

Impact Report 2020/2021



Ashoka Europe
Fellowship Program

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

Impact of the 5 **PILLARS** in FY2021

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High-Level Data - Participants



Ashoka Europe
Fellowship Program

Co-learning Pillar

- ▶ Systems Change
- ▶ Replication & Transfer
- ▶ Social Finance
- ▶ Government Alliances
- ▶ New Leadership
- ▶ Wellbeing

410

Social entrepreneurs and changemakers **supported** through our modules from **49** countries.

81%

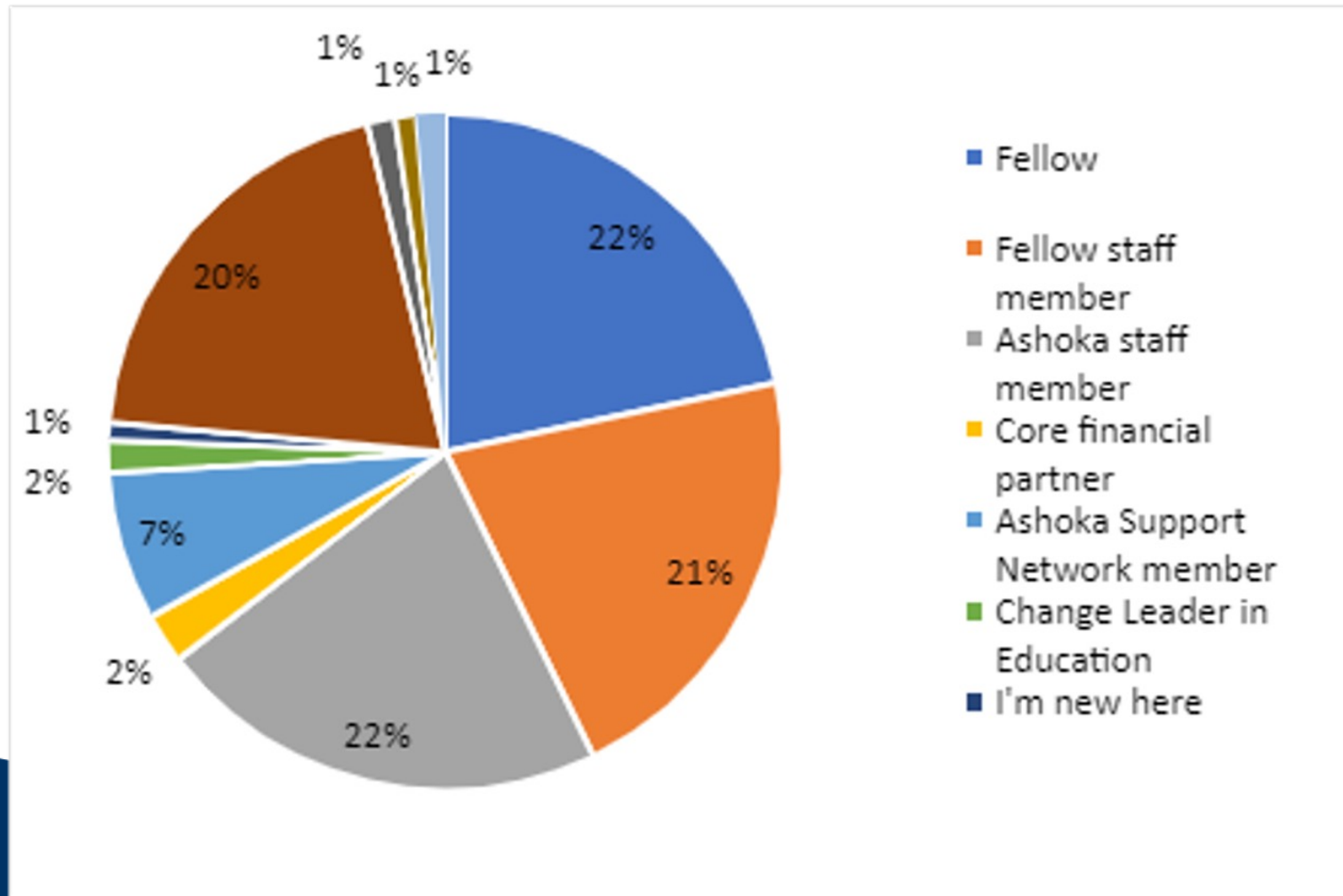
Are working on **improving their impact strategy** after participating in the modules.

94%

Would **recommend the Program** to other peers.

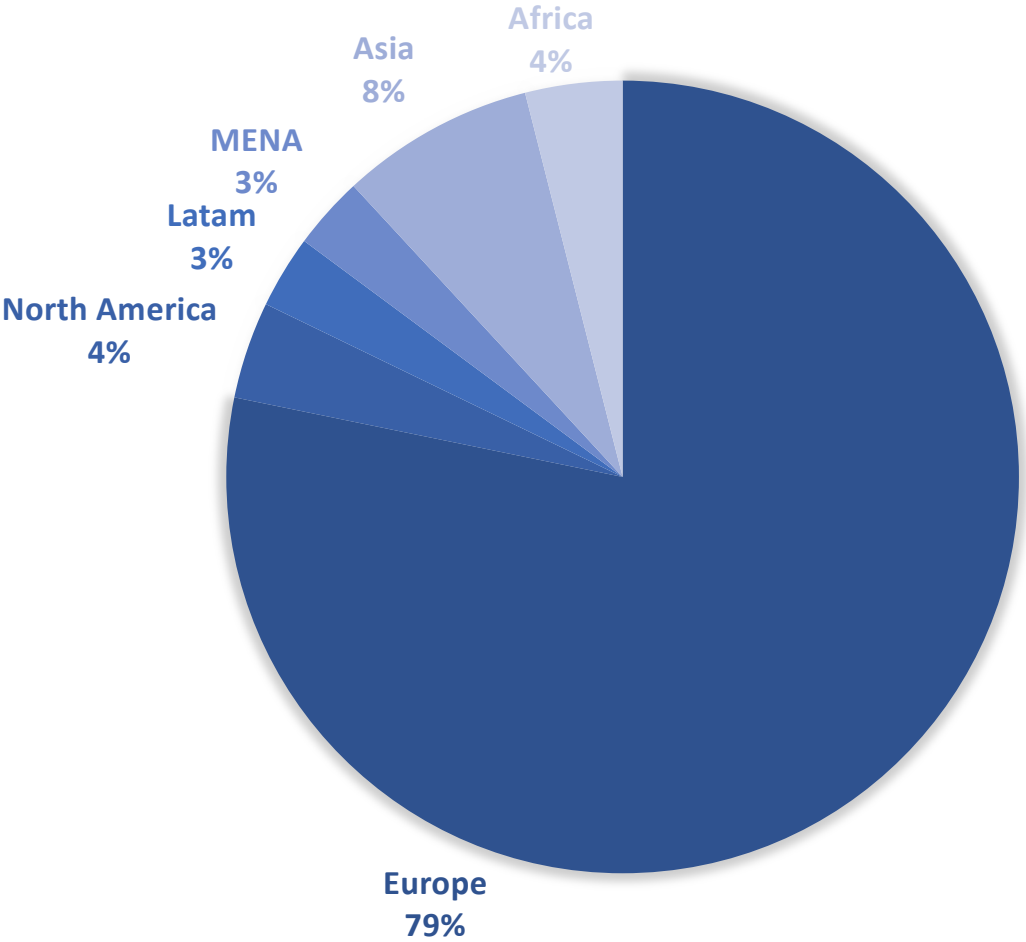
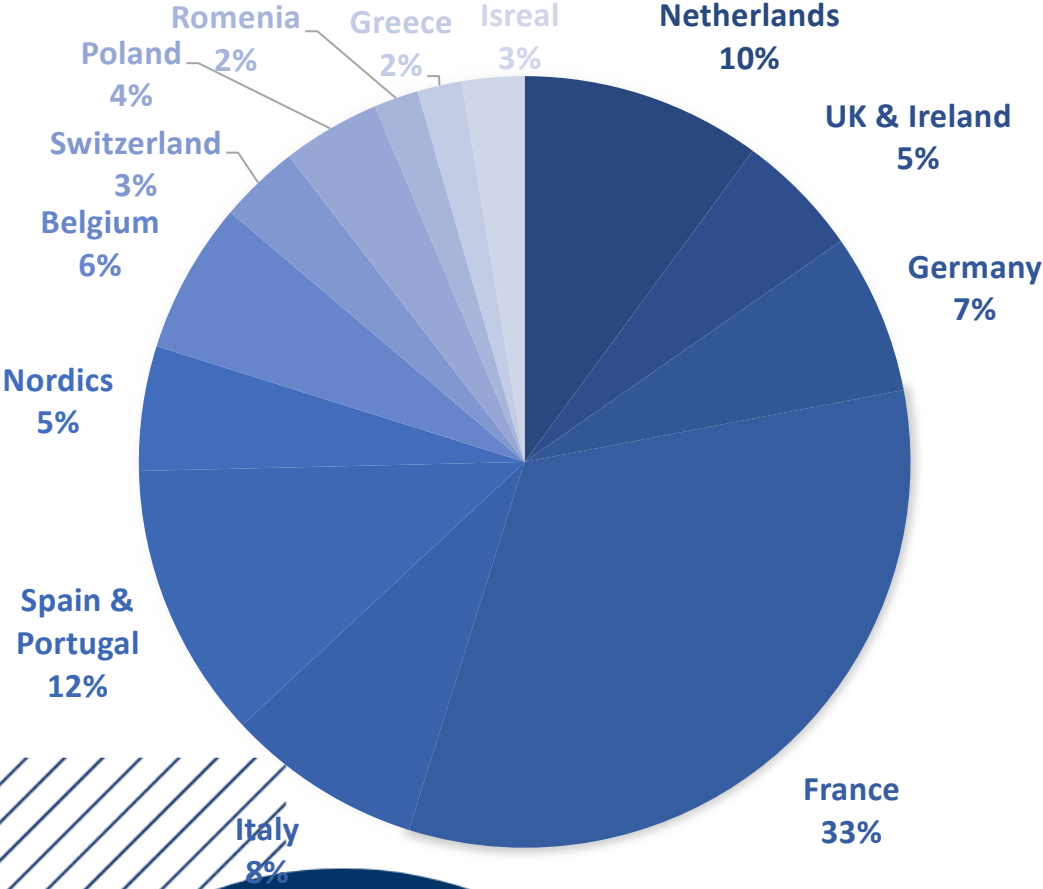
Co-learning Pillar - Registrations by Type

