

# Annual report for 2018

## Summary

2018 was a great year for the IEM Caring Foundation. Throughout the year, steps have been taken in different areas, from fields of impact to organizational structure.

The Council of Fellows has kept its monthly online call, every second Tuesday of the month, and also has longer strategic meetings. There was an initial online day-long meeting to start off the year in January and a summer Fellow's meeting in Berlin in July.

At the summer Fellow's meeting, the legal board was again elected for one year. Marlies van Laarhoven (Dutch, 1969) and Marija Berg (Serbian, 1992) accepted the position of chairperson and treasurer of the IEM Foundation for another year, as their work and two-year continuity are very valuable to the Foundation. Due to availability reasons, Krasimira Natova (Bulgarian, 1991) has stepped down as secretary of the Foundation and Carmen García Wang (Spanish, 1993) has taken her place. Since some Fellows could not attend the summer Fellow's meeting the vote took place via online conference. Members of the Advisory Council and of the Caring community were present at the meeting to share insights and further grow the Foundation.

Throughout the year, further work has also been explored regarding information management. The Foundation was registered on TechSoup as a non-profit, giving us access to the non-profit tech marketplace. Participants of the Sustainability Systems Master Class (more on it below) have already been testing the Outlook Community tool to improve communication.

We are also adjusting to the European GDPR, an email was sent to the community in June opening a channel of direct communication in case anyone would not like us to have their email in our database. Explicit approval to save participant's information has also been implemented.

On a technical note, Industria/Interactie have moved to a new location at the University, together with the faculty. The Foundation address is the same as the Local Group and so the new address of the Foundation is: De Groene Loper 3, 5612 AE Eindhoven.

In this report, we look back at the general development of the Foundation, the IEM Caring Conventions and outline the developments in the different Fields of Impact: Equal Opportunities, Conscious Leadership, Social Entrepreneurship, United Europe and Strong Sustainability. We conclude with the financial report for 2019.

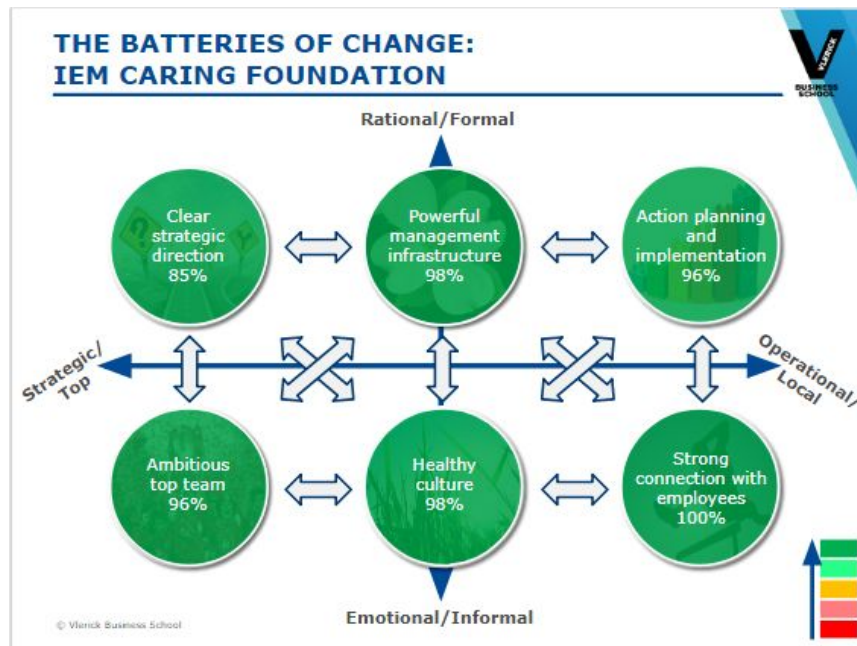
## General development

- Clear Strategic direction of the foundation

This year, the foundation went through the "Six batteries of change" survey thanks to a collaboration with one of the authors and member of our community, Dr. Geert Letens. This survey evaluates different organizations on the six aspects considered to be enablers of an organization's ability to adapt to change.



The IEM Caring Foundation achieved highly in most of the levels. The results are shown in the following image provided by Dr. Geert Letens:



Thanks to the survey, the area “clear strategic direction” has been identified as an improvement area and, on the second semester of the year, a special focus was put on it.

The plan established has been to start by analyzing the purpose of the foundation, whether its main stakeholders still agree that the IEM Caring Foundation is working towards its achievement and, if it was not the case, to modify it accordingly.

