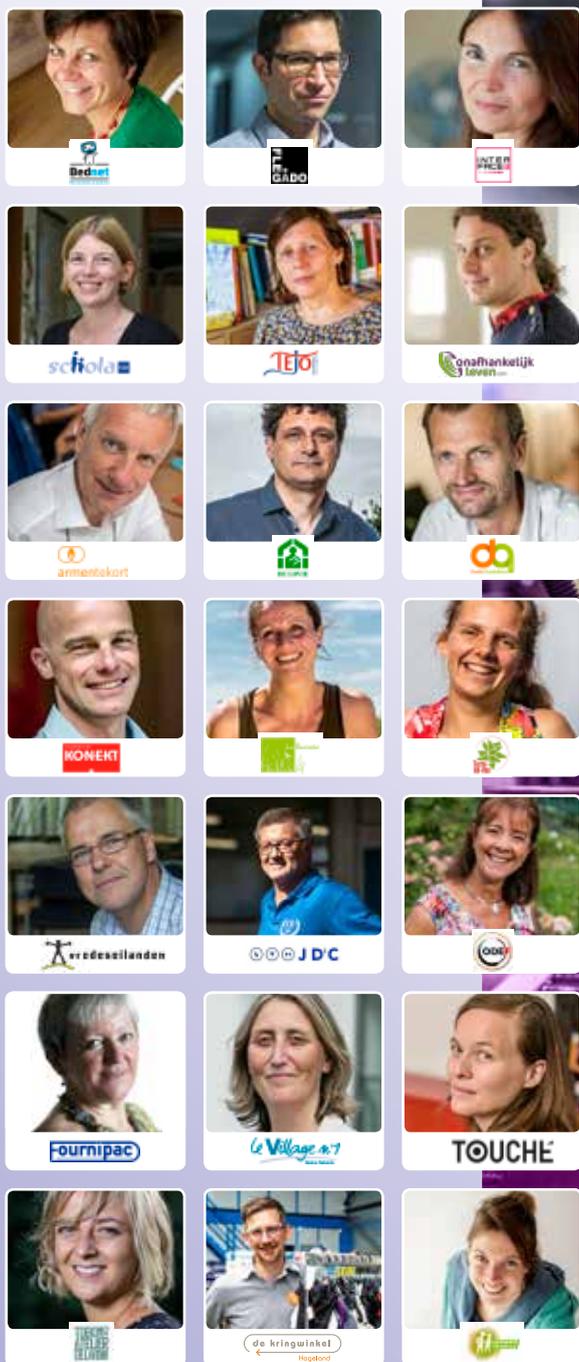


The Venture Philanthropy Fund

Impact Report 2016



**The Venture Philanthropy Fund
Impact Report 2016**

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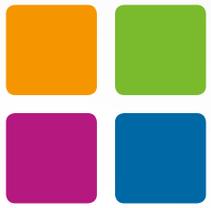
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TABLE OF CONTENTS

Preface	6
The Venture Philanthropy Fund in figures	8
The Venture Philanthropy Fund: its approach	
What does the Fund offer?	10
How does the Fund work?	11
Composition of the Committees	12
Interviews with the chairmen	13
Interview with our partner BNP Paribas Fortis	14
The Venture Philanthropy Fund Portfolio	16

NEW = organisations selected in 2016
FOCUS = organisations where the support is on-going; regular follow-up and consultations
FOLLOW-UP = organisations that have completely spent the awarded amount in 2016; monitoring of the indicators for another two years
FINISHED = organisations where the support has come to an end

ORGANISATIONS WITH THE STATUTE "NEW"

1. Aide et Reclassement	20
2. Comme chez nous	20
3. De Landgenoten	20
4. Emancipatie via Arbeid (EVA)	22
5. Fondation Jardin'âges	22
6. Inclusie Vlaanderen	22
7. Oxymmo	24
8. Sowepo	24
9. Youca	24

ORGANISATIONS WITH THE STATUTE "FOCUS"

1. Bednet	30
2. BWZ Klein-Brabant	32
3. Interface 3	34
4. Schola	36
5. TEJO	38
6. Onafhankelijk Leven	40
7. ArmenTeKort	44
8. De Lovie	46
9. Droits Quotidiens	48
10. Konekt	50
11. La Bourrache	52
12. Terre en vue	54
13. Vredeseilanden	56
14. Ateliers Jean Del'Cour	58
15. CODEF	60
16. Village n°1	62
17. Touché	64
18. ToekomstATELIERdelAvenir	66
19. Fournipac	68
20. De Kringwinkel Hageland	70
21. Infirmiers de rue	72



ORGANISATIONS WITH THE STATUTE "FOLLOW-UP"

Bos+	76
------	----

ORGANISATIONS WITH THE STATUTE "FINISHED"

1. ADMR	80
2. Broederlijk Delen	80
3. De Vlaspit	82
4. EVA	82
5. Médecins du Monde	84
6. Velt	84
7. Voedselteams	86
8. De Kringwinkel Antwerpen	86
9. Fiets&Werk	88



PREFACE

The King Baudouin Foundation launched the Venture Philanthropy Fund back in 2009 as part of a drive to diversify and modernise its philanthropic tools.

Now more than ever, the Venture Philanthropy Fund is committed to ensuring that the funds entrusted to us deliver maximum impact. Support provided in line with the 'Venture Philanthropy' approach aims not only to provide organisations with financial resources but also to bring in external expertise and promote network-building. Such an approach addresses one of the criticisms sometimes levelled at foundations, namely their propensity to focus exclusively on short-term funding for organisations based on the provision of support for one-off projects. The Fund's aim is to foster a long-term dynamic and contribute to a process of strengthening associations' capacities, thereby offering them sustainable support. This enables them to structurally consolidate their organisation, such as by developing a suitable economic model that safeguards their long-term future.

The director and members of the board of directors play a crucial role in shaping changes and developments, which is why the Fund attaches such importance to their talents and leadership qualities.

What's more, current events regularly serve as reminders that we find ourselves in a context where public funding is tighter than ever. Of course, it is not the job of foundations to replace government in areas where it falls short. Nevertheless, they – the King Baudouin Foundation in this case – can support and guide associations in their transformation and optimisation processes by providing funding to which certain conditions are attached or deploying external technical or strategic expertise. This is where venture philanthropy's real mission lies.

The following pages showcase the 40 organisations supported by the Venture Philanthropy Fund, revealing how the approach is applied in practice.



Good governance is key to the successful development of every organisation, and the Venture Philanthropy Fund is no exception. It could not operate without a Management Committee and an Investment Committee. The former determines the Fund's strategic path, while the latter is responsible for selecting the organisations. The King Baudouin Foundation extends its sincere thanks to volunteer members for the time, skills and energy they invest in the Fund.

Our thanks also go to the consultants, some of whom agree to support certain organisations for free: Bain & Company, Accenture, Essensys, the One Child One Dream Fund and Accenture. For these companies this is a way of demonstrating their social commitment.

Finally, we are delighted about our ever-deepening partnership with BNP Paribas Fortis. It has substantially increased the amount of funding available to us, allowing us to support more organisations. In the following pages, Caroline Thijssen, Head of Sustainable and Responsible Development at BNP Paribas Fortis, tells us what motivated the company to join forces with the Venture Philanthropy Fund and what impact the decision has had.

Not only is the Venture Philanthropy Fund growing, venture philanthropy is also becoming increasingly popular within the King Baudouin Foundation. The positive results achieved by the Venture Philanthropy Fund in recent years have prompted other funds, like the Van Oldeneel tot Oldenzeel Fund, the mental health project and the Baillet Latour Fund, to apply this approach to their work with their target groups. In partnership with the organisations we support, we aim to bring about structural reinforcement and, in turn, have a lasting impact on society.

We hope you enjoy reading the report!
The King Baudouin Foundation



More than
100
organisations a year
apply for support



80%
of organisations
achieve their fixed
objectives



A **Management Committee**
and an **Investment Committee**

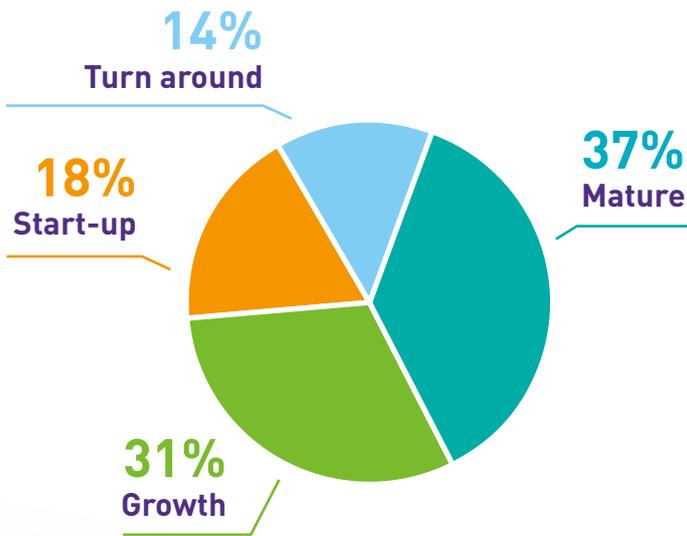
June 2015:
partnership
agreement
with



6 organisations received
a **2nd** support for
a total amount
of **334.000** euro



Breakdown of organisations according to their stage of **development** at start of support:



5 pro bono partners



- Consultancy:
- 4 priority areas:**
- > Strategy and economic model
 - > Governance and operating model
 - > Financial management
 - > Assessment of societal impact



What does the Venture Philanthropy Fund offer?

