

Ashoka Europe Fellowship Program

Impact Report 2019-2020



Ashoka Europe
Fellowship Program

Ashoka Europe Fellowship Program

THE co-learning and co-creation community of social innovators – for systems change in Europe.

In a nutshell: The Ashoka Europe Fellowship Program is a co-learning and co-creation community to leverage Ashoka's local and global experience, resources and networks in order to advance social entrepreneurship and changemaking for the good of all - across the continent.

The goal: We are working towards a world where everyone can be a changemaker and we want to empower social innovators in Europe to thrive and be impactful (system) change leaders.

How? We offer 3 PILLARS:

Co-learning to Nurturing and practicing change leadership within our community.

Empowering the ecosystem to support social entrepreneurship in Europe.

Igniting collective impact and collaborations to enable changemaking around Europe's most pressing challenges.

Who can participate?

Ashoka Fellows, Ashoka Support Network Members, Ashoka Staff, Partners of Ashoka, Change Leaders in Education – also open to other interested change leaders and key players in the social entrepreneurship ecosystem, media, business and academia in Europe. to support social entrepreneurship in Europe.

Why?

You are committed to advance the social entrepreneurship movement for system change, regardless of the role you play in the ecosystem of change.

[Check out our program brochure](#)

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Impact Numbers 2019-2020

On top of other ecosystem players and partners for Collective Impact initiatives

Co-learning modules have clear outcomes for participating social entrepreneurs, who learn new ways of achieving greater social impact.

5

Co-learning modules

Systems Change
New Leadership
Wellbeing

Hybrid Social Finance (1 and 2)
Replication & Transfer

300

change leaders engaged as co-learners in the community

from
37
countries

1500

changemakers engaged in European ecosystem of support

79%

Engaged in concrete follow-up actions

94%

Promoter Score

Percentage of participants who would recommend the modules to other social entrepreneurs

Co-Learning Pillar: 5 Co-Learning Modules



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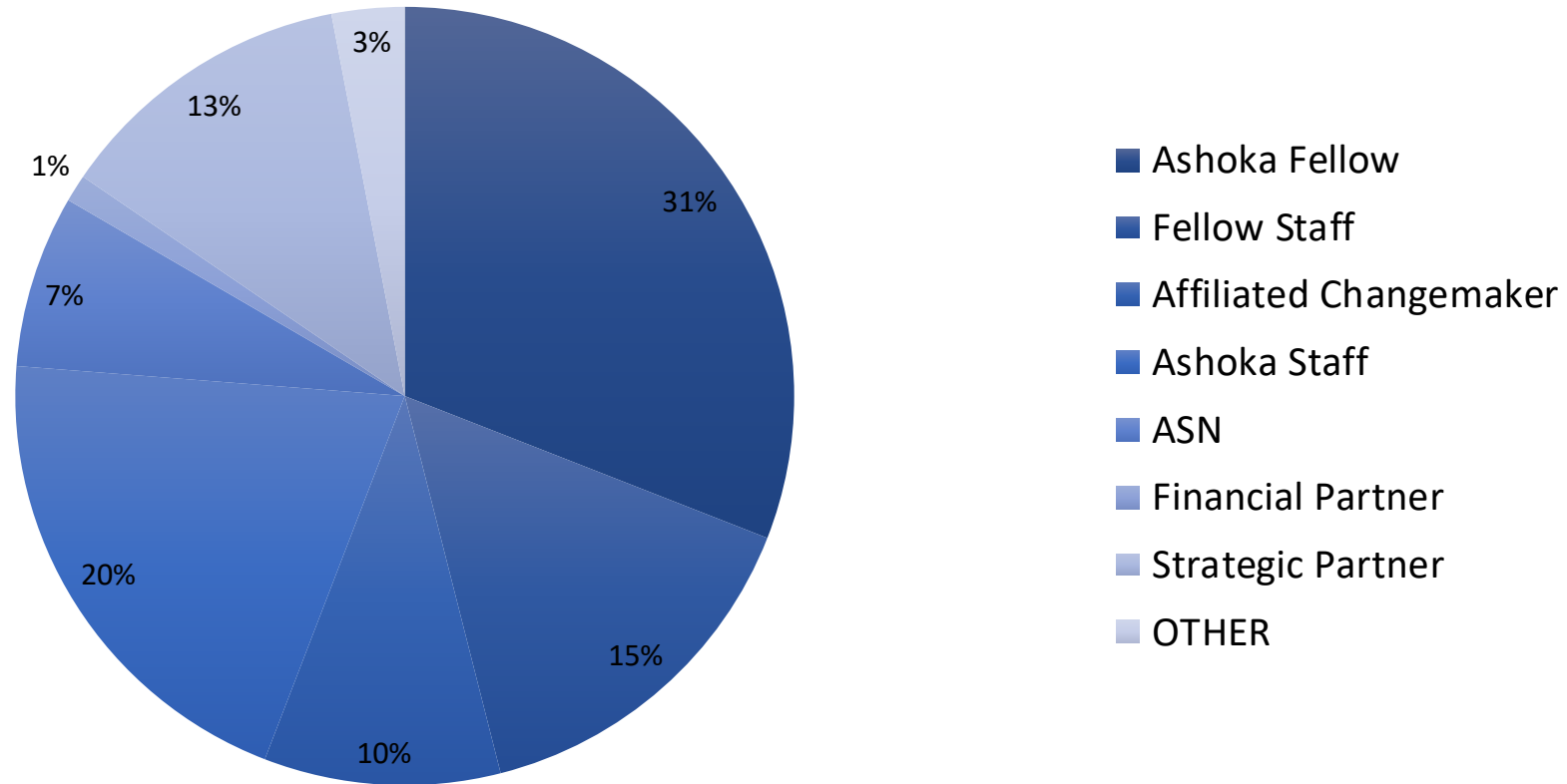
Impact Chain: Co-Learning Pillar