484 registrations with high diversity



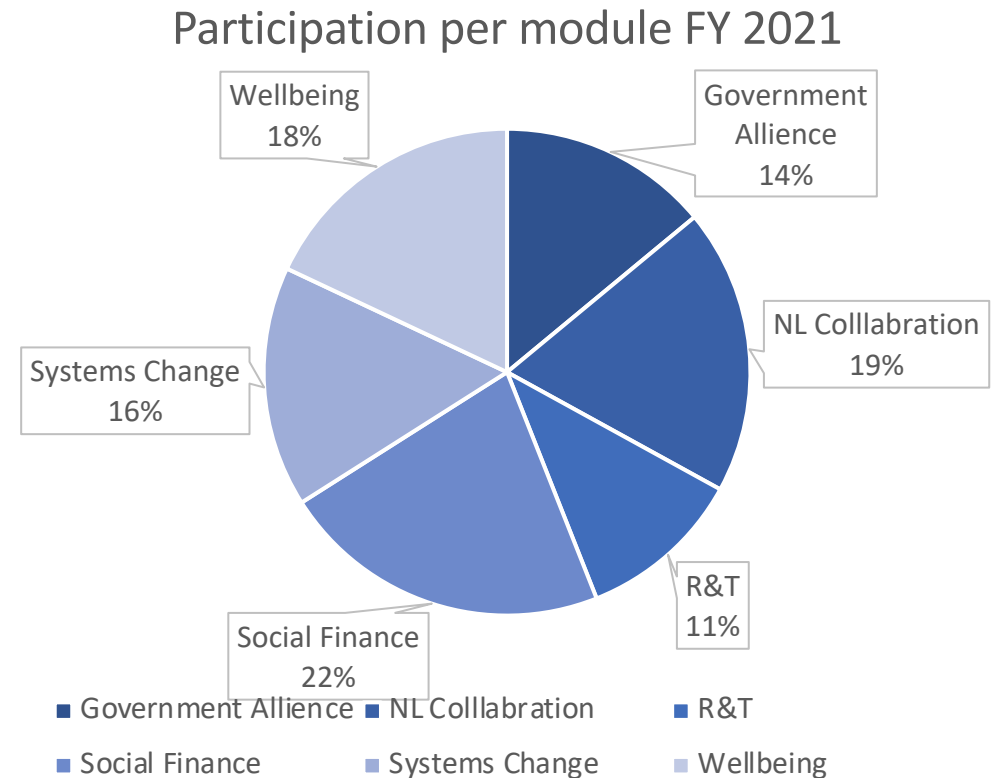
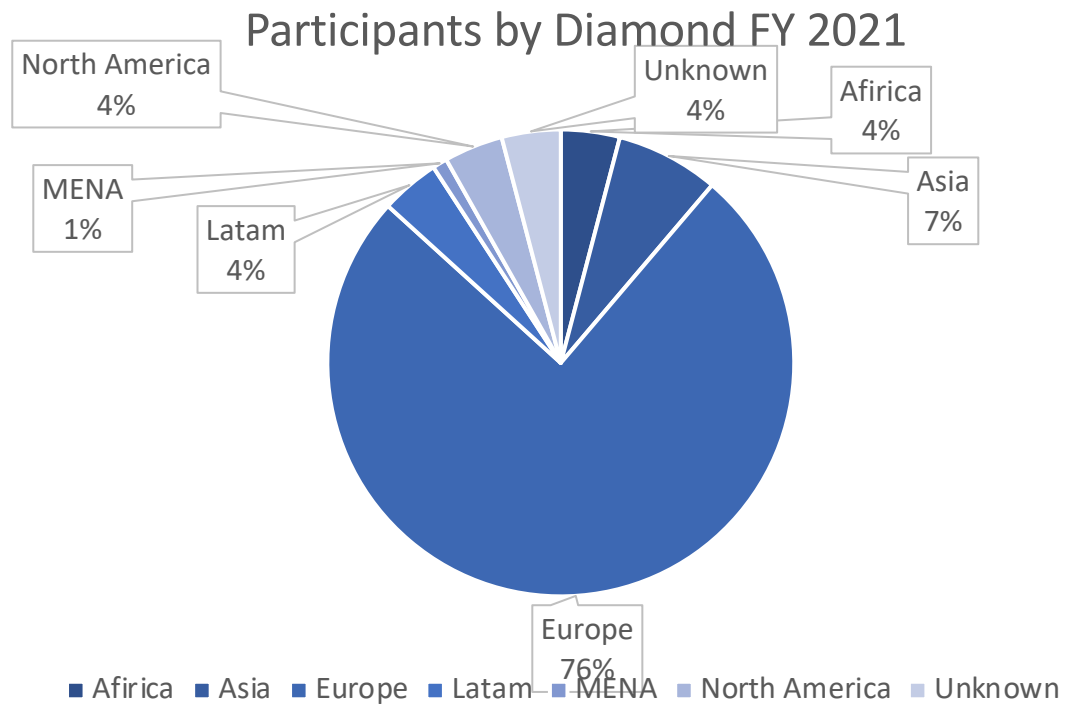
Co-learning Pillar- Registrations by Geographies

N= 484



Co-learning Pillar - Registrations vs Participation

- Registrations : 484
- Participants: 410
- Drop-outs : 74 (%15)