For this, the fellows have followed the Delphi method, where a series of calls are set up with different experts, the information from the calls gathered and anonymously reshared with the participants. Then a second call takes place to see if there are any new opinions. The final decision is then taken by a team, in this case the council of fellows, who will make the final decision on the Fellows Winter meeting, taking place in January 2019.

The experts/participants chosen for this methodology were firstly the fellows, and then people who are active members of the iem caring community, trying to have a mix of people who have seen the development of the Foundation and also people who are new to it, hence aiming to cover a wide range of point of views.

#### - Website & PR

With website fully developed, a training was given to the Fellows at the beginning of the year so any of the fellows can update information as needed. Furthermore, to comply with GDPR, each fellow has a unique access name and password and changes per user are recorded on the website. Regarding PR, a new LinkedIn page was created in order to reach to a broader audience. Content related to the different fields of impact is posted on Facebook and LinkedIn, and the reach differs, peaking when people from the community are involved. Email communication with the rest of the community has not been very abundant this year, trying to use the email list only to inform about the Caring conventions.



In 2018, we have also introduced the logo created in 2017, and improved our presentation material to make it more in line with our values and aiming to have clearer communication at ESTIEM Council Meeting, Alumni Meeting and all other events.

When working on the strategic direction of the Foundation, the need to develop and launch a communication and transparency plan has arisen, which we plan to do in 2019.

- Caring conventions

We had our two annual convention. The spring convention got 19 enthusiastic participants together in Ericeira, near Lisbon. The topic of the convention was conscious leadership. We had the chance to have new people from outside the network join in, bringing fresh perspectives on different topics.

The fall convention took place in Brussels, and it gathered a group of 34 students, alumni and professors interested in social entrepreneurship. Further information can be found in the Social Entrepreneurship field of impact area. Each Caring Convention is different. In this case, the convention took place in the form of a hackathon where participants developed an idea throughout the weekend and conducted a series of workshops in relation to its development.

- Council of fellows

In 2018, the IEM Caring Foundation has continued confirming the structure of the council of fellows. In order to ensure continuity whilst refreshing the team, the concept of becoming part of the council of fellows was shared with the community, mainly at the Spring and Autumn Conventions. This year, the council of fellows had the pleasure of welcoming Sebastian Katzung as a fellow. Sebastian had already been an active member of the community for some time, specially in the field of United Europe and the development of Dialogue monkeys within the field of impact.

Also, Thekla Werner started the process of becoming a fellow at the end of the year and, as of January 2019, has become part of the council of fellows.

Furthermore, two fellows stepped down this year due to life-changing situations, Anniina Heikkila in June and Federico Bley in November.

Throughout the year, the council of fellows had continued its monthly meetings on the second Tuesday of every month. Progress on each field of impact is shared in these meetings as well as topics that affect the foundation in general.

Also, a winter online full-day meeting took place in January and a physical summer meeting took place in Berlin from the 6th-8th of July. Thanks to these meetings, the council had a chance to meet and focus on strategic decisions for each field of impact.

## Fields of Impact:

### Equal Opportunities

The Club of 100 is the first and main support provided by the foundation that generates equal opportunities. By the end of 2018, the Club of 100 had 21 members, two more than in the previous year. Each of the members committed to donating at least 500 Euro per year over a period of five years, accumulating to a total of 11,500 Euro in 2018. During 2018 36 students, 16 %



more than in the previous year, were supported through 35 participation and 9 leadership scholarships. Unfortunately, due to the lack of applications, which fulfill the requirements, AdFundum award was not given. The support granted amounts to about 11,400 Euro, almost 60% more than in 2017, and almost 3.4 times as much as in 2016.

### **United Europe**

In 2018 we discussed several ideas, started a new initiative (Playground for Youth) and professionalized the European Talk Show "Dialogue". The team grew from 2 to 4 active members and we look back on a very exciting and successful year.

We were able to host 3 talk shows with great support from the IEM Caring Convention organizers of Lisbon/Ericeira and Brussels and the ESTIEM Alumni Meeting organizers of Barcelona/Sitges.

1. Lisbon/Ericeira – Money against conditions – The Impact of the Troika
2. Barcelona – Independence Movement Catalonia – An International View on a Local Crisis
3. Dialogue Brussels – United Europe – A Playground for Youth

The third talk show was also the kick-off for the new high school project called “Playground for Youth” Its goal is to inspire young people to engage in and for Europe. Therefore, we provide a presentation with 3 questions to discuss with students of the presenters’ former high school.

