

ANNUAL REPORT 2020

STICHTING
DOEN

VRIENDEN
LOTERIJ

NATIONALE
POSTCODE
LOTERIJ

BankGiro
Loterij

DOEN believes in a green, socially inclusive and creative world

DOEN supports enterprising people who dare to take risks to realise their groundbreaking ideas and, in doing so, inspire others

DOEN gives these people financial help to make their plans reality and introduces them to each other and the general public

THANKS to the players of the Nationale Postcode Loterij (Dutch Postcode Lottery), the VriendenLoterij (FriendsLottery) and the BankGiro Loterij (BankGiro Lottery)



◀ Makers Unite is a social enterprise that designs and produces sustainable clothing and merchandise with newcomers to the Netherlands at its studio in Amsterdam. Through a talent development programme, the organisation helps people with a creative background to find a place in the Dutch creative sector. (Photo: Barbara Kieboom)

FOREWORD

Carol Gribnau and Idriss Nor
DOEN Foundation Executive Board

We look back on an exceptional year, in which the Covid-19 pandemic magnified all existing crises in the world. But 2020 was also a year in which social movements such as Black Lives Matter gained momentum. Both developments have shown us that we are facing tough challenges as a society and that sustainability, equality and inclusiveness will have to be embedded much more in how we do things. This makes DOEN's vision and mission more relevant than ever. We invest in pioneers who show the world that things must – and *can* – be done differently. From entrepreneurs to local projects and artists, they continue to question and excite us.

This year, DOEN showed its agility and solidarity as an organisation: immediately after the Covid-19 outbreak, we set up the Support Facility to ensure the continuing impact of partners facing acute problems.

DOEN has never supported so many projects as we did in 2020: there were 426. We're quite proud of that! Above all, last year made it clear that our partners will continue to work on the transition to a green, socially inclusive and creative world even under exceptional circumstances. We're impressed by the enormous flexibility and creativity shown by many of them. Much was achieved, in spite of the fact that the majority of partners have been affected by the Covid crisis to a greater or lesser extent.

The new Postcode Loterij Buurtfonds (Postcode Lottery Neighbourhood Fund) programme also got off to a flying start in the middle of the year, funding more than 300 small-scale neighbourhood projects that are making the Netherlands a bit more beautiful.

It was an unusual year for the DOEN team, of course. We quickly switched to working from home, and thanks to the lively networks DOEN is a part of, we stayed closely connected to what was going on in the world. During the year, CEO Anneke Sipkens left the organisation. Carol Gribnau took up her post on the Executive Board on 1 January 2021. And last September the Supervisory Board



welcomed Hester Maij as chair and Jurenne Hooi as a member.

DOEN was able to successfully fulfil its role as a fund of the Dutch Charity Lotteries in 2020, providing financing to partners as an extension of the lotteries. Five current and former DOEN partners received contributions from the lotteries themselves in 2020.

We do not yet know what the world will look like after the pandemic. Will the next phase present an opportunity to move towards a greener, more inclusive society in which artists continue to challenge us with radical ideas? Or will efforts be directed at preserving the old order?

Whatever happens, we will continue to work with our partners for what we believe in: a more sustainable world in which everyone is able to participate and artists inspire us and help us to imagine what we cannot yet comprehend. ■

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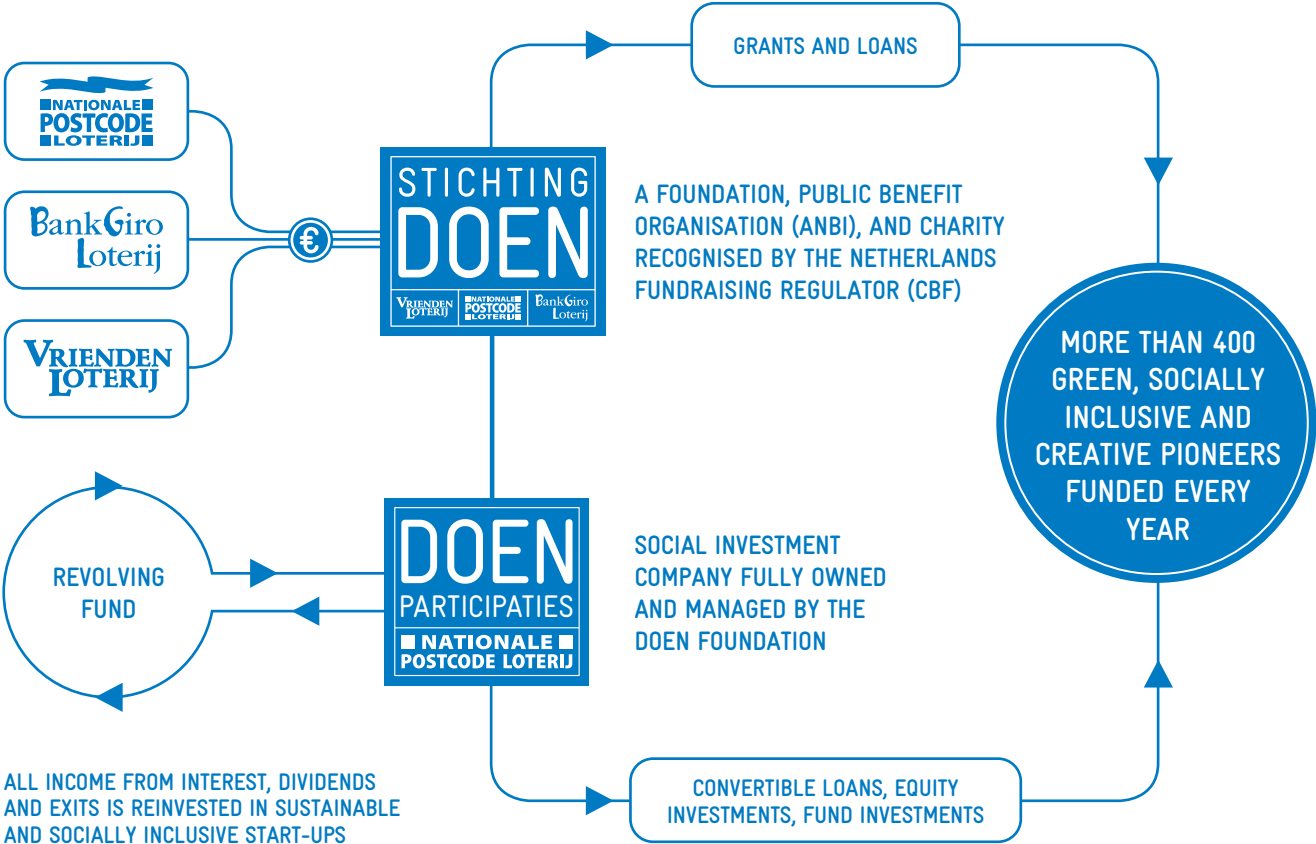
ProCredit Holding supports innovative SME companies in southeastern and Eastern Europe. ProCredit banks have continued to finance green businesses during the Covid-19 pandemic. These solar panels, which have enabled Petković, a Serbian meat products retailer, to significantly reduce its electricity costs, are an example of the results. (©ProCredit Holding) ►





THIS IS DOEN

DOEN strives for a green, socially inclusive and creative world and uses contributions from the Dutch Charity Lotteries to support hundreds of pioneers who show – simply by doing (*doen* in Dutch) – that things can be different.



◀ Bloei & Groei establishes city gardens in neighbourhoods and districts where they are most needed. These green oases serve as “healing, food and community gardens” that give local women an opportunity to blossom.

CHAMPIONING PIONEERS

The DOEN Foundation believes that a green, socially inclusive and creative world is possible. DOEN is committed to accelerating a number of transitions: the transition to a circular economy and to a society in which everyone participates, attention is paid to the commons, and there is room for people with radical imagination who envisage a new world. DOEN sees opportunities for changes that will help to accelerate these transitions – such as building a sustainable food system and ensuring that everyone can participate in activities.

Almost 30 years ago, the Nationale Postcode Loterij set up the DOEN Foundation to support small, innovative entrepreneurial initiatives that offer solutions to major social challenges. DOEN receives annual contributions from the Nationale Postcode Loterij, the BankGiro Loterij and the VriendenLoterij, which it uses to support more than 400 pioneers each year.

DOEN supports those who dare to take risks to bring their groundbreaking ideas to life and inspire others. We back green, socially inclusive and creative pioneers who come up

with solutions to make the world a better place. DOEN's role is to support projects from the very beginning, to give them a flying start and thus stimulate innovation. In some cases, DOEN may transfer these projects to other parties after that initial phase in order to increase their impact.

Opportunities for change

Now, in a time of pandemic and climate crisis, DOEN sees more potential for change than ever. A great many extraordinary and inspiring entrepreneurs, everyday citizens and artists are showing the courage

and determination to challenge and change existing systems. They believe in a better society based on care for each other and the planet, on innovation, and on cooperation. These pioneers are “just doing it”. In a year overshadowed by Covid-19, we need perspective more than ever. Now is the time to really start doing things differently.

The DOEN Foundation supports initiatives within the scope of three themes: Green, Socially Inclusive and Creative. Within this context, we have identified the Seven Opportunities for Change.

Bigger

DOEN helps new initiatives to grow by funding them with grants, convertible and nonconvertible loans, and equity investments. In 2020, DOEN funded 426 pioneers – another record number. Among them were numerous long-term partners who received extra assistance because of Covid-19, some of it from the Support Facility set up for this purpose (for more on this see p. 45). DOEN also manages 878 current projects.

DOEN Participaties made 16 new investments in green start-ups and funds in 2020 (including follow-up investments in existing partners). For example, it provided a convertible loan to Makers Unite, which works with newcomers to the Netherlands to design and produce sustainable clothing and merchandise. DOEN had supported Makers Unite with a previous loan.

PeelPioneers in Den Bosch is building the largest citrus peel processing factory in Europe with support from DOEN Participaties. The company offers a high-quality circular solution for orange rinds left over after juicing. Also with the backing of DOEN Participaties, Land Life Company will continue to restore 2 billion hectares of degraded land worldwide.

Stronger

In addition to backing pioneers, DOEN supports organisations that are working to accelerate the sustainability transitions by strengthening their sectors or lobbying. In 2020, DOEN backed Support Your Locals, an initiative of Samuel Levie and DOEN partner Instock. During the Covid-19 pandemic, the organisation began putting together food packages using products from farmers who normally supply the catering industry. It will also conduct a nationwide information campaign, which DOEN is supporting. Many food initiatives with so-called short supply chains are benefitting from the project, which has raised awareness of the subject.

DOEN has been a partner of the We doen het samen! (Let's Do It Together!)

festival for several years. In 2020 the event was held online. People with an innovative community project or an idea for one could get inspiration and learn from each other and through online workshops. In cooperation with its partners, DOEN offered workshops on topics such as storytelling and crowdfunding for neighbourhood projects.

DOEN Participaties was a partner in the European Venture Philanthropy Association's 16th annual conference, the leading event for impact investors. In 2020, the conference took place entirely online. DOEN and its own partners held a workshop on sustainable textiles. Various initiatives supported by DOEN were also presented to a large group of European impact investors.

In December, DOEN held a webinar for its partners in cooperation with the Purpose Foundation. The subject was steward ownership, a business structure that separates managerial

control from financial returns. With steward ownership, the company's mission always comes first, and profit is a means, not an end. The model is suitable for many DOEN partners, and a large group took part in the webinar.

director, gave interviews to outlets including the online business magazine *De Ondernemer* and the news broadcaster BNR Nieuwsradio in which he called for continued investment in pioneering projects, especially in these difficult times.

The initiatives DOEN supports as part of its special focus on Climate & Food reached a wide audience thanks to our partnership with *OneWorld* magazine, which produced fantastic profiles of a number of our partners. *P+* magazine also devoted a lot of coverage to the protein transition and published several interviews with DOEN partners.

Podcasts are getting ever more popular, and DOEN worked with several of them in 2020. Food Cabinet mentioned various DOEN partners, and A World from Scratch featured MUD Jeans and Instock, among others. Idriss Nor and Fairphone's Eva Gouwens were interviewed together for one of New Business Radio's podcasts.

DOEN MAKES PIONEERS BIGGER, STRONGER AND MORE VISIBLE

The launch of the Postcode Loterij Buurtfonds, which backs small-scale projects, also got plenty of coverage in local and regional media. ■

More visible

In addition to boosting partners' visibility at various meetings co-initiated by DOEN, we highlighted them in other ways. For example, Repair Cafés and Festival sur le Niger were introduced to an audience of millions in the Dutch Charity Lotteries' television programmes and mailings.

DOEN itself was also visible in 2020. DOEN Participaties' new and ongoing investments in projects such as Seepje, PeelPioneers and Land Life Company received media attention. Idriss Nor, our equity investments

▼ Every year, thousands of people gather in the provincial town of Ségou in Mali to enjoy culture at the Festival sur le Niger. The festival is also a statement against the violence that grips the country.



7 OPPORTUNITIES FOR CHANGE

1. TIME FOR A NEW CIRCULAR ECONOMY

We must move from a linear, fossil-based, carbon-based economy to a circular, solidarity-based and recovering economy.

2. RENEWABLE ENERGY FOR ALL

Everyone in the world is capable of generating and using energy themselves.

3. BUILDING A FAIR, SUSTAINABLE FOOD SYSTEM

We can contribute to the transition towards a fair, sustainable food system by supporting, connecting and strengthening innovative pioneers working on fair and sustainable food projects.

4. INNOVATIVE COMMUNITY INITIATIVES

When people start projects to improve their neighbourhoods, social cohesion increases.

5. EVERYONE PARTICIPATES, EVERYONE COUNTS

Participation not only means taking part in work, but also in society. Social contacts and bonding help to ensure everyone's included.

