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: Quick Overview

- Systems Change
- Changemaking Leadership
- Changemaker Finance
- Multi-stakeholder Collaboration
- Wellbeing Lab
- Co-creation Lab
- Measuring Systems Change & Mindset Shift

Social entrepreneurs and changemakers supported through our modules from countries.

- 352
- Of participants are now seeing their work at a systems change level.
- 80%
- Of them are working on improving their strategy after participating in the modules.
- 91%
- Is the average satisfaction of participants.
- 8.8
Co-learning Pillar: Registrations by Type

580 registrations with high diversity, almost 100 more than the previous year (484)!
We are every year more global with 45% of our registrations coming from outside Europe.

In FY21, 79% of registration were from Europe.
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

- Multi-stakeholder Collaboration: 23%
- Systems Change: 25%
- Wellbeing: 14%
- Changemaker Leadership: 7%
- Changemaker Finance: 17%
- Measuring System Change and Mindset Shift: 9%
- Co-creation: 5%
- Social Finance: 20%
- Cross-sector Collaboration: 18%
- Government Alliance: 12%
- Wellbeing Lab: 16%
- New Leadership: 9%
- Replication & Transfer: 10%
- Systems Change: 15%

Participants by Module FY21
Co-learning Pillar: Overall Participant Experience

All modules show high participants’ satisfaction with an average satisfaction of 8.71/10.
Co-learning Pillar: Organizational Changes

Accelerated **organizational changes** after participating in one of our modules.
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 in 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 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**

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**
**Co-learning Pillar: Impact Chain**

<table>
<thead>
<tr>
<th>Problem</th>
<th>Activities</th>
<th>Short-term Outcome</th>
<th>Mid-term Outcome</th>
</tr>
</thead>
</table>
| 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:  
  - Systems Change  
  - Multi-stakeholder Collaboration  
  - Changemaker Finance  
  - Measuring Systems Change & Mindset Shift  
  - Changemaking Leadership  
  - Wellbeing  
  - Co-creation Lab | Social entrepreneurs and changemakers with:  
  - 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 and EACH  
  - accelerated know-how, resources, networks and impact  
  - 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: *Everyone A Changemaker*

97% of participants self-identify as Changemakers

- Strengthened identity as changemakers in their respective fields and institutional setting.
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
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).
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.
**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.

As a result of seeing themselves differently:

- 94% are now (to some extent) leading differently

*NEW MODULE ON LEADERSHIP!*

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**Bar Chart:**

- **Systems Change:** 60% in 2021-2022, 55% in 2020-2021
- **Changemaker Finance:** 50% in 2021-2022, 45% in 2020-2021
- **Co-Creation Lab:** 65% in 2021-2022, 60% in 2020-2021
- **Measuring Framechange:** 90% in 2021-2022, 85% in 2020-2021
- **Collaboration:** 70% in 2021-2022, 65% in 2020-2021
- **Wellbeing:** 80% in 2021-2022, 75% in 2020-2021
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 of Outcomes

- **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.

- **5 knowledge products** co-created or updated:
  - 1 new course on Measuring Systems Change,
  - 1 new 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
I. CO-LEARNING

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II. ECOSYSTEM

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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.
### Ecosystem Pillar: Strategic priorities

<table>
<thead>
<tr>
<th>Priority</th>
<th>Description</th>
<th>Initiatives implemented</th>
<th>Participants of regular working groups and sessions</th>
<th>Stakeholders mobilized</th>
<th>Reports co-created</th>
<th>Co-created initiatives launched or advanced</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding Systems Change</td>
<td>Developing a new culture for funding systems changing social innovations.</td>
<td>25+</td>
<td></td>
<td>690</td>
<td>1800</td>
<td>10</td>
</tr>
<tr>
<td>Reframing International Development</td>
<td>Utilize the power of changemaking, social innovation and social entrepreneurship to reframe international development and influence strategic actors in international development.</td>
<td></td>
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<tr>
<td>Enabling Replication &amp; Transfer</td>
<td>Strengthen and integrate key stakeholders of the support ecosystem for transferring and localizing system-changing solutions across Europe.</td>
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</tr>
<tr>
<td>Supporting Systems Changers</td>
<td>Systems Thinking, Leadership, Wellbeing: Making support for social entrepreneurs more effective, impactful, and sustainable.</td>
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<tr>
<td>Eldership &amp; Transition</td>
<td>Addressing the underserved issue of transition and retirement in social entrepreneurship.</td>
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<td></td>
</tr>
</tbody>
</table>
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). Also, we 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 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.

