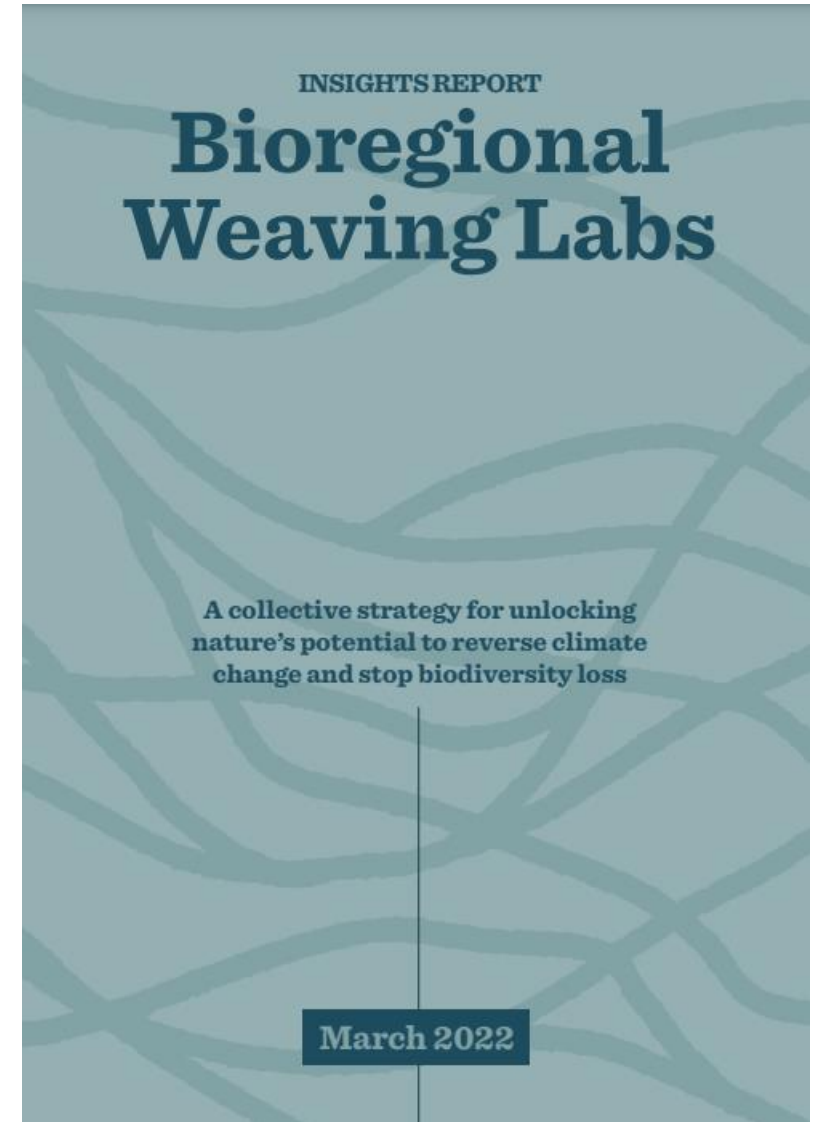
# Collective Impact Pillar: Summary

▶ **5 collective impact initiatives** implemented or supported on 5 different core topics: gender equity, community health, migration, changemaker education, biodiversity

▶ **4 new collective impact journeys** facilitated, and **1 collective journey consolidated**

▶ **140+ social innovators and key stakeholder engaged** in developing, scoping and co-creating the collective impact initiatives

▶ **11 knowledge products/reports/mappings** co-developed:

- **3 mappings** of Fellows and the ecosystem working on gender, migration, integrated health
- **1 Position Paper** with policy recommendations on community health
- **4 Insights Report** co-created on gender equity, migration, changemaking education and biodiversity
- **1 Manifesto** for a new gender narrative by the gender collective [published Nov 23]
- **1 Podcast recorded** gender equality efforts by the gender collective [first episode out in March 23]
- **1 White Paper** by the WBL Collective

# CROSS-CUTTING

# Impact of the Cross-Cutting Pillar in FY22

## I. CO-LEARNING

### Co-create co-learning spaces

We create co-learning spaces where Ashoka's community comes together to practice and share the most impactful and effective tools and ideas that support change leaders in their efforts to shift systems.

## II. ECOSYSTEM

### Advance the ecosystem

We work with key players across sectors to create an enabling environment for social entrepreneurship as a force for systems change. Together we create spaces to exchange knowledge, learn together, and collaborate on solutions that advance the field of social entrepreneurship.