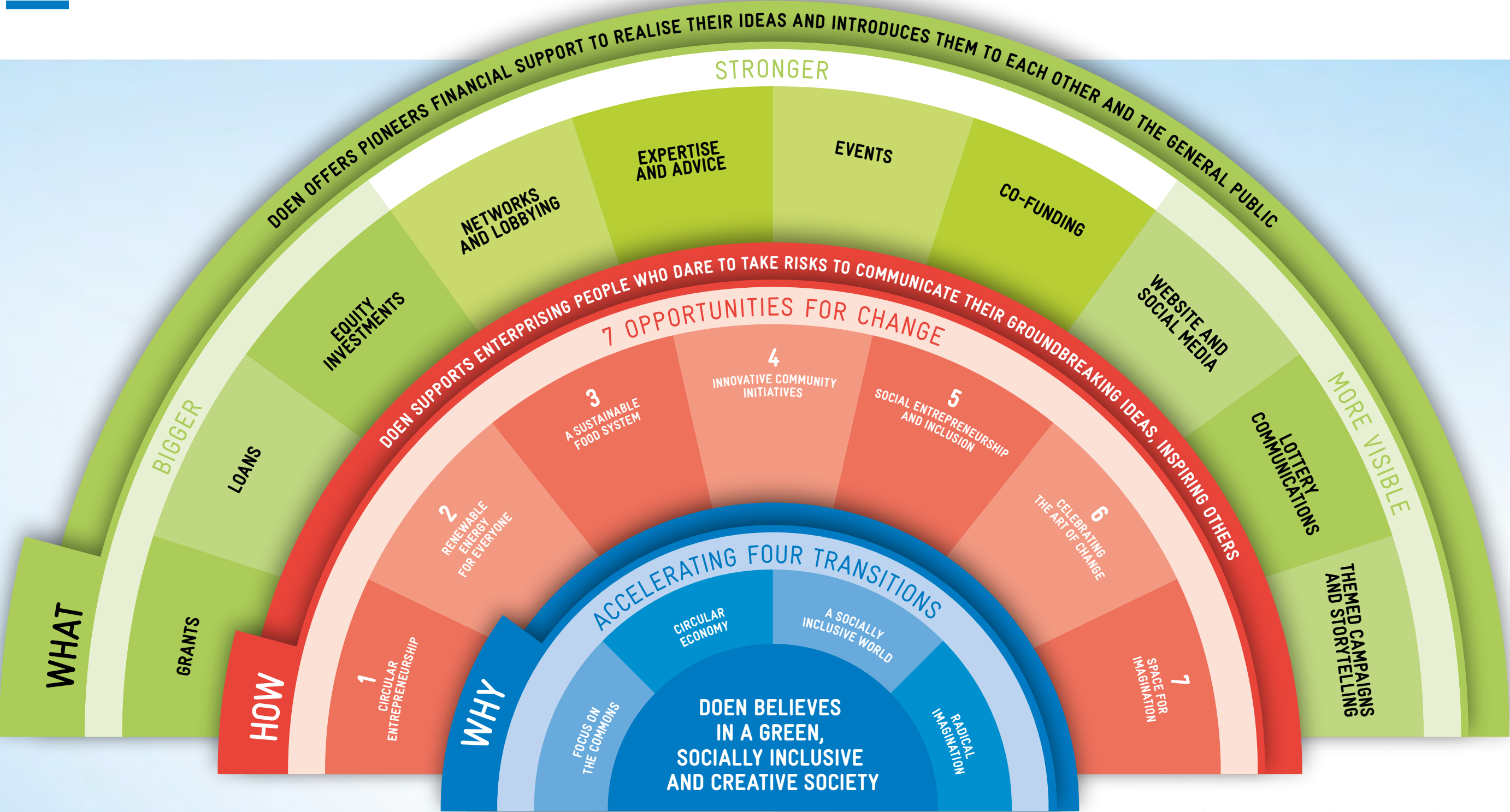
6. CELEBRATING THE ART OF CHANGE

Now more than ever, the BankGiro Loterij Fonds (BankGiro Lottery Fund) is surprising a broad new audience with art that shows the world not as it is, but as it can be.

7. CREATING MORE SPACE FOR IMAGINATION

Free culture and media increase the imaginative capacity of people in countries where freedom is threatened.

HOW DOEN WORKS



BIGGER

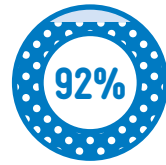
FUNDING



64% of funding is for amounts below €50,000.



83% of funding goes to Dutch projects.



92% of funding takes the form of grants.

In 2020, DOEN received €29.8 million from the Nationale Postcode Loterij, BankGiro Loterij and VriendenLoterij to finance green, socially inclusive and creative pioneers.

EQUITY INVESTMENTS



DOEN Participaties made 16 investments in new and existing partners in 2020. On 31 December, its portfolio consisted of 59 direct investments and convertible and non-convertible loans and 18 fund investments.

DOEN IN FIGURES



In 2020 DOEN approved a record 426 applications from pioneers out of a total of 1,418. DOEN is open to applications all year round.



DOEN often provides funding over a longer period. We managed 878 projects in 2020.

STRONGER



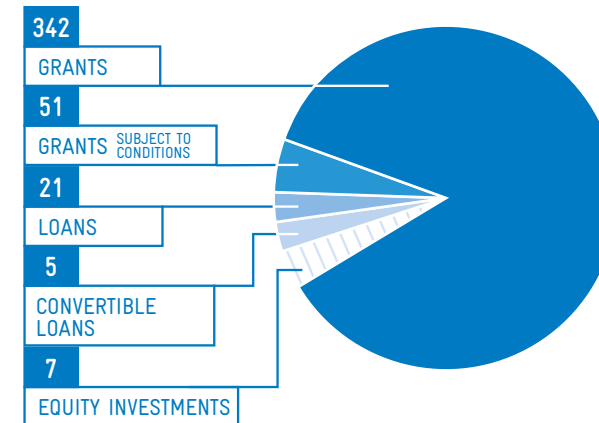
DOEN provided 50 existing partners with additional funding in 2020 to help them quickly bridge financial gaps and ensure impact (through the Support Facility).



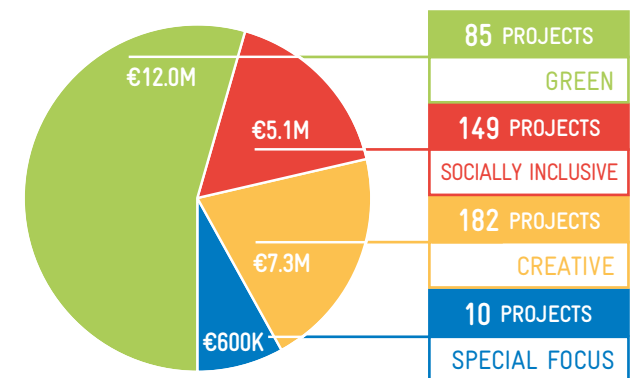
The BankGiro Loterij Fonds gave 21 artists extra support in 2020, enabling them to use radical imagination to show how a different, better world might look and to initiate social innovations (through its social practice development grants).

DOEN SPENT €25 MILLION* ON PURSUING ITS OBJECTIVES IN 2020

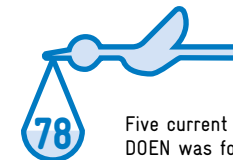
BREAKDOWN BY INSTRUMENT



BREAKDOWN BY THEME

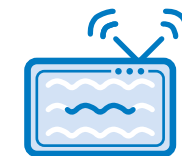


*excluding communication and implementation costs

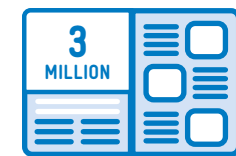


Five current and former DOEN partners each received a contribution from one of the three Dutch Charity Lotteries in 2020. Since DOEN was founded, 78 of its partner organisations have become regular lottery beneficiaries or received one-off grants.

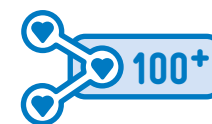
MORE VISIBLE



Numerous DOEN partners, including Wilder Land, Thuis Wageningen, MUD Jeans and Festival sur le Niger, were brought to the attention of millions of people in the Dutch Charity Lotteries' TV shows in 2020.



The 3 million players of the Nationale Postcode Loterij regularly saw DOEN partners featured in lottery mailings and special promotional publications such as the Voordeelagenda (Discount Diary).



More than 100 partners were visible in DOEN's various physical and online publications and on our website and social media channels. Through our social media, stories about partners' projects reach thousands, sometimes tens of thousands, of people.



DOEN Participaties' press releases about new investments were well received in 2020 by Dutch national media outlets such as *FD*, *Trouw*, *De Telegraaf* and *RTL Nieuws*.

ACCELERATING TRANSITIONS

Since 2018, DOEN has been working to drive four transitions. We want to help the world shift to a circular economy and a society in which the commons comes first, everyone is able to participate, and space is made for radical imagination. DOEN contributes to these transitions by supporting the pioneers who are doing the groundbreaking work to make them a reality.

DOEN makes change possible by making pioneers bigger, stronger and more visible. By drawing attention to their green, socially inclusive and creative projects, DOEN can motivate businesses working within the existing systems to change their impact. Funding bodies and governments will then be inspired to remove obstacles to enabling the scaling up of innovative activities, and thus the social and environmental transitions.

For DOEN's programme managers, working on the basis of transitions also means honouring applications from sector-strengthening organisations. These are organisations that enable pioneers to do their work better – for example,

the Branchevereniging Kringloopbedrijven Nederland, an association of secondhand shops, and accelerator programmes such as Impact Hub.

We work to drive the green transition by promoting renewable energy, a circular economy, and sustainable food systems. Given the broad acceptance of renewable energy in the Netherlands, DOEN is reconsidering its role here; an evaluation in 2021 will provide further clarity. Internationally, DOEN remains committed to increasing access to renewable energy in India and East Africa. DOEN has noticed interesting cooperative efforts taking place there in the fields of renewable energy and health care as a result of Covid-19.

With respect to the circular economy, we continue to observe that although there is a lot of talk about the subject, there are still few really circular businesses actually operating. Nevertheless, DOEN has been able to support a few attractive new ones, such as Soft Revolt and Dinnerware.

The topic of sustainable food systems has been attracting a great deal of attention lately. During Covid-19, short supply chains were on the rise, as consumers sought to order and buy food from local producers and sellers – sometimes out of necessity, but often out of solidarity. It remains to



Visitors and passers-by, who may or may not know each other, each take a seat on either side of a transparent sheet surrounding a basin to wash each other's hands with soap. The Washing Hands installation gives them the opportunity to touch each other in the midst of the Covid-19 pandemic and leads to extraordinary conversations. (Photo: Bart Grietens)

be seen whether this trend will continue after the coronavirus crisis. The number of meat substitutes continues to grow exponentially, but at the same time, meat consumption levels in the Netherlands have not changed. There is still a lot to be done before we truly move to a more sustainable food system. To speed the transition, we need to change consumption patterns in the Netherlands (more plant-based foods, fewer animal products) and drastically change the way food is produced.

Curbing food waste and promoting plant-based eating are effective ways to help combat climate change, and DOEN therefore chose Climate & Food as an overall area of special focus in 2019. DOEN has been funding projects that are specifically contributing to these goals within its existing focus areas, Green, Socially Inclusive and Creative. We concluded the Climate & Food programme in 2020 (for more about this see p. 16).

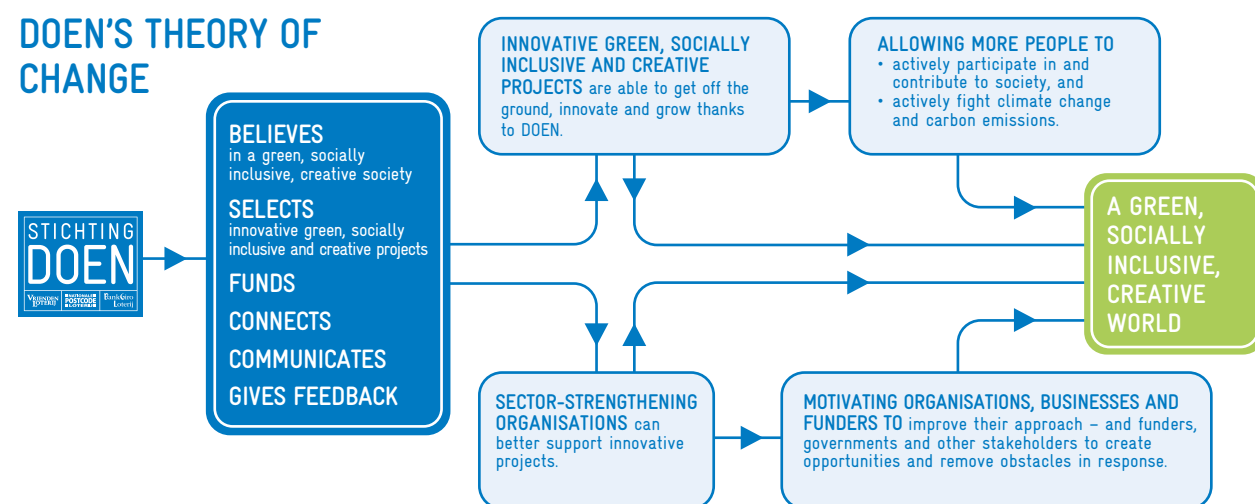
The transition to social inclusion – to a society in which everyone is able to participate – is increasingly under threat. Covid-19 has only increased inequality between different groups in society, with the most vulnerable being hit hardest in the Netherlands and internationally. Many social enterprises that DOEN supports work in the catering field. Their forced closure has led to distressing situations for employees who have suddenly found themselves at

home. Helping people to make the transition to regular employment, the goal of many social enterprises, is virtually at a standstill. And innovative community projects that aim to promote social cohesion in neighbourhoods have been forced to close.

At the same time, we are seeing increasing solidarity and engagement in society. For example, the number of Dutch people willing to do voluntary work has grown. And Black Lives Matter protests have taken place in various parts of the world in reaction to social and racial inequality.

DOEN also works to create space for radical imagination. This is a guiding principle that underlies all the projects we support. After all, to achieve social change we must be able to imagine the world not as it is but as it could be. Artists play a major role in this regard. And the artists we so badly need were particularly affected by the coronavirus crisis. Despite various initiatives to support them, such as the Kickstart Cultuurfonds (Kickstart Culture Fund) – an initiative of the BankGiro Loterij (BankGiro Lottery) – and special government aid, we felt the absence of many cultural activities in 2020. Fortunately, a number of projects were able to go ahead. A good example was Daan 't Sas's Washing Hands installation, conceived so that people could touch each other in spite of Covid-19. ■

DOEN'S THEORY OF CHANGE



DOEN's Theory of Change sets out the progress DOEN hopes to see and the role it plays in making it happen.

POSTCODE LOTERIJ BUURTFONDS

SUPPORT FOR LOCAL NEIGHBOURHOOD PROJECTS

Building a better world often starts close to home. Many people are active in their own neighbourhoods. They make their surroundings greener by planting a vegetable garden, improve social inclusion by refurbishing a playground, or bring creativity to the neighbourhood by initiating art projects. What makes all these endeavours so strong is that they are conceived, realised and maintained by residents for residents. People work together to make their neighbourhoods nicer places to live.