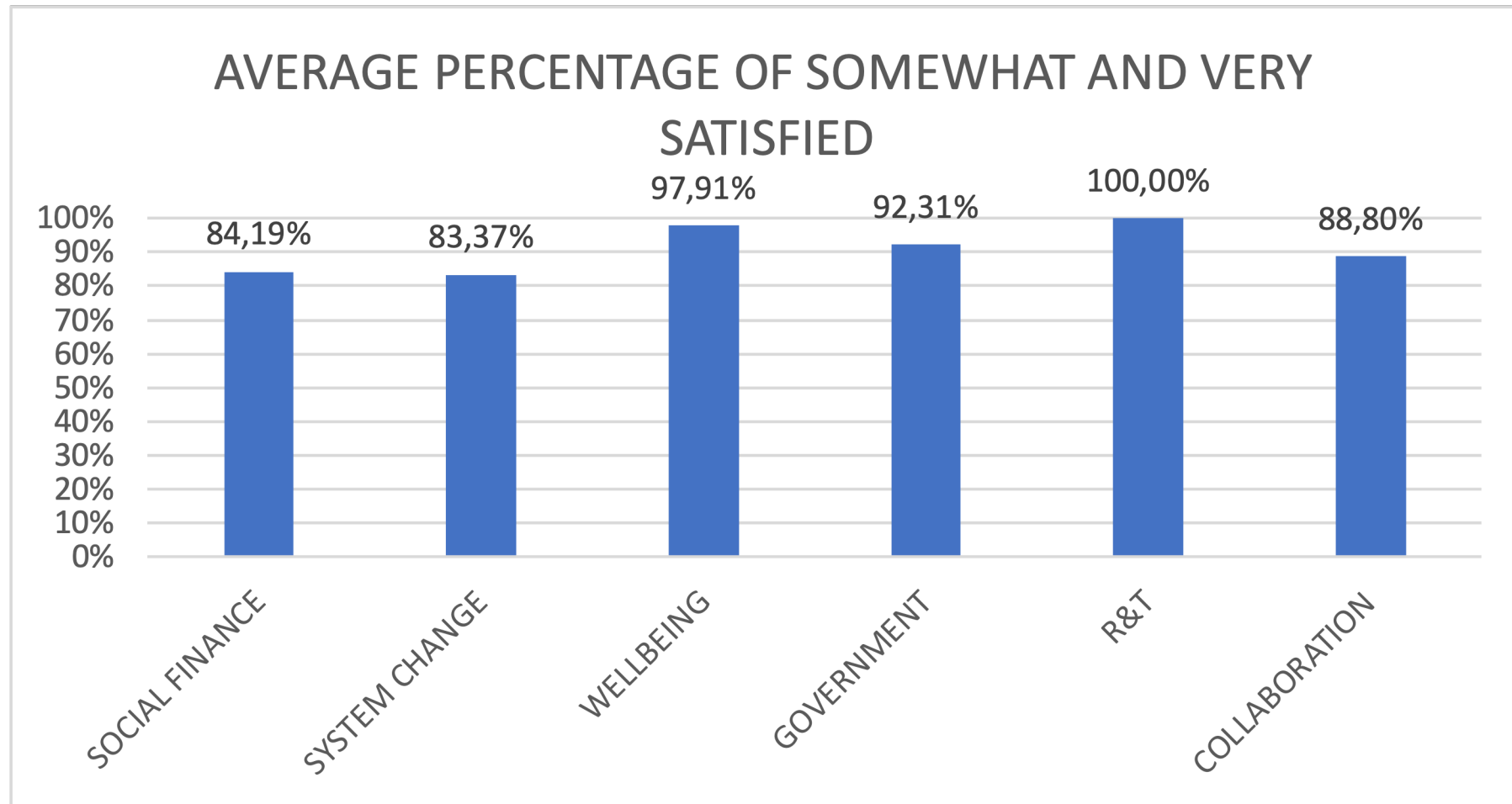
Comparative Results of the Modules



Ashoka Europe
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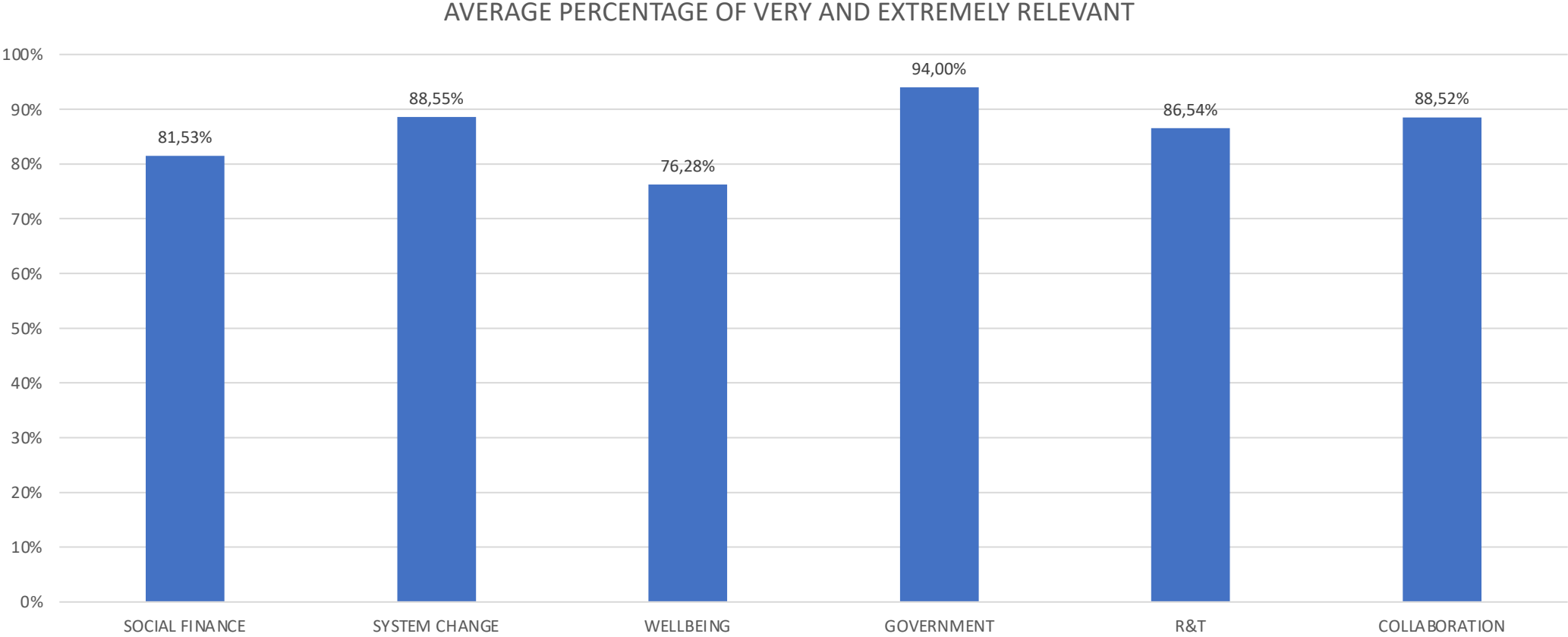
Co-learning Pillar- Overall Participant Experience

All modules show high participant satisfaction (overall average of 91%)



Co-learning Pillar- Relevance of module topics

On average, participants reported a relevance of 4/5 (“very relevant”)



Co-learning Pillar- Relevant follow-up actions – Selection

Working with my teams to think through the clarity of our purpose and strategies - especially identifying our allies!

Government Alliances

I have already included some of the Wellbeing Lab issues in the workshops and consultations that I am now running for the leaders of rural associations. I am also preparing for a series well-being workshops for people working in the field of social assistance.

Wellbeing

I paired this training with a U-Transform System Change training, and I am using both tools to then working on each plot, starting with one of them (approaches to Teacher Education Schools) and moving to the others

Systems Change

I have started working with the team to refine the financial model, translating the growth plan into financial projections for costs and funding.

Social Finance

I am using it in my work to influence government policy for my system area, the course created a greater focus for me, and highlighted ways I hadn't thought of.

Government Alliances

We are planning the replication in the first country!