## III. COLLECTIVE IMPACT

### Ignite collective impact

We mobilize and connect Ashoka's community to co-create initiatives that address the world's most pressing challenges. We design meaningful engagement journeys for the community to align, connect, learn, and co-create solutions

## IV. CROSS-CUTTING: IMPACT, COMMUNITY, DIVERSITY, COMMS

We build organizational and knowledge infrastructure to mobilize and engage effectively our community for SE, system change and EACH.

## V. MANAGEMENT: TEAM, INTEGRATION, FINANCE, PARTNERSHIPS

We build a strong, integrated and resourceful team with the capacity to ensure the success of this movement

# Cross-cutting: Diversity, Equity & Inclusion

Ashoka Europe Fellowship Program puts **diversity, equity and inclusion efforts at the core of its work** as a necessity of fulfilling its vision - a future where everyone is a changemaker. Our goal is to make Fellowship efforts more inclusive & equitable for diverse community of Fellows.

▶ Updated version of **DEI guidebook** for module coleaders and facilitators

▶ **Diversity metrics** measured for the first time

▶ Pilot of **language translation** tool

▶ **DEI online Learning Journey** for Ashoka staff in Europe & a series of internal sessions

▶ Pilot plan for **DEI Learning Journey** as a module

▶ **Session on Fellowship** with the Global Fellows Council on Equity, followed up by specific recommendations

▶ Series of conversations with **Fellows working on DEI** in Europe

# Cross-cutting: **Communication**

**Reaching and mobilizing our community is a craft to be mastered:**

Through newsletters, blog posts, social media and knowledge products, online and offline events we shared learnings and insights with Ashoka's core global community of 70000+ social entrepreneurs and changemakers.

**3,100** — Newsletter recipients

**41-50%** — Newsletter opening rate

**17,586** — Yearly unique webpage views

**45%** — Website engagement rate

**62,200** — Changemakers reached via comms campaigns

**25,000** — Average reach of each social media post

# Cross-cutting: Fellowship Integration

## Focus areas:

▶ **Connection, alignment, belonging and collaboration**

▶ **Sharing success, good practices and challenges**

▶ **Engagement of the community with the Ashoka Europe Fellowship Program**

▶ **Shaping the Minimum Fellowship Experience (tbc by One Community Team)**

▶ **Strengthening the European community of Ashoka Fellows**

**9** Internal dialogue sessions

**19** Fellowship Reps from 15 European Country Offices (10 people average attendance)

**10** Europe Fellowship team members joined the process

# MANAGEMENT

# Impact of the Management Pillar in FY22

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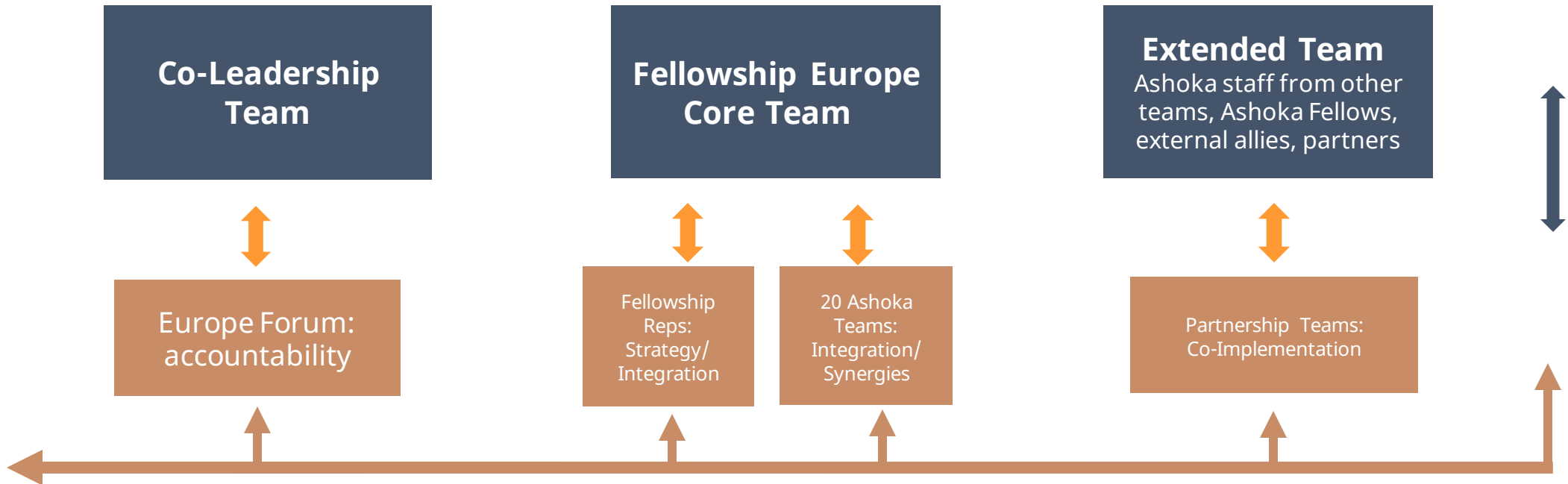
# Management: Strategic Growth of the Program