Simple and quick

The DOEN Foundation and the Nationale Postcode Loterij (Dutch Postcode Lottery) wanted to give a boost to private neighbourhood projects, so they launched the Postcode Loterij Buurtfonds (Postcode Lottery Neighbourhood Fund) in the autumn of 2020. The fund is part of the DOEN Foundation and is made possible by the lottery's players.

Any foundation or association with an idea for making a neighbourhood greener, more socially inclusive or more



▲ Stichting Ecoring

creative can apply for a grant between €500 and €5,000. The application process is simple and quick, with assessment taking two to six weeks. If a project meets the criteria, it can become reality quickly. So good ideas don't remain on the shelf.

Zeeland to Groningen

Following the launch of the Postcode Loterij Buurtfonds, applications came in from all over the Netherlands for everything from a new fitness park in Peize, Drenthe, to an art project in Kerkrade, Limburg. Soon the fund was supporting projects in every province, each making the Netherlands a little more beautiful in its own way. A total of 366 projects received funding in 2020. On the Buurtfonds website, a map updated every week shows where in the country projects have been funded.

In 2021, the Buurtfonds will move beyond the project phase and gain the additional staff it needs to become a fully fledged programme of the DOEN Foundation.

Stichting SoGoed ▼



INSPIRING EXAMPLES

Thanks to the communicative power of the Nationale Postcode Loterij, we're able to spread the word about community projects with the hope of inspiring other people in the Netherlands to get involved in their own neighbourhoods. Here are a few examples of projects that bring local residents together, improve communities, and motivate others to do the same.

Lelystad Vitaal

Lelystad Vitaal was one of the first applicants to receive a contribution, which it used to organise Nationale Sportweek Lelystad (Lelystad National Sports Week). The goal was to get neighbourhood residents to meet each other through exercise. They learned more about activities on offer and were encouraged to keep taking part during the rest of the year. To show how much fun sports and exercise can be, the organisers really made a party of the various activities.

Stichting SoGoed

In the town of Purmerend, neighbours could share groceries via Buurtkastjes (Neighbourhood Cupboards), an idea of local resident René of Stichting SoGoed. In these cupboards, placed at various spots around town, people could leave food they would otherwise have thrown away. It was an easy and effective way to help neighbours in difficulties. Neighbourhood by neighbourhood, Stichting SoGoed made the Netherlands greener and more socially inclusive, creating a sense of belonging while combating food waste.

Boogieland Foundation

During the March 2020 lockdown, the Boogieland (Kick) Boxing Club in Amsterdam decided to hang punching bags in parks and squares and on street corners so people could take a break and work off the frustrations of lockdown. They set up the Boogieland Foundation as a sustainable follow-up project. The foundation will install more public punching bags in vulnerable Amsterdam neighbourhoods, where it will build social networks connected by sport, giving people opportunity to bring out the best in themselves.

Stichting Ecoring

At Stichting Ecoring's neighbourhood garden, the young and old can learn about nature in the middle of the city. For a small fee, local residents can pick vegetables every week or develop their green fingers in a workshop. In this way, Stichting Ecoring hopes to make younger generations in particular more aware of the beautiful natural world around them. The foundation brings local people together outdoors through events enlivened with music and culture. ■

FOCUS ON CLIMATE & FOOD

BY FUNDING 10 PROJECTS IN 2020, DOEN EXPECTS TO HAVE THE FOLLOWING IMPACT:

- Almost 28,500 people will attend activities and events run by the supported projects, and almost 16,000 people will actively participate.
- The supported campaigns will reach over 400,000 people through the internet.
- More than 2.5 million people will decide to eat less meat permanently after participating in the Nationale Week Zonder Vlees (National Meat-Free Week), and 400,000 will eat less meat by taking part in the Veggie Challenge.
- Some 50,000 people will sign the True Animal Protein Price (TAPP) Coalition's petition.

The current food system accounts for 20 to 30 per cent of total CO₂ emissions. Decreasing the ratio of animal to vegetable protein eaten in the Netherlands and other western countries is a must. That means we have to start making different choices about what we eat. And the types of food on offer at schools, in neighbourhoods, and at railway stations, petrol stations and supermarkets, as well as our cultural and individual habits and rituals, need to change.



Stichting Straatboer Project grant €45,000

In its Bonenparade (Bean Parade) project, Stichting Straatboer is making use of green areas on industrial estates to grow food in urban areas. Employees of businesses, local residents and people with a disadvantage on the labour market are actively involved, whether through sowing and harvesting or eating. The project makes a more plant-based diet accessible to new target groups, and the greenery contributes to climate adaptation and biodiversity in the city.

With the aim of helping to accelerate the transition to a sustainable food system, DOEN introduced its Focus on Climate & Food in 2019. Through financial and communication support, DOEN is helping green, socially inclusive and creative initiatives in their efforts to make a planet-friendly diet accessible to everyone. Radical imagination will help us to look at the food of today and tomorrow in fresh ways.

Sowing and harvesting

A DOEN-wide team has worked in this focus area in three phases over the past two years:

1. The "sowing" phase (in the first half of 2019) focused on exploration. We delved into the topic and held discussions with partners and stakeholders in our network. NewForesight researched the state of the protein transition in the Netherlands for us.
2. In the "DOEN" ("DOING") phase (spring 2019 to autumn 2020), we supported 25 projects, each of which is contributing to the transition in its own way.
3. The "harvesting" phase (in the second half of 2020) focused on communication, connection and evaluation. In partnership with *OneWorld* magazine, we posted articles about various projects online, published a special issue about veganism, and broadcast a live stream on the protein transition from Pakhuis de Zwijger in Amsterdam. Articles on supported projects also

appeared in *P+* magazine. To conclude the programme, Food Cabinet held an online/offline harvest festival.

Lessons learned

DRIFT, a specialist in transition thinking, helped us to carry out an evaluation. This showed that the focus area has given DOEN a new way of working that transcends programmes and connects people. In addition, it has enabled a more experimental way of funding transitions that is more flexible, allowing us to look at what is needed and where. Fixed criteria and working methods were abandoned where necessary. Despite some points of concern during implementation, such as the need to ensure support, the focus area has helped us to take a step forward in translating "transition thinking" into "transition doing". This amounts to funding what is necessary to drive the transition rather than simply funding what is possible. DOEN is going to put the lessons learned into practice and investigate whether a new focus area should be adopted.



"The focus area gives DOEN a unique opportunity to work across the organisation and connect partners from different programmes. By taking a broader view of accelerating this transition, we can support projects that don't fall directly under our other assessment criteria, such as the TAPP Coalition, which is lobbying for a fair meat price."
Maarten Derksen,
Green programme manager ■

De Voedselapotheek Project grant €65,000

Access to healthy food isn't easy for people with low education levels and small budgets, and an unhealthy lifestyle affects the quality of life in a neighbourhood. Stichting Het Eetschap's Voedselapotheek (Food Pharmacy) is working to promote responsible nutrition and better health in vulnerable communities. Residents are introduced to plant-based food in a creative, interactive way. Activities include neighbourhood food safaris, cooking workshops and the planting of edible crops. DOEN's grant will help to extend the knowledge gained in a pilot project in the town of Cuijk to other places in the Netherlands.





GREEN, SOCIALY INCLUSIVE AND CREATIVE

Sustainable projects combating the depletion of the earth

We have exceeded our planet's ecological limits. To secure the prosperity and well-being of our own and future generations, we must get back within those limits and stay there. At present, overexploitation is causing climate change, massive biodiversity loss, and a shortage of raw materials. These issues have potentially catastrophic consequences and are already causing social problems and increasing inequality. Major changes are needed. The world must make a massive transition to renewable energy, a sustainable food system, and a new, circular economy that is inclusive and abandons the focus on purely financial and economic growth.

DOEN sees three opportunities for change:

1. Circular entrepreneurship
2. Renewable energy
3. A sustainable food system

◀ Clothes you no longer wear that are still in good condition can be handed in at the Swapshop. In return, for a small service fee, you get credits you can use to buy items brought in by someone else.

GREEN HIGHLIGHTS IN 2020

THE OPENING OF BLUECITY LAB

BlueCity opened the world's first converted circular biolab. At this manufacturing site in Rotterdam, entrepreneurs develop materials and products of the future, like "leather" made from plants and an urn made from fungi. Generating impact through biocircular design and bio-based technology is key.

SUPPORT YOUR LOCALS

To support local food producers during the coronavirus crisis, Food Cabinet and its Taskforce Korte Ketten called on everyone in the Netherlands to opt for products from close to home as much as possible. Their campaign, supported by DOEN, originated in Amsterdam, where the sausage maker and Food Cabinet co-founder Samuel Levie and DOEN partner Instock decided to deliver food boxes containing local entrepreneurs' products directly to consumers instead of restaurants, which had been forced to close due to Covid-19.

THE FIRST SUPERMARKET WITH FAIR PRICES

In Amsterdam, True Price launched the world's first supermarket to charge truly fair prices. The true price is the price you pay when you include all the costs of environmental damage, CO₂ emissions and low wages in the price of a product.

THE LAUNCH OF MISSION REUSE

Enviu, Natuur & Milieu, and Recycling Netwerk Benelux joined forces to embed reusable packaging in society for good. Through the transitional programme Mission Reuse, they're making reusable packaging solutions visible, accessible and affordable for everyone. An example is the Take Back Box, a reusable container for takeaway and home delivery meals.

GOGLA CONSUMER PROTECTION CODE

Fifty organisations have subscribed to the GOGLA Consumer Protection Code. It gives off-grid solar energy companies a single rating tool for measuring and monitoring their performance in areas such as customer service, transparency and product quality.

A SOLAR-POWERED HOSPITAL

To improve the infrastructure in Masarhi, India, and provide good care for Covid-19 patients, the Selco Foundation and a number of partners set up an energy-efficient, solar-powered Covid-19 hospital with 50 beds, a testing laboratory and quarantine facilities for staff.



THANKS TO THE PLAYERS OF THE NATIONALE POSTCODE LOTERIJ

Through a contribution from the Nationale Postcode Loterij, DOEN supported 85 green pioneers in 2020 with grants, loans and equity investments. DOEN funded 27 pioneers working toward a circular and restorative economy, 20 pioneers working on fair and sustainable food projects, and 24 pioneers striving to bring clean energy to the world.

▲ By providing a platform and lab space for biodesign pioneers, BlueCity Lab is supporting the transition to a biocircular economy. (Photo: Jacqueline Fuijkschot)

The Support Your Locals campaign was launched at the beginning of the Covid-19 pandemic. All over the Netherlands, consumers order boxes of products from local suppliers. The project has been a resounding success. ►



GREEN OPPORTUNITIES FOR CHANGE



▲ reNature

BY FUNDING 31 PROJECTS IN 2020, DOEN EXPECTS TO HAVE THE FOLLOWING IMPACT:

- The projects will reach more than 54,000 people.
- Every year, Upset Holding will recycle 50,000 tonnes of textiles, saving 300 billion litres of water and 45 million kg of CO₂.
- Ocoony will save 130,000 kg of non-circular raw materials.
- Ocoony and Horizon Business Ventures Ltd will plant 230,000 trees.
- Close the Gap Ltd will recycle 135 tonnes of e-waste and refurbish 15,000 old computers.
- Smyle will eliminate 183,000 plastic toothpaste tubes.
- Soft Revolt BV will save over 125,000 kg of CO₂ in three years through the circular production of lingerie using 3D knitting technology.
- Dinnerware & Co BV will save over 230,000 kg of CO₂ in four years.



Pollinate Energy

1. Circular Entrepreneurship

Our current economic system is unsustainable on both an ecological and a social level. It focuses too much on financial growth and maximising short-term profits. In this linear economy, raw materials are extracted, the negative effects on people and the environment are not factored in, and no thought is given to the long-term effects, with far-reaching consequences for the earth and society.

► Wilder Land (Photo: Anko Stoffels)

WILDER LAND

Grant with conditions

€150,000

Biodiversity in the Netherlands is not doing well. On a lot of farmland, monoculture has led to a total absence of flowers and bees. Wilder Land is working with farmers to increase biodiversity by sowing herbs

and wild plants such as chamomile, plantain and fennel on farmland. Bees, birds and butterflies are able to return, the farmers can continue to farm, and Wilder Land can use some of the herbs to make the delicious teas it sells.



2. Renewable Energy

Climate change is noticeable everywhere. Extreme weather events are becoming more common. In addition, the energy world is in a state of flux; a completely new landscape is taking shape. There is an urgent demand for innovative solutions and smart technologies to make society more sustainable. DOEN aims to accelerate the transition to a sustainable society by supporting projects that increase the share of renewable energy, focusing on pioneers who take a business-

like approach. In the Netherlands, DOEN supports projects in the fields of renewable energy and energy saving, making sure they are accessible for everyone. In Africa and India, DOEN focuses on initiatives that increase access to sustainable energy, especially for “last mile” locations that are more difficult to reach.

POLLINATE ENERGY

Grant with conditions

€60,000

Pollinate Energy gives hard-to-reach residents in Indian slums access to clean energy products, such as lighting, cooking stoves and water filters. Their distribution model is unique: they train local women from disadvantaged groups to be salespeople and service providers, giving more people access to clean energy while creating jobs. The women sell products in slums, teach people how to use them, and provide repair services.

BY FUNDING 28 PROJECTS IN 2020 IN THE NETHERLANDS, EAST AFRICA AND INDIA, DOEN EXPECTS TO HAVE THE FOLLOWING IMPACT:

- The projects will save more than 120,000 kg of CO₂ a year.
- In East Africa, more than 5,500 agricultural entrepreneurs will have access to sustainable energy, and 50,000 households will have access to sustainable agricultural services.
- Agsol Ltd will create more than 1,000 jobs in rural areas.

Pollinate Energy received a project grant in 2019, followed in 2020 by a contribution from the Support Facility.



▲ reNature

3. A Sustainable Food System

Although food production has doubled over the past 50 years and become more varied, distribution is uneven. The food system also has a major impact on the planet, accounting for a quarter of global CO₂ emissions. To feed the growing population in a sustainable way while reducing the ecological impact, we need to make the transition to a fair and sustainable food system. DOEN aims to help increase the number of sustainable alternatives, reduce the climate impact of crop growing and livestock farming, and enable agriculture to

contribute to inclusive economic and social development.