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, hybrid social finance for system 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">• System Change• Replication & Transfer• Hybrid 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>

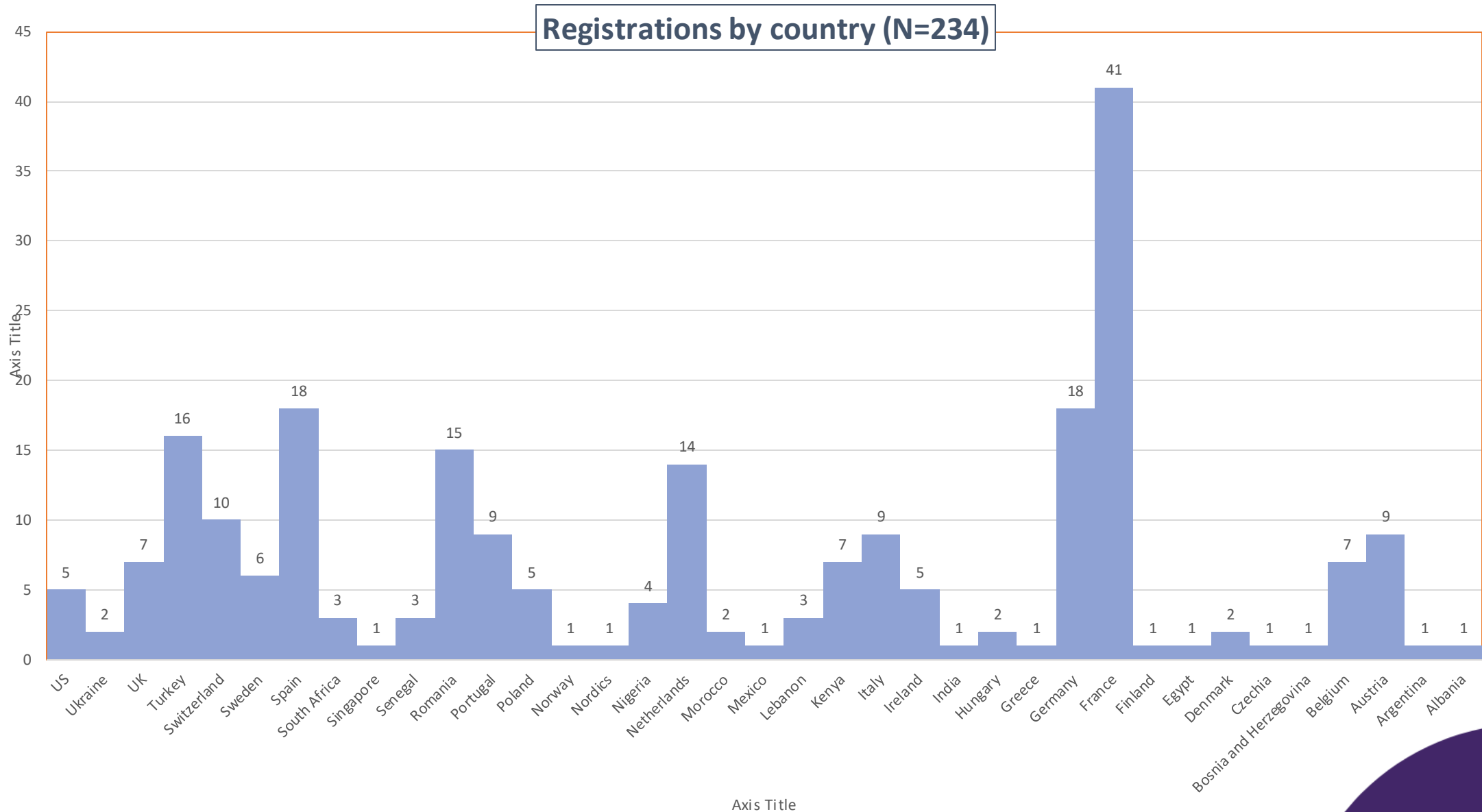
Co-learning pillar registrations by type

265 registrations with high diversity (227 persons)