The Fund offers structural support to associations or enterprises involved in the social economy.

Candidate organisations face the challenge of expanding their activities or keeping up their current societal impact. They have identified opportunities for strong growth or for maintaining the societal impact enshrined in their remit. This means that they require structural consolidation (as opposed to ‘one-off projects’) and that there is a desire to strengthen the organisation over the long term.

The Venture Philanthropy Fund provides selected organisations with (a minimum of) three years’ structural support. The roadbook is drawn up in consultation with their management and board of directors. The improvements the Fund strives to achieve focus on three key areas:



- 1) The support provided mainly takes the form of funding external consultancy, primarily in the following four high-impact areas: strategy and business model, governance and operating model, financial management and impact measurement.
- 2) Investments are funded (in part or whole) if they help underpin the desired strategy and are in line with the results of the consultancy work.
- 3) The Foundation’s network is mobilised, with a potentially positive impact on the organisation’s image.

In an initial support phase, total funding of up to €80,000 is available, of which at least 50% must go to external consultancy. In most cases, funding takes the form of a donation (which does not have to be paid back); however, in certain situations, (repayable) loans are granted.

Organisations which achieve their fixed objectives after the initial support phase can apply for a second package of support of between €50,000 and €75,000, to further enhance their societal impact. This funding is awarded flexibly and is defined on a case-by-case basis, depending on the organisations’ needs. It can be used for the following purposes: paying consultants, covering operational costs or funding investments. Follow-up support packages are awarded for a maximum period of two years.

The Venture Philanthropy Fund’s method

IT IS NOT		IT IS	
Project funding	>	Structural strengthening of organisations	
One-off support	>	Multiannual support	
Rough estimate of societal impact	>	Performance indicators and expected outcomes (societal/financial) determined in consultation	
One-way communication of outcomes	>	Responsibility for outcomes and mutual monitoring of performance	
Financial support only	>	Financial and non-financial support (consultancy, network)	
Small amounts < €10,000	>	Large amounts ~ €80,000 (min. 50% consultancy)	

How does the Venture Philanthropy Fund work?

The organisations are selected using a formal call for projects procedure, which until now has taken place on a yearly basis. The procedure is based on a comprehensive assessment performed by an independent Investment Committee that is compiled in a pluralistic manner and whose (volunteer) members are selected according to their professional expertise and qualities.

The selection criteria are as follows:

- Potential societal impact (creation or preservation)
- Quality of leadership (general management and members of the board of directors)
- Transparency of the organisation with respect to the VP Fund, and willingness to work in partnership
- Added value of specific support by the VPF for the organisation
- Exemplary role of the case (with potential for duplication or dissemination outside the organisation)

The selection procedure involves several phases, including site visits to the candidate organisations and discussions with their management. Aside from the organisation's potential impact, the procedure focuses on the leadership capacities of the key people involved (director, chairman of the board of directors, etc.), who will embody and steer the changes at the heart of the organisation. The success of the Fund's support largely depends on these individuals' and bodies' skills, motivation and willingness to change.

After the selection, the organisations in the portfolio are given support in the form of monitoring. The intensity of the monitoring depends on the circumstances and needs of the partnership. This may change during the partnership according to the organisation's phase of development (start-up, growth, maturity, turn around) and performance quality. In practice, this means that an assessment is performed every six months for several key indicators (quantitative and qualitative) which are determined with the organisation and designed to measure the impact of the support.

When the support comes to an end, organisations that have achieved their fixed objectives can apply for a second package of support.

Independently of the selection procedure, a Management Committee determines the Fund's strategic orientation and supervises its activities. Key to this is a periodic review of the overall portfolio of selected organisations.

Composition of the Management Committee

CHAIRMAN:

- Olivier Marquet, Managing Director, UNICEF

MEMBERS:

- Marie-Caroline Collard, director, Solidarité des Alternatives Wallonnes (SAW)
- Stéphane Emmanuelidis, managing director, 8INFINI scrl cooperative company with a social purpose
- Danny Jacobs, director, Bond Beter Leefmilieu (BBL)
- Serge Raicher, co-founder, European Venture Philanthropy Association (EVPA)
- Luc Tayart de Borms, managing director, King Baudouin Foundation
- Jean-Charles van den Branden, partner, Bain & Company, vice-chairman of the Investment Committee
- Kristiaan Vander Velpen, consultant, lecturer in innovation and entrepreneurship at business schools
- Ignace Van Doorselaer, managing director, Vandevelde and One Child One Dream Fund
- Walter Verbeke, director corporate strategy, Euroclear, chairman of the Investment Committee
- Stéphane Vermeire, general manager Private Banking & Wealth Management, BNP Paribas Fortis
- Virginie Xhaufclair, assistant Professor, Baillet Latour Chair in Social Investment and Philanthropy, HEC Management School, University of Liège.

Composition of the Investment Committee

CHAIRMAN:

- Walter Verbeke, director Corporate Strategy, Euroclear

VICE-CHAIRMAN:

- Jean-Charles van den Branden, partner Bain & Company

MEMBERS:

- Guy Bertels, managing director BGL Consult – chairman of the board VINCI Energies Belgium
- Tine Bourgeois, head of business development, BNP Paribas Fortis wealth management
- Cécile de Préval, training Project Manager, UNIPSO
- Kristel De Roy, adviseur, Verso
- Guy Janssens, senior fund & SRI specialist, BNP Paribas Fortis
- Flora Kocovski, investment manager, SOWECSOM (SRIW)
- Laure Lemaire, director, Interface 3
- Kurt Peleman, member of the core team at Collaborative for scaling social impact
- Anne Peters, executive vice-president, EMEA/LATAM/RUSSIA-CIS, IBA (Ion Beam Applications S.A.)
- Raph Verbruggen, member of the SBS Management Committee, lecturer at HUB
- Danny Vercauteren, director, De Kringwinkel Antwerpen
- Alexander Veithen, Partner, BDO Corporate Finance

Olivier Marquet CHAIRMAN OF THE MANAGEMENT COMMITTEE



How would you sum up 2016 for the Fund?

"This year's main development was the launch of our partnership with BNP Paribas Fortis, which substantially increased the resources available to the Venture Philanthropy Fund. Among other things, the partnership has enabled us to respond to demand from organisations that had already received a support package and, having demonstrated their credibility, had applied for their funding to be renewed so that they could take their development to the next stage. While we never entirely dismissed the idea of renewing funding, BNP Paribas Fortis's involvement has certainly made things easier. On another note, we've noticed a better regional balance in projects supported by the Fund over the years.

Do you feel that 'venture philanthropy' has now become an established concept?

"Definitely – we can see that from the quality of the applications we receive, among other things. These days, the projects submitted to us are more mature and correspond more closely to our criteria and our goals. Players

in the social economy have a far more thorough understanding of the nature of the Venture Philanthropy Fund and the type of projects we are prepared to support. Another unmistakable indication of our progress is the fact that other funds and bodies have started to show an interest in our model – in some cases, they even want to reproduce it in a specific sector. I think that could generate synergies with stakeholders specialising in fields that require a certain degree of technical know-how – like healthcare and social housing, to name but two examples. The type of support provided could change too: donations to pay for external consultants are not the only kind of support out there, even if that is the option chosen by almost all of our applicants. We're also open to providing loans or acquiring a stake in a cooperative's capital, for instance. Internal consultancy would be another option: if an operational director wants to take some time out to devise a development strategy for their organisation, the Fund could pay for someone to replace him temporarily. Basically, venture philanthropy is highly flexible in terms of both the projects it covers and the ways it provides support, and it has a bright future ahead of it!"

Walter Verbeke CHAIRMAN OF THE VENTURE PHILANTHROPY FUND'S INVESTMENT COMMITTEE



"The Fund was able to become what it is today thanks to the considerable freedom it has been given by the King Baudouin Foundation and the Foundation's lasting commitment to it. The Foundation took a chance, which is excellent. The Foundation's network has been a real asset to the Fund over the years too. In my view, the composition of the Investment Committee has also played a vital role: it is made up

of prominent experts with plenty of experience in the field, which has allowed us, as a Committee, to closely monitor how things are progressing and developing at grassroots level. Insights from the field keep us firmly grounded in reality and enable us to correctly interpret project submissions, even when the applications seem to be unsuitable at first glance. As an Investment Committee, we immediately contact candidate organisations, which gives us and them the opportunity to identify and describe the real challenges they face right from the beginning and in open dialogue."

"I can say that we, just like any good venture capitalist, have a balanced and varied investment portfolio featuring a broad mix of start-ups, fast-growing organisations and organisations that have already reached maturity or are looking for renewal and a new impetus. Besides, the various segments of the social economy are well represented in our portfolio."

Where do you think the Fund will go from here?

Walter Verbeke: "I am absolutely convinced that the Fund is making a meaningful contribution to strengthening the social fabric of our society. That is its core purpose. Thanks to the experience we have acquired and the robust, stable framework we have formed, along with our clear value system, we can continue developing in that respect. Our partnership with BNP Paribas Fortis is a good example of how far we have come: the bank immediately recognised the Fund's professional approach."

"If I could say what my dream is for the next eight years, then I would say I hope that the experience and knowledge that the Fund helped to acquire will be disseminated widely, starting with the community that has formed around the Fund. I hope that the organisations that have benefited will use their new-found strength to help other stakeholders: stakeholders at grassroots level, within and outside their sector and peers, in the spirit of the Fund and the Foundation. I suppose we could call that 'dissemination of leadership'. It is being done already and could be stepped up further. The Fund has always set its sights beyond temporary projects, even in the very beginning. So let's take things to the next level!"