- **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.

- **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.

- **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

- **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
- Influence for Good
- Promoting Cross-border Activities of Social Economy in Europe, commissioned by EASME and DG GROW (launch summer 2023)
- New Allies: How big INGOs and Social Entrepreneurs collaborate to transform International Development (launch April 2023)

**10 co-created initiatives launched and advanced:**
- Open letter with Catalyst2030 (implemented)
- Investors in Change Academy (initiated)
- 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)
- Visionary Program East Africa (advanced)
- Africa Venture Fund (prototyped)
- Reframing International Development Initiative (initiated)
Collective Impact
# Impact of the Collective Impact Pillar in FY22

## I. CO-LEARNING

**Co-create co-learning spaces**

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**Advance the ecosystem**

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**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.
Collective Impact Pillar: Priority Areas

We co-created and engaged in 5 collective impact initiatives focused on:

- Gender Equity
- Integrated Healthcare
- Migration in collaboration with the Hello Europe team
- Changemaking Education led by Ashoka Italy
- Biodiversity led by Ashoka Netherlands
Collective Impact Pillar: Gender Equality

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)
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.
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)
Sneak peak FY23:

• 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)
Sneak peak FY23: 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.
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.
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
Sneak Peak: 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.
<table>
<thead>
<tr>
<th>Problem</th>
<th>Activities</th>
<th>Short-term Outcome</th>
<th>Mid-term Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>There are no spaces at the European level where social entrepreneurs</td>
<td>Igniting collaborations and collective impact around Europe’s most pressing</td>
<td>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.</td>
<td>New collective impact solutions at European level in place that enable collective changemaking around Europe’s most pressing challenges.</td>
</tr>
<tr>
<td>and enabling stakeholders come together in spaces to build European-wide</td>
<td>challenges with a focus on: • Gender Equality • Biodiversity • Changemaking</td>
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<tr>
<td>collaborations and joint initiatives to address Europe’s grand challenges.</td>
<td>Education • Migration • Health</td>
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<tr>
<td>Methodologies to facilitate action-oriented encounters for collective</td>
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<tr>
<td>impact are just starting to be developed – mostly in academic “ivory</td>
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<td>towers”.</td>
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</tbody>
</table>
Collective Impact Pillar: **Summary of Outcomes**

- **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

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## IV. CROSS-CUTTING: DEI, COMMS, INTEGRATION

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 co-leaders 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: Communications

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 with the Ashoka Europe Fellowship Program
- Shaping the Minimum Fellowship Experience (tbc by One Community Team)
- Strengthening the European community of Fellows

9 Internal dialogue sessions

19 Fellowship Reps from 11 European Country Offices (10 people average attendance)

10 Europe Fellowship team members joined the process
# Impact of the 5 PILLARS in FY22

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# Management: Strategic Growth of the Program