RENATURE

Grant with conditions

€250,000

ReNature brings nature back to the farm. The Dutch start-up does so by developing nature-inclusive farming systems and restoring farmland through regenerative forestry. Together with farmers and customers, they make land suitable for sustainable agriculture, providing farmers around the world with food security and better market access. ReNature aims to regenerate 1 million hectares of agricultural land by 2030.



“ReNature’s model-based approach is an inspiring example of regenerative agriculture. Funding is needed so that the organisation can grow and implement its projects. With DOEN’s support, this pioneer is able to show that its business model works – and

BY FUNDING 22 PROJECTS IN 2020, DOEN EXPECTS TO HAVE THE FOLLOWING IMPACT:

- 55,000 kg of plant products will be marketed by Botanic Bites.
- 1,200 hectares of farmland will be regenerated by reNature.
- Around the world, almost 1,500 young people and families will be trained in nutrition and sustainable agribusiness.

successfully. They have now secured even more impact investments and partners to accelerate the transition to regenerative agriculture.”
Freija Vermeer,
Green programme manager ■



Pollinate Energy

IMPACT CASE: DE CLIQUE

FROM WASTE TO NEW PRODUCTS

De Clique uses bicycle couriers to collect waste such as corks, coffee grounds, bread and orange peel from restaurants and businesses in Utrecht. They then process this waste and use it to make new products, such as beer and soap, and even to grow oyster mushrooms. The restaurants and businesses where the waste was collected sell these new products, completing the circle.

Unused waste

How can we produce less waste and get more value out of it? We still ask these questions too rarely. Many catering establishments don't sort their waste but simply incinerate it. Sometimes it gets processed abroad, but that causes other problems. It's estimated that 5.3 tonnes of waste per catering business a year could be processed more effectively.

De Clique's founding team, consisting of Anja Cheriakova, Bas van Abel, Steven Keulemans, Elisa van Dam and Jurjen Groot, wants to process hotel and catering waste in a high-quality way. That means reusing as much as possible, as locally as possible, with the least negative impact. The company collects waste using electric cargo bikes, coaches catering staff, and advises on waste sorting.

De Clique stores the waste locally and processes part of it. Their partner companies use the waste to make new products. For example, PeelPioneers – also a DOEN partner – turns orange peel into pulp that's made into cattle feed, and oil that's used in cosmetics and beer. And Wilder Land, another DOEN partner, makes tea from herbs De Clique grows in compost made out of organic waste.

Towards a scalable model

De Clique started operating in April 2019. The team spent the first year looking for ways to get more support in order to create a scalable business model. In the second year, during the Covid-19 pandemic, the company grew its market, operations and revenue model. The Hoog Catharijne shopping centre has embraced De Clique's mission, with more than 20 catering outlets joining in. Hotel and catering customers have opened web shops where they sell products produced through De Clique. The company is now targeting new customers, such as health care institutions, offices and supermarkets.

Sustainable impact

Working with De Clique brings businesses immediate benefits, from help with setting up waste sorting and training of staff to CO₂ reduction through the use of sustainable transport and the creation of new products from waste. For example, when orange peel gets processed into cattle feed, soya beans don't have to be imported from Brazil. Sorting also makes waste streams cleaner.

"De Clique is helping us to develop the office as a raw materials depot. Together we looked at which waste streams we could submit separately in order to reduce the volume. We

also avoid contaminating the waste by sorting at source, so that new products can be made in a high-quality way. Every month we receive an impact report telling us what's been collected, what's going well, and what could be improved, and we share this with our employees." Marieke, facility manager, Sodexo, UWV Utrecht office site

Steward ownership

De Clique is one of the first Dutch companies to experiment with a new investment model called steward ownership, which has allowed them to create a sustainable revenue model. Under steward ownership, the company's mission is safeguarded, and profit is not an end in itself but a means of maximising positive impact. Voting rights are kept separate from financial shares, preventing investors from being primarily interested in more lucrative revenue models, the company from being bought out, and the original mission from disappearing from view. Stewards are appointed and are responsible for making the decisions that would normally rest with shareholders.



▲ De Clique co-founders Bas van Abel and Anja Cheriakova in their vegetable and herb garden.

Success factors

Innovation

The idea behind De Clique is a novel one. Their simple solutions challenge companies within the current waste disposal system to change their ways.

Experience

With seasoned entrepreneurs Bas van Abel, founder of Fairphone, and Anja Cheriakova, co-founder of BinBang, on board, the team was well prepared from the start.

Physical presence

De Clique regularly visits customer sites to see how things are going and how they can be improved.

Increasing demand

De Clique's mission has garnered a lot of attention. It's often a company employee who initiates a partnership. Waste processors hear about the project, are fielding questions about how they deal with waste, and are motivated to do things differently.

Several cities in the Netherlands and elsewhere have expressed interest in

implementing the blueprint developed in Utrecht. De Clique is in talks with various parties, mainly social enterprises and municipalities, to apply the model in other places.

The circular transition

DOEN's support in 2019 was De Clique's first major funding. This gave them the breathing space and working capital to establish their value proposition, undergo initial growth, and obtain further funding. "For these first years, DOEN's support was necessary to make De Clique viable," says co-founder Elisa van Dam. During the first lockdown in 2020, DOEN's Support Facility provided funding to bridge a delay in an investment round.

In addition to financial support, DOEN also made its network available. For example, we introduced De Clique to Tekkoo, which helps with matters such as logistics.

Responding to change

Due to the Covid-19 pandemic, De Clique has been collecting less waste than planned. It has been using the extra time created by the closure of catering establishments to talk with its partners and new customers, such as Hoog Catharijne, about how

best to work together. De Clique now has a firmer foundation on which it can grow with more certainty in the Netherlands and, starting this year, also in Belgium. ■

Lessons learned

Large market

The market appears to be larger than expected. Hospitals, schools, supermarkets and shopping centres have expressed interest in De Clique's services.

Collaboration

Continuing to focus on setting up new partnerships and building a strong foundation will lead to new opportunities.

Steward ownership

Steward ownership has proved successful, attracting investors that share De Clique's mission.

Interest in sustainability

The Covid-19 pandemic has caused people to pay more attention to sustainability.

A woman with brown hair tied in a bun, wearing a white button-down shirt, is leaning her arms on a stack of colorful ceramic vases. The vases are in various colors: blue, yellow, light green, red, and grey. They are arranged on a wooden workbench in a workshop setting with shelves of more vases in the background.

GREEN, SOCIALY INCLUSIVE AND CREATIVE

TOWARDS AN INCLUSIVE SOCIETY

Our world is changing rapidly. The differences between rich and poor and between highly educated and less educated people are great. The pandemic has magnified those differences. Vulnerable people find it hard to cope in a complex society in which discrimination and exclusion persist. Inclusion is still not the norm in our society, but it is DOEN's goal. In 2020, the Black Lives Matter movement and the continued focus on sexual abuse of women made it clear once again that a lot of work remains to be done. Everyone must be able to participate fully in society. This is even more important in a time of pandemic.

DOEN sees two opportunities for change:

4. Innovative community projects
5. Social entrepreneurship and inclusion

◀ The ceramic design workshop and store Cor Unum enables a diverse group of participants to take part in on-the-job training, day activities and voluntary work. (Photo: Marije Kuiper)

SOCIALLY INCLUSIVE HIGHLIGHTS IN 2020

1.5 METRES OF COOKIES

Koeckebackers sold 75cm tubes filled with delicious cookies. Selling them gave people who have long been “socially distanced” from the labour market a chance to shine.

MAKING MASKS

DOEN social partners including Makers Unite, Vanhulley, Fraenck, i-did, Sûr Atelier and BORO* Atelier responded to the high demand for face masks and set to work with their participants, especially newcomers to the Netherlands. Refugee Company even opened its own mask factory in Arnhem.

REACHING OUT TO THE ELDERLY

During the Week tegen Eenzaamheid (Week Against Loneliness), Oma's Soep worked to raise awareness of loneliness among the elderly. Since cooking with clients wasn't possible, they distributed do-it-yourself soup packages. And their weekly Soep-aan-Huis (Soup at Home) day became a major PR event, with celebrities and volunteers delivering soup to seniors throughout the country. Oma's Soep also worked with student teams in university towns. The number of cities where student associations volunteered to cook for the project increased in 2020.

LOKAAL-O EXPRESS

Lokaal-O called on residents of Baarn to make their favourite cakes, biscuits and soups for fellow locals. Hundreds of people got some goodies and a chat at the front door: a ray of hope in uncertain times.

A STAY-AT-HOME HOLIDAY

In 2020, De Buurtcamping organised the Thuisblijfvakantie (Staycation) for all those staying at home for their holidays. Anyone who wanted to could download the special staycation book. They could also attend online performances and workshops and take part in a holiday photo competition.

COMMUNITY ZOOM SESSIONS

How can your community centre provide a warm welcome? How should neighbourhood projects deal with social distancing? LSA Bewoners organised well-attended Zoom sessions for community groups on these themes.



THANKS TO THE PLAYERS OF THE VRIENDENLOTERIJ AND THE NATIONALE POSTCODE LOTERIJ

Using contributions from the Nationale Postcode Loterij (for innovative community projects) and the VriendenLoterij (for social entrepreneurship and inclusion), DOEN supported 149 inclusive pioneers, including 87 social enterprises and 59 community projects.

Almost half of the Dutch population were unable to go on holiday in 2020 because of the Covid-19 pandemic. Stichting De Buurtcamping organised the Thuisblijfvakantie (Staycation) for them. ▲

*At BORO*ATELIER, long-term jobseekers and refugees with residence permits make face masks from naturally dyed organic cotton. (Photo: Marte Haverkamp) ►*



SOCIALLY INCLUSIVE OPPORTUNITIES FOR CHANGE

4. Innovative Community Initiatives

There is a positive movement of active citizens in the Netherlands who are taking action to improve their communities. They want every resident to feel at home and to be able to contribute as well. Their innovative projects focus on creativity and entrepreneurship as well as on gaining the support of local residents and reaching out to various groups. It's all about

generating a greater sense of community and helping people to feel welcome. This is achieved in different ways, through meeting places, local cooperatives and community businesses. DOEN believes these projects strengthen social cohesion. In 2020, almost all the meeting places that DOEN supports had to close down. It was impressive to see how people made an effort to stay in touch, organising online meetings and WhatsApp groups and delivering meals to local residents who had difficulty leaving their homes.

STICHTING THUISGEKOOKT

Project grant
€35,000

Thuisgekookt is an online platform that brings neighbours together to share meals. In addition, the foundation pairs vulnerable local residents with home cooks from the neighbour-

hood who cook specially for them. Demand for this service increased significantly during the coronavirus crisis. In order to meet all the requests, they needed additional staff and an IT upgrade. DOEN's contribution made it possible.



"Over the past year, the need for a regular home cook in the neighbourhood increased enormously. In 2020, Thuisgekookt was able to find cooks for more than 4,500 people who could use a bit of help, such as the elderly and people with disabilities and chronic illnesses. This was a great achievement and very welcome at this time!"

Nicole Rietvelt,
Social Inclusion programme
manager

▼ Thuisgekookt (Photo: Oranjefonds)

BY FUNDING 59 PROJECTS IN 2020, DOEN EXPECTS TO HAVE THE FOLLOWING IMPACT:

- Every week, more than 160 activities will be organised by innovative community projects, bringing together more than 7,000 people.
- Every year, more than 3,000 people will be actively involved in socially inclusive projects.



▲ ONS Label

5. Social Entrepreneurship and Inclusion

inclusive businesses and projects that promote these groups' economic and social participation. In 2020, many such organisations were hit hard. Those that employed a catering concept were forced to close down. As for the rest, though, it was extraordinary to see that most remained open as much as possible, albeit with fewer working places.

ONS LABEL

Project grant
€97,500

An increasing number of projects aim to encourage economic and social participation by vulnerable groups in Dutch society. These socially inclusive organisations focus their efforts on people who can no longer work or have difficulty finding jobs, including people with disabilities, young adults without qualifications, and newcomers to the Netherlands. They too deserve opportunities to participate in daytime activities and on-the-job training programmes. DOEN supports

People who have difficulty finding work can gain work experience at ONS Label in Breda and can also receive professional training and education. People on benefits, young people without jobs, and newcomers to the Netherlands work in mixed teams in the restaurant, the sewing workshop, the cleaning company, the studio and the odd-jobs team. With DOEN's support, the social cooperative will be able to streamline and professionalise its organisation so it can

continue to grow and employ more people. ■

BY FUNDING 90 PROJECTS IN 2020, DOEN EXPECTS TO HAVE THE FOLLOWING IMPACT:

- More than 5,200 people with a disadvantage on the labour market will find a daytime activity or an apprenticeship with a socially inclusive enterprise.
- Almost 500 people will move on to paid work or training.
- The social enterprises supported by DOEN have created almost 550 new daytime activities and apprenticeships and almost 150 paid jobs for people with a disadvantage on the labour market, meaning hundreds of people will continue to be more involved in society.



IMPACT CASE: MAKERS UNITE

GENERATING SOCIALLY INCLUSIVE, SUSTAINABLE IMPACT

Makers Unite creates opportunities for newcomers to the Netherlands through partnership with local makers and sustainable textile production. Through its talent development programme, the agency helps newcomers with a creative background to make a start in the sector in the Netherlands. They become part of a community and, where possible, are linked to companies for which they can start producing. Makers Unite designs and produces sustainable clothing and merchandise for brands such as Ben & Jerry's and Filling Pieces.

Reducing inequality

Many newcomers have trouble finding work, and their arrival is often seen as a problem, even though they can be great contributors to Dutch society. Makers Unite, co-founded by Thami Schweichler, launched in 2016 with a King's Day campaign called ReVest Life. Together, students and creative newcomers made patriotic ribbons out of life jackets. On King's Day, they handed out the ribbons and talked about the inclusive and welcoming society they symbolised.

After the successful campaign, Schweichler realised the power of the maker process. Bringing students and new makers together had led to trust and an exchange of opinions, with creativity proving key to collaborative dialogue. The partnership also provided newcomers with new connections, part-time jobs and homes. Schweichler saw an opportunity to set up a business.

Building a future

Makers Unite combines creative talent with a focus on circularity to realise

quality products from design to delivery, deploying newcomers' skills in order to do so. The agency produces clothing and merchandise for companies and offers various programmes for newcomers.