Caroline Thijssen HEAD OF SUSTAINABLE AND RESPONSIBLE DEVELOPMENT AT BNP PARIBAS FORTIS



BNP Paribas Fortis has been working with the Venture Philanthropy Fund (VPF) through its Socially Responsible Investment (SRI) Fund since 2015. The companies in this Fund also meet non-financial criteria that reflect their societal involvement. Four basic points of the revenues from the SRI Fund are allocated to the Venture Philanthropy Fund. In 2015, this represented a total of €233,000. But thanks to the success of the SRI Fund, in 2016 the total was almost €750,000, meaning a substantial increase in the resources available to venture philanthropy!

Caroline Thijssen was recently put in charge of sustainable and responsible development at BNP Paribas Fortis.

Why is this collaboration so important to the bank?

"We're seeing a real shift in our clients' state of mind and expectations. They're no longer satisfied with just good returns. Naturally returns are still important, and the yield of the SRI Fund is even higher than that of other conventional funds. But more and more clients also want their money to generate 'returns' and benefit their local community, society as a whole and the planet. Belgian and European statistics confirm this development, and our private bankers on the ground are telling us the same thing. The amount in the SRI Fund has more than doubled in a year. The number of clients rose from 10,000 in August 2015 to 18,800 just 12 months later, and this growth will no doubt continue. Ethical investment is no longer a niche sector in all our funds; today it has almost become a first offer. We're also seeing the younger gen-

eration often highlighting the importance of sustainable development and societal responsibility. Within the framework of the SRI Fund, companies are screened on the basis of the ESG criteria, where ESG stands for Environmental, Social and Governance.

"These are becoming more and more important to our employees, too. Banking is and will remain a fine profession, but bankers' lives weren't made easier by the events of 2008 and 2009, so a positive project like this strengthens their inner motivation. Just recently, we organised an 'SRI Expertise Day' for 500 private banking employees. On that occasion, the Bednet organisation came to report on the projects it runs and the support it's received from BNP Paribas Fortis Private Banking via the Venture Philanthropy Fund.."

So clients also have a say in deciding what becomes of their money?

Caroline Thijssen: "Exactly. Last year, those clients who invested in the SRI Fund of Funds, along with our employees, were invited to choose between five projects supported by the Venture Philanthropy Fund. The response rate was very high – far higher than is usually the case for initiatives of this type. Their favourite was the Bednet project, so they were provided with detailed information about that initiative. One key element is that it gives projects a high level of visibility: our clients are often highly active members of society; they have a network and talk to those around them... It's a kind of free advertising, while from the clients' viewpoint their investment has a face and a real impact on society."

BNP Paribas Fortis Private Banking wants to do more than just pay out a significant share of the revenue from its sustainable investment fund as a philanthropic donation; it also wants to actively involve its clients in choosing the organisations that will benefit from its support.

With that in mind, it organises a vote each year to give its clients the chance to nominate the projects closest to their hearts. The results of the vote determine which organisations will be supported by the funds donated by BNP Paribas Fortis Private Banking and which will be supported by the Venture Philanthropy Fund's other resources. Clients also receive regular updates on the organisations that matter most to them. These updates are a unique opportunity for the organisations to spread the word about their work.

In late October 2015, five organisations were chosen to receive a second support package from the Fund. All five had already received an initial three-year support package, and all five had successfully met their targets. This second support package will enable the organisations to organise more actions over the next two years and bring their societal impact to the next level. You can read more about what they are doing later on in this report.

'Bednet' was BNP Paribas Fortis Private Banking clients' favourite organisation for 2016, earning the most votes. The TEJO and Schola ULB projects will also receive support from the bank, while the Interface 3 and BWZ Klein-Brabant projects will be funded by the King Baudouin Foundation's proper financial means.





PORTFOLIO

Organisation	Sector	Invested financial support		Additional support (pro bono consultancy)	Statute
		Donation (€)	Loan (€)		
	Justice	65.000			New
	Huisvesting - Health - poverty	80.000			New
	Duurzame landbouw - Tewerkstelling	20.000			New
	Migration - Integration	80.000			New
	The disabled - Senioren	41.500			New
	(mental) the disabled	20.000			New
	Huisvesting - Poverty	60.000	20.000		New
	Social economy - vocational integration	80.000			New
	Jongeren	40.000			New
	Education	<u>155.000:</u> 1 st support (completed): 80.000 2 ^d support (ongoing): 75.000		One child One dream	Focus
	The disabled - Social economy	<u>60.000:</u> 2 ^d support (ongoing): 60.000	1 st support (completed): 80.000	Essensys	Focus
	Training for the unemployed	<u>119.000:</u> 1 st support (completed): 50.000 2 ^d support (ongoing): 69.000		Bain & Company	Focus
	Education	<u>85.000:</u> 1 st support (completed): 20.000 2 ^d support (ongoing): 65.000		Bain & Company	Focus
	Mental health	<u>130.000:</u> 1 st support (completed): 80.000 2 ^d support (ongoing): 50.000		One child One dream	Focus
	The disabled	<u>95.000:</u> 1 st support (completed): 80.000 2 ^d support (ongoing): 15.000			Focus
	Poverty	70.000			Focus
	The disabled	70.000			Focus
	Poverty	75.000			Focus
	The disabled	70.000			Focus
	Social economy	70.000			Focus
	Environment	70.000			Focus
	Development cooperation	80.000			Focus

2nd SUPPORT

2nd SUPPORT

2nd SUPPORT

2nd SUPPORT

2nd SUPPORT

2nd SUPPORT



Organisation	Sector	Invested financial support		Additional support (pro bono consultancy)	Statute
		Donation (€)	Loan (€)		
 JDC	Social economy - Vocational integration	36.750	36.750		Focus
 ODEP	Social economy - Vocational integration	80.000			Focus
 Le Village n°1 Anne Fabiola	Social economy - Vocational integration	80.000		BDO - Essensys Bain & Company	Focus
 TOUCHE	Justice	80.000			Focus
 TIEGHEST AVELEER DELAVERE	Education	70.000			Focus
 fournipac	Social economy - Vocational integration	80.000		Accenture	Focus
 de kringwinkel Hogeland	Social economy - Vocational integration	80.000		Accenture	Focus
 Huisvesting	Huisvesting - Health - Poverty	80.000			Focus
 BOS+	Environment	80.000			Follow-up
 ADMIR	Home care	92.889			Finished
 Broederlijk Delen OMGAAFT MET EEN ANDEREN DEELT	Development cooperation	80.000			Finished
 DE VLASPIJT MANAGEMENT OP HOOGNIVEAU	Social economy - Vocational integration	50.000	30.000	Essensys	Finished
 eva	Sustainable food	71.800			Finished
 IN DE LINGE	Development cooperation	40.000			Finished
 velt BAAR EN BESCHRIJVEN	Environment	40.000			Finished
 Voedselteams 'WEET WAT JE EET'	Sustainable food	80.000			Finished
 de kringwinkel Antwerpen	Social economy - Vocational integration	80.000			Finished
 MIVIA	Mobility	80.000			Finished
 Blk	Social economy - Vocational integration	31.000			Finished
 de kringwinkel Mechelen	Social economy - Vocational integration	71.400			Finished

Invested financial support	Donation (€)	Loan (€)
Invested amount	3.019.839	166.750
Total	3.186.089	

- NEW** = Organisations selected in 2016
- FOCUS** = Organisations where the support is on-going; regular follow-up and consultations
- FOLLOW-UP** = Organisations that have completely spent the awarded amount in 2016; monitoring of the indicators for another two years
- FINISHED** = Organisations where the support has come to an end



NEW

Organisations selected in 2016



Huy-based non-profit organisation Aide et Reclassement is an accredited social aid service for people accused of crimes and prisoners (working with Huy, Marneffe and Andenne prisons), as well

as a recognised ongoing education body. It runs initiatives for victims of crime, helps to support the integration of people accused of crimes and implements ongoing education and literacy activities.

Revenue (2015): €878,000
Full-time equivalents: 18

CHALLENGES FACING THE ORGANISATION:

Aide et Reclassement hopes to shore up its organisation, which has been weakened by two successive waves of restructuring, so that it can cope with its coordinator's retirement and the institutional changes that are currently underway (revision of legislation).

RESOURCES PROVIDED:

Pledged financial support: €65,000

SUPPORT PERIOD: 01/07 2016 – 30/06 2019

MAIN OBJECTIVES OF THE VP FUND SUPPORT:

- > To review the organisation and transform it so that it is better equipped to handle structural issues (e.g. governance, management approach, institutional transfers, retirement of coordinator, professionalisation, psychosocial risks)
- > To support the Board and the management team and prepare for the handover to the new coordinator through individual coaching and methodological assistance



The non-profit organisation Comme Chez Nous provides collective shelter services and individual support to homeless and extremely socially vulnerable people.

Comme Chez Nous offers a comprehensive range of support: from an emergency day shelter to assistance with remaining in housing in the long term, plus collective social integration activities with a special focus on health.

Revenue (2015): €724,000 Full-time equivalents: 16

CHALLENGES FACING THE ORGANISATION:

The number of projects has grown rapidly over the past five years, as has the number of people involved in these projects, who are also increasingly diverse. The tools in place have reached the limit of their capability. The organisation needs to adapt its general and financial management methods in response. Budget cuts and the increasing scarcity of resources are forcing the organisation to rethink its position. At the same time, the development of its own housing stock must not jeopardise the organisation's stability. Ensuring the continuity of a comprehensive project when faced with the paradox of 'social innovation at all costs'. Building in the development of a European project while retaining the same overall ethos and ensuring consistency for beneficiaries!