Co-learning registrations by participant type



Co-learning pillar registrations by country



Comperative Results



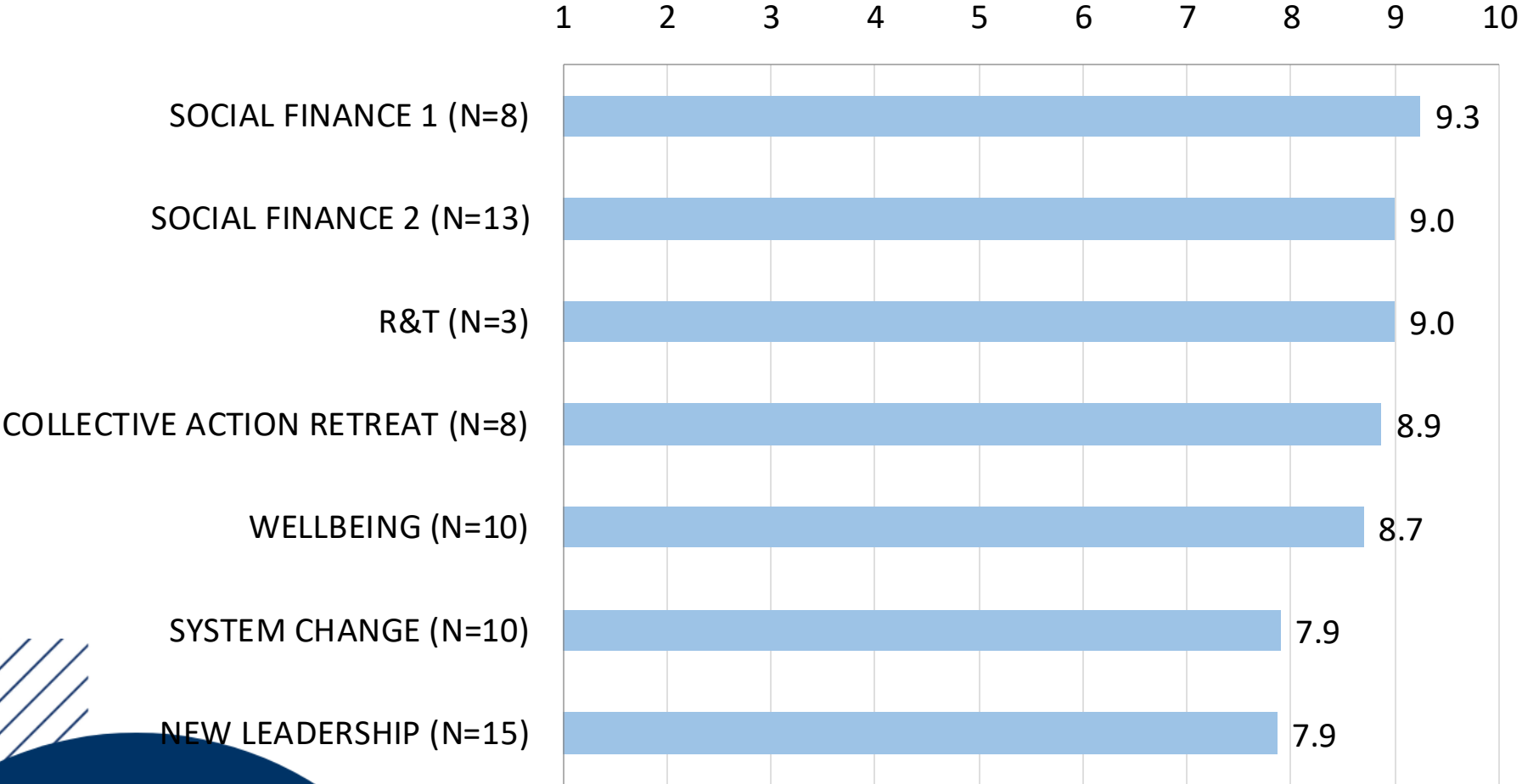
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Co-learning module- overall participant experience

All modules show high participant satisfaction

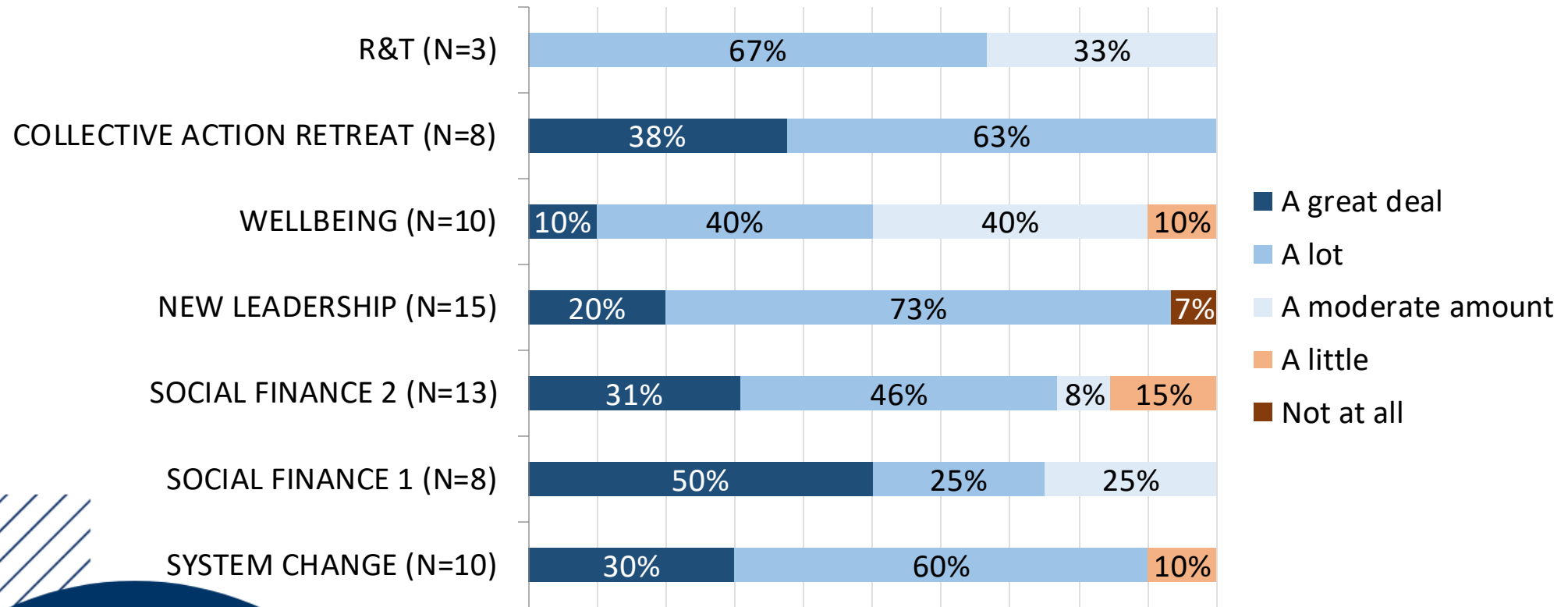
How would you rate your overall experience in this module?
(from 1 = bad experience to 10 = excellent experience) N=67



Co- Learning module- Increased knowledge?