| 2019 | 2020 | 2021 | 2022 |
|------|------|------|------|
| First shared minimum Fellowship experience. | Two new strategic pillars: Ecosystem and Collective Impact. | Stronger online presence and testing successful online formats. | Integration towards One Community. |
| **125** co-learners | **1800** co-learners & ecosystem players | **2500** co-learners & ecosystem players | **3180** co-learners & ecosystem players |
| **6** Offers | **9** Offers | **14** Offers | **17** Offers |
| **140k** budget (Fellowship) | **560k** budget (Fellowship) | **610k** budget (Fellowship) | **805k** budget (Fellowship) |
| | **11** spin-offs projects | **6** spin-offs projects & Global replication of Changemakers United Program on post-covid. | Open-sourced flagship module on Systems Change in 5 languages with **2000+** learners |
| | **4** new knowledge products | **4** new knowledge products | **17** new knowledge products |
| Europe Fellowship Impact Report | Europe Fellowship Impact Report | Europe Fellowship Impact Report | Europe Fellowship Impact Report |

# Management: A team of many teams

**Our matrix organization involves three levels:**

1. **Implementation:** A co-leadership team aligns people, resources and strategy. The core team is driving implementation connected to an extended team of collaborators.
2. **Co-Creation:** The Europe Forum provides accountability. Teams from across the organization are the knowledge and resource base to build partnerships that drive action.
3. **Impact:** Learnings are feedback and results improve organizational infrastructure.

| Co-Leadership Team | Fellowship Europe Core Team | Extended Team |
|---|---|---|
| | | Ashoka staff from other teams, Ashoka Fellows, external allies, partners |

| Europe Forum: accountability | Fellowship Reps: Strategy/ Integration | 20 Ashoka Teams: Integration/ Synergies | Partnership Teams: Co-Implementation |

# Management: Co-leadership team

**Thomas**
**Blettery**

0.7

- Leader of ecosystem pillar and 1 initiative
- Strategy & Program Development Support
- Collective Action Pillar Co-leader of 1 Collective Action initiative
- Partnerships Support
- Fundraising Support

**Michela**
**Fenech**

0.75

Maternity leave from August 2022

- Co-leader of 3 co-learning modules
- Co-leader 1 Collective Action initiative
- Team Integration Host
- Team Development & Wellbeing
- Fundraising Support
- AP roles

**Giulia**
**Sergi**

0.5

Maternity leave until January 2022

- Collective Action Pillar Host
- Co-leader of 1 Collective Impact initiative
- Partnerships Host
- Human Resources Host
- Fundraising Support
- AP roles

**Georg**
**Schon**

0.4

- Fundraising Co-Host
- Strategy &Program Development Host
- Co-leader of 1 ecosystem initiative
- Collaboration with Ashoka Africa Host
- AP roles

**Stefania**
**Avanzini**

0.5

Until April 2022

- Fundraising Host
- Partnerships Host
- Human Resources Host
- AP roles
- Collective Action Pillar Co-leader of 1 Collective Action initiative

**Florian**
**Rutsch**

0.2

Until November 2021

- Co-leader Systems Change module
- Co-leader of 2 Ecosystem initiatives
- Finance and Admin Host
- Partnerships Support
- Fundraising Support
- AP roles

# The Europe Felowship Program: Core Team

**Alex**
De la Torre 0.3
Co-learning

**June**
Warde 0.5
Co-learning,
Collaboration
From Jun 22

**Lena**
Borsoi 1.0
Co-learning,
Collaboration

**Francesca**
Tamburrini 1.0
Internship
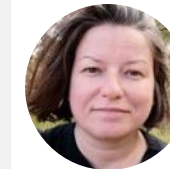Co-learnig

**Cigdem**
Selgur 0.3
Comms

**Ada**
Andreoni 1.0
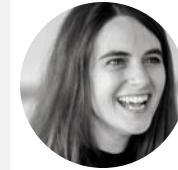Co-learning,
Collaboration

**Alexander**
Kesselring 0.2
Co-learning

**Misza**
Czerniak 0.2
Fellowship
Intergation

**Martyna**
Markiewicz 0.3
DEI

**Federica**
Baiocchi 0.15
Finance and Ops

**Loic**
Van Cutsem
0.14
Co-learning
Until Dec 21

**Agata**
Stafiej-Bartosik
0.2
Impact
Measurement
Until Feb 21

**Eliska**
Goncarova 1.0
Partnerships

**Florentine**
Roth 0.15
Co-learning
From Jun 22

**Karen**
Mitchell 0.2
Finance and Ops

**Shafat**
Kahan 0.2
Co-learning

**Teresa**
Pereira 0.1
Co-learning

# CONCLUSIONS
# & KEY LEARNINGS

# Conclusions: Reach

▶ **Supported 552 systems changers, changemakers, and allies** globally through co-learning journeys.