RESOURCES PROVIDED:

Pledged financial support: €80,000

SUPPORT PERIOD: 01/07 2016 – 30/06 2019

MAIN OBJECTIVES OF THE VP FUND SUPPORT:

- To develop a plan based on:
- > an accurate analysis of the state of the organisation, its drivers and its structural and financial obstacles when it first began receiving support from the Fund
 - > the creation of an intervention plan targeting various levels of the structure, with a range of strategic choices to be made;
 - > the implementation of a medium- to long-term change process with the team and the Board



De Landgenoten creates opportunities for farmers to gain influence and take steps to boost environmental, social and economic sustainability. The organisation encourages citizens, farmers and authorities to manage agricultural land together, treating it as a public asset. It pools resources from committed

citizens and uses them to make agricultural land available to organic farmers, thus stimulating the growth of sustainable agriculture in Flanders and preserving soil fertility for the benefit of future generations of farmers and society as a whole.

Revenue (2015): €159,000
Full-time equivalents: 2.1

CHALLENGES FACING THE ORGANISATION:

De Landgenoten hopes to move from being an innovative start-up to being a sustainable company and to gain financial autonomy through rental income. To achieve this, the organisation needs 100 ha of land for 30 farms by 2020.

RESOURCES PROVIDED:

Pledged financial support: €20,000

SUPPORT PERIOD: 01/09 2016 – 31/08 2017

MAIN OBJECTIVES OF THE VP FUND SUPPORT:

- > To carry out a stakeholder survey, with the aim to obtain more financial resources and thus more land

RACHEL IMHAUSER,

Administrative and Financial Coordinator:

"Our organisation has expanded rapidly and now employs some 30 workers but the coordination and management structures haven't changed to reflect this. This means that only 1.5 FTEs take care of staff supervision. This isn't nearly enough, especially as the work in prisons and with victims can be very trying. We're also in a state of flux as a result in particular of the transfer of powers from the Walloon Region to the Wallonia-Brussels Federation. The stresses and strains can be seen in signs of exhaustion and cases of burn-



out among the staff. The consultancy mission will help us to assess these issues and introduce a more effective style of management, both providing better support to the personnel and giving them greater independence and more responsibility. Management training courses are also essential."

« The consultancy mission will help us to assess these issues and introduce a more effective style of management. »

SOPHIE CRAPEZ, *Coordinator:*

"For an organisation like ours that is very much still in its development phase, the services offered by the Venture Philanthropy Fund come just at the right time. We hope above all that they will provide a structural boost at various levels: coordination, human resources management, assessment, coaching, and so on. In particular we need effective tools to actually make management more efficient as all too often "administrative simplification" remains no more than an empty mantra. One area to look at for example is that we currently have no fewer than 20 separate sources of funding, each with their own reporting requirements and criteria. We would also like to come up with a new



fundraising strategy that would make us less dependent on subsidies. Finally, the consultancy project will also help us to deal with the challenges and financial risks associated with the management of our own housing stock, a new line of activities we're working on. Our initial contact with the consultant has been promising, as we've been excited to see how the tools used by the commercial sector can be applied to promote social entrepreneurship."

« We hope above all that they will provide a structural boost at various levels. »

KAAT SEGERS, *Coordinator:*

"For two years now, De Landgenoten has been working with a growing movement of 1,000 farmers and other members of the public on improving access to agricultural land for organic farmers in Flanders. High land prices are one of the biggest obstacles for those who want to get into agriculture. Together, we have already used share capital and donations to invest in 10 hectares for four organic farms. But to make the step from an innovative start-up to a sustainable and financially autonomous organisation, De Landgenoten has to get to 100 hectares.



"So far, most of the funds have come from local networks of farms' customers and associates, but so that we can grow and also manage to arouse the interest of large farms, we need more help from members of the public, businesses and the authorities because finding land which isn't only available but affordable isn't easy. With the Fund's support, we're hoping to meet these two challenges, as more resources mean more land."

« To make the step from an innovative start-up to a sustainable and financially autonomous organisation, De Landgenoten has to get to 100 hectares. »



EVA – Emancipatie via Arbeid is all about taking local action to promote an economy based on solidarity. EVA develops new services offering a diverse range of benefits in blue-collar districts of Brussels, sometimes working in partnership with

other organisations to do so. EVA takes a holistic approach to its work and is highly sensitive to people's circumstances: their social and economic situation, the neighbourhood's diversity and migration background, the role of the family, the position of men and women, and so on.

Revenue (2015): €884,000 Full-time equivalents: 12

CHALLENGES FACING THE ORGANISATION:

The context in which EVA operates has changed considerably in recent years: limited availability of 'conventional' resources, development vs. innovation, partnerships vs. autonomy, and so on. However, despite all the changes that have taken place, EVA hopes to continue providing accessible services in working-class areas of Brussels. For this to be possible in future, EVA needs to undergo a change process that will result in a revised organisational strategy. It must also strive to make full use of its expertise and boost its impact as a development organisation.

RESOURCES PROVIDED:

Pledged financial support: €80,000

SUPPORT PERIOD: 01/07 2016 – 30/06 2019

MAIN OBJECTIVES OF THE VP FUND SUPPORT:

- > To revise EVA's organisational strategy
- > To boost EVA's impact and make its expertise profitable



Fondation Jardin'âges, a private foundation, aims to promote interaction and mutual assistance between adults with mental disabilities and elderly people. To begin with, the foundation will build a day centre where people with mental disabilities will train and

work, as well as a sheltered housing complex for elderly people. The two groups will come into contact with one another through two activities: on the one hand, market gardening, and on the other, hospitality services in the sheltered housing complex (partly provided by the people with mental disabilities).

Revenue (2015): €136,000

Full-time equivalents: 0

CHALLENGES FACING THE ORGANISATION:

Finalisation of the organisation's structure and financial plan and construction of the day centre and sheltered housing complex. External consultants will need to be called in if the organisation is to cope with these challenges - the Board will need their support with making decisions and actually launching the project.

RESOURCES PROVIDED:

Pledged financial support: €41,500

SUPPORT PERIOD: 01/07 2016 – 30/06 2019

MAIN OBJECTIVES OF THE VP FUND SUPPORT:

- > To secure the project in taxation and legal terms: carry out a taxation study and conduct the necessary legal procedures for their public partners (Walloon Brabant Land Office and 'Notre Maison')
- > To secure the project in financial terms: adjust the financial plan and draw up a cash flow plan
- > To successfully complete the operational phase: recruit staff and coach management



Inclusie Vlaanderen supports people with mental disabilities and their networks. It is an organisation made up of parents and family members, which offers people respite (Ontspannen/Relaxa-

tion), obtains information (Inspannen/Information) and defends the interests of people with mental disabilities (Samenspannen/Coordination). There is one core team plus a number of local sections.

Revenue (2015): €165,000

Full-time equivalents: 3

CHALLENGES FACING THE ORGANISATION:

Inclusie Vlaanderen is not living up to its potential and needs to grow sustainably. The organisation wants more members – this would not only grant it financial autonomy, it would also to give it more clout when it comes to defending people's interests.

RESOURCES PROVIDED:

Pledged financial support: €20,000

SUPPORT PERIOD: 01/07 2016 – 30/06 2017

MAIN OBJECTIVES OF THE VP FUND SUPPORT:

- > Following a needs analysis, adjust its mission in the aim of appealing to and attracting more members

LINDA STRUELENS, Coordinator:

"EVA is a development organisation that was founded in the mid-1990s, a few years after the establishment of the Brussels-Capital Region. We used the development funds from that time to launch significant and sustainable initiatives generating training and employment opportunities for Brussels people. In recent years, EVA's activities have been particularly focused on housing and care for elderly people and on community-based care, for example through the Maison BILOBA Huis.

"The environment in which we're operating and the development opportunities have changed a lot, but EVA's mission has stayed the same, namely developing accessible services in



traditional Brussels neighbourhoods. With the support of the Fund, the EVA management and all its members of staff would like to get a process going that will use expert assistance to revamp our development and innovation strategy to face the future, with a view to ensuring that the social impact we're seeking to achieve is immediately apparent, to safeguarding the organisation's continuity and to more clearly defining the role of the Board."

« With the support of the Fund, EVA would like to get a process going to revamp our development and innovation strategy to face the future. »

JEAN-LOUIS JADOULLE, President:

"Our goal is to establish a day centre by 2019 for some 15 young people with a mental disability, supported by a sheltered housing complex for elderly people. The users of these two facilities will mainly be brought together in two areas: the vegetables they will grow together in their shared kitchen garden, and hospitality services (meals, cleaning, maintenance, and so on), which will be provided in part by the young people. Setting up this project is quite a complex undertaking legally and from a tax perspective, as the financial gains from the sheltered housing will be pumped into the day centre, which by and large will run at a loss because this type of infrastructure no longer receives subsidies. This makes it vital that the tax administration recognises the initi-



ative's social purpose so that we're exempt from corporation tax. As well as assisting us with adjustments to our financial plans and devising a cash flow plan, we hope the consultancy will help us with the pre-operational phase, in particular with monitoring construction and introducing a communications plan."