The majority of participants reported their knowledge increased "a lot" or "a great deal"

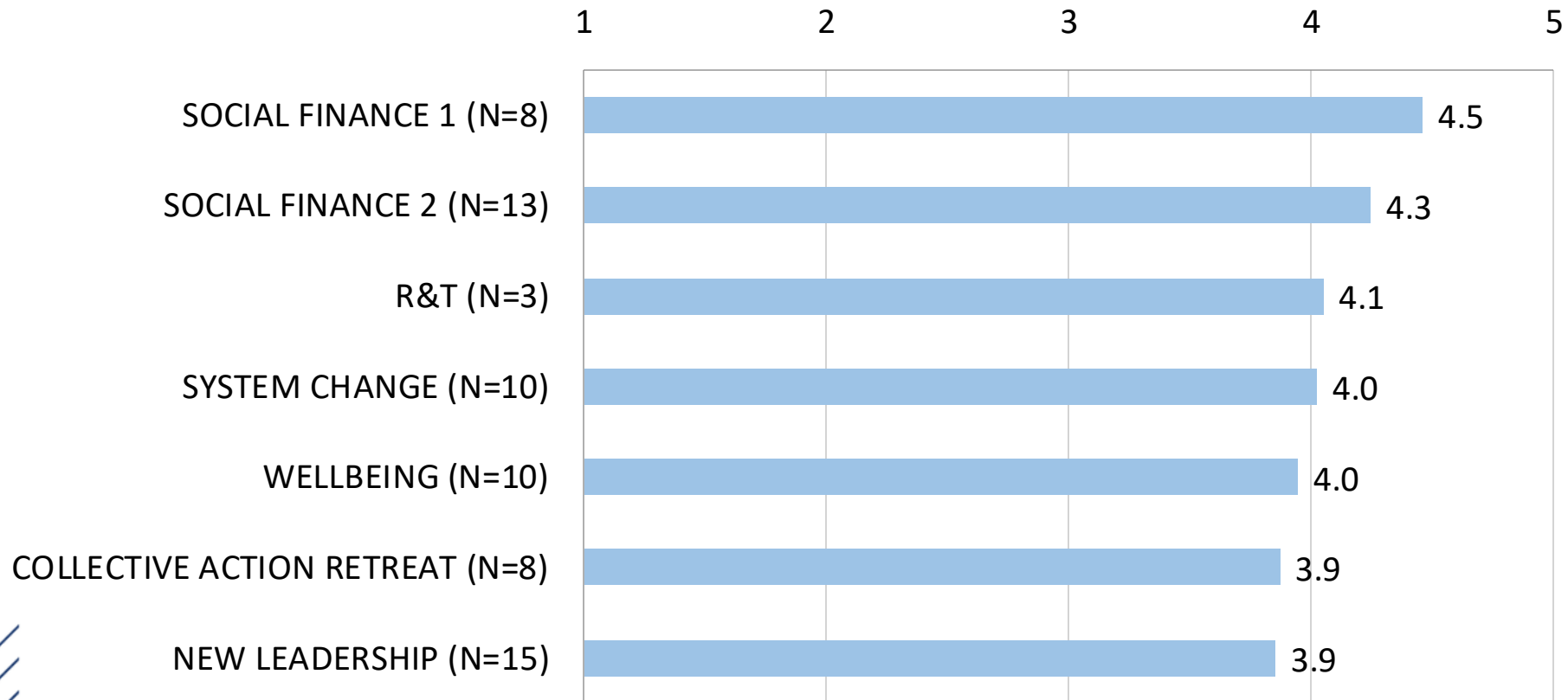
Would you say your knowledge on the topic has increased from taking this module?



Co-learning module- relevance of module topics

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

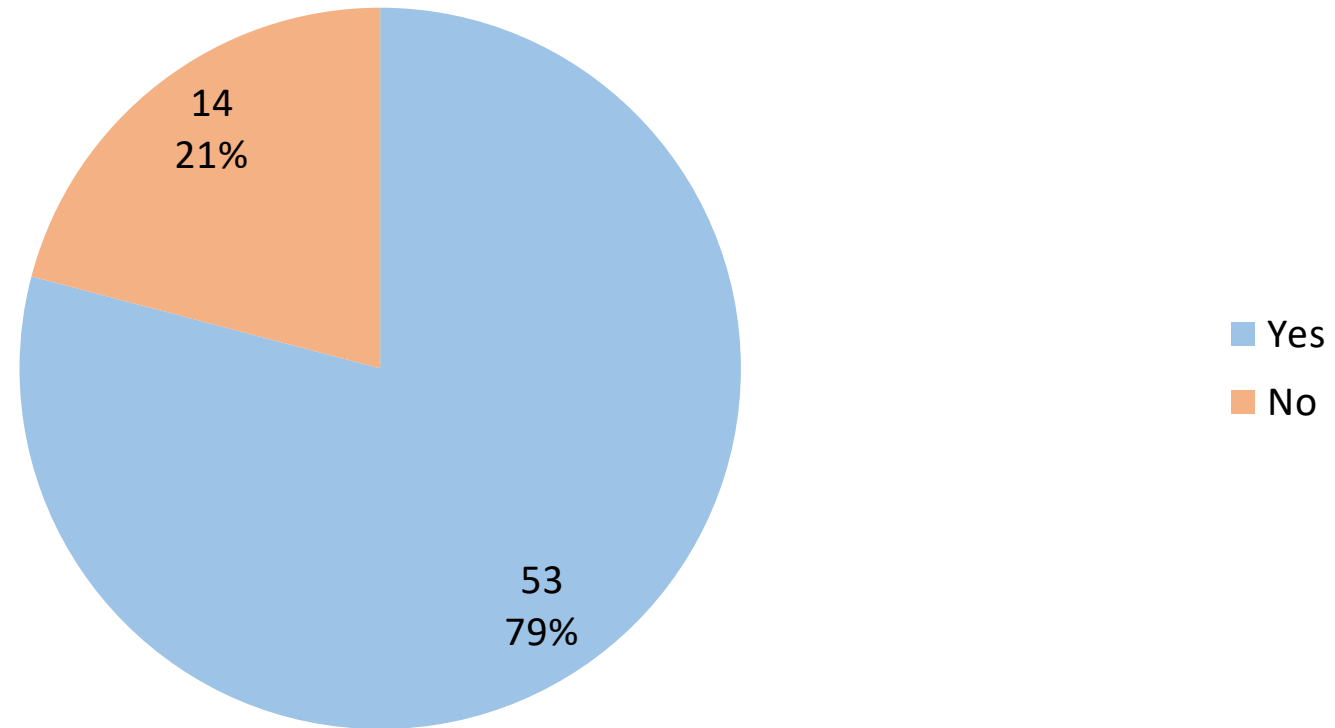
How relevant to your work did you find the specific topics of the this module? (From 1 = not at all relevant to 5 = extremely relevant)