▶ **Reached over 2,000 changemakers globally** through our online Systems Change Masterclass.

▶ **Engaged approx. 2,300 systems changers, changemakers and allies** in building and advancing a European ecosystem of support.

▶ **Co-created with 140 systems changers**, partners, ecosystem actors in addressing the root causes of 5 systems in Europe.

▶ Shared learnings and insights through newsletters, blog posts and knowledge products through its network of **15 country offices** with Ashoka's core community of over **70,000 social entrepreneurs and changemakers in Europe**.

▶ **Reached 62,200 changemakers** through, newsletter, website & social media posts.

# Conclusions: Quality

The Ashoka Europe Fellowship Program:

▶ Has built a program **based on the needs of its community members through a participatory process in program development** (+100 organizations involved).

▶ Received a very positive overall assessment by co-learning module participants**: NPS 62.2.**

▶ Reached a **diverse audience** that is well balanced regarding their affiliation with Ashoka.

▶ Achieved to **codify and share insights through reports and knowledge products**.

▶ **Inspired participation of social entrepreneurs and changemakers globally** and from other continents (24% more than last year!).

# Conclusions: Integration

The Ashoka Europe Fellowship Program:

▶ Continued to catalyze the **integration of Ashoka and its 15 country offices** in Europe and their local communities.

▶ Organized **9 internal dialogue sessions** to connect align and collaborate through the Europe Integration process.

▶ **Supported Fellowship integration across continents and globally**, collaborating with our colleagues from Africa, Latin America, Asia, and the U.S. to connect our Fellows.

▶ Built a **new European program infrastructure** for community management and communications.

▶ **Involved Ashoka teams, country offices, and Fellows annually in program development** while remaining agile and responding to ad-hoc community needs.

▶ Standardized internal learnings into **accessible and replicable learning and engagement journeys** for Ashoka Fellows and partners;

▶ Implemented projects and procedures that we're **replicated, localized, and diffused across the globe**.

# Conclusions: Learning & Challenges (1/2)

1. **Impact Evaluation:** We need to further develop our impact evaluation framework and process for our ecosystem and collective impact work. Evaluating the impact of mid-to-long-term collaboration initiatives remains a challenge. We need to commit sufficient resources to align our impact evaluation systems across local, European and Global levels, with some key guiding indicators across all levels.

2. **Communications:** Strategic communication is a priority moving forward. Community members need to have easy access, clear engagement pathways and simple ways to plug-in. We updated our Europe communication strategy to address these needs.

3. **Team:** Staff turnover remains a challenge due to sabbaticals, maternity, and paternity leave as well as career changes, especially in senior positions. Due to the complexity of the program, it takes longer for new staff to become effective, with negative consequences for the program. Building our "collaboration muscle" across teams and initiatives is more vital than ever.

4. **Diversity Equity & Inclusion (DEI):** We successfully anchored DEI within the program, but the journey has only just begun. It's a long-term process.

5. **Self-Organization:** Also, improving network leadership and increasing the potential of community co-leadership in the program continue to be a priority moving forward.

6. **Knowledge Products:** Moving ahead, we need to prioritize communication above the production of new, complex, knowledge products. We must foster our ability to translate the insights into communication strategies that increase accessibility, uptake from our community members and policy influence.

7. **Community building:** We stopped our online community platform prototype and re-focused our energy to build a community engagement strategy across teams, to foster engagement through our existing activities (and some simple add-ons), and to improve accessibility through strategic communications.

8. **Digitalization and Scaling the Program:** Due to covid, we transformed many program activities online, and are continuously learning to improve digitalization and accessibility. Nevertheless, online experiences have its limits. We started to have physical convenings again, which improve outcomes, but are more cost intensive. Balancing online and offline activities in the right way will be important moving ahead.

9. **Scaling the Program:** We also achieved to fully open source one of our co-learning modules, resulting in x20 participants. This successful prototype is central for our new scaling strategy, open sourcing all co-learning modules, to move from linear to indirect and exponential scaling.

# THANK YOU!