Up to date information is to be found on our inclusive European dialogue platform <https://dialogue-monkeys.org>

Right now we’re rich on content, but poor on our social marketing strategy which we have to develop in 2019 in order to increase our reach.

### **Strong Sustainability**

At the Sustainability Bootcamp in 2017, the idea to educate students and professionals in systems thinking and other structured approaches to deal with the complexity of sustainability issues had emerged. To put that into practice, the Sustainable Systems Master Class was designed to boost innovative power and has started in 2018. The current program gives space to 10 participants and offers four teaching blocks in collaboration with experts from the University of Lappeenranta, The Natural Step, Except Integrated Sustainability, and practitioners of companies and social sciences. An integrative part of the program are pilot projects. In this first edition of the Master Class participants addressed current issues at their employers and the cross-industry collaboration on microfibres (see social entrepreneurship). Moreover, the Master Class team successfully applied the iterative systems thinking methods with the leadership of a Dutch/East African bakery-chain to define their company sustainability strategy: an engaging goal with clear KPI's and a realistic roadmap. The Master Class still continues in 2019 with a teaching block on Organisational Design and Change Management. In the 2019/2020 Master Class, 2 students and 7 professionals from 5 European countries participated.

In Autumn 2018, the 2nd sustainability boot camp had been planned, though it was canceled due to lack of applications. In 2017 the boot camp had 50 applications, for 25 places. In 2018, only 4 people applied.



The concept of the Master Class seems right, though thorough evaluation can only take place after completing the full program by . If we pursue, which is likely the case, the next program, which aims to outperform the first edition, will happen in 2020.

### **Conscious Leadership**

During 2018 we consolidated on the positive experience of the first edition of the leadership camps in 2017. The second edition of the program was even more successful, with 10 European participants who together went through a life-changing journey over a 9 months period. The concept of the Camps both in terms of content as well as setting has been confirmed as appropriate. The program is meeting a current need with young and more senior European professionals to maintain a balanced and purposeful life. Only when learning to lead oneself, can one be effective in leading others.

The first Leadership Camps have been fully based on voluntary work by a faculty of 4 academic and professional people. We now face the challenge to professionalise the camps and make the program less dependent on a small group of people.

Learning from the first edition of the program, the purchasing of supplies for food and drinks was optimised by the organisers in the second edition. This resulted in substantially less waste and thus lower costs. Also, the camps were now at maximum participation which resulted in more income, above the variable costs of the extra participants. The financial surplus is kept in the foundation to professionalise the program and continuously ensure support to participants who can't otherwise afford it.

### **Social Entrepreneurship**

The pillar of social entrepreneurship has been developed in 2018 by connecting people from the network through several smaller gatherings and through the latest Caring Convention on Social Entrepreneurship in Brussels in September. There, the participants developed several projects:

- Digital Divide: How might we support the slow technology adapters towards being aware and integrated with the technological development
- SMARTphone Fest: How can we organise a festival that promotes the responsible use of smartphones
- How might we raise awareness and action to empower small farmers in Macedonia to create new products and enter the European market
- Cleaning the oceans, rivers, and land: How might we use technology and change consumption habits to reach a wasteless planet and clean up the damage already done by 2028 without negative social impact

The latter project has been pursued more seriously following the convention by engaging with Globetrotters in the consumer industry. The team dived completely into the microfibres issue and used it as a case study in the Sustainable Systems Master Class (see strong sustainability). Seeking to help accelerate the combat of microfibres in our water streams and food chain the



fact-finding research lead to engaging connections and sharing insights with FMCG players, clothing companies and NGO's.

## Summary of impact in 2018

It is still proving to be difficult to measure the impact of the Foundation. While research and brainstorming on how to do this is being developed, we can measure the amount of people who have participated in events related to the IEM Caring Foundation. The amount of participants may be found in the following table:

Field of Impact	Supported events	# Participants	Other tangible impact
General	IEM Caring Conventions: 2	2018 Ericeira: 19 2018 Brussels: 34	
Equal opportunities	Club of 100 Ad Fundum award	2018 students financially supported: 36	2018: 12,295 Euro donations of the Club of 100 members
Conscious Leadership	Leadership Camp: 1 program of 3x3 days	2018 program: 10	
Social Entrepreneurship	Caring Convention Brussels	2018 Caring Convention Brussels: 34	
United Europe	Dialogue-monkeys.org; European Talk Show: 3	2018 Talk Show: 79	Talk Show views: 497
Strong Sustainability	Sustainable Systems Master class	2018 SSMC: 9	Pilot projects: 2
Total	5 different events Club of 100 Ad Fundum award	134	2018: 12,295 Euro donations of the Club of 100 members Talk Show views: 497 Pilot projects: 2