Co- Learning module- relevant follow-up actions

79% of participants engaged in follow-up actions related to the modules

Do you plan any relevant follow-up activities in your social enterprise after taking this module?



Relevant follow-up actions

Selection

Regular personal meditation, talk openly about wellbeing with team members to raise awareness about its importance, keep using my hands to work on my personal vision (with crafts and through painting)

WELLBEING

Describing and understanding our current leadership and collaboration model better, doing a survey on our sub-teams to see where and how we could improve to self-leadership, working on open communication.

EVERYONE LEADS

Launch of a development campaign to present and fund our system change journey. Evolution of our impact measurement methodology to measure indirect impacts.

SYSTEM 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

Sharing the key moments of the training with the team and starting a discussion with them about how they might want to use this. Generally it helped us to reassess where we were in terms of team/organization.

EVERYONE LEADS

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

SYSTEM CHANGE

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

SOCIAL FINANCE

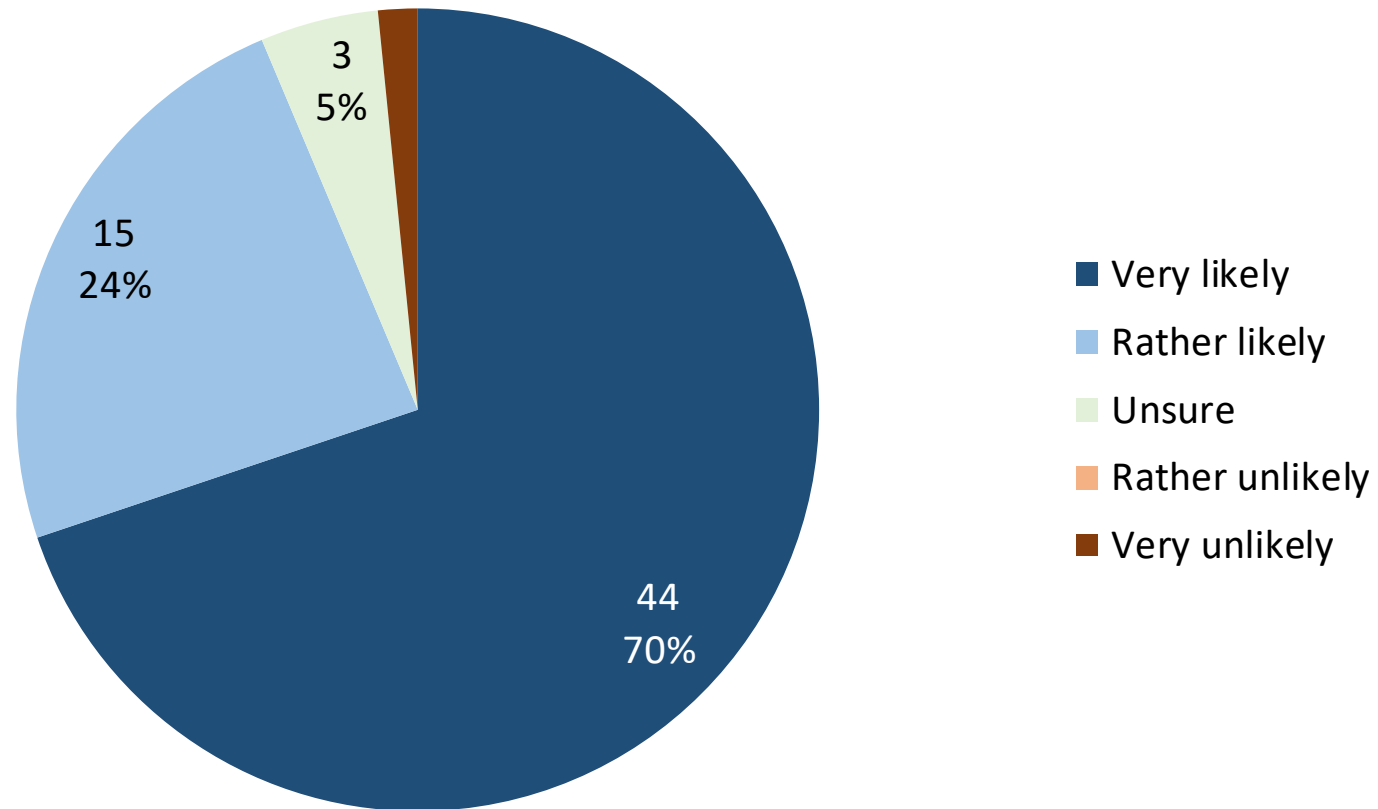
We are completely reworking our replication strategy

REPLICATION & TRANSFER

Co-learning module- Recommended?