Replication & Transfer

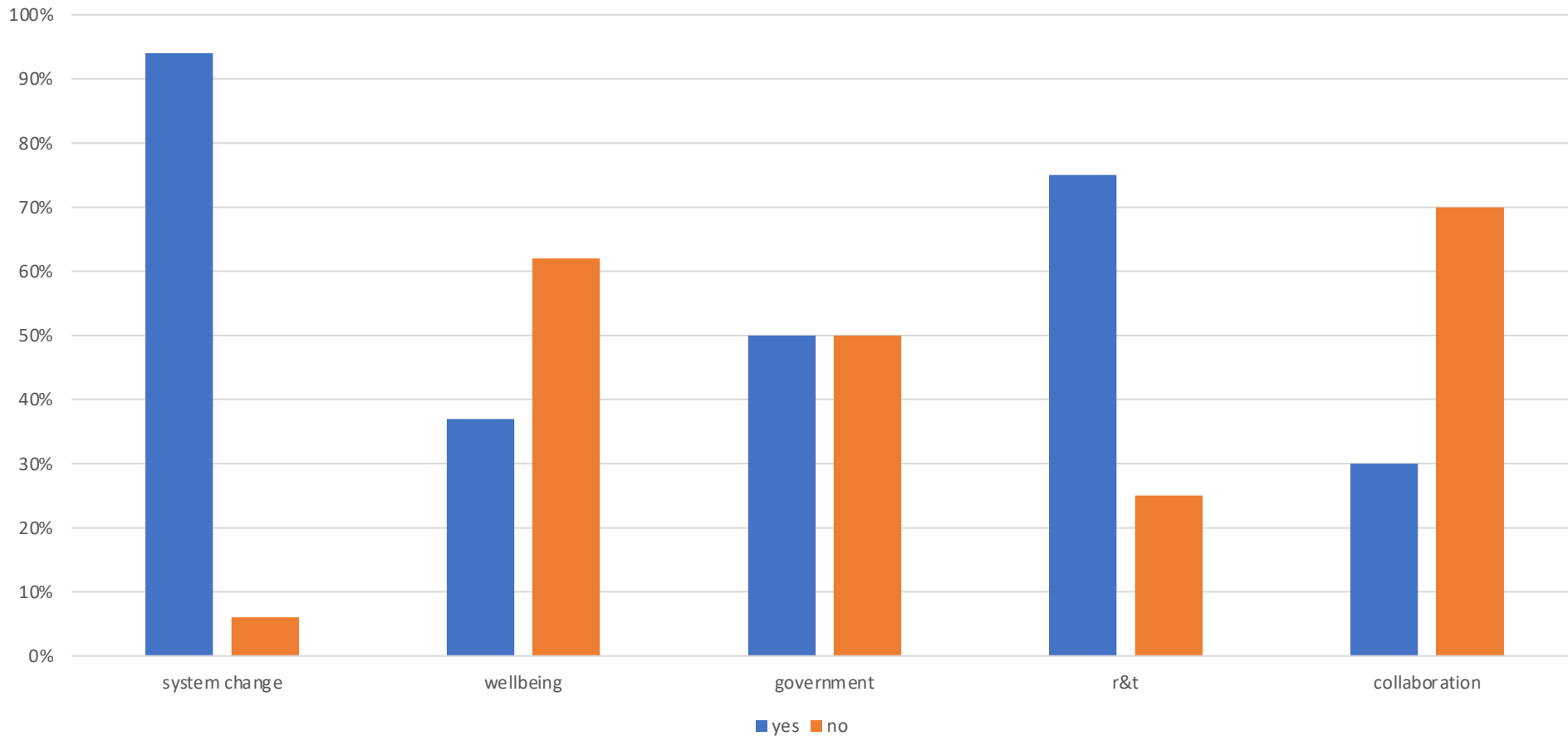
We will be adopting the Financial Model template provided within one or two months.

Social Finance

Co-learning Pillar- New Opportunities

Almost 60% of participants explored new opportunities

Did your participation in the module lead to any opportunities for the future?



Results As Per Impact Defined In The Impact Chain



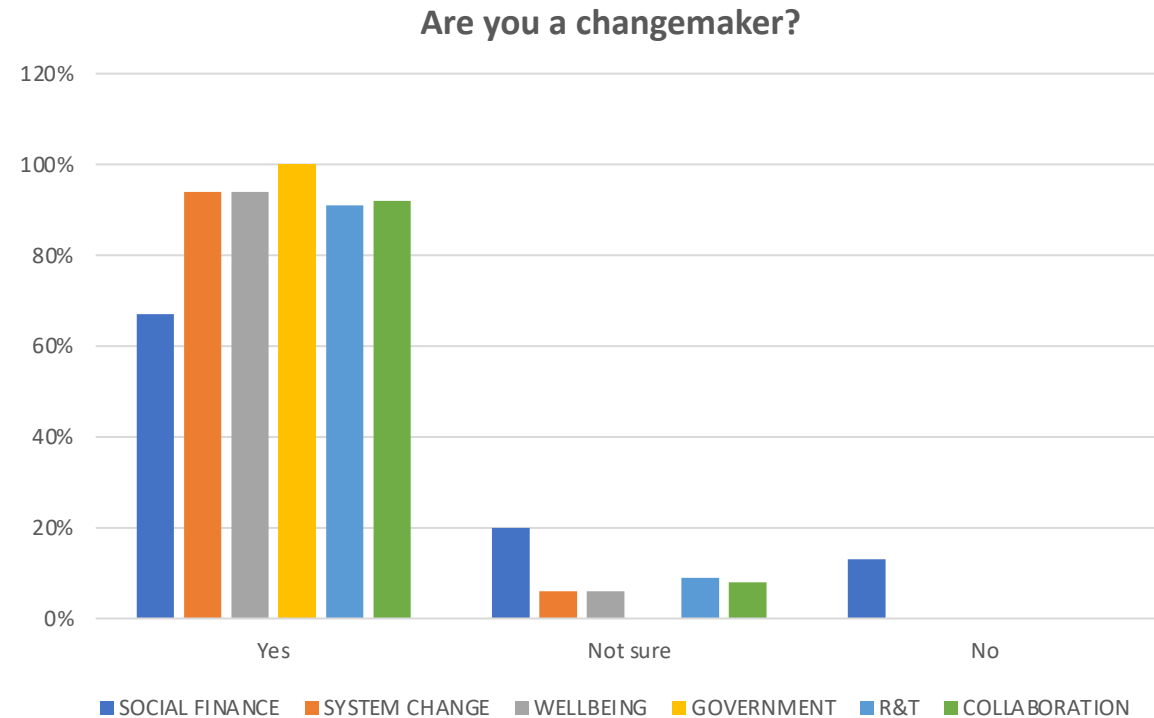
Ashoka Europe
Fellowship Program

Co-learning Pillar- Impact Chain

| Problem | Activities | Outcome: Short-term | Outcome: Mid-term |
|---|---|--|--|
| <p>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.</p> | <p>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:</p> <ul style="list-style-type: none"> • Systems Change • Replication & Transfer • Social Finance • New Leadership • Wellbeing | <p>Social entrepreneurs and changemakers with:</p> <ul style="list-style-type: none"> • strengthened identity as a leading social entrepreneur and changemakers in their respective field and institutional setting • deeper awareness and understanding of their potential system change and contribution to collective impact • accelerated know-how, resources, networks and impact • Strengthened leadership and wellbeing | <p>A learning ecosystem in Europe that creates the space to capture, exchange and develop the skills, methods and mindsets supporting system changers in Europe.</p> |

Co-learning Pillar- Everyone A Changemaker

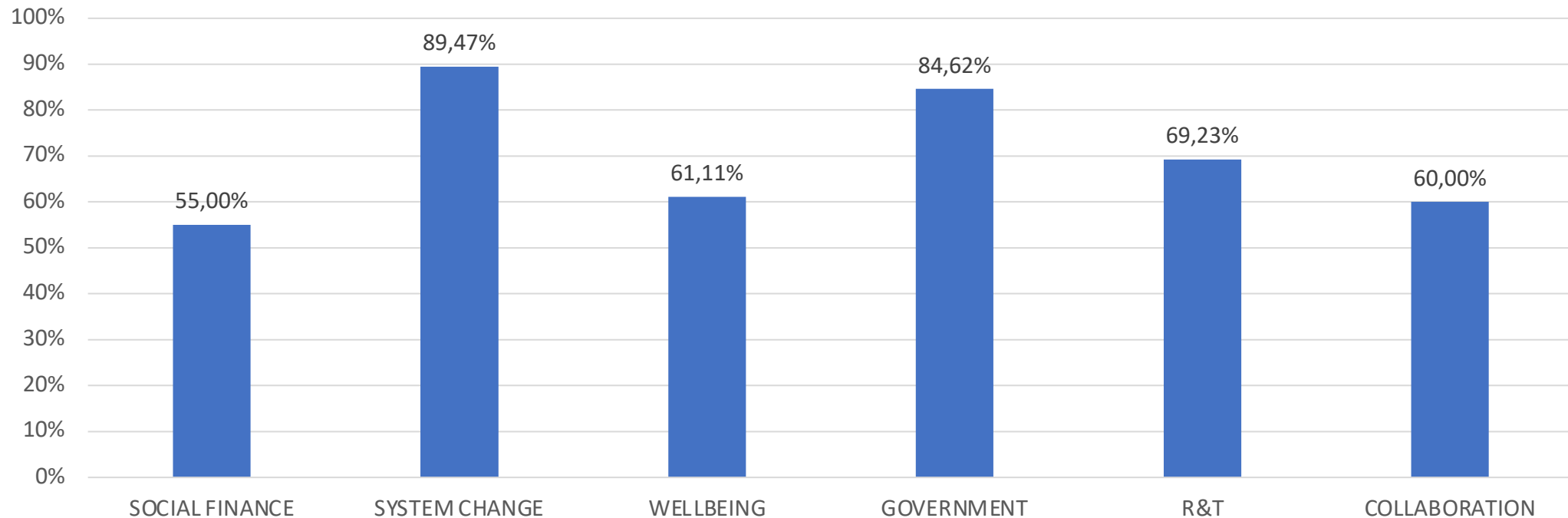
Strengthened identity as leading social entrepreneurs and changemakers in their respective fields and institutional setting