## Finances

In 2018 we received two substantial donations, which amount to 3150 €. One donation was given by Marlies van Laarhoven, who committed to support the foundation not only with her time but also financially over the period of five years, starting in 2015. The second donation is a result of the “Sustainable Marriage” project, initiated by the friends of the Foundation Karin and Frank Heffter, who in 2018 celebrated their 25th wedding anniversary. These donations contribute to the further financial stability of the foundation.

Besides donations, general incomes include contributions of the Fellows to organising the Fellows’ Meeting (195 €). General expenses include partial costs of the organisation of the Fellows’ Meeting (some expenses were covered directly by the organisers), as well as Bonsai trees given away at the Convention in Ericeira, Portugal. Operational incomes are generated through interest on the savings account, and operational expenses (313 €) consist of bank account and website-related costs. Additionally, the Foundation supported the Convention in Brussels with 398 €.

As mentioned above, the finances of the Leadership Camp as well as those of the Sustainable Systems Master Class (SSMC) were managed by the Foundation. Surpluses generated by the Leadership Camp will be used for developing this project further and support participants in need. Given that the SSMC 2018/2019 edition is not completed yet and significant costs will occur in 2019, the remaining incomes are all deferred to 2019.

The general reserves of the Foundation increased by 25 % thanks to the received donations and the fact that the Convention in Portugal did not require any financial resources thanks to the efforts of the organisers. The reserves are intended to be used for covering general and operational expenses as well as to support the starting of new projects.

To comply with best practices, the Club of 100’s reserves from 2017 were split into reserves and deferred income, given that some of the members prepaid their membership fee in the past. In 2018 the Club of 100 experienced a loss, which is due to the increasing number of supported students and writing-off 1000 € in receivables from membership fees, which the Club of 100 had never received.

Table 1: Balance sheet

<b>Assets</b>	<b>01.01.2018</b>	<b>31.12.2018</b>	<b>Equity and Liabilities</b>	<b>01.01.2018</b>	<b>31.12.2018</b>
Cash and cash equivalents	31,831.60€	38,377.81€	Reserves	26,631.60€	33,154.64€
Current account	12,190.73€	8,716.07€	General	8,247.93€	10,337.57€
Savings account	19,640.87€	29,661.74€	Leadership Camp	1,880.98€	7,109.38€
Accounts receivable	2,750.00€	5,745.00€	Sustainability Boot Camp	440.00€	440.00€
			Club of 100	16,062.69€	15,267.69€
			Liabilities	7,550.00€	10,568.17€
			Accounts payable	550.00€	1,207.75€
			Deferred income (SSMC)	-	4,360.42€
			Deferred income (Club of 100)	7,000.00€	5,000.00€
			Reservation (Ad Fundum)	400.00€	400.00€
<b>Total Assets</b>	<b>34,581.60€</b>	<b>44,122.81€</b>	<b>Total Equity and Liabilities</b>	<b>34,581.60€</b>	<b>43,722.81€</b>



**Table 2: Profit and loss statement 2018**

	<b>Expenses</b>	<b>Incomes</b>
Club of 100	12,295.00€	11,500.00€
Conventions	1,944.55€	1,545.86€
Donations	-	3,150.00€
General	564.10€	195.00€
Operational	313.44€	20.87€
Conscious Leadership (Leadership Camp)	5,471.60€	10,700.00€
SSMC	11,239.58€	11,239.58€
<b>Profit/Loss</b>	<b>6,523.04€</b>	
Club of 100 – loss		795.00€
Leadership Camp – profit	5,228.40€	
Other	2,089.64€	
<b>Total</b>	<b>38,351.31€</b>	<b>38,351.31€</b>

The current Council of Fellows of the IEM Caring Foundation,

Marlies van Laarhoven (Dutch, 1969)

Marija Turanjanin (Serbian, 1992)

Carmen García Wang (Spanish, 1993)

Krasimira Natova (Bulgarian, 1991)

Christoph Hagedorn (German, 1966)

Coşku Mutlucan (Turkish, 1995)

Sebastian Geese (German, 1984)

Federico Bley (Belgian, 1994)

Eleonora Nazander (Russian, 1989)

Sebastian Katzung (German, 1987)