<table>
<thead>
<tr>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>First shared minimum Fellowship experience.</td>
<td>Two new strategic pillars: Ecosystem and Collective Impact.</td>
<td>Stronger online presence and testing successful online formats.</td>
<td>Integration towards One Community.</td>
</tr>
<tr>
<td><strong>125</strong> co-learners</td>
<td><strong>1800</strong> co-learners &amp; ecosystem players</td>
<td><strong>2500</strong> co-learners &amp; ecosystem players</td>
<td><strong>3100</strong> co-learners &amp; ecosystem players</td>
</tr>
<tr>
<td>6 Offers</td>
<td>9 Offers</td>
<td>14 Offers</td>
<td>17 Offers</td>
</tr>
<tr>
<td><strong>140k</strong> budget (Fellowship)</td>
<td><strong>560k</strong> budget (Fellowship)</td>
<td><strong>610k</strong> budget (Fellowship)</td>
<td><strong>805k</strong> budget (Fellowship)</td>
</tr>
<tr>
<td>11 spin-offs projects</td>
<td>6 spin-offs projects &amp; Global replication of Changemakers United Program on post-covid.</td>
<td></td>
<td>Open-sourced flagship module on Systems Change in 5 languages with <strong>2000+</strong> learners</td>
</tr>
<tr>
<td>4 new knowledge products</td>
<td>4 new knowledge products</td>
<td>16 new knowledge products</td>
<td></td>
</tr>
</tbody>
</table>

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

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

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

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

**Maternity leave until January 2022**

**Student Profile**

**Maternity leave from August 2022**

**Maternity leave until November 2021**

**Until April 2022**
# The Europe Fellowship Program: Core Team

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alex De la Torre</td>
<td>Co-learning, Collaboration</td>
<td>Until Feb 21</td>
</tr>
<tr>
<td>June Warde</td>
<td>Co-learning, Collaboration</td>
<td>From Jun 22</td>
</tr>
<tr>
<td>Lena Borsoi</td>
<td>Co-learning, Collaboration</td>
<td>Until Dec 21</td>
</tr>
<tr>
<td>Francesca Tamburrini</td>
<td>Internship Co-learning</td>
<td>From Jun 22</td>
</tr>
<tr>
<td>Ada Andreoni</td>
<td>Co-learning, Collaboration</td>
<td>From Jun 22</td>
</tr>
<tr>
<td>Alexander Kesselring</td>
<td>Co-learning</td>
<td>Until Dec 21</td>
</tr>
<tr>
<td>Misza Czerniak</td>
<td>Fellowship Integration</td>
<td>Until Feb 21</td>
</tr>
<tr>
<td>Martyna Markiewicz</td>
<td>DEI</td>
<td>From Jun 22</td>
</tr>
<tr>
<td>Loic Van Cutsem</td>
<td>Co-learning</td>
<td>Until Dec 21</td>
</tr>
<tr>
<td>Agata Stafiej-Bartosik</td>
<td>Impact Measurement</td>
<td>Until Feb 21</td>
</tr>
<tr>
<td>Eliska Goncarova</td>
<td>Partnerships</td>
<td>Until Dec 21</td>
</tr>
<tr>
<td>Florentine Roth</td>
<td>Co-learning</td>
<td>Until Feb 21</td>
</tr>
<tr>
<td>Karen Mitchell</td>
<td>Finance and Ops</td>
<td>Until Dec 21</td>
</tr>
<tr>
<td>Shafat Kahan</td>
<td>Co-learning</td>
<td>From Jun 22</td>
</tr>
<tr>
<td>Teresa Pereira</td>
<td>Co-learning</td>
<td>Until Feb 21</td>
</tr>
<tr>
<td>Cigdem Selgur</td>
<td>Comms</td>
<td>From Jun 22</td>
</tr>
<tr>
<td>Federica Baiocchi</td>
<td>Finance and Ops</td>
<td>From Jun 22</td>
</tr>
<tr>
<td>Misza Czerniak</td>
<td>Fellowship Integration</td>
<td>Until Feb 21</td>
</tr>
<tr>
<td>Karen Mitchell</td>
<td>Finance and Ops</td>
<td>Until Dec 21</td>
</tr>
</tbody>
</table>
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 **over 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 **17 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 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 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 Fellowship Europe Program:

- Continued to catalyze the integration of Ashoka and its 17 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;
- Involved Ashoka teams, country offices, and Fellows annually in program development while remaining agile and responding to ad-hoc community needs,
  - Built a new European program infrastructure for community management and communications;
  - 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.
Thank You