The main goals are to encourage newcomers to be independent and provide them with an attractive career plan. Participants gain ownership and are allowed to contribute ideas about the company's direction. Their increased self-confidence leads to more active participation in the community and therefore to a more inclusive society.

Fadi Chabarji works as a studio manager at Makers Unite. He creates samples and patterns, does the cutting and machine work, and trains the team that carries out the production. He came across Makers Unite through Facebook. "Without Makers Unite I would be working in my own studio, but that would have been more difficult," he says. "I would know fewer people, I wouldn't speak Dutch as well, and I would be more stressed. Makers Unite is always looking for new orders and handles the administration. That means I can focus on production, which makes me happy."



"Makers Unite is also activist, completely focused on the message that we need to change our view of newcomers. Makers Unite has added value to our society on many levels." Nicole Rietvelt, socially inclusive programme manager



▲ Thami Schweichler, co-founder of Makers Unite, in the studio in Amsterdam.

Social impact

The guidance and experience that programme participants receive makes them better prepared for careers. This increases their self-confidence and independence. Over five years, Makers Unite has supported almost 200 people. About two-thirds have successfully gone on to paid employment or voluntary work. The agency's partnership with large companies has increased awareness of the benefits newcomers can bring.

Sustainable impact

Makers Unite uses only sustainable and, as far as possible, recycled materials. A good example is the 6,000 life jackets found on Greek beaches that the agency has used to make new products. By showing how things can be done, Makers Unite serves as an inspiration to the companies it works with.

Boosting the benefits

"Without DOEN, Makers Unite would not exist," Schweichler says. Since 2017, the agency has received three grants to further develop its social

enterprise. The aim is to boost commercial turnover more and more so the social impact will grow. DOEN continues to support Makers Unite's efforts: in the summer of 2020, DOEN Participaties provided a convertible loan to allow the company to scale up and further increase its impact.

"DOEN is internationally known as one of the most innovative funds. All over the world, people talk about how DOEN generates, measures and accounts for impact. We've learned a lot about how to generate more impact. We have a very nice relationship with DOEN; we report everything to them and they monitor how things are going. That is really unique." Thami Schweichler, co-founder, Makers Unite

Resourcefulness

During the first wave of Covid-19, all Makers Unite's orders were cancelled, and Schweichler feared bankruptcy. He decided they might as well use up all their stock to make face masks for people in need, such as the homeless. The project was a success: in

partnership with the Rainbow Group, Makers Unite produced thousands of masks. The campaign received a lot of media coverage, after which a health care supplier asked them to make 30,000 protective aprons. That assignment led to more new orders. Ultimately, in 2020 Makers Unite achieved 90 per cent of the sales it had in 2019, and 2021 started on a positive note. ■

Lessons learned

- A crisis calls for creativity. By looking for a way to contribute to a solution, Makers Unite put itself on the map and continued to generate impact.
- The right partnership not only leads to great impact but also to important commercial opportunities.
- Now that many activities have to take place remotely, it's important to build trust remotely as well.

This profile was written in cooperation with Avance Impact.



GREEN, SOCIALLY INCLUSIVE AND CREATIVE

NEW PERSPECTIVES ON SOCIETY

Art and culture stir the imagination. They incite wonder, confrontation and connection and question seemingly indisputable truths. Artists function as engines of change by thinking beyond the status quo and challenging people's minds. In this way, they make new perspectives visible. DOEN believes in the power of human imagination and therefore supports artistic and cultural projects in the Netherlands and elsewhere. In 2020, Covid-19 hit the creative sector hard, yet we saw incredible resilience on the part of our creative partners. Plans were quickly changed, and new ideas arose for continuing to work and to reach people. These, in turn, have opened up new possibilities for the future.

DOEN sees two opportunities for change:

- 6. Celebrating the art of change: the BankGiro Loterij Fonds
- 7. Space for imagination: International Culture & Media

◀ *The Outsiderwear project pairs talented outsider artists – who may have a mental disability, mental illness or experience of homelessness – with emerging and established Dutch designers. (Photo: Jonnah Bron)*

CREATIVE HIGHLIGHTS IN 2020

HOE IK TALENT VOOR HET LEVEN KREEG ("HOW I GOT A TALENT FOR LIFE")

This play by NewBees and Wat We Doen immerses the audience in the world of refugee centres. It tells disconcerting stories of people who have been caught up in the system for years and exposes the complexity of the asylum-seeking procedure. With the audience, the refugees and the authorities, the cast goes in search of alternatives based on humanity. The production premiered in February; unfortunately, the tour was cut short by Covid-19.

DE PLANTAGE VAN ONZE VOORoudERS ("OUR ANCESTORS' PLANTATION")

In this series, voted the best Dutch podcast of 2020, Maartje Duin and Peggy Bouva investigated traces of slavery in their families' histories. In a programme of associated online events supported by the BankGiro Loterij Fonds, they entered into dialogue with the public and experts.

A FAIR SHARE OF UTOPIA

If you died today and were reincarnated a generation later, what kind of world would you want to be born in, wherever and whoever you were? Taking this question as a starting point, artists created new works for the art centres Nest and CBK Zuidoost. The opening event at the Bijlmer Parktheater in Amsterdam took on a different, intimate aspect due to Covid-19 measures.

INTER BIENNALE PHOTOGRAPHIQUE DU MALI

This biennial photography event organised by Yamarou Photo and Phot'Art celebrates the new generation of artists in Mali. Here, young photographers can meet, exchange ideas, give tours, and expand their networks. Members of the resulting creative community reinforce each other's work and reach and engage a national and international audience. Through an exhibition and a public parade, the artists were able to show their work to a large audience.

LEBANON SOLIDARITY FUND

Through the Lebanon Solidarity Fund, Culture Resource (Al-Mawred Al-Thaqafy) and the Arab Fund for Arts and Culture offer hope and direct support to artists and cultural organisations in Beirut who have been hard hit by the Covid-19 pandemic and the devastating port explosion. By joining forces, they are helping affected artists to rebuild their lives and use their creativity.



THANKS TO PLAYERS OF THE BANKGIRO LOTERIJ AND THE NATIONALE POSTCODE LOTERIJ

DOEN is currently funding 182 creative pioneers with contributions from the BankGiro Loterij (which supports art and culture in the Netherlands) and the Nationale Postcode Loterij (through its Culture & Media International programme). In 2020, DOEN supported 143 creative initiatives in the Netherlands and 39 cultural organisations abroad.

▲ If you died today and were reincarnated a generation later, what kind of world would you want to be born in, wherever and whoever you were? This question was put to artists from the Netherlands and abroad and forms the basis of the exhibition A Fair Share of Utopia.

The photography festival Inter Biennale Photographique du Mali celebrates a new generation of artists in Mali. ►



CREATIVE OPPORTUNITIES FOR CHANGE

6. Celebrating the art of change

BankGiro Loterij **FONDS**

The BankGiro Loterij Fonds, part of the DOEN Foundation, supports arts and cultural projects that are deeply rooted in society and ask critical questions about the world. These projects involve people from all walks of life in developing new perspectives and inviting us to shape society in new ways. Even in the era of Covid-19, with the cultural sector hit hard, many great projects have been realised.

An exploratory survey of participants in BankGiro Loterij projects has shown that participatory art has a social impact due to the interaction between artists and participants. All the respondents said taking part in the projects had given them a more open-minded view of themselves and society.

WASHING HANDS

Project grant
€5,450

Because of the measures taken against the spread of coronavirus, in 2020 people hardly touched each other, if at all. Visual artist Daan't Sas of Building Conversation devised the Washing Hands installation to bring physical contact back into daily life in a responsible way. Passers-by and visitors, who may or may not know each other, sit on either side of a washbasin with a transparent screen between them to wash each other's hands with soap. The ritual gives them an opportunity to touch each other and leads to extraordinary conversations.



"This is a very innovative way of allowing physical contact in this age of social distancing. But it also investigates special ways of contact. People who have taken part are very positive. There is a need for something like this in health care institutions. With support from the BankGiro Loterij Fonds, the installation can be placed in nursing homes and palliative wards."
Yu-Lan van Alphen,
Creative programme manager



BY FUNDING 143 PROJECTS IN 2020, DOEN EXPECTS TO HAVE THE FOLLOWING IMPACT:

- Over 63,000 people will actively take part in arts and cultural projects supported by the BankGiro Loterij Fonds.
- More than 1.8 million people from diverse backgrounds will visit the BankGiro Loterij Fonds' arts and cultural projects.
- The BankGiro Loterij Fonds' arts and cultural projects will reach almost 3.5 million people via podcasts, online streaming and TV.
- Some 108 projects will generate new insights to develop the artistic and social practice of artists, theatre makers and partners from the cultural sphere and elsewhere.
- And 119 pioneers will work together with partners inside and outside the cultural sphere.

7. International Culture & Media

DOEN helps to create more room for imagination by supporting culture and media in a number of regions in Africa and the Arab world where freedom of speech is threatened by dictatorial regimes, wars and extremism. In 2020, Covid-19 added to the challenges.

These crises affect social cohesion in the countries affected. The gap between rich and poor is growing. People are emigrating, and resources are scarce. At the same time, the cultural sector is mobilising and growing in countries where freedom of thought is under threat. Freedom of thought is needed for projects to make an impact and enable the transition to a

greener, more socially inclusive society. Culture creates this space and enables artists to explore social issues not normally spoken about. That's why it's important to build and strengthen the cultural sector and the radical imagination that goes along with it.

ACTION FOR HOPE

Institutional grant
€200,000

In Lebanon and Jordan there are almost 2 million refugees who have no place to go. Action for Hope has been providing artistic and cultural activities for them since 2015. Working with artists, talented refugees can tell their stories through art, music, film and video. The DOEN Foundation supports the project because it provides a safe environment where local people and refugees can meet and dream together and talented young people can receive training to become filmmakers and musicians. ■

▲ Washing Hands (Photo: Jean Phillipse)

▼ Action for Hope



BY FUNDING 39 PROJECTS IN 2020, DOEN EXPECTS TO HAVE THE FOLLOWING IMPACT:

- The International Culture & Media programme will draw more than 250,000 people to performances and events around the world and reach around 6 million people through the internet, TV and radio.
- More than 2,000 arts professionals will be involved in DOEN's International Culture & Media programme.
- Almost 6,500 people will actively participate in cultural and media projects supported by DOEN.

IMPACT CASE: AFRIKA ARTS KOLLECTIVE

ART AS A CONNECTOR

Afrika Arts Kollektive (AAK) promotes social change through art in Kampala, the capital of Uganda. They train people from the slums to make products out of recycled glass and connect them with students and artists in the city centre. Founder Gisa Brian and his team are starting a movement by tackling the waste problem with marginalised groups, artists and students.

The art gap

In Kampala, the city and the slums are divided literally and figuratively. They are separated by a road, and residents of one area hardly ever go to the other. Artists are mainly based in the city centre, where they have easier access and therefore have easier access to useful networks and opportunities for getting training and exhibiting their work. People in the slums, meanwhile, have little contact with art, though it could be highly relevant for helping them to express opinions, deal with social issues and address a large audience. Kampala has no government art funding and hardly any art education. University education is highly theoretical and inaccessible for slum dwellers. Art is reserved for the wealthy elite.

Art as a binding agent

Gisa wants to bridge the gap between the slums and the art world by focusing on the relevance of art. He connects self-taught artists from the slums with a wider public and brings artists from the city to the slums, making art more accessible for everyone and fostering cultural exchange. Searching for materials to work with that were readily available in the

neighbourhood, he soon decided on glass, one of the most wasted materials in Kampala. With little attention paid to waste or recycling, discarded glass is everywhere. A lot can be done with it artistically, and it's easy to work with.

In 2016, Gisa approached the DOEN Foundation hoping to start a glass recycling project in the slum of Kyebando. AAK wanted to train people in the hot and cold working of glass – blowing and cutting, respectively – and, in the process, to connect the slum community with artists and university students from the city. DOEN approved the funding, and the Glass Works Project was born.

In AAK's workshop, the Ekilawuli Community Art Studio in Kyebando, people from the slums are trained to process glass and turn it into products such as drinking glasses, light fixtures and jewellery. Everyone is welcome, and the studio organises various activities, such as guided workshop tours for school groups. The university students bring education and art to the slums while gaining practical experience. AAK also helps other social start-ups and NGOs to

reach their target audiences through art. For example, a partnership with GiveLove has led to the construction of compost toilets from glass bottles in the neighbourhood and at the studio itself. Artists are also involved in other activities, such as painting murals in the neighbourhood that highlight social issues.

A gain for the neighbourhood

Gisa gives ownership of everything AAK does to the community. He made it clear from the beginning: "I'm not going to do it – we're going to do it; you're going to do it!" At AAK artists learn a lot about glass processing, their creativity and entrepreneurship are stimulated, and they get to share their work with a wider audience by selling it at markets, restaurants, bars and galleries. Many women who would otherwise have difficulty finding employment work at AAK.

"Before AAK, I was a self-taught artist. I was especially rich mentally. At AAK, I learned to work with glass and to make beautiful art. And it has made my life easier. There is more flexibility. I can work for myself and for AAK." Benard, artist and studio manager, Afrika Arts Kollektive



Employees of the Afrika Arts Kollektive, from left: founder and director Gisa Brian, coordinator Namusisi Rebecca, accountant and director Ndishimye Lynette, and artist and studio manager Benard.

AAK has put the Kyebando slum on the map. The neighbourhood is now regularly used for video and photo shoots. The increased activity is benefiting local businesses, such as restaurants, bars and motorbike taxi services. It is also encouraging interest in art and entrepreneurship among neighbourhood residents.

Accelerating the transitions

AAK fits in with the DOEN transitions in every way: it creates space for radical imagination, puts the commons first, makes circular use of materials, and works to create a socially inclusive world. Besides financial support, DOEN shares knowledge with AAK and provides access to its network. This is how Gisa got in touch with projects outside Uganda to learn about glass processing, team management and business. DOEN partners he has had contact with include AtelierNL, Batalo East and Festival sur le Niger.

Challenges

The Covid-19 pandemic and upcoming Ugandan elections led to tensions and uncertainty in the slums in 2020. Businesses closed, and artists were unable to sell or perform their work. AAK's participants either stayed at

home or left for the countryside. Only five people could work in the studio instead of the usual 10. But the project rapidly found new ways to keep going and avoid losing participants.