93% would recommend the program

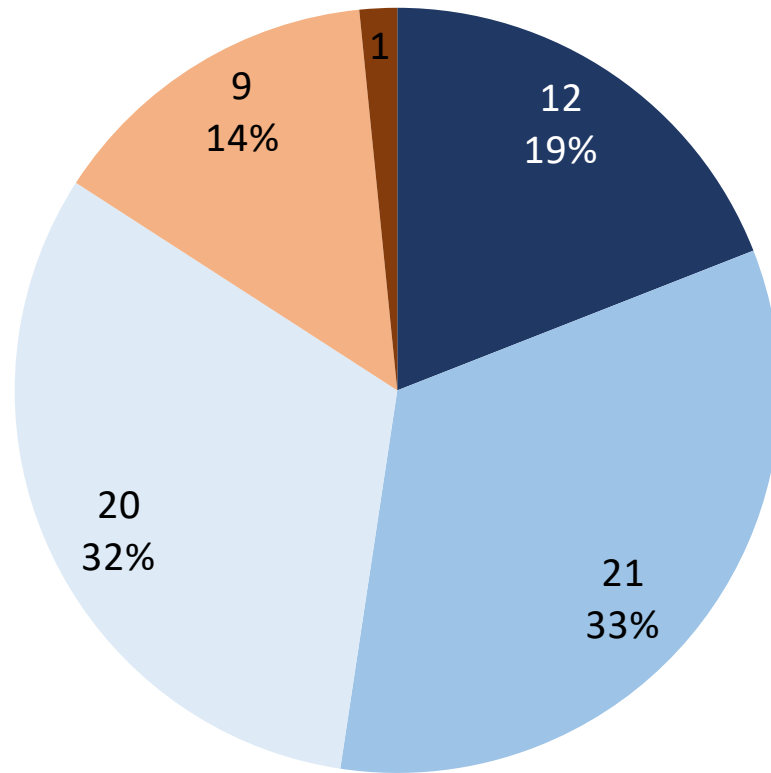
How likely are you to recommend this module to other Fellows?



Co-learning pillar- is our promotion & information working?

Most participants feel well informed about the program and its offers

Do you feel informed about the overall Ashoka Europe Fellowship Program and how you can tap into its offers?

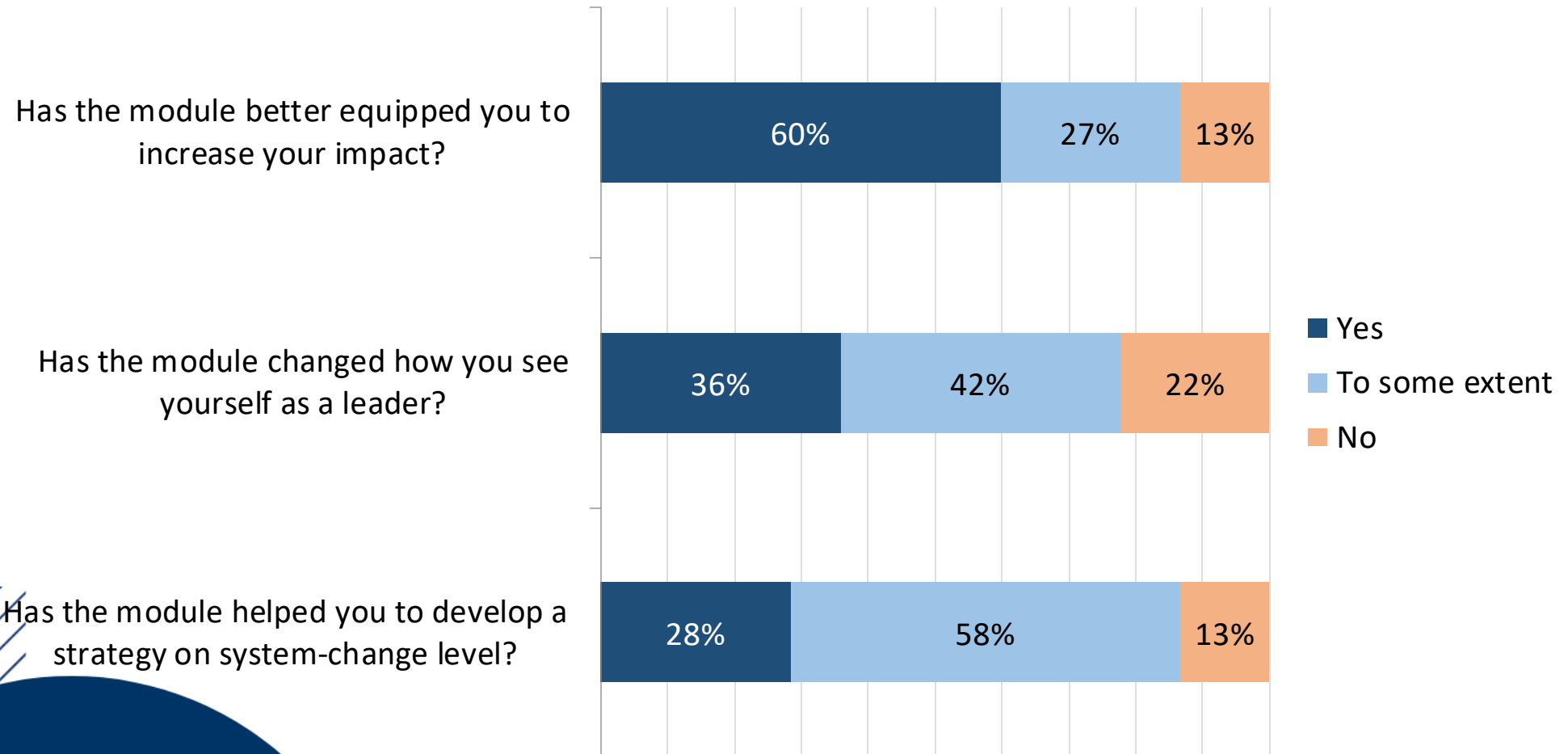


- Very well informed
- Well informed
- Moderately informed
- A little informed
- Not informed at all