« As well as assisting us with adjustments to our financial plans and devising a cash flow plan, we hope the consultancy will help us with the pre-operational phase and introducing a communications plan.. »

BERNADETTE RUTJES, Director:

"We're a small organisation, and the sector providing assistance to people with disabilities is currently undergoing major changes. We need time to think, resources and time to respond to this situation and to take it all on board. What we're trying to do above all is identify the needs of today's parents of children with mental disabilities. What can an association like ours mean to them? How can we hang on to our existing members, and what strategy should we embrace to recruit new ones? In practice, we'll start by conducting a market survey. Then we'll decide what to correct, which new activities to



organise, how to arrange our external communication strategy or the collaboration between the 15 sections, and so on. "We already feel that thanks to the Fund, we're part of a network of organisations with which we can exchange experiences, and that more and more consultants are starting to take an interest in the non-profit sector."

« What we're trying to do above all is identify the needs of today's parents of children with mental disabilities. What can an association like ours mean to them? »



OXYMMO is the only organisation that assists financially vulnerable people between initial receipt of a bad credit rating and eviction from their homes. It offers these people a solution based on the 'socially supported buy-back' scheme regulated by Articles 1659 to 1673 of the Civil Code: It finds social investors who purchase a financially vulnerable household's home

Revenue (2015): €38,566
Full-time equivalents: 0

CHALLENGES FACING THE ORGANISATION:

OXYMMO hopes to scale up by creating a fund to enable desynchronisation of debtor and investor transactions, implementing an operational platform and expanding its activities to other provinces.

while granting that household exclusive buy-back rights for a maximum period of five years, during which time the household continues to live in the property. The organisation's overall aim is to never evict a family from their home and to keep them from ever experiencing the same situation again by helping them to acquire or recover autonomy.

RESOURCES PROVIDED:

Pledged financial support:
€60,000 gift €20,000 interest-free loan

SUPPORT PERIOD: 01/07 2016 – 30/06 2019

MAIN OBJECTIVES OF THE VP FUND SUPPORT:

- > To develop and implement a repositioning strategy and fund-raising consultancy
- > To monitor, quantify and assess the impact of the 'many to many' model
- > To improve debtor support techniques
- > To adjust/add to the company's legal form



Sowepo is a sheltered workshop that aims to get as many people from its target group as possible into work. Sowepo hopes to use work to give its target group of workers a sense of meaning, structure and identity, insofar as possible, and to carve out a

Revenue (2015): €2,659,000 Full-time equivalents: 87

CHALLENGES FACING THE ORGANISATION:

Sowepo's primary challenge for the next few years lies in securing its mission. Since the Decree on Customised Work has created a new, weaker target group for Sowepo to support, the organisation needs to adjust its working methods and activities. However, increased competition on the economic front also means that the organisation must become more professional and more efficient if it is to remain profitable. Professionalisation is required.

place for them in society. The organisation's activities target people who are somewhat isolated from the conventional labour market due to psychosocial problems, mental or physical disabilities or time spent in mental health institutions.

RESOURCES PROVIDED:

Pledged financial support: €80,000

SUPPORT PERIOD: 01/07 2016 – 30/06 2019

MAIN OBJECTIVES OF THE VP FUND SUPPORT:

- > To determine whether Sowepo can manage this alone and if not, to look into partnerships or comprehensive forms of cooperation to boost Sowepo's skills and efficiency and strengthen Sowepo at various organisational levels



Youca is an organisation created by young people, for young people. It encourages them to make a commitment and work together for a fair, sustainable society. Each year in October, Youca runs a campaign called Work for Change, which sees young people

Revenue (2015): €566,025
Full-time equivalents: 5

CHALLENGES FACING THE ORGANISATION:

To become an organisation that is growing professionally and is run by young people.

RESOURCES PROVIDED:

Pledged financial support: €40,000

going to work for a company, organisation or individual instead of going to school. The money they receive for their work goes to projects run by public-spirited young people throughout the world. Youca also has a year-round training and awareness-raising programme.

SUPPORT PERIOD: 01/07 2016 – 30/06 2019

MAIN OBJECTIVES OF THE VP FUND SUPPORT:

- > Professionalisation and development of a long-term strategy that covers the following: a high-quality growth plan, sound financial management, a communication plan, capacity-building for the team and Board

CHRISTOPHE VANDER DONCKT,

Managing partner:

“People wrongly think that over-indebtedness only affects one segment of the population, but there are some home owners who can no longer meet their payment deadlines either. These families face expulsion from their home – something that has dramatic consequences and a huge impact on society as a whole. Having said that, most of them manage to avoid disaster: they have access to credit, own a property, and in many cases earn an income... The solution is the socially supported buy-back scheme (based on Articles 1659 to 1673 of the Civil Code), which entails one or more



social investors temporarily buying back the property. They receive a payment similar to rent, allowing the family to remain in their familiar surroundings. External consultants will help us to structure ourselves in a way that enables us to implement this unique model, bringing together investors and partners.”

« External consultants will help us to structure ourselves in a way that enables us to implement this unique model, bringing together investors and partners. »

WALTER BILCKE, *General Director:*

“We want to find out which strategic decisions Sowepo needs to take to thrive in future. “We see various threats on the way and don’t have the resources to conduct an in-depth thought process.

“The new Flemish decree that makes us ‘customised work companies’ will change our target audience, since working with physically or mentally disabled people is new to us, and this might see us lose some of our current beneficiaries. At the same time, there is the economic reality of the buildings and machinery we’ve invested in – and of course our customers have certain expectations of us.



“The question arising now is how best to deal with all this: through training, various forms of collaboration or even perhaps a merger? This goes right to the heart of our *raison d’être*. Working with consultants, we intend to set strategic goals and reach a decision. But first we must hope that the current uncertainties surrounding future public policy will be clarified.”

« Working with consultants, we intend to set strategic goals and reach a decision. »

ELLEN DEREYMAEKER, *Coordinator:*

“Youca is an organisation run for and by young people, who even sit on our Board. Our aim is to encourage and help young people to work together for a just and sustainable society across the world. In our view, meetings are an important element in this approach.

“Over the past 10 years, the non-profit organisation Youca has expanded dramatically. While back in 2006 we were organising a work day for 500 young people, 17,000 were involved in the 2016 Work for Change campaign. We want to invest in the quality and professionalisation of all our operations in both



the North and the South, so we’re really grateful for being given the opportunity to develop a long-term strategy in conjunction with the Fund. We want to focus on qualitative growth, sound financial management and effective communication with all our stakeholders. I hope that Youca, the new name of Zuiddag, will enjoy another decade of success thanks to this collaboration!”

« We want to develop a long-term strategy in conjunction with the Fund. »







FOCUS

Organisations where the support is on-going;
regular follow-up and consultations



Bednet is a non-profit organisation which connects children in Flanders between the ages of five and 18 who suffer from long-term or chronic illnesses with their class via the internet.



Revenue (2015): €1,935,544
Full-time equivalents: 15.6



CHALLENGES FACING THE ORGANISATION

As of 1 September 2015, Bednet is responsible for delivering the right to synchronised education enshrined in the Flemish government's Education Decree XXIV. This requires the organisation to double its capacity.

RESOURCES PROVIDED:

Pledged financial support:

1st support: (completed): €80,000, 100% spent

2nd support: (ongoing): €75,000, 85% spent

Support period:

1st support: 12/09 2011 - 12/09 2014

2nd support: 01/03 2015 - 28/02 2018



OBJECTIVES OF THE VP FUND SUPPORT:

Bednet's first period of support came to a successful end in late 2014. The organisation achieved its set objectives, namely to professionalise itself in order to increase its efficiency and so help more children with the same resources. In the long term, the aim of the support was to lay the foundations for a sustainable and structural embedding of the organisation.

As of September 2015, Bednet can rely on structural funding from the government. Synchronised online education was structurally enshrined in the Flemish government's Education Decree XXIV. This means that Bednet will have a guaranteed right to public funding, in return for helping 600 children per year (compared with 389 at present).

In early 2015, the Venture Philanthropy Fund awarded Bednet a second package of support to carry out a major internal transformation process which will enable it to implement the decree and expand its organisation. The aims of this second support package are to:

- > outline the new contours of the organisation;
- > implement the necessary changes (organisational structure, processes, HR policy and competencies);
- > remove some obstacles to growth:
 - by working out a solution for pre-schoolers;
 - by creating a mobile structure for secondary education.

TASKS PERFORMED:

- > In the first support phase, the organisational processes were mapped and optimised, a new organisational structure devised, the IT platform upgraded and communication work undertaken. A long-term strategy was also set out
- > In the second phase, the following work has been delivered so far: a diagnosis of the current organisation has been carried out and a new organisational structure outlined and submitted to the board of directors. This structure has been implemented in the meantime. Moreover, prototypes have been prepared of the solution for pre-schoolers and the mobile structure for secondary education

IMPACT

QUANTITATIVE INDICATORS:

1st support: > The number of children supported annually rose from 160 in 2011 to 389 in 2015

- > The unit cost per child fell from €5,000 in 2011 to €4,148 in 2013

2nd support: > Number of pre-schoolers supported: no data available yet

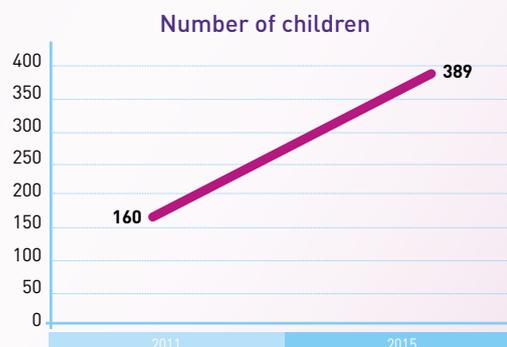
- > Increase in efficiency: no data available yet

QUALITATIVE INDICATORS:

1st support: > Structural embedding of Bednet in the Flemish education system

2nd support: > Development of a new organisational structure and responsibilities

- > Documenting of key processes
- > Development of prototypes of a solution for pre-schoolers and secondary education





ELS JANSSENS

Managing Director

"We've quickly moved from being a small pioneering organisation with scant resources into a larger one using public funds and procurement. That's a big transformation to make, but our purpose has stayed the same, namely to ensure that children suffering from long-term or chronic illness

could continue having ties with their class. In Flanders, "synchronous online education" has been a right enshrined by decree since 2015, making us global pioneers in this area.