"At the beginning of 2020, everything was ready for hot glass processing training sessions to start. This was a new phase for AAK, which had only worked with cold glass until then. They needed a building extension to work with hot glass, partly for safety reasons. The municipality was going to finance it but unexpectedly withdrew due to the coronavirus. This put AAK in a precarious situation. We quickly decided to use our contribution or the renovation and to allow participants to help so they could stay actively involved."

Merel Oord,
Creative programme manager ■

Lessons learned

- Art has the power to stimulate social change. By working with stakeholders through art and giving them as much ownership of the process as possible, AAK promotes sustainable, creative, socially inclusive and economically advantageous change.
- AAK isn't the only organisation working to build a community in Kampala. By sharing knowledge and experiences with other projects, it's contributing to a movement to drive social change through art, together with people who will benefit directly.
- The Covid-19 pandemic has taught AAK to be flexible and see new opportunities and has led to a lot of cooperation and solidarity.

DOEN'S FINANCIAL INSTRUMENTS

With its contribution from the Dutch Charity Lotteries, DOEN supported 426 pioneers by means of grants, equity investments and loans in 2020. DOEN supports both small- and large-scale projects based on the following philosophy: subsidise where necessary and invest where possible. DOEN's role is to support unique, surprising projects from the very beginning, to give them a flying start and thus to stimulate innovation. DOEN is often the first funder and therefore plays a catalysing role. After this first phase, other funders often join in, increasing a project's impact. It can sometimes happen that DOEN first awards a grant, then provides a loan and finally invests in share capital. In this way, DOEN grows along with the pioneers, and we give them a chance to really change the world.

Grants

Unique, surprising, small-scale initiatives that have idealistic objectives but lack the financial means to achieve them can apply for a grant from DOEN. We make a distinction between:

- project grants (financial donations for specific projects carried out by organisations),
- programme grants (financial donations in support of specific programmes of organisations),
- institutional grants (financial donations in support of organisations as a whole), and
- grants with conditions (financial donations that are refunded if organisations generate sufficient income through commercial activities after the start-up period).

Loans

In principle, DOEN regards issuing loans as a job for banks. However, given their stage of development, many of our applicants are not yet eligible

for bank funding, for example because they cannot provide collateral. In such cases, DOEN may decide to grant a loan in order to give a project a chance. How the loan is structured and what agreements we make depend on the project and the expected repayment capacity. DOEN reinvests the repayments and interest to help grow other projects.

Equity investments

DOEN provides equity investments to socially inclusive, sustainable and creative start-ups and funds in the Netherlands and elsewhere that aim to have a positive impact on society. It does so through its own social investment company, DOEN Participaties. Over the past 25 years, DOEN Participaties has become the Netherlands' largest early-stage impact investor for sustainable and socially inclusive start-ups. Its investments are characterised by a focus on impact. DOEN Participaties invests at an early stage,

grows with the company, and dares to take risks.

Extra support during the pandemic

A few days after the March 2020 lockdown began, DOEN set up the Support Facility (SF) to provide extra help to existing partners hit hard by the consequences of the Covid-19 measures. We aimed to prevent the collapse of businesses crucial to the transition to a green, socially inclusive, creative society, but also to ensure that vulnerable groups with workplaces at DOEN-supported social enterprises would not lose their opportunities. The SF was there to quickly close financial gaps and ensure organisations would continue to have an impact, possibly until it was clear whether government support would be forthcoming, and if so, how much.

The SF's budget came from currently available funds. DOEN initially reserved a total of €3.75 million for it (of ►



Het Theezaakje is a tea factory and shop where people with a disadvantage on the labour market can gain work experience and start their reintegration into society.



▲ Brewery De Prael employs people who are not considered suitable for the regular labour market. It has two branches in Amsterdam and franchises in The Hague and Groningen.

Fifty DOEN partners received contributions from the Support Facility in 2020.

They included 19 Green partners, 25 Socially Inclusive partners, and six DOEN Participaties partners.

Part of this funding has since been repaid.

which €1.2 million was allocated to DOEN Participaties, €1.8 million to Green funding and €750,000 to Socially Inclusive funding).

One partner that received an SF contribution was De Groene Afslag (the Green Exit). At this inspiring sustainable meeting place along the A1 motorway, people can eat, drink and meet surrounded by real-life examples of a green, socially inclusive world. Due to the compulsory closure of catering and room hire businesses, De Groene Afslag lost a large part of its income. The same was true of many social enterprises that provide employment for vulnerable groups through hospitality concepts, such as Het Theeza(a)kje and De Prael.

De Clique, which provides waste recycling services to the catering industry, also appealed for extra support. This

took the form of a bridging loan, since new funding rounds were taking longer than usual. Non-catering businesses were also hit hard. They included ONergy, which installs solar-powered irrigation systems in India, and Studio JUX, a sustainable clothing and homeware shop in Amsterdam.

Compared to other funders, DOEN was very quick to set up and implement its Support Facility. Since doing so involved learning on the job, the teams conducted fortnightly evaluations to see whether the chosen set-up was working and whether any adjustments were necessary. The application process was based on that of DOEN partner the Open Road Alliance, which specialises in providing bridging loans to ensure the continued impact of social enterprises in unforeseen circumstances. Thanks to a previous partnership and

co-funding with the Open Road Alliance, DOEN was able to implement the decision process quickly.

BankGiro Loterij Fonds social practice development grants

Due to Covid-19 measures, many artists and cultural workers lost almost all their employment and income in 2020. This applied especially in the area of the arts that the BankGiro Loterij Fonds focuses on: projects that arise in response to changes in society and ones in which artists seek to involve people in art and culture off the beaten track, in what is known as social practice. Meanwhile, the current situation called for precisely such efforts to forge new connections between people and cut across existing structures.

Therefore, in 2020 the BankGiro Loterij Fonds allocated extra budget to promote the development of artists using social practice and radical imagination to help people to envision a different, better world and to initiate social innovations. A total of €150,000 was set aside for this purpose. Individual contributions went up to a maximum of €7,500, and as much of the money as possible had to be spent in 2020 on exploratory programmes lasting approximately three to four months.

These could focus on, for example:

- Actively involving non-art professionals in the artistic creative process.
- Creating new relationships between stakeholders around a social issue.
- Conducting artistic research in order to arrive at new perspectives on social issues.
- Offering a vision of a radically different (for example, post-Covid) world.

Massih Hutak

One artist to benefit was Massih Hutak. The themes of gentrification and structural inequality often recur in his work. How do cities ensure that changes made in neglected areas are positive for everyone – not only for wealthy new residents but also for often-forgotten old ones? Hutak's stories and experiences relating to this question are now shared with the public in the form of an audiovisual artwork. ■

Lessons learned

- Speed and flexibility are key to success. In every case, DOEN was able to make a quick decision and, if a grant was made, transfer it within a few days. DOEN's grants made a huge difference to the recipients. Although the Dutch government was quick to introduce support measures, it could not entirely meet the acute need for assistance. In addition, many DOEN partners were not eligible for state aid because they could not yet provide turnover figures. Those that did qualify had to repay the extra DOEN funding as soon as government support was received.
- Support needs to be considered on a case-by-case basis. What are the project's lead times? What is its impact? Does the enterprise qualify for extra government support? It is important to provide funding only as a bridge to a promising future and to look flexibly at the form of funding depending on context.

Following an interim evaluation in June 2020, DOEN decided to continue running the Support Facility. In March 2021, it was determined that its budget would be transformed into regular programme funding.



Studio JUX is a pioneer in sustainable and fair fashion. It sells clothes through its own shops and third-party shops as well as online. (Photo: Willem de Kam)

DOEN PARTICIPATIES



IN ALL OUR INVESTMENTS, IMPACT IS KEY

In pursuing its objectives, the DOEN Foundation operates on the basis of the following principle: subsidise where necessary and invest where possible. Although most annual support it provides consists of grants, the DOEN Foundation also extends convertible loans and – through its subsidiary, the social investment company DOEN Participaties BV – invests in green, socially inclusive and creative enterprises and in funds that contribute to achieving DOEN's objective of a greener, more socially inclusive and creative world.

With a portfolio consisting of 59 direct investments and convertible and nonconvertible loans and 18 fund investments as at 31 December 2020, DOEN Participaties has grown into the Netherlands' largest early-stage impact investor in green, socially inclusive and creative start-ups.

Social impact comes first

Impact indicators are agreed for each equity investment and data



▲ With the support of DOEN Participaties, PeelPioneers are building the largest citrus peel processing factory in Europe in Den Bosch. Orange rind left over after juicing is used as a raw material for new products.

requested on a quarterly basis. Examples include how much CO₂ has been saved and how many jobs have been created for people with poor employment prospects. The results are regularly reported to the Supervisory Board.

DOEN Participaties invests in green and socially inclusive startups to generate returns for society. In doing so, it takes great risks. Although the high risk sometimes leads to an investment loss, the companies do make an impact. And the successful ones make up for the losses. All returns are rein-

vested, fuelling the organic growth of the portfolio. DOEN Participaties has positive returns and has functioned as a revolving fund for the past three years. Needless to say, 2020 was a challenging year for DOEN Participaties and the green and socially inclusive start-ups it works with, although the extent to which partners were affected varied. Some, such as Seepje, did very well. For most, however, obtaining sufficient funding took longer.

▼ The logistics company Rederij Kees provides warehouse management and inner-city transport for customers in Amsterdam. It also provides daytime activities and paid work for people who have difficulty finding employment.



VISIBILITY

The importance of investing in start-ups that generate social impact is increasingly being recognised. DOEN's experiences inspire others and are helping to expand the social impact movement. Activities that had been planned to mark DOEN Participaties' 25th anniversary in 2020 unfortunately did not take place because of the pandemic. And several events at which we would have appeared on stage took place online instead.

EVPA conference

In September, DOEN Participaties again partnered with the annual conference of the European Venture Philanthropy Association (EVPA). Idriss Nor, our executive director impact investing, delivered a keynote speech on social enterprises, and partners were able to meet investors at a digital round table. DOEN Participaties also held a workshop on sustainable textiles with a number of partners.

ImpactFest

In October, Idriss Nor took part in a panel discussion on investing and diversity at the annual ImpactFest event held by the municipality of The Hague. Our investment managers took part in so-called Reversed Pitching and matchmaking sessions with start-ups and scale-ups.

Investors' meeting

In December, Co-Financing Our Future, an investors' network that includes PDENH, Shift Invest and Invest-NL and was co-founded by DOEN's Merijn ten Thije, held an online meeting where investors came together to exchange good practices and discuss deal-sharing. Various team members contributed to the event.

LIEF

DOEN Participaties wrote the afterword to LIEF, a collection of interviews with social/environmental impact businesses including our partners Seepje and Naïf. DOEN donated a number of copies of the book to accelerator programmes and training institutes. ■

€142M TOTAL CAPITAL EMPLOYED
AS OF 31 DECEMBER 2020

16 NEW INVESTMENTS
IN 2020

38 DIRECT INVESTMENTS

5 OF WHICH WERE FROM THE GREEN CHALLENGE FUND

21 CONVERTIBLE LOANS

18 FUND INVESTMENTS

INTERNAL ORGANISATION

Governance

The DOEN Foundation had a two-member Executive Board in 2020. Chief executive officer Anneke Sipkens left the organisation during the year. On 1 January 2021, Carol Gribnau took over her position on the board, joining Idriss Nor, DOEN's executive director of impact investing. Remuneration of the Executive Board complies with the guidelines set by Goede Doelen Nederland, the Dutch registered charities' association.

In 2020, DOEN's Supervisory Board consisted of five members, each serving a term of four years with the possibility of extension. On 9 September, Hester Maij took over the chair's position from Gert-Jan van der Vossen. Jurenne Hooi also joined the Supervisory Board on 9 September. The board met online four times in 2020 and also discussed strategic topics by telephone. Two observers from the Dutch Charity Lotteries attended the meetings. For more information, see the Supervisory Board's report on p. 55.

Staff and premises

On 31 December 2020, DOEN had 37 employees (33 FTEs) across six teams (Green, Socially Inclusive, Creative, Communications, Finance, and Equity Investments), the administrative staff and the Executive Board. In 2020 this group assessed 1,418 applications and approved 426. They also managed 878 ongoing funding projects and worked to connect partners with one another and increase their visibility. The administrative staff played an important role by supporting and monitoring core functions. DOEN hired some services from the Dutch Charity Lotteries,

including premises, HR, IT, and general and technical services. Some financial administrative tasks were outsourced to Fiadlon BV, and some communications tasks to De Schepper Campagnes BV.

At DOEN, as at many other organisations, Covid-19 had a huge impact on the way we work. From mid-March 2020, almost every employee worked from home. This posed challenges for employees, partners and other external parties working together, and for staff members personally. Where possible, DOEN provided support in setting up a home working space and the necessary digital tools. Extra effort went into producing internal communications and promoting employees' well-being. The team was able to continue with its core work of funding pioneers unabated. As a supplement to our regular work, the Support Facility was quickly set up to help partners who ran into difficulties. This provided extra funding for 50 projects.

Simplification

In 2018, DOEN started simplifying its working processes to free up more time for its core tasks: finding, assessing and funding pioneers. We continued to do this in 2020, streamlining our annual planning process and improving the online application procedure. In 2020, the Squirrel database moved to the cloud and underwent an upgrade. The past year also showed that DOEN's systems functioned well remotely.

Transitions and impact

Thinking and operating in terms of

social and environmental transitions is central to DOEN's approach. This way of working was developed in 2018 in collaboration with the DRIFT sustainability research institute and the Avance impact consultancy, and DOEN is now learning with its partners. Since 2018, DOEN's teams have been working on refining the decisions based on the transitions. DOEN's reporting forms are in line with the transitional approach, not only asking partners for quantitative figures but also providing them with an opportunity for reflection and paying attention to how their innovative ideas can be taken from the niche to the mainstream. Every year DOEN reflects on the information it receives from its partners, placing this within its own transition-centred view. DOEN also learns about transitions together with its partners. In 2019, we conducted an exploratory study involving textiles, reflecting on the current state of the transition and considering new ways to drive it



In the summer, the DOEN team spends one day every other week at the MidWest café, a socially inclusive partner of DOEN.

forward. Due to Covid-19, this was not followed up in 2020, but it will continue in 2021. This year, as the DOEN Foundation celebrates its 30th anniversary, we will examine the lessons we've learned with regard to the transitions and go public with them.