Global impact dimensions

The modules performed well on global impact dimensions

Impact dimensions according to Ashoka Global Fellow Survey
(all co-learning modules)



Ecosystem & Collective Impact Pillars



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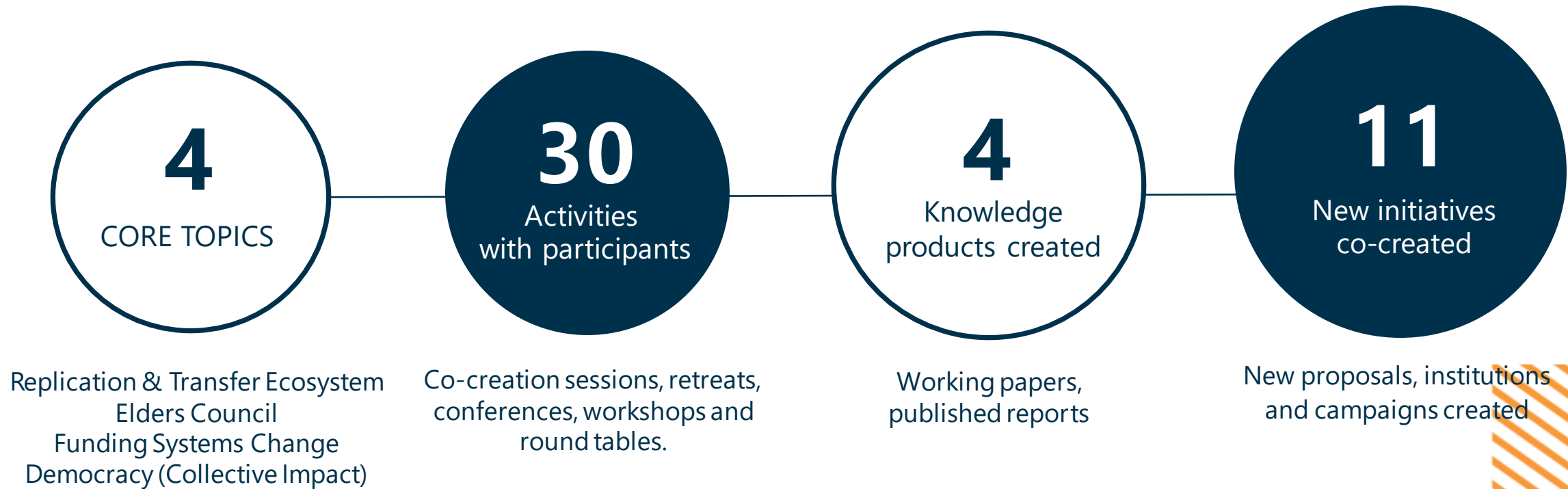
Impact Chain: Ecosystem Pillar

Problem	Activities	Outcome: short-term	Outcome: Mid-term
<p>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.</p> <p>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.</p>	<p>Engaging the ecosystem of enabling stakeholders to support social entrepreneurship and changemaking in Europe with a focus on</p> <ul style="list-style-type: none"> • Funding System Change • Enabling Replication & Transfer across borders • Supporting system changing social entrepreneurs • Facilitating transition 	<p>Relevant stakeholders with:</p> <ul style="list-style-type: none"> • strong understanding about their roles in building ecosystems for social entrepreneurship • accelerated know-how, resources and networks to unleash their resources to build ecosystems for social entrepreneurship and to tear down barriers for social entrepreneurs • new ideas for concrete initiatives to institutionalize social entrepreneurship at the local and European level. 	<p>New ecosystem instruments at European level in place to support leading social entrepreneurs and changemakers to maximize their impact at local and European levels.</p>

Ecosystem & collective impact pillars

Outputs & Outcomes

For the period 2019/2020 we started to gather data on our Ecosystem & Collective Action Pillars. The outcomes for these pillars are defined as new – and tangible – initiatives co-created with Fellows and partners.



Ecosystem & collective impact pillars

Activities by Module

Ecosystem of Collective Impact Pillar	Activites	# of activities
Replication & Transfer	Monthly ecosystem calls	6
Democracy	Implementation of online and offline engagement events (e.g. at the ACMS) and an online collective impact program	5
Elders Council	1 Eldership Retreat, online co-creation meetings to develop the initiative, 2 Webinars, start-up support	5
Funding Systems Change	Reports: Seven Steps for Funding Systems Change & Embracing Complexity Events: ECMS, WEF Launch, Skoll World Forum session, EVPA webinar, Systems Innovation conference session Ecosystem work: Catalyst 2030 working group co-chair, Funding System Change Academy in development, internal funding system change ecosystem work support for other countries	14