"HR and internal organisation have been priorities in our cooperation with the Fund up to now. Our team has doubled in size and now has 23 members. It was good to have someone, thanks to the Fund, who kept an eye on things during this expansion. For example, I've learnt to see that when making decisions, you always have to bear in mind the interests of the organisation, and so also those of the children, however difficult that might be sometimes.

"We've switched to smaller interdisciplinary and regional teams in which our ICT staff are in close contact with our field personnel in the classroom, and to having a management team, meaning that my role has changed a lot. The Board of Directors has evolved too: the operational management typical of a small organisation has now made way for a more strategic form of management. Our work with the Fund has been very enjoyable."

What lies in store for the near future and the renewed cooperation with the Fund?

"The number of children we're supporting is growing fast, as demanded by the authorities, and young children aged five and up are a new target group we're investigating. The new support will mainly relate to ICT innovation. Our work stands or falls on that basis, and the technology is evolving fast, with new applications, tablets, wireless working and a mobile hardware unit, among other things. It's highly technical but absolutely essential."

« HR and internal organisation have been priorities in our cooperation with the Fund up to now. »



ROMY VERSCHUREN

"I'm in the final year of health and welfare sciences, and it's now the third year I've been using Bednet. I'm doing my junior and senior year in three years. Without Bednet I'd spend longer over it or maybe not finish at all. I go to school for a few hours a week, mostly in the mornings. Then when I get home, I switch on my laptop

and am connected to a computer and a camera in the classroom my class always uses. The system's a bit like Skype. And when I press a button at home, the screen in the classroom turns red and I can say what I want to. I can also use Bednet in hospital. These days, I wouldn't be able to manage without it."

Romy's mum Saskia Verschuren says: "For us parents this is a brilliant initiative. It means our daughter can manage to finish her studies. It would be a lot harder with home teaching or extra lessons. At a previous school, they muddled along with Romy. This meant she had to rely very much on studying for herself. Her new school was the one that made the suggestion to work with Bednet, and we're still very pleased with it. Not only does Romy not miss any important lessons nowadays even when she's in hospital, but just as important, I find, is that she can also stay in social contact with her classmates and so can continue to feel part of the group."

« Bednet means our daughter can manage to finish her studies. But just as important, I find, is that she can also stay in social contact with her classmates. »



The network organisation Begeleiding, Werk en Zorg Klein-Brabant vzw sets out to tap into the talents of adults who have disabilities or are isolated from the labour market by implementing an inclusive policy that emphasises

personal development, individual skills and personal autonomy. The organisation consists of an employment section, Flexpack, for people who are isolated from the labour market and a care section, Flegado, which provides daytime, residential and mobile support to people with disabilities.

Revenue (2015): €291,188
Full-time equivalents: 129.48



CHALLENGES FACING THE ORGANISATION:

The rising number of people with disabilities on the waiting list is a real social challenge at present. Policy and funding changes in the sector mean that a shift from professional care management to care entrepreneurship must take place if an affordable, high-quality response to this challenge is to be found. All of this will require a review of forms of support and organisational processes and structures.

RESOURCES PROVIDED:

1st support:

Pledged financial support: €80,000 interest-free loan, 100% spent

Additional pro-bono consultancy by Michel Van Hemele (Essensys)

2nd support:

Pledged financial support: €60,000, 50% spent

Support period:

1st support: 30/11 2009 - 31/12 2011

2nd support: 01/02 2016 - 31/01 2019

MAIN OBJECTIVES OF THE VP FUND SUPPORT:

1st support (structural strengthening of Flexpack – successfully completed in 2011): to promote increased employment of people who are isolated from the labour market by adopting a more proactive culture at all levels of the organisation, ensuring continuity by diversifying the organisation’s clientele and products and devising a better HR policy with a real focus on staff development.

2nd support (structural strengthening of Flegado): to use the same resources to support more people with disabilities by optimising services, processes and structures.

TASKS PERFORMED:

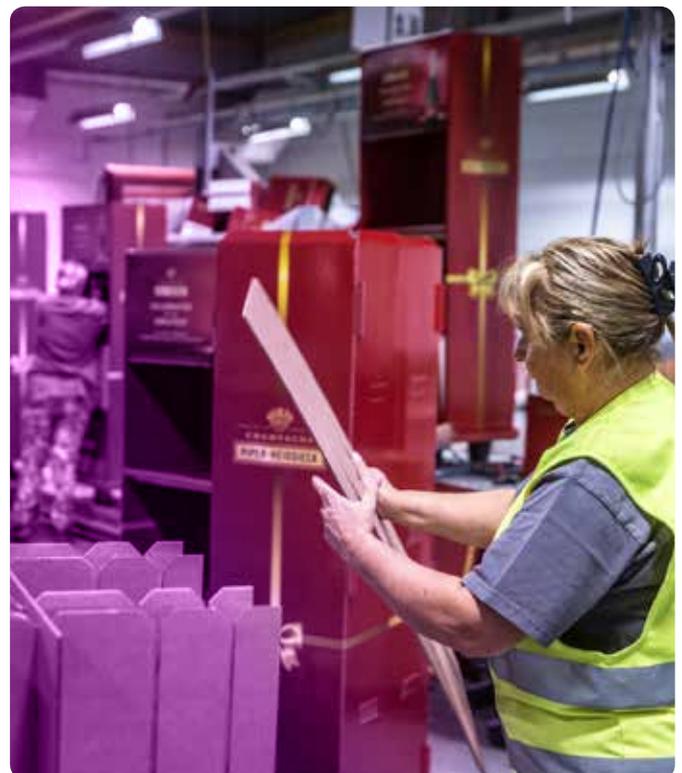
2nd support:

- Administrative simplification through the introduction of a digital platform, ZorgOnline (Care Online)
- Development of a marketing plan for Flegado
- Launch of a process to transform the organisational structure in line with the principles of innovative work organisation

IMPACT

QUALITATIVE INDICATORS:

- > Launch of a marketing plan for Flegado, including easily-adapted material and a revamped website
- > The first steps have been taken in the transition towards being an organisation that adheres to the principles of innovative work organisation: process launch, communication and participation activities, design specifications, draft production structure (just started)
- > Individual coaching paths are being rolled out for managers: the management team underwent an assessment targeting their professional development as managers. A personal development path will be worked out for each manager based on his or her needs





BRUNO DE MAEYER

Managing Director FLEGADO

"We have just completed the first phase of the consultancy work, and the second will start at the end of the year. The ongoing purpose is to provide support to the management team, both collectively and with individual coaching. Our aim is to prepare the team for its new responsibilities

and support the new work organisation and the processes we would like to quickly put in place. To this end, the organisation will have to find a balance between the demand for care and economic profitability. Management is already on board. The challenge now is to win over the rest of the organisation. A new IT platform called ZorgOnline is also under development and the organisation is looking for opportunities to advertise our high-quality range of activities and methodological expertise to a larger public.

What was the Fund's role in the profound changes Flegado has undergone over the past few years?

"Without the Fund's support, we wouldn't have been able to call on the services of such high-quality consultants. This type of substantial transformation happens much more slowly and it is much more difficult to ensure its quality if you can only use your own resources and personnel. Against the backdrop of a host of political changes, flexibility is even more important for meeting the challenges we face."

"Another major development I notice that is due to the Fund is that consultants from other sectors are gradually consolidating the experience they gather in the care sector for example. But the added value created is even greater than this: knowledge acquired by a group of consultants quickly spreads across a large number of organisations."

« This type of substantial transformation happens much more slowly and it is much more difficult to ensure its quality if you can only use your own resources and personnel. »



DAVE VAN CAMP

Outpatient service assistant

"Only a few years ago, there was just one computer per department of seven or eight employees, with a Windows folder structure. This became confusing and we used to lose information on beneficiaries. This made us wonder how we could bring everything together in one place. Developments in technology now

make that possible. No longer tied to a single fixed computer, you can access platforms from almost anywhere. Thanks to the new cloud platform, data can be viewed anywhere at any time: on the customer's device, in other departments, while on the move, at the office, at home and so on. The platform also enables us to integrate processes into other services or share information, for example, with social centres in our municipalities."

"As the platform is easy to use, this innovation met with little resistance and did not require much training. It is above all a question of motivation and goodwill. A positive side effect we've noted is that members of staff are helping each other make the most of the platform."

"Of course, this involves a major investment in equipment, which is not easy in the social sector but it pays off by giving us more time to spend on our core business: caring for people. A billing module is also going to be integrated into the platform, making other manual operations surplus to requirements."

« It pays off by giving us more time to spend on our core business: caring for people. »



Interface3 offers women free vocational training courses in IT so that they are better placed to access economic growth sectors. The train-

ing gives them an effective grounding that will pave the way for employment in the IT sector or an administrative or commercial job with a significant IT component.



Revenue (2015): €2,251,128
Full-time equivalents: 24

CHALLENGES FACING THE ORGANISATION:

As a mature organisation that has gained recognition in its sector, Interface3 needs to continue innovating when it comes to its methods and training products so that its service offering remains relevant to the needs of both trainees and companies.