Co-learning Pillar- Everyone A Changemaker

Deeper awareness and understanding of their potential for system change and contribution to collective impact (1/2)

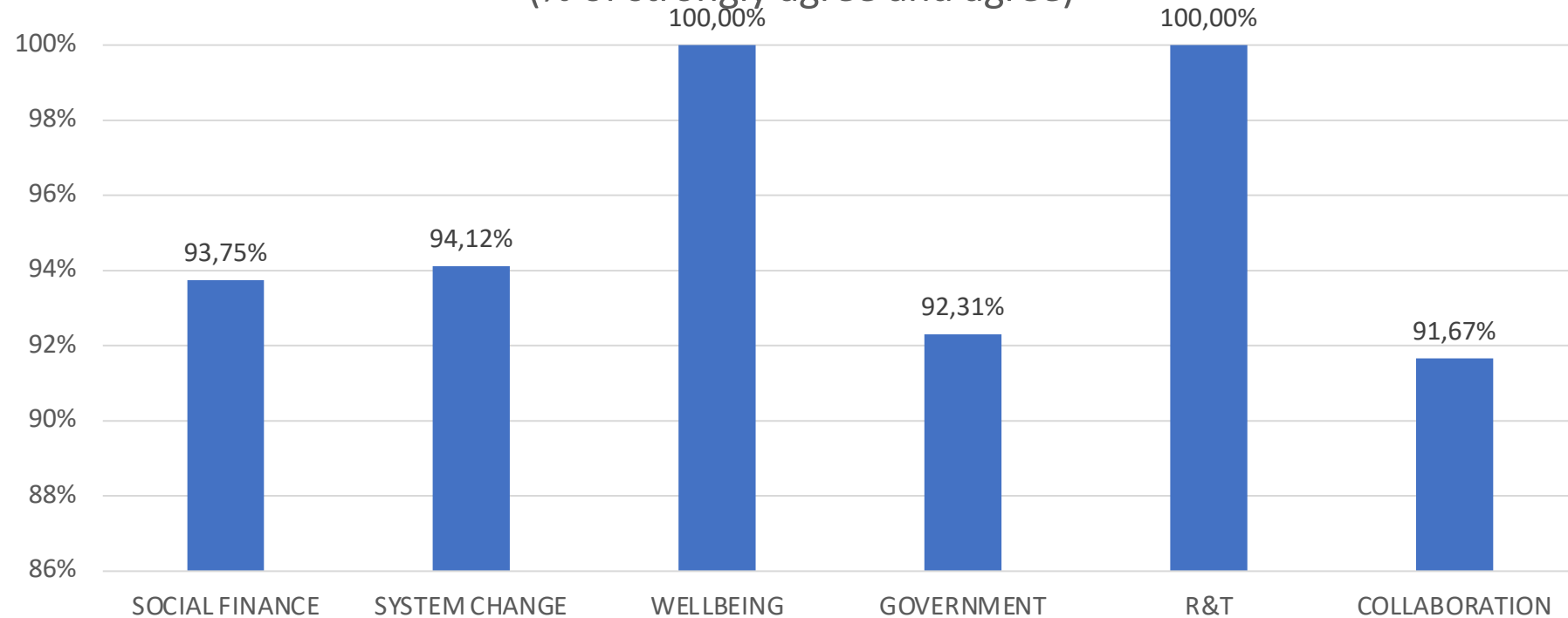
The Module has helped me see my work at a systems-change level
(% of strongly agree and agree)



Co-learning Pillar- Everyone A Changemaker

Deeper awareness and understanding of their potential for system change and contribution to collective impact (2/2)

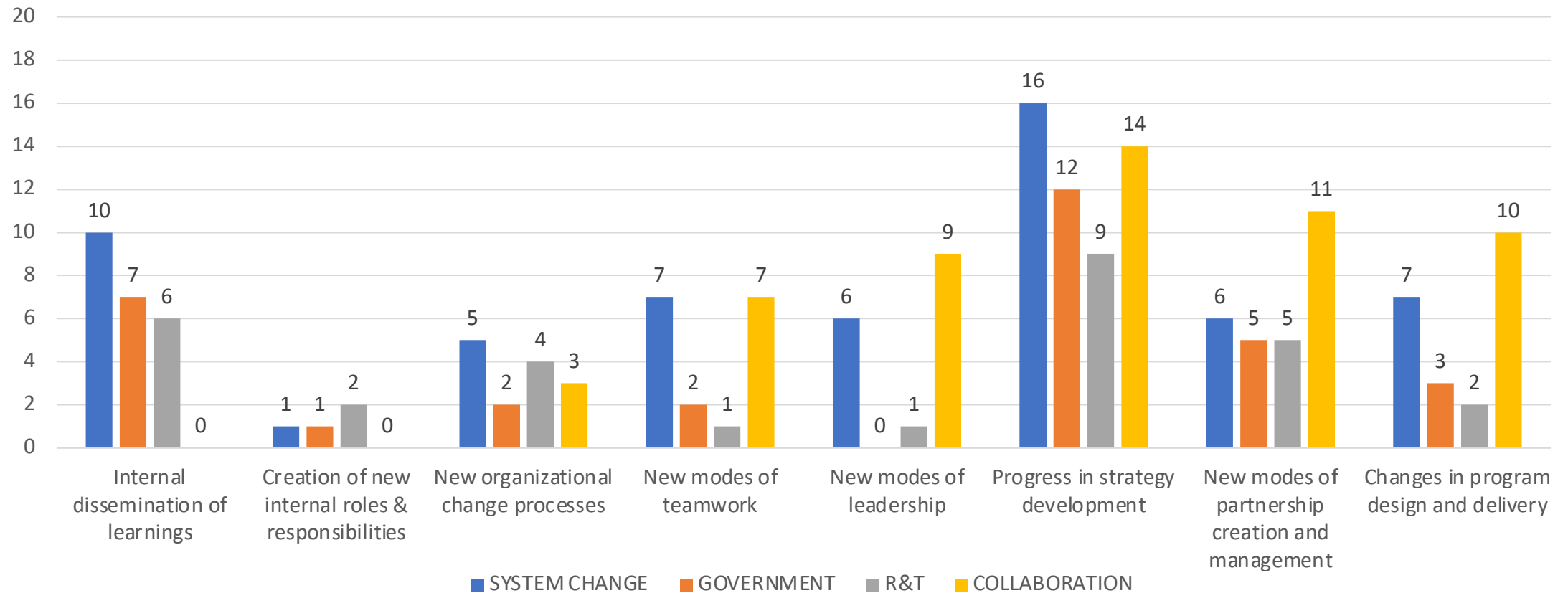
The success of my organization depends on the degree in which we can enable others to be and act like changemakers
(% of strongly agree and agree)



Co-learning Pillar- Everyone A Changemaker

Accelerated Know-How, Resources, Networks and Impact (1/2)