Ecosystem & collective impact pillars

Initiatives by Module

Ecosystem of Collective Impact Pillar	Initiatives	# of initiatives
Replication & Transfer	Proposal on scaling digital social innovations with cities, Proposal for ESCF (European Social Catalyst Fund) to develop European scaling strategy for Ashoka Fellow, Proposal for OECD on COVID response and internationalization of social enterprises	3
Democracy	2-3 new pilot project ideas on Democracy developed and follow-up program designed	3
Elders Council	Elders Council for Social Entrepreneurs established	1
Funding Systems Change	Catalyst 2030 with funding system change working group in place, two reports created, academy and NextGen network in development	4

Ecosystem & collective action pillars

Participants by Module

Ecosystem of Collective Impact Pillar	Participants	# of co-creators
Replication & Transfer	Selected SE support organizations working on R&T	8
Democracy	Fellows (50%), Ashoka Young Changemakers (10%), other social entrepreneurs (10%), decision makers, media, research institutions (20%), funders (10%)	100
Elders Council	Fellows (globally) and social entrepreneurs from Schwab network (globally)	71
Funding Systems Change	Very mixed due to large conference and webinar audiences	1000

Special Initiatives



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Special Initiatives

Measures implemented	Activities	# of participants
Nestle/Google Partnerships	Implementation of two accelerator programs, one as part of our European partnership with Google on the issue of online and offline safety and one on biodiversity loss as part of our global partnership with Nestle.	60 Social Entrepreneurs
Response to COVID- 19	Implementation of the support and engagement program for Ashoka Europe's Covid-19 response program "Changemakers United" and implemented a global <u>Fellows survey on their needs and opportunities in the COVID-19 crisis</u> with +250 Ashoka Fellows participating.	20 Social Entrepreneurs & 50 Pro-Bono Business Leaders
Ashoka's European Changemaker Summit	Implemented a series of workshops, co-learning and engagement sessions at the European Changemaker Summit (ECMS) in Barcelona	300 social entrepreneurs and stakeholders

Communications



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Communications

Measures	Activities	# Outreach
Newsletter	Monthly newsletters on our program spread through a network of 20 country offices to our core community of 2000 changemakers in Europe. See https://fellowship-europe.ashoka.org/news	2000 changemakers in our European community
Blogposts	7 Blogposts on our programmatic priorities to share insights and learnings. See: https://fellowship-europe.ashoka.org/knowledge-products	2000 changemakers in our European community
Social Media	Regular postings through the Ashoka global LinkedIn account , of average reach 15.000 people per post (the community counts 100.000 followers; social innovators, Fellows, partners and other ecosystem players around the world).	50000 changemakers globally
Europe Live Community Meetings	Implemented three online community meetings to bring together our core community of changemakers in Europe to engage on ad-hoc opportunities and challenges.	150 social entrepreneurs and stakeholders
Co-Creation Sessions on Youth and Education	3 online co-creation sessions on guiding teachers towards systemic change, guiding youth towards the discovery of their potential and empowering teams toward systemic change.	150 social entrepreneurs and stakeholders

Conclusions and Key Learnings



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Conclusions – Reach

The Ashoka Europe Fellowship Program;

- supported approx. 300 social entrepreneurs and changemakers through co-learning modules,
 - engaged approx. 1500 social entrepreneurs and changemakers in building and advancing a European ecosystem of support,
 - shared learnings and insights through newsletters, blogposts and knowledge products through its network of 16 country offices with Ashoka's core community of 2000 social entrepreneurs and changemakers in Europe,
 - reached +50.000 changemakers through posts on Ashoka's global social media accounts with +100.000 Followers,
 - responsiveness and willingness to participate and join the program is high and we exceeded planned participation in numbers.
- 

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,
- received a very positive overall assessment by participants: 93% 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, with a special focus on Africa,
- Implemented an activity-based evaluation process which will be deepened by adding an outcome-based evaluation according to key global Ashoka objectives in 20/21.

Conclusions – COVID-19 Response

The Ashoka Europe Fellowship Program;

- reacted fast to the COVID-19 pandemic that hit Europe in March 2020 and moved all activities online,
- developed a digitalization strategy, up-skilled all team members swiftly and shared it's learnings within Ashoka and the wider changemaker community in Europe and beyond,
- implemented a global survey with social entrepreneurs on the needs and opportunities in crisis and shared learnings widely,
- supported to implement Ashoka Europe's flagship program "Changemaker United" to highlight the role of social entrepreneurs in fighting the pandemic and re-building Europe,
- engaged Europe's community through ad-hoc and interactive online community meetings to exchange and collaborate

Conclusions - Integration

The Fellowship Europe Program;

- acts as a catalyst for the European integration of 20 country offices,
 - 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.
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Conclusions – Organization

The Ashoka Europe Fellowship Program;

- is operationally anchored in Ashoka UK's legal entity,
- the team consisted of 16 Ashoka staff members based in country offices across Europe spending between 15-100% of their time in the program with a total FTE of approx. 4,6,
- spent a budget of EUR 351.711,73 from September 19 to August 20,
- is funded through the co-funding of Ashoka country offices, partnerships with corporations (core partner Steelcase) and foundations, engagements in special initiatives funded by corporate and foundation (Zalando, Google and Nestlé) as well as a fee-for-participation model,
- developed a system to engage, connect and mobilize staff, Ashoka Europe's community members, resources and partnerships at scale effectively and efficiently

Thank you!

For us, community is essential. In fact, the community itself has become one of the outstanding gains of our program – this program is all about us sharing and collaborating!

Our goal is to increase the network effect of our community. We are driven by the ambition to lift up its collaborative potential. Join us in making it happen!

We want to use these results to thank all of the Fellows, ASNs, partners, changemaker educators, and Ashoka staff for contributing to the Ashoka Europe Fellowship Program and bringing such a community to life!

[Check our program](#)

[Sign up to our monthly newsletter](#)

[Please reach out to us](#)