RESOURCES PROVIDED:

Pledged financial support:
1st support (completed): €50,000, 100% spent
Additional pro bono consultancy by Bain & Company
2nd support (ongoing): €69,000, 14% spent
Support period:
01/12 2016 - 01/12 2018

MAIN OBJECTIVES OF THE VP FUND SUPPORT:

- > To introduce online tools (such as serious games, videos and simulation tools) that allow new types of learning and give trainees a greater degree of autonomy
- > To reduce the number of hours spent on classroom learning (i.e. with a trainer) in long courses by adding hours of e-learning
- > To improve management of information and steering tools

TASKS PERFORMED:

- > Establishment of governance rules and improvement of procedures and dashboards within the information management system (ongoing)

IMPACT

QUANTITATIVE INDICATORS:

- > The number of women receiving vocational IT training rose by 60% (from 75 to 120 a year) between 2014 and 2016
- > The rate of labour market integration increased from 68% en 2014 à 75% en 2016

QUALITATIVE INDICATORS:

- > Better returns on the new information management system (improved procedures, governance rules and dashboards)

Number of women receiving vocational IT training





LAURE LEMAIRE

Directrice

"This is the second time that Interface 3 has asked the Venture Philanthropy Fund for help", explains its Director, Laure Lemaire. "The first phase of this new consultancy project is an extension of the previous one and aims to optimise use of the integrated data management system. As we

work in a complex institutional environment, we spend a lot of time processing and forwarding a multitude of data. The newly installed tool will make this easier. However, we realise that we need a few more things to help us make the best possible use of the tool, such as developing quality procedures, defining the governance rules and creating dashboards.

We will then be able to get started on our main project: exploring the options for incorporating e-learning into our courses for those wanting to work in the IT sector. E-learning can complement our traditional courses. We use it already,

but sparingly, because it's hard to find suitable software. Our primary goal is to increase our learners' autonomy, which is crucial in IT. In the longer term, it may also help to reduce our costs and make us more competitive. As our courses have no entry requirements, they are longer and therefore also more expensive. All the discussions should focus on the place we should give to e-learning. For which courses should we use it? Should it be used for theoretical or practical modules? Should we use it as an assessment tool? And so on. It will also be interesting to see what others are doing in this area, so providing us with inspiration."

« In the longer term, e-learning may also help to reduce our costs and make us more competitive. »



ELODIE LAURENT,

Former Web Application Developer student

"Initially, I had no particular affinity with IT but when I decided to retrain, I was attracted by the fact that it was both logical and creative. I was also reassured by the accessibility of Interface 3's courses, meaning that you can really start from scratch. Another advantage is that a lot of trainers work in the IT sector, so they can tell

us about real-life situations and make sure that we also get a large amount of practical training. All this helped me find a job as an IT Developer, which I absolutely love."

Looking back, would it be a good idea for Interface 3 to develop e-learning?

"Yes, but only if the bulk of the course is still taught in a traditional classroom setting. The course needs to go at a certain pace and being part of a class can help with that. What's more, not everyone has a quiet place at home where they can concentrate. Nevertheless, e-learning can be invaluable for individual activities at certain points in the course. For example, if you can turn to a helpdesk with your queries, even the shyest individuals will be less scared of asking 'stupid' questions. Last but not least, these tools can also be useful later: you learn so much during the course that you don't always have the chance to look into everything more closely at the time. It would be good if I could now access online tools approved by Interface 3 to revise certain parts of a course."

« All this helped me find a job as an IT Developer, which I absolutely love. »



The non-profit organisation Schola ULB aims to boost academic achievement in schools by means of a tutoring programme for pupils with learning difficulties, with

students from the Université Libre de Bruxelles acting as tutors. Schola ULB also fosters innovation in these areas through the Forum des Innovations en Éducation (Innovation in Education Forum).

Revenue (2015): €441,900
Full-time equivalents: 3.3
and approximately 175 volunteers



CHALLENGES FACING THE ORGANISATION:

Drawing up a development strategy for the tutoring programme, bearing in mind the opportunities opened up by new technologies. In support of this development, shoring up and ensuring the continuity of funding by implementing an effective communication and fundraising plan. Continuing to improve the quality of the organisation's activities by adapting them to new needs among pupils, further professionalising working arrangements and tutors, and placing greater emphasis on involvement by schools.

RESOURCES PROVIDED:

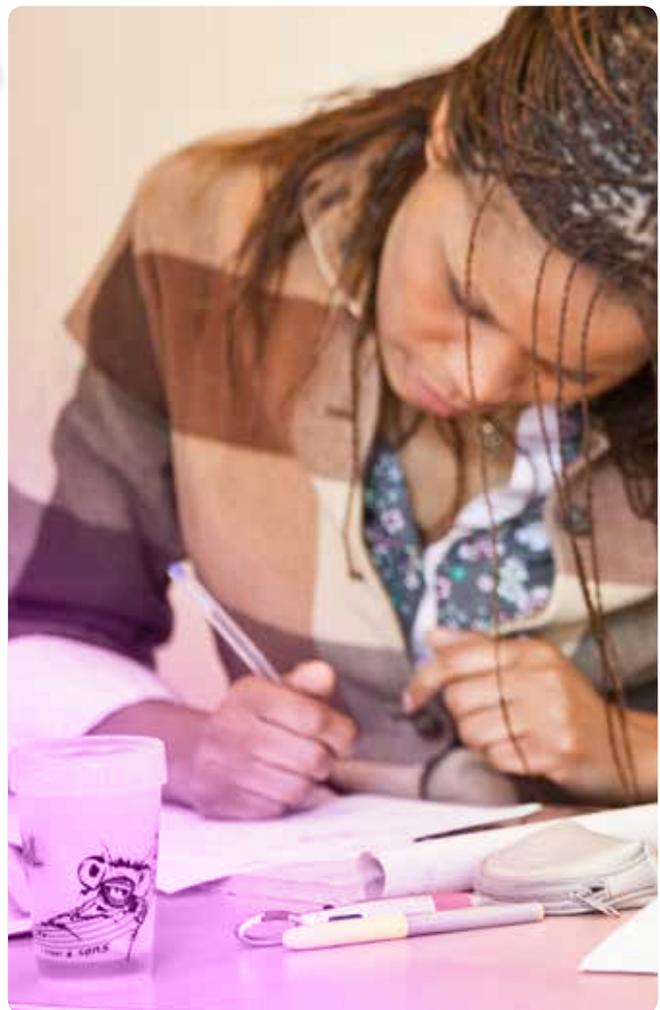
Pledged financial support:
1st support (completed): €20,000, 100% spent
Additional pro bono consultancy by Bain & Company
2nd support (ongoing): €65,000, 10% spent
Support period: 01/09 2014 - 31/08 2017

MAIN OBJECTIVES OF THE VP FUND SUPPORT:

- > To assist the organisation with strategic guidance
- > To support the organisation's continuing professionalisation

TASKS PERFORMED:

- > 1st support: Consultancy by Bain & Company on the organisation's professionalisation and the strengthening of its internal resources
- > 2nd support: drafting of a development strategy for the tutoring programme (ongoing)



IMPACT

QUANTITATIVE INDICATORS:

- > Number of pupils supported: from 1,000 in 2010 to 1,315 in 2016
- > Number of partner schools: from 26 in 2010 to 48 partners in 2016 (some of which have put their partnership on hold: management change, organisational issues)

QUALITATIVE INDICATORS:

- > Elaboration and adoption of a strategy based on relevant feasibility indicators
- > Automation of reporting and processing procedures so as to boost efficiency and improve activity assessment
- > General implementation of high-quality financial partnerships built on genuine, long-term exchanges

Number of partner schools





CLAIRE SOURDIN-LAINÉ

Coordinator

“Schola ULB operates in the school support sector, which is a field in a constant state of flux”, explains Claire Sourdin-Lainé, the charity’s coordinator. “For example, we regularly see new initiatives emerging in the non-profit or commercial sectors; pupils’ profiles and needs are changing; and

the prospective Pacte d’Excellence [Excellence Agreement] could alter school routines and the role of homework. We need to be flexible enough to make adjustments based on these developments. The new consultancy project launched in September 2016 should help us assess our development potential in the Brussels-Capital Region, taking into account these new factors. Is the Schola ULB model still relevant? Where do we fit into this environment? Could we work with other players?”

How are pupils’ profiles changing?

“Up to now, Schola ULB has mainly targeted priority educational zones (zones d’éducation prioritaire) and schools offering differentiated instruction. At the same time, we are

also contacted by ‘privileged’ schools which admit more vulnerable pupils. It would be interesting to know if there is real potential here or whether these are just isolated cases, and how we could take this demand into account. We also need to consider how to better meet the needs of pupils in vocational education, who have different schedules, including long periods of internships. Finally, there is also a demand for using more IT support tools, allowing us for example to correct exercises remotely, create small learning communities and post courses online. The consultancy work will also explore this approach. While I don’t think new technologies will ever replace face-to-face learning, they do provide useful resources that could be of supplementary benefit and, of course, help with our day-to-day management and make it easier to contact tutors, schools and pupils.”