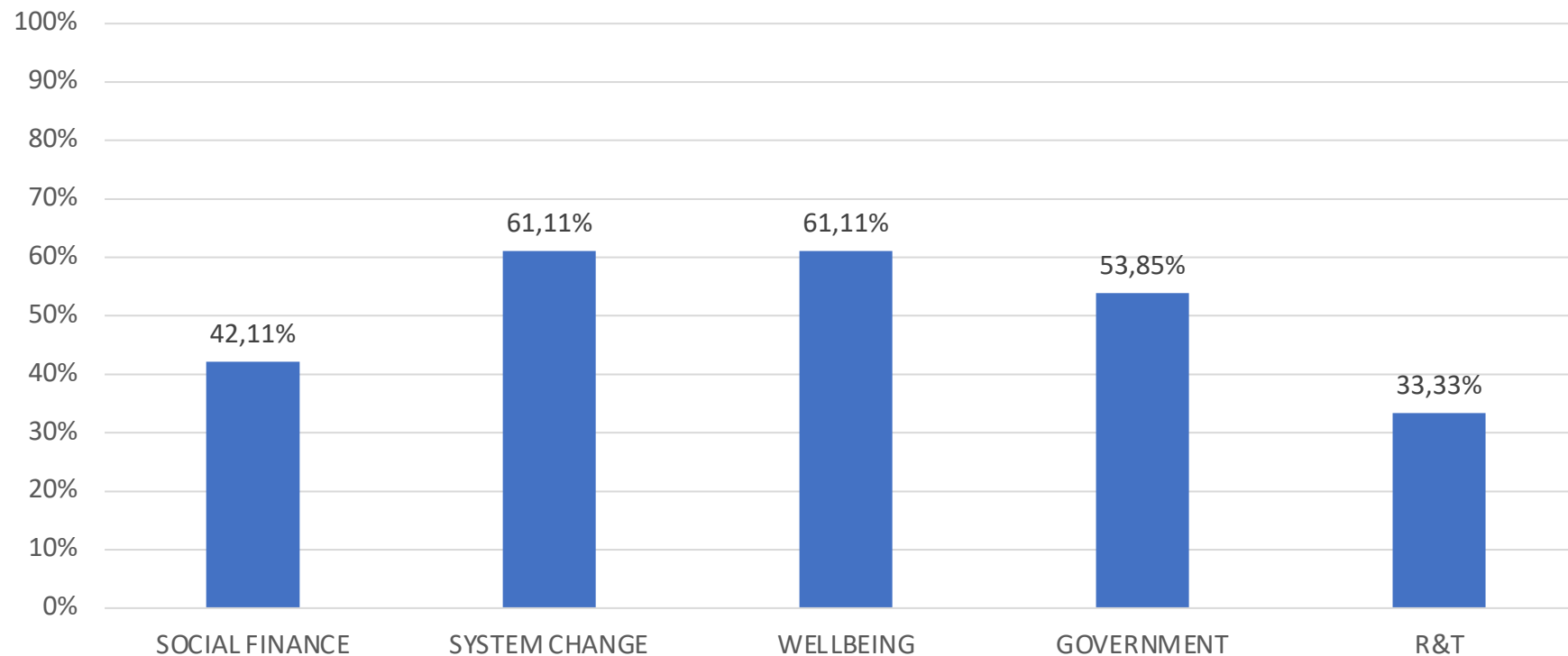
ORGANIZATIONAL CHANGES



Co-learning Pillar- Everyone A Changemaker

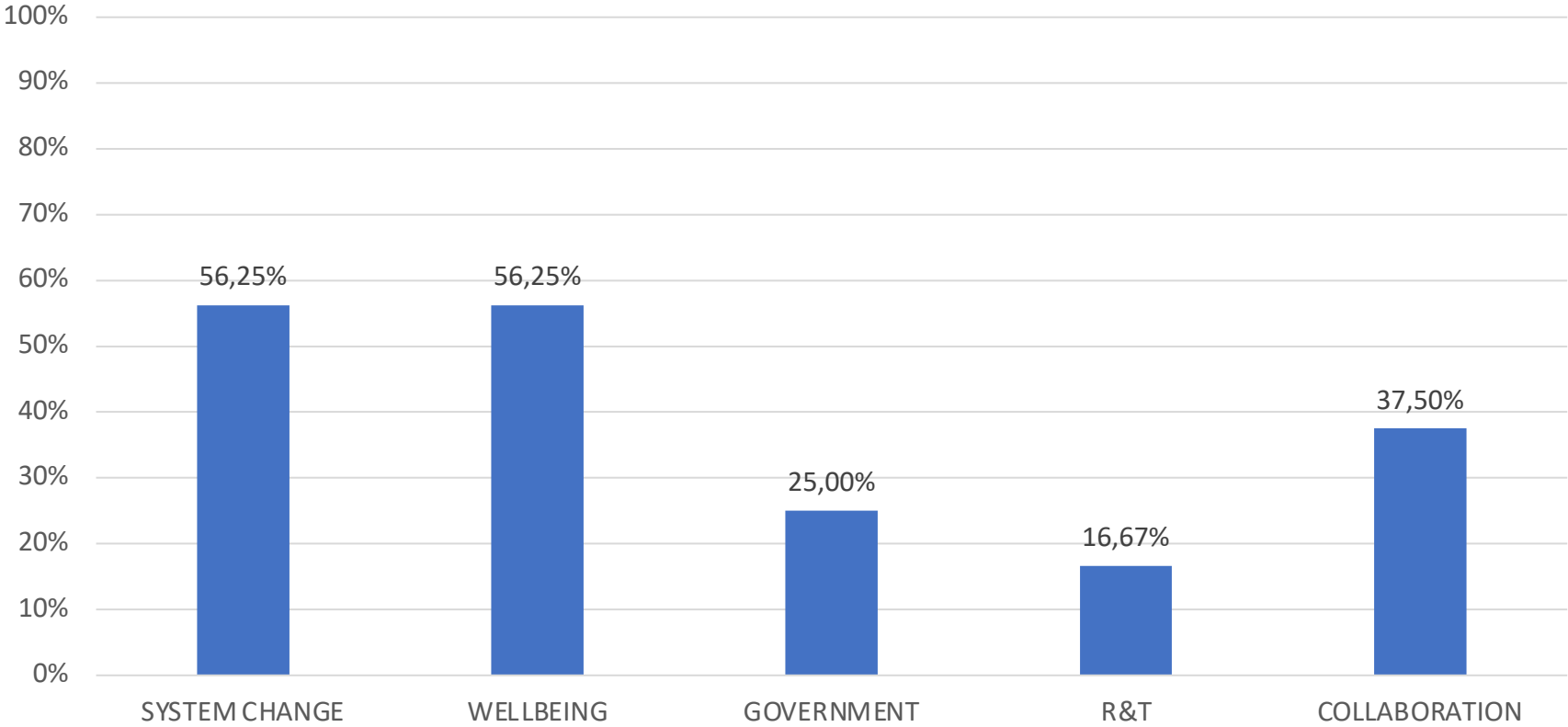
Accelerated Know-How, Resources, Networks and Impact (2/2)

The Module has helped me increase impact within the system I am active in
(% of strongly agree and agree)



Co-learning Pillar- Strengthened Leadership and Wellbeing

The Module has changed how I see myself as a leader
(% of strongly agree and agree)




Co-learning Pillar- Special Service Delivery Initiatives

In partnership with various partners an additional 125 social entrepreneurs and innovators were trained through these special initiatives:

- **Visionary Program** – a 2-day and 4-half-day online systems change learning journey in collaboration with the Ashoka Visionary Program in Central Europe (Apr 20) and East Africa (May 20). In these learning journeys, 51 participants across all target groups went through the program.
- **CEMEX-TEC** – A 2-hour workshop on systems change was delivered for the 15 winner participants of the CEMEX-TEC Award during the Bootcamp for Social Entrepreneurs in collaboration with Ashoka Mexico.
- **SSIP Accelerator** – The systems change online course was run between Sep-Dec 20 for the 11 winners of the SSIP Accelerator; of these: 3 Ashoka Fellows and 8 leading social entrepreneurs went through the program.
- **Steelcase** – A bonus workshop on Wellbeing in Space was held in collaboration with Steelcase with 15 participants, among which 8 Fellows and 7 Staff members.

Co-learning Pillar- Summary of Outcomes

- 535 participants in total (excluding ACMS sessions)
 - 7 online courses run on 6 different themes, with 410 participants from 49 countries
 - 125 changemakers participated in a range of learning journeys we delivered connected to international partnerships and programs, including the Visionary Program, the CEMEX-TEC Award, and the Scaling Social Innovation Program.
 - A revamped version of the Systems Change online course, including a workbook, studio recordings, professionally designed videos in English, French, and Spanish, and a manual for replication
 - A Wellbeing Toolkit
 - 1 brand-new online course (Multistakeholder Collaboration)
- 

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Ecosystem Pillar- Strategic priorities to shape the field of social entrepreneurship in Europe

-  **Funding Systems Change**
Developing a new culture for funding systems changing social innovations
-  **Replicating System Changers**
Building enabling environments to transfer systems changing solutions across borders
-  **Government Alliances**
Supporting governments and social innovators to build effective partnerships for change
-  **Supporting Systems Changers**
Making support for social entrepreneurs more effective, impactful, and sustainable
-  **Eldership & Transition**
Addressing the underserved issue of transition and retirement in social entrepreneurship

26

Multistakeholder engagements/initiatives

250

Participants of regular working groups

620

Participants of events

945

Participants of webinars

200

Social innovators engaging & positioning the issue of transition globally

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).
- **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 Commission**- partnered with to conduct a study to develop policy recommendations for the promotion of cross-border activities for social economy organizations.
- **“New Allies: How governments can unlock the potential of social entrepreneurs for the common good”** - Co-created & co-hosted a range of international round tables to boost the issue in Europe and beyond.
- **The Elders Council** – a group which we helped to co-initiate – grew to be a global initiative engaging over 200 social innovators on co-learning, peer-to-peer support, and the positioning the issue of transition globally. The Elder’s Council has since been set up as an independent organization.

Ecosystem Pillar- Summary of Outcomes

- 26 roundtables/multi-stakeholder webinars/working groups implemented
- 2000 stakeholders participated
- 3 knowledge products created, one new release:
 - ✓ **New Allies:** How Governments can unlock the potential of social entrepreneurs for the common good?
 - ✓ **Supporting System Changers:** The role of system thinking, changemaking leadership, and wellbeing
 - ✓ **Promoting Cross-Border Activities** for Social Economy, including Social Enterprises; Status: On-going
- Engaged with +200 social innovators on co-learning, peer-to-peer support, and the positioning the issue of transition globally. The Elder's Council has since been set up as an independent organization.
- At least 6 prototype initiatives co-developed

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Collective Impact Pillar- **Priority areas**

We co-created and engaged in three collective impact initiatives:

- ▶ **Changemakers United for a Post COVID-19 Society**
- ▶ **Biodiversity (Bioregional Weaving Labs Initiative)**
In collaboration with Climate & Planet Next Now team
- ▶ **Health**
In collaboration with the global Making More Health Initiative



Collective Impact Pillar- Priority: Covid-19 Crisis

Changemakers United- is a collective effort to support social innovators at the forefront of the COVID-19 crisis. After its launch in April 2020, the initiative quickly expanded beyond Europe to Africa, Latin America, and South Asia, reaching more than **10,000 participants** through online events and engaging **67 mentors** and **231 pro-bono experts** to support the work of Ashoka Fellows. A total of **105 social entrepreneurs** from **34 countries** were supported, reaching around **450 million people directly and indirectly with their solutions.**

Collective Impact Pillar- Priority: Biodiversity

The Bioregional Weaving Labs Collective - a collaborative initiative of **20 systems-changing organizations (16 Ashoka Fellows)**. Its mission is to accelerate and scale systemic, community-based solutions to conserve and restore biodiversity. The goal is to transform one million hectares of land and sea in Europe into healthy ecosystems, green economies, and thriving communities by establishing at least ten Bioregional Labs before 2025. **8 online workshops** and one in-person retreat were implemented to co-create the initiative and a 5-year plan was subsequently publicly launched.

Collective Impact Pillar- **Priority: Health**

Making More Health Initiative - We started to explore the development of a collective impact initiative on health in partnership with the in Europe, Latin America, and Africa. **7 Fellows** from Europe working in the health sector started to co-create together to address health barriers in Europe. We implemented **6 facilitated online workshops** in 2021 to analyse the health system, create shared intentions and goals, and co-create specific actions and solutions. **5 social entrepreneurs** developed a collective advocacy strategy to influence policymakers in Europe to implement policies that equip patients and communities to be active agents in their healthcare journeys.

Collective Impact Pillar- Priorities: On going

Democracy- beginning phase - We also began to develop a collective impact initiative on democracy. Based on the findings of Ashoka's flagship report *Doing Democracy: How Social Entrepreneurs bridge divides, fight apathy and strengthen civic liberties*, we interviewed and **engaged 16 Ashoka Fellows** in Europe to develop a collaborative initiative focused on empowering community citizenship.

In this reporting period, we have also developed and co-created new partnerships and collective impact initiatives on issues such as gender and migration. More to come soon!

Collective Impact Pillar- **Impact Chain**

| Problem | Activities | Outcome: short-term | Outcome: Mid-term |
|---|---|---|---|
| <p>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”.</p> | <p>Igniting collaborations and collective impact around Europe's most pressing challenges with a focus on</p> <ul style="list-style-type: none">• Democracy• Biodiversity• Fighting the pandemic• Health | <p>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.</p> | <p>New collective impact solutions at European level in place that enable collective changemaking around Europe's most pressing challenges.</p> |

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Cross-Cutting - Community

Exploring Best Tools

The Team has piloted and tested the WeChangers platform.

We also work with the EU Comms Team on the best solutions to connect community members

299 community members have signed up on WeChangers

177 of them (60%) created a profile.

Who are the community members on WeChangers:

- Ashoka Fellows and their affiliates (53%)
- Ashoka staff (35%)
- Ashoka Support Network (12%)

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.

Goal: Making Fellowship more inclusive & equitable for diverse community of Fellows

Creation of the **1st European Fellowship DEI Strategic Plan**

Creation of the 1st DEI knowledge product
– **The DEI Guidebook for Facilitators**



Cross-Cutting- Communications

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

Through newsletters, blog posts, social media and knowledge products, we shared learnings and insights with Ashoka's core community of +60.000 social entrepreneurs and changemakers globally.

2.400

Newsletter recipients
(social entrepreneurs &
business leaders)

41- 50%

Newsletter opening rate

3.100

Monthly unique webpage
visitors

40%

Website engagement rate

67.200

Changemakers reached
via comms campaigns

Cross-Cutting – Fellowship Coordination

ONE Fellowship Team

Focus areas:

- Engagement with the Ashoka Europe Fellowship Program
- Accessibility of Program
- ONE Team Engagement
- Alignment, belonging and collaboration
- Strengthening the European community of Fellows

Current co-created focus: co-create the yearly agenda together and involve Reps in decision making

5 Internal dialogue sessions

18 Fellowship Reps from Europe interviewed

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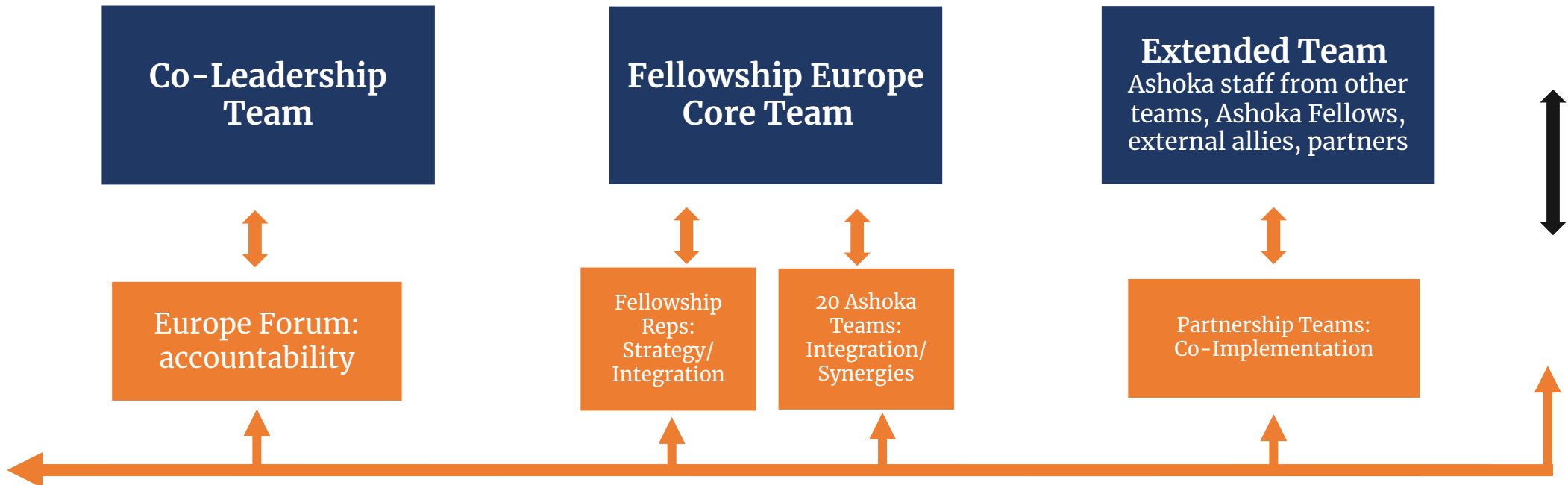
Management- Strategic Growth of the Program

| | FY 19 | FY 20 | FY 21 | FY 22 (forecast) |
|----------------------|---|--|---|---|
| Team | 2 FTEs | 4,5 FTEs | 7,3 FTEs | 8,5 FTEs |
| Budget | 120k | 351k 5 funders | 444k 7 funders | 650k 10 funders |
| Outreach | <ul style="list-style-type: none"> • 1 program pillar • 125 co-learners | <ul style="list-style-type: none"> • 3 program pillars • 300 co-learners • 1500 ecosystem players | <ul style="list-style-type: none"> • Consolidation of the pillars + new modules & initiatives • 535 co-learners • 2000 ecosystem players | <ul style="list-style-type: none"> • Stronger community engagement and management + further develop collective impact initiatives • ca. 600 co-learners • 2000 ecosystem players |
| Social Impact | Learning platform for social entrepreneurs in Europe | Learning platform and collaboration initiatives between change leaders in Europe | Further learning modules included and new collaboration initiatives | Strong and engaged community of change leaders in Europe co-creating on pressing challenges |

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.



The Europe Fellowship Program Co-leadership Team (FY 2021)

Georg



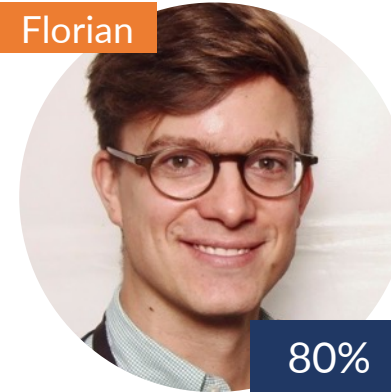
- Fundraising Host
- Strategy & Program Development Host
- Co-leader of 1 ecosystem initiative
- Collaboration with Ashoka Africa Host
- AP roles

Giulia



- Collective Action Pillar Host
- Co-leader of 1 co-learning module & 1 Collective Action initiative
- Partnerships Host
- Human Resources Host
- Fundraising Support
- AP roles

Florian


















- Co-leader of 4 co-learning modules
- Co-leader of 2 Ecosystem initiatives
- Finance and Admin Host
- Partnerships Support
- Fundraising Support
- AP roles

Mica



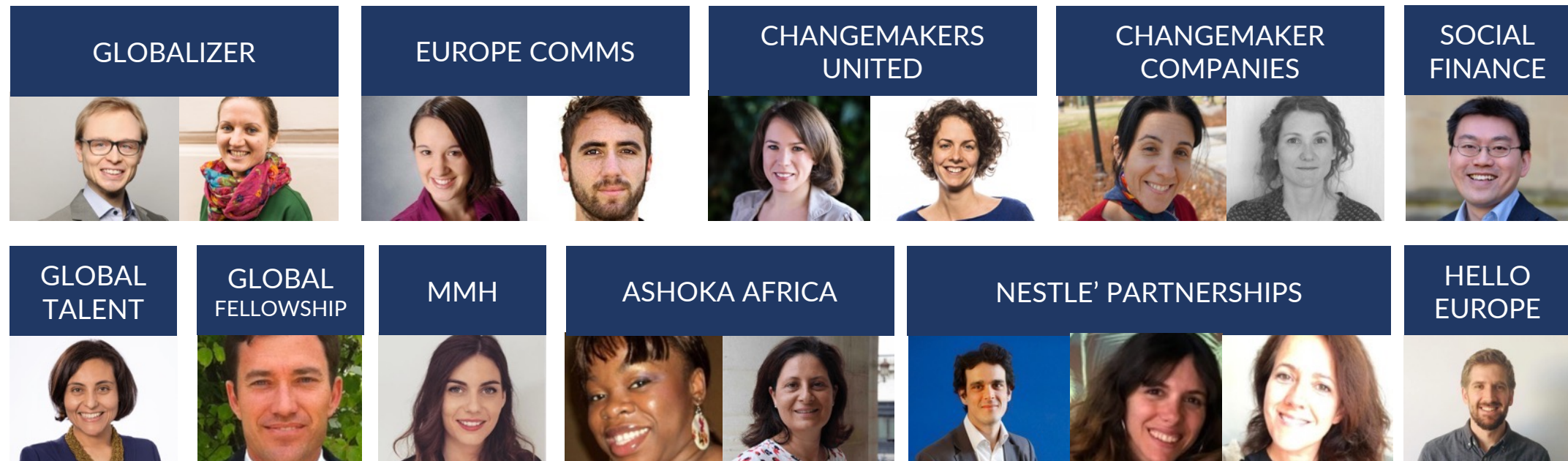
- Co-leader of 2 co-learning modules
- Co-leader 1 Collective Action initiative & 1 Ecosystem initiative
- Team Integration Host
- Fundraising Support
- AP roles

The Europe Fellowship Program Core Team (FY 2021)

| | | | | |
|--|---|---|--|---|
|  <p>Ada Andreoni 50%</p> <ul style="list-style-type: none">• Co-learning modules support• Participant's engagement (including WeChangers) |  <p>Alessandro Valera 25%</p> <ul style="list-style-type: none">• Impact measurement co-leader• Knowledge Products co-leader |  <p>Alex De La Torre 30%</p> <ul style="list-style-type: none">• Social Finance Module leader |  <p>Alex Kesselring 24%</p> <ul style="list-style-type: none">• R & T Module co-leader• R & T Ecosystem Initiative co-leader• Impact measurement co-leader |  <p>Cigdem Selgur 30%</p> <ul style="list-style-type: none">• Communications leader |
|  <p>Federica Baiocchi 25%</p> <ul style="list-style-type: none">• Finance and Admin co-leader |  <p>Felix Cheung 20%</p> <ul style="list-style-type: none">• Finance and Admin co-leader |  <p>Loic Van Cutsem 17%</p> <ul style="list-style-type: none">• R & T Module co-leader• R & T Ecosystem Initiative co-leader |  <p>Lotte Wendt 20%</p> <ul style="list-style-type: none">• Fellowship Rep Integration leader |  <p>Martyna Markiewicz 30%</p> <ul style="list-style-type: none">• DEI Europe Fellowship leader |
|  <p>Nicole Pagan 60%</p> <ul style="list-style-type: none">• Co-learning modules support• Participant's engagement |  <p>Noa Lodeizen 15%</p> <ul style="list-style-type: none">• Democracy Collective Impact initiative support• Biodiversity Collective Impact initiative leader (spin-off) |  <p>Stefania Avanzini 20%</p> <ul style="list-style-type: none">• Fundraising co-leader• Partnerships co-leader |  <p>Teresa Seabra Perreira 20%</p> <ul style="list-style-type: none">• Corporate Alliances Module leader |  <p>Yasmin Guleg 60%</p> <ul style="list-style-type: none">• Communications support |

The Europe Fellowship extended Team of Teams (FY21)

The Fellowship Europe Core Team collaborates, co-creates and co-leads with a range of colleagues from other teams:



Ashoka Fellows are co-leaders and co-creators across all pillars and initiatives. We engage **external allies** in the development and implementation of a range of initiatives, such as FASE (on social finance) and CoCreative (on new leadership).

The Europe Fellowship extended team of Europe Fellowship Reps (FY21)

Our core constituency is the Fellowship Reps in the country offices across Europe.





Conclusions and Key Learnings



Ashoka Europe
Fellowship Program

Conclusions – Reach

The Fellowship Europe Program:

- Supported **535 social entrepreneurs** and changemakers through co-learning modules,
- Engaged approx. **2,000 social entrepreneurs**, changemakers and allies in building and advancing a European ecosystem of support,
- Shared learnings and insights through newsletters, blog posts and knowledge products through its network of **21 country offices** with Ashoka's core community of over **3,000 social entrepreneurs and changemakers in Europe**,
- Reached **67,200 changemakers** through, newsletter, website & social media
- Responsiveness and willingness to participate and **join the program is high and we exceeded planned participation in numbers.**

Conclusions – Quality

The Fellowship Europe 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 participants: 94% would recommend the program,
- Reached a diverse audience that is well balanced regarding their affiliation with Ashoka,
- Achieved to codify and share insights through articles and knowledge products,
- Inspired participation of social entrepreneurs and changemakers globally and from other continents

Conclusions – Integration

The Fellowship Europe Program:

- **Acts as a catalyst for the European integration of many country offices not only from Europe,**
- **Involves Ashoka teams, country offices and Fellows annually in program development and remains agile to respond to ad-hoc community needs,**
- **Enabled to build new European program infrastructure on community management and communications,**
- **Standardizes internal learnings into accessible and replicable learning and engagement journeys´ for Ashoka Fellows and partners,**
- **Is staffed and led by Ashoka staff based and integrated across country offices in Europe,**
- **Supports Fellowship integration across continents and globally through inspiring international participation, knowledge sharing and co-creation.**



Thank you!



Ashoka Europe
Fellowship Program