Communications

In 2020 the communications team implemented a new online strategy that increased DOEN's reach. Our number of followers and the percentage of people who felt attracted to our online messages doubled, and an average of 15,000 people read our posts. This was a particularly good outcome in a year when communication took place almost exclusively online. Throughout the year, we focused on hopeful stories of partners who changed course in the midst of the Covid-19 pandemic, persevered, came up with inventive solutions, and offered the prospect of a better world.

DOEN, DOEN Participaties and the BankGiro Lottery Fund migrated all their websites to the cloud in 2020. The websites were also given a new look, and portfolios containing up-to-date information on the partners were added.

Integrity

DOEN has maintained an internal code of conduct for years. Complaint and whistleblowing procedures are in place for employees and external stakeholders. DOEN further developed its integrity policy in 2020, partly based on the Handreiking integriteitssystemen (Guide to Integrity Systems) drawn up by the charities' association Goede Doelen Nederland.

The new integrity policy will be discussed with all employees in the first half of 2021. It will also become a standard part of appraisals and performance reviews. DOEN is confident that these meetings, which may include

discussions of specific cases, will help all employees to remain alert to signs inside and outside DOEN that may indicate improper conduct.

There have been no complaints of unethical behaviour by staff members in recent years. If DOEN receives a complaint regarding a project it supports, its management will contact the management or board chair of the organisation in question to request that the complaint be investigated and settled. DOEN believes responsibility for handling a complaint lies with the organisation in question. We will, however, ask to be informed about the handling of complaints. If an organisation ignores or pays insufficient attention to a complaint, we may decide to terminate the relationship. Agreements on integrity are a standard part of our contracts with partners. DOEN is confident that paying attention to integrity within its own and partner organisations ►

makes an important contribution to keeping the working environment safe for everyone.

Working with the Dutch Charity Lotteries

DOEN operates as an extension of and supplement to the Nationale Postcode Loterij, the BankGiro Loterij and the VriendenLoterij. Thanks to the lotteries' players, DOEN is able to fund more than 400 pioneers every year. In pursuing its objectives, DOEN works with the three lotteries wherever possible:

- DOEN has served as an incubator for the Dutch Charity Lotteries for many years. Since our founding, over 70 organisations we've funded have gone on to become permanent lottery beneficiaries or partners or receive one-off lottery contributions. In 2020, five former DOEN partners, including One Acre Fund and De Buurtcamping, received lottery funding.
- DOEN makes extensive use of the lotteries' broad communication platform. Through the TV shows *Koffietijd*, *5 Uur Live* (and later the *5 Uur Show*), *Miljoenenjacht* and *Eén tegen 100*, various DOEN partners have been introduced to a mass audience. In 2020, current and former DOEN partners became the focus of the new television programme *Briljant!* Our partners also featured in the Dutch Postcode Lottery's mailings and its Voordeelagenda (Discount Diary).
- DOEN always works with the lotteries to find ways to improve sustainability. This includes making lottery prizes more sustainable. In 2020,

products from DOEN's partners i-did, Naïf and Seepje were given away to winners.

- In March 2020, just before lockdown, the lotteries held their Charity Galas. They used DOEN partners, including Koeckebackers, Chocolate-makers and Het Theeza(a)kje, for catering wherever possible.
- The lotteries and DOEN share inspiration through lunchtime lectures and employee visits to project sites. Just before the March 2020 lockdown, DOEN held a well-attended lunchtime talk on sustainable textiles for lottery staff.

Walking our talk

DOEN strives to operate in the greenest, most socially inclusive way it can. As far as possible, we hire inclusive and sustainable businesses to help with our events and activities. Examples include Jack Bean, makers of plant-based fast food; the Sign Language Coffee Bar, which hires deaf and hearing-impaired baristas; and Stichting 5D, an accessible theatre company. When it comes to printed matter, too, DOEN chooses the most responsible options: FSC and Vibers paper, cradle-to-cradle processes and, where possible, sustainable ink.

The calls in society for more diversity and inclusiveness have been heard at DOEN. Diversity is an ideal breeding ground for creativity, innovation and collaboration. We're already quite a diverse organisation – the DOEN Foundation's approximately 40 staff come from a range of different back-

grounds – but we'll be paying even more attention to these issues in 2021.

The biggest part of DOEN's carbon footprint usually comes from travel. Visiting our international partners was largely impossible in 2020. On-line meetings have proven to offer more opportunities than previously thought. Nevertheless, DOEN's work remains human work, which means some travel will continue to be necessary. Our team members always look critically at whether alternatives exist and how many people really have to travel. International meetings increasingly take place via video link, and DOEN employees generally travel by train to projects and conferences in neighbouring countries. DOEN offsets necessary flights through the Climate Neutral Group. For transport within the Netherlands, employees can use public transport, company bicycles and e-bikes, electric cars and Greenwheels. As far as possible, DOEN employees commute by bicycle or by train using an NS-Business Card, which we provide to all staff. ■



◀ In 2020, Seepje, supported by DOEN Participaties, was included in the Nationale Postcode Loterij's prize package. (Photo: Petra Steenkamer)

In July 2020, the DOEN team went on an outing to Pampus island. ▶

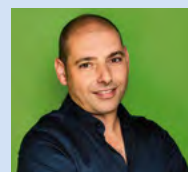


DOEN FOUNDATION STAFF

EXECUTIVE BOARD



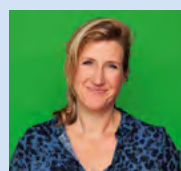
Carol Gribnau*
Executive Director



Idriss Nor
Executive Director
Impact Investing

*as of 1 January 2021

COMMUNICATIONS



Tatiana van Lier
Team Manager



Rolinda Ferron
Communications
Manager



Hilde Neijssel
Communications
Manager

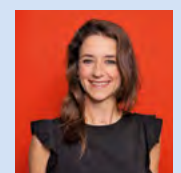
GREEN TEAM



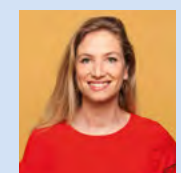
Maarten Derksen
Programme Manager



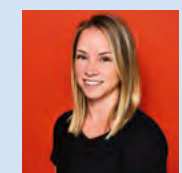
Irene de Jong
Team Officer



Marije Schasfoort
Programme Manager



Freija Vermeer
Programme Manager



Mireille Spanjaard
Team Officer

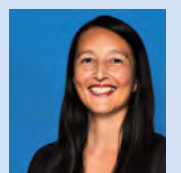


Saskia Werther
Programme Manager



Nicole Willemse
Team Officer

CREATIVE TEAM/BANKGIRO LOTERIJ FONDS



Yu-Lan van Alphen
Programme Manager



Steve Elbers
Programme Manager



Fayette Montroos
Team Officer



Gertrude Flentge
Programme Manager



Merel Oord
Programme Manager



Arjuna Hifferer Mani
Team Officer

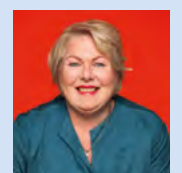


Geerte Wachter
Programme Manager

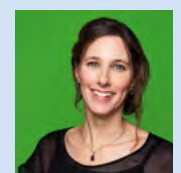
EQUITY INVESTMENTS TEAM



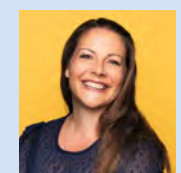
Beau-Anne Chilla
Investment Manager



Linda van Beek
Team Officer



Mirjam Niessen
Investment Manager



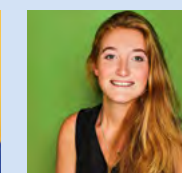
Katinka Ross
Team Officer



Marc Rasmussen
Investment Manager

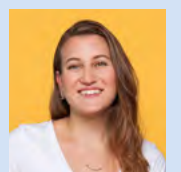


Merijn ten Tije
Investment Manager

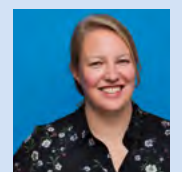


Michelle de Rijk
Investment Manager

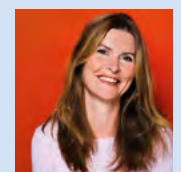
SOCIAL INCLUSION TEAM



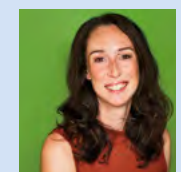
Adriana Cohen
Hendriquez Analyst



Tessa Geertsema
Team Officer



Reineke Schermer
Programme Manager



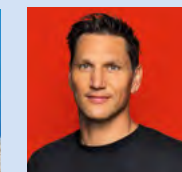
Nicole Rietvelt
Programme Manager



Alianke van de Wal
Team Officer



Safka Overweel
Programme Manager



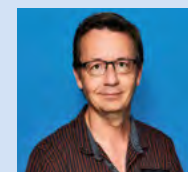
Jan Maarten Kloosterman
Team Officer

POSTCODE LOTERIJ BUURTFONDS TEAM

FINANCIAL ADMINISTRATION



Hoyan Yim
Financial Officer



Gerard Kalkwarf
Financial Administrator

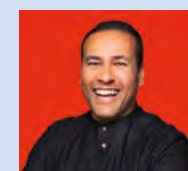


Gerrit Eikenaar
Financial Officer

MANAGEMENT AND OFFICE SUPPORT



Femke van Casteren
Assistant to the
Executive Board



Mo Banadji
Secretary

REPORT AND ACCOUNTABILITY STATEMENT

SUPERVISORY BOARD

The DOEN Foundation is committed to building a green, socially inclusive and creative society and has funded no fewer than 426 projects in the Netherlands and abroad over the past year. DOEN was founded by the Nationale Postcode Loterij (Dutch Postcode Lottery) and now receives funding from it, the VriendenLoterij (FriendsLottery) and the BankGiro Loterij (BankGiro Lottery). DOEN has a long-term agreement with each of the lotteries.

The Supervisory Board's duties

DOEN's Supervisory Board convenes at least four times a year, as often as is considered necessary. Four formal meetings were held in 2020, all online. The Supervisory Board also attended the three lotteries' Charity Galas. Normally, additional meetings take place to support the work of the Supervisory Board; these include an informal meeting with all employees and visits to projects conducted by partners of the foundation and DOEN Participaties. Due to the Covid-19 pandemic, these were unfortunately not possible in 2020.

Items on the agenda at regular meetings include implementation of a strategy based on the long-term plan; the annual plan and budget; equity investment proposals; and the results of the audit of annual accounts. A selection of grants awarded is also discussed. Also on the agenda are the outcomes of evaluations and the state of affairs within the organisation and the entities DOEN Participaties invests in, including ProCredit Holding, the

recipient of its largest equity investment. In 2020, focus was also placed on topics such as providing additional support to partners affected by the Covid-19 lockdown, the well-being of staff, and the establishment of the new Postcode Loterij Buurtfonds (Postcode Lottery Neighbourhood Fund). The Executive Board is present at all Supervisory Board meetings. For reasons of good governance, the Supervisory Board convenes before its meetings without the Executive Board or other observers present.

The Supervisory Board has an Audit Committee and an Appointments and Remuneration Committee. The Audit Committee held four online meetings in 2020. In addition, the Audit Committee, the Executive Board, the financial manager and members of the investment team had a monthly conference call to discuss matters such as financial reports and investment proposals. The Audit Committee's recommendations are discussed at the Supervisory Board meetings.

In 2020, the Supervisory Board actively recruited and selected a new chairperson, Hester Maij, and a new member, Jurenne Hooi. Both started on 9 September 2020. Both the old and new chairs had frequent contact with the Executive Board concerning the agendas, content and planning of the Supervisory Board's meetings and other activities, as well as discussing developments over the course of the year.

In order to properly fulfil its supervisory task, the Supervisory Board usually visits one or more DOEN partners in the Netherlands each year. In 2020, it planned to hold its October meeting at the Chocolate-makers factory and then have dinner at De Prael brewery with the entire DOEN team. Unfortunately, both had to be cancelled due to the Covid-19 pandemic. The Board did, however, witness an enthusiastic and inspired presentation by the social project Club Goud at one of its online meetings. The internal team working on ►



▲ On 9 September 2020, Hester Maij became the new chair of the DOEN Foundation Supervisory Board.

the Climate & Food focus programme also gave an insightful presentation. It discussed lessons learned from the programme's working method and the impact achieved by the programme, which was completed at the end of 2020.

Self-evaluation

Each year, the Supervisory Board evaluates its own performance in detail as a group. In 2020, it did so on 16 March. The evaluation resulted in nine findings. One point for consideration was how to effectively provide advice to the Executive Board without actually taking over responsibility. The Supervisory Board recommended that an open dialogue with the Executive Board take place on this issue. Another key topic was the need to achieve a better balance of focus between grants and equity investments. The recruitment and selection of new members was delayed due to lockdown. Hester Maij and Jurenne Hooi were finally able to start in September. The Board will therefore meet again to discuss and define its supervisory vision.

The Supervisory Board members' level of involvement in the DOEN Foundation remains high.

Allocation of funds

The DOEN Foundation works on the basis of a long-term plan. The plan for 2018–22 was formulated in 2017 and contains the main policy guidelines. DOEN also draws up an annual plan each year setting out concrete objectives and an associated budget. As detailed elsewhere in this Annual Report, DOEN worked hard with its partners in the Netherlands and abroad after the beginning of lockdown in March 2020, modifying the implementation of its 2020 budget and annual plan where necessary in order to continue to make the greatest possible impact in a changing world.

The consequences of the Covid-19 pandemic for its partners have been great, but DOEN's existing areas of focus have remained as important as

ever. There is more of a need than ever for innovative pioneers who envisage and realise a radically greener, more socially inclusive and more creative world. Some DOEN partners are vulnerable, perhaps because they're start-up social enterprises, creative institutions that depend on visitors, or entities that are excluded from government support because they do things a little differently and don't have a lobby in The Hague. However, during the lockdown, DOEN's partners proved to be eminently flexible and innovative, and even in 2020 we were able to support hundreds of people who had started to realise their dreams of a better world.

For its three thematic areas, DOEN sets out its objectives, criteria and exclusions in policy papers. DOEN determines how it will allocate funds and finance pioneers on the basis of its policy. DOEN performs regular internal reviews of the dossiers of funded projects to check that they are in order and that work is being carried out in accordance with agreed internal guidelines. In 2020, a new resource, the Support Facility, was added to enable existing partners affected by the lockdown to receive additional support at short notice. Ensuring real or potential impact for a partner's sector, participants and/or end users was a priority. More about this can be read elsewhere in this Annual Report.