« The new consultancy project launched in September 2016 should help us assess our development potential in the Brussels-Capital Region. »



HANNA BALLOUT

Medical student and tutor

“I’ve been working for Schola ULB since February 2016. I tutor two groups in maths and science: third-year secondary-school pupils, and 12 to 16 year-olds in a community centre. There is quite a difference between the two groups. At the school, it’s more structured and targeted: we go over the school curriculum under the supervision of a teacher. The community centre takes a broader approach as we also address issues relating to health, the environment and sex education, among other things, with these subjects sometimes coming from science lessons and other times being addressed in light of discussions where the adolescents tell us their concerns. It’s important to get away from the school setting itself: if a

young person is very tired, we must first try to find out why. Since we’re not much older than them, they find it easier to confide in us. Some of my friends give private lessons for commercial companies but the ethos is different. What I like about Schola is the group dynamic, the discussions and the chance to develop more cross-cutting skills, such as working methods. I’m also learning a lot of things that will help me later when I’m a doctor, especially as I’m planning to specialise in paediatrics.”

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« What I like about Schola is the group dynamic, the discussions and the chance to develop more cross-cutting skills. »



TEJO provides accessible, direct, anonymous and free psychosocial therapy to young people aged between 10 and 20 in Flanders. Therapy is delivered by professional therapists working on a voluntary basis.



Revenue (2015): €233,093
Full-time equivalents: 2

CHALLENGES FACING THE ORGANISATION:

The increasing demand for support is not restricted to Antwerp – more and more young people need support in other places too. With that in mind, TEJO wants to supplement existing support services by extending its successful formula to other towns and cities using a social franchise concept.

RESOURCES PROVIDED:

1st support:

Pledged financial support: €80,000, 100% spent
Additional pro bono consultancy by Kenneth Bonheure and Ignace Van Doorselaere (One Child One Dream)

2nd support:

Pledged financial support: €50,000, 0% spent

Support period:

1st support: 15/04 2013 - 15/04 2016

2nd support: 01/09 2016 - 31/08 2018

MAIN OBJECTIVE OF THE VP FUND SUPPORT:

- > To support the development of a model to disseminate the TEJO philosophy and concept while respecting its core values
- > To create a sustainable financial model

TASKS PERFORMED:

- > A TEJO forum was formed with a view to getting collaboration with the new TEJO centres off to a good start. The forum meets regularly to exchange best practices and help TEJO to grow and learn
- > A pledge and best practices were drafted for the establishment of the new TEJO centres
- > An expansion plan was drawn up, along with a TEJO manual for streamlining the expansion within the TEJO forum
- > Developing a long-term vision for TEJO
- > Analysis and recommendations for the TEJO communication strategy
- > Support to the TEJO forums



IMPACT

QUANTITATIVE INDICATORS:

- > The number of centres has increased from one to ten in the past three years, with nine new branches opening in Ghent, Mechelen, Ronse, Turnhout, Kortrijk, Bruges, Brasschaat, Schoten and Lier
- > The number of volunteers with master's or bachelor's degrees providing free therapy sessions has risen from 70 to 211

QUALITATIVE INDICATORS:

- > A TEJO manual has been produced, covering the various issues involved in rolling out the concept
- > A legal framework has been developed, comprising a cooperation agreement and protocol. TEJO is working with legally independent centres
- > TEJO forums have been launched and moderated





INGRID DE JONGHE

Founder and Chairwoman of TEJO Antwerpen

“There are now 10 independent TEJO centres throughout Flanders. These are new and still being organised. First and foremost, we need to ensure that everyone keeps up. Our aim is still to make TEJO a pedagogical one-stop shop where volunteer therapists

provide young people with anonymous, free and easily accessible support. This work should allow us to tell society what problems young people face today”.

“In recent years, TEJO has acquired a lot of knowledge and expertise which we’d like to entrench and share with our local teams. However, we also want everyone to work together to broaden our activities. We arrange a monthly forum meeting to decide on our joint strategy for the future. Every autumn, there is a study day with workshops where all our volunteers can share their knowledge. This autumn, we intend to launch a second comic strip that will focus in more

detail on young people’s relationships with their parents, teachers and others. In 2017, we’re going to work with the forum to try to set out in writing our experiences with young people with a view to raising public awareness.”

“I have a feeling of basic trust with the Fund. You can communicate with local teams, go into greater depth and reduce the pace when necessary - something that is vital when you’re attracting a lot of new people and want to build on what is already in place. The most important thing is that TEJO remains a simple, flexible and collaborative project.”

« I have a feeling of basic trust with the Fund. You can communicate with local teams, go into greater depth and reduce the pace when necessary. »



SOFIE MICHIELS

Child psychiatrist Sofie Michiels volunteers for TEJO, is a member of the forum and is a supervisor

“For me, TEJO means that we, as citizens, can undertake initiatives for the well-being of the young people in our society. I find it very exciting. But the fact that we do all this voluntarily doesn’t mean that the authorities can

simply say it’s no longer their problem. On the contrary in fact. I see us more as a place of freedom where we find out what’s good for young people. Of course, we also perform high-quality work in the conventional healthcare system but there are certain things holding us back. My colleagues and I are often frustrated at the over-regulation and the lack of flexibility and accessible support available to young people.”

“As a child psychiatrist, I find it very important to get straight to the heart of the matter, to use my considerable expertise to immediately see what’s going on with a young person. It could be one of a number of problems, from simple relationship difficulties to more complex problems such as psychosis

or sexual abuse. TEJO is above all a laboratory that wants to find out what kind of healthcare works for young people and so complements the traditional sector. Again, there are many good centres in the classical healthcare system but long waiting times and the many procedures involved sometimes get in the way of providing high-quality support.”

“As a child psychiatrist, I give training to ensure the quality and professionalism of TEJO staff, also acting as a sounding board for therapists.”

« TEJO is above all a laboratory that wants to find out what kind of healthcare works for young people and so complements the traditional sector. »



Onafhankelijk Leven vzw seeks to ensure that every person with a disability is able to decide where he or she will reside, work, study, live and die. For this vision to

become a reality, people with disabilities must take control of their own support and assistance, and Onafhankelijk Leven vzw helps them to do that.



Revenue (2015): €1,325,480
Full-time equivalents: 16

CHALLENGES FACING THE ORGANISATION

Onafhankelijk Leven wants to restructure itself in order to cope with a potential growth in demand of 1,500% or more by 2020 resulting from a change in the legislation on personal assistance funding. In practice, the change means that the €1.3 billion spent by the Flemish government on supporting people with disabilities will be paid to the disabled individuals themselves rather than directly to their care provider.

RESOURCES PROVIDED:

Pledged financial support:

1st support: €80,000, 100% spent

2nd support: €15,000, 35% spent

Support period:

1st support: 01/09 2011 - 31/08 2014

2nd support: 01/01 2016 - 31/12 2016

OBJECTIVES OF THE VP FUND SUPPORT:

- › In late 2014, Onafhankelijk Leven was awarded a second package of support to allow it to develop a conceptual growth plan and business model using business model generation methods, setting out the services it will provide, a funding plan for those services and an organisational chart
- › The first phase of support for Onafhankelijk Leven came to a successful end in early 2014: it enabled the organisation to professionalise its financial and staff policies and its communication strategy

TASKS PERFORMED:

- › The first support package allowed a qualitative financial policy to be devised, the staff policy to be extensively reformed and a communication strategy to be developed
- › So far, the organisation has used the second support package to map and evaluate its business model. This exercise revealed that there was a need for new services, which are now being developed as part of a co-creation process involving clients and staff and launched through pilot projects

IMPACT

QUANTITATIVE INDICATORS:

1st support: › The billable time rose from 45% at 01/09 2011 to 88% on average in 2015
› Membership rose from 900 at 01/09 2011 to 1,043 at 30/04 2014

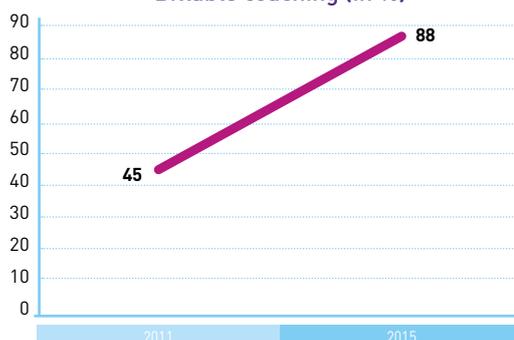
2nd support: › Following Onafhankelijk Leven's recognition as an assistance organisation for personal support benefits, its membership grew from 1,196 in 01/2015 to 1,217 in 06/2016
› The number of users of billable support services increased from 427 to 468 in the same period

QUALITATIVE INDICATORS:

1st support: › A new communication strategy was developed.
› Work regulations were adopted.

2nd support: › The organisation will develop new value-added services tailored to the needs of future clients. These services are being identified at present
› New channels will be developed to put future clients in touch with the organisation. This is currently being analysed

Billable coaching (in %)





KOENRAAD DEPAUW

Director

"A lot has changed at Onafhankelijk Leven. This year, we tried to find out how other market players see us, and how we can develop an innovative range of services to reach as many disabled people as possible with the new financing system. We found that services dedicated to disabled people

can act as a key intermediary when they are seeking guidance, but they still need to get something out of working with us. That's why, along with our consultant, we launched a co-creative process between our team and these services. We now have answers to a whole range of questions: Which players are involved? What are their actual problems and needs? What can we do for them?"

What was the Fund's role in this?

"The Fund showed us how to use co-creation methods, sitting all the stakeholders around a table at the start rather than conducting 'ordinary' market research. That's how we ended up at Createlli. They put us to work carrying out interviews, for example. We thought that services knew what we did and

what our vision was but we were wrong: most of them didn't really know about us but were open to having initial contact, so we seized on this fact when communicating with them. We now know what's possible."

"Young people with an intellectual disability are also a top priority. To reach them, you generally need to go through their parents, so we went to