Programme managers assess partners' reports, and partners' programmes and larger projects regularly undergo external evaluations. DOEN discusses the results internally and makes decisions regarding future funding. Learning from and publicly communicating the impact of the support it provides is of prime importance for DOEN. Programme managers actively assess and learn from this impact in various ways. DOEN also highlights it in its Annual Report and on its website.

DOEN employs a transparent procedure for handling funding applications.

At weekly meetings, programme managers present proposals to the Executive Board, which decides whether or not to approve the applications. Equity investment proposals are submitted to the Supervisory Board upon approval by the Executive Board. Every year, as part of the audit of annual accounts, DOEN's external auditor performs an interim audit, which focuses on matters such as internal business processes.

Guidelines

DOEN is recognised as a charity by the Netherlands Fundraising Regulator (CBF) and has Public Benefit Organisation (ANBI) tax status. In 2020, DOEN successfully completed its three-year CBF reassessment. The annual accounts are drawn up in accordance with the Foundation for Annual Reporting's guideline 650 for fundraising organisations. The remuneration of the Executive Board is set by the Supervisory Board and complies with the guidelines of Goede Doelen Nederland, the Dutch registered charities' association.

Members of the Supervisory Board

Members of the Supervisory Board are appointed and dismissed by the Supervisory Board of Holding Nationale Goede Doelen Loterijen NV. In the selection process, consideration is given to DOEN's various areas of focus. In 2020, Hester Maij replaced Gert-Jan van der Vossen as chair.

As of 31 December 2020, the Supervisory Board consisted of five members representing a wide range of backgrounds and expertise:

- Hester Maij, chair from 9 September 2020;
- Marcel Schuttelaar, a member since 1 February 2017 and a member of the Audit Committee since September 2017;
- Judith Brandsma, a member since 1 July 2017 and a member of the Audit Committee since September 2017;
- Ron Thiemann, a member since 4 July 2019; and
- Jurenne Hooi, a member since 9 September 2020.

The members held the following relevant additional positions at the close of 2020:

- Hester Maij was the corporate director of public, regulatory & quality affairs at Royal FrieslandCampina, a member of the supervisory board of the Performing Arts Fund NL, chair of Faunabeheereenheid Overijssel, and a member of the board of the Dutch Dairy Association, ZuivelNL, Courage, Weidegang, and the Confederation of Netherlands Industry and Employers.
- Marcel Schuttelaar was a managing partner at Schuttelaar & Partners, chair of the Healthy World Cooperation, chair and a coach at North Sea Farmers, a shareholder and coach at Hortimare and CrowdAboutNow, chair of the Smart Food Alliance, an ambassador for Wageningen University & Research and MVO Nederland, and chair of Yacht Club Scheveningen.
- Judith Brandsma was a member of the supervisory boards of Fair Capital Partners and De Correspondent.
- Ron Thiemann was chief executive officer of Deltares, a member of the board of the Netherlands Water Partnership, a member of the supervisory board of CE Delft and a member of the board of SmartPort.
- Jurenne Hooi was an independent consultant working in the field of poverty alleviation. She was also a member of the supervisory board of Woonstichting De Key; chair of the supervisory boards of the Amsterdam Museum and Swazoom; a member of the advisory board of Purpose, Cordaan Amsterdam, Ouder- en Kindteams Amsterdam, and ONSbank; chair of the supervisory board of Mental Health Caribbean; chair of the board of Dipsaus; a member of the advisory board of TechMeUp; and a member of the board of the Internationale Koorbiënnale Haarlem.

DOEN's Supervisory Board and Executive Board have reached agreements regarding the foundation's governance as sole shareholder of its one wholly owned subsidiary, DOEN Participaties BV.

The members of the Supervisory Board do not receive any remuneration as such, either directly or indirectly. Reasonable compensation for costs incurred and work performed by them for DOEN is not considered remuneration. Such compensation is disclosed and explained in more detail in the annual financial statement. The policy regarding compensation of the members of the DOEN Supervisory Board is determined by the Supervisory Board of Holding Nationale Goede Doelen Loterijen NV.

Members of the Executive Board

In mid-2020, executive director Anneke Sipkens bade farewell to DOEN. The Supervisory Board is grateful for all she has done for the organisation. Recruitment and selection of her replacement was successfully completed in the second half of 2020. The new executive director, Carol Gribnau, started on 1 January 2021.

At the end of 2020, the Executive Board of the DOEN Foundation consisted of one member, Idriss Nor, executive director of impact investing. His relevant additional functions at the end of 2020 were as follows:

- Idriss Nor was a member of the supervisory board of the Democracy & Media Foundation, chair of the board of the Elisabeth Otter-Knoll Stichting residential community, and a member of the advisory board of Artsformation.

DOEN's Executive Board regularly sets aside time to evaluate its own performance, discuss lessons learned, and determine whether the current strategy needs to be revised or supplemented. The chair of the Supervisory Board evaluates the Executive Board's performance on the basis of agreed outcomes.

Communication with stakeholders

DOEN's most important stakeholders are its funding applicants, Holding Goede Doelen Loterijen, and the partners it works with. DOEN reaches these stakeholders through various channels, including direct contact;

its Annual Report, website and social media accounts; the BankGiro Loterij Fonds (BankGiro Lottery Fund), DOEN Participaties BV, and the Postcode Loterij Buurtfonds; media coverage of supported projects; DOEN's own intranet; various gatherings; bulk mailings; and the Dutch Charity Lotteries' TV shows, which often feature projects it finances. The communications team discusses the response to information DOEN provides and uses this to further develop the communications strategy.

Evaluation by the Dutch Charity Lotteries

Each year, the Dutch Charity Lotteries monitor the DOEN Foundation's performance by conducting a benchmark evaluation. Prior to this, DOEN answers written questions concerning its finances, its strategy, and the effectiveness and efficiency of its expenditures. An evaluation took place in 2020 as usual; there were no findings.

A look ahead to 2021

The effects of the Covid-19 pandemic and lockdown have been pervasive, and additional support will continue to be needed for those partners who have been most affected. In 2021 DOEN will start preparations for its next long-term plan, which will take effect in 2023. With the world around us in such a turbulent state, the guiding question remains: Where can we make the most impact with our resources, knowledge and power to connect?

In 2021 DOEN Participaties will remain focused, on the one hand, on securing the achieved and intended impact of the existing partners in its portfolio, while also paying attention to innovative new partners that joined in 2020. DOEN will further operationalise the impact learning process initiated at the end of 2017 to enable insights to be more quickly and easily gained from impacts achieved. Finally, efforts will be made to further professionalise and develop the DOEN team. ■

FINANCIAL REPORT

THE DOEN FOUNDATION IN FIGURES



▲ Beethoven Lost in Silence, a visual, theatrical concert for people with total or partial hearing loss, showed that an inclusive theatre offering is possible. (Photo: Kamerich & Budwilowitz)

Balance sheet as of 31 December 2020 (after result appropriation)

All amounts are in euros

	31 DECEMBER 2020	31 DECEMBER 2019
ASSETS		
Tangible fixed assets relating to business operations		
Other property, plant and equipment	57,691	100,267
Financial fixed assets, mission-related		
Equity investments	1 131,416,771	139,583,240
Loans	4,034,665	4,885,829
	135,451,436	144,469,069
Receivables		
DOEN Participaties B.V.	45,416	-
Other receivables	5,939,952	10,340,864
Accrued income	91,329	586,011
	6,076,697	10,926,875
Cash and cash equivalents	2 25,248,146	24,695,459
Total	166,833,970	180,191,670
LIABILITIES		
Reserves and funds 3		
Appropriated reserves		
Appropriated reserve for projects	4 8,734,293	6,017,405
Appropriated reserve for pledged loans	5 421,850	664,418
Appropriated reserve for business operations	4,167,586	3,788,552
Appropriated reserve for financing fixed assets for business operations	57,691	100,267
Appropriated reserve for mission-related financial assets	6 128,994,653	139,485,759
Revaluation reserve	7 6,456,783	4,983,310
Appropriated funds		
Appropriated funds for projects	8 3,729,583	3,631,243
	152,562,439	158,670,954
Debts		
Long-term debts (> 1 year)		
Financing obligations	2,048,829	2,487,888
Short-term debts (< 1 year)		
Financing obligations	10,244,537	12,695,863
DOEN Participaties B.V.	-	4,538,060
Nationale Postcode Loterij N.V.	11,471	62,749
Creditors	111,675	1,078,407
Taxes and social security premiums	696,450	227,896
Other debts and accrued liabilities	1,158,569	429,853
	12,222,702	19,032,828
Total	166,833,970	180,191,670

1 DOEN is the owner of the social investment company DOEN Participaties B.V. DOEN Participaties supports green and socially inclusive companies and funds that help to achieve DOEN's objectives. Investments are recognised at fair value in the financial statements. A significant share of this figure is accounted for by the equity investment in ProCredit Holding AG & Co. KGaA, which supports sustainable SMEs in economically developing countries through loans and other banking services. ProCredit Holding is listed on the Frankfurt Stock Exchange. As the share price on 31 December is simply the position on the last day of the year, an asset's value may fluctuate sharply. Such changes in value have an effect on the revaluation reserve.

2 DOEN supports numerous projects. They receive their grants in instalments, and DOEN monitors their progress. Amounts not yet paid out thus temporarily remain with DOEN. As a result, DOEN always has a substantial cash and cash equivalents balance. This largely represents resources already pledged to projects but still temporarily held by DOEN.

3 The appropriated reserves are determined by the board.

4 Available for supporting green, socially inclusive and creative pioneers in 2021 (non-allocated reserve).

5 Available for loans that DOEN has already pledged but not yet paid out. If the conditions are met after the balance sheet date, DOEN is obligated to pay out.

6 The reserve for all loans and equity investments

provided by DOEN to green and socially inclusive entrepreneurs.

7 The revaluation reserve is the difference between the fair value of the equity investments/loans provided by DOEN and DOEN Participaties and the purchase price less provisions. The reserve consists of the capital gain on the shares in ProCredit Holding AG & Co. KGaA. This value changes in line with the share price listed on the Frankfurt Stock Exchange.

8 Designated for special projects for which DOEN has received an earmarked contribution.

Statement of income and expenditure 2020

INCOME

Benefits from lottery organisations

- Nationale Postcode Loterij N.V.
- Nationale Postcode Loterij N.V. for special projects
- VriendenLoterij N.V.
- BankGiro Loterij N.V.

Other income

EXPENDITURE

- Publicity for supported projects

Expenditure within thematic areas

Funded with contributions from:

- Nationale Postcode Loterij N.V.
- VriendenLoterij N.V.
- BankGiro Loterij N.V.

Total expenditure within thematic areas

Total expenditure on objectives

Management and administration

- Management and administration expenses

Total expenditure

Balance before financial income and expenditure

Balance of financial income and expenditure

Balance of income and expenditure*

* Allocation of results

Added to/deducted from:

- Appropriated reserve for projects
- Appropriated reserve for pledged loans
- Appropriated reserve for business operations
- Appropriated reserve for financing fixed assets for business operations
- Appropriated reserve for financing mission-related assets
- Appropriated funds for projects

Explanation of the amount DOEN can spend

Balance of income and expenditure

Net appropriation for financing mission-related assets**)

Balance of income and expenditure after net appropriation for financing mission-related assets

**) This is the net appropriation for loans, equity investments and guarantees made in the financial year in pursuit of the objectives. Although these are not included in the statement of income and expenditure, they do affect the amount DOEN can spend.

	DIRECTLY ALLOCATED TO THE OBJECTIVES				Management and administration expenses	Total 2020	Budget 2020	Total 2019
	Publicity for supported projects	Funded by a contribution from the Nationale Postcode Loterij N.V.	Funded by a contribution from the VriendenLoterij N.V.	Funded by a contribution from the BankGiro Loterij N.V.				
Funding	-	16,384,455	2,315,825	3,226,337	-	21,926,617	22,810,000	23,391,531
Exchange rate differences	-	(24,533)	-	-	-	(24,533)	-	26,547
Funding for special projects	-	2,101,660	-	-	-	2,101,660	-	2,375,039
Change in provision for impairment of funding	-	221,189	313,640	-	-	534,829	-	349,814
Publicity for supported projects:								
• aimed at obtaining applicants	202,189	-	-	-	-	202,189	-	148,910
• aimed at making partners more visible	1,492,421	-	-	-	-	1,492,421	4,575,000	4,434,454
• DOEN-wide	419,268	-	-	-	-	419,268	-	331,038
Wages and salaries	195,409	775,858	192,539	211,384	227,640	1,602,830	1,621,000	1,526,964
Work by third parties	999	274,095	1,046	40,072	25,916	342,128	210,000	225,613
Social security costs	32,258	150,836	31,065	43,324	25,772	283,255	229,731	218,364
Pensions	80,670	294,102	70,038	101,627	88,369	634,806	303,269	336,908
Other personnel costs	9,240	91,437	8,373	12,492	116,971	238,513	237,299	230,789
Accommodation	24,320	126,462	26,751	29,184	36,480	243,197	258,107	264,367
Office expenses	22,128	151,435	24,341	26,555	33,195	257,654	242,905	215,459
General expenses	3,752	19,505	4,126	4,501	255,960	287,844	206,891	315,605
Total	2,482,654	20,566,501	2,987,744	3,695,476	810,303	30,542,678	30,694,202	34,391,402



▲ In the Binthout woodworking shop and sawmill in Zwolle, people with a disadvantage on the labour market make high-quality design products from Dutch wood.

PROJECTS SUPPORTED BY DOEN IN 2020



DOEN.NL/EN

A list of projects the DOEN Foundation funded in 2020 is available here.



PARTICIPATIES.DOEN.NL/EN

A list of projects DOEN Participaties funded in 2020 is available here.



BANKGIROLOTERIJFONDS.NL

A list of projects (in Dutch) supported by the BankGiro Loterij Fonds in 2020 is available here.



POSTCODELOTERIJBUURTFONDS.NL

A list of projects (in Dutch) backed by the Postcode Loterij Buurtfonds in 2020 is available here.

WHAT WE'RE DOING AT DOEN IN 2021

We'll continue to support green, socially inclusive and creative pioneers and their brilliant plans. In a time of crisis, we can make a big difference together. Keep an eye on our website for the latest news.
www.doen.nl/en



PUBLISHED BY
The DOEN Foundation

PRINTING
Deltabach

DESIGN
Team Concept Center

PRODUCTION
De Schepper Campagnes with Avance,
Taalbureau IJ and Laura Martz.

PHOTOGRAPHY AND ILLUSTRATIONS
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GOED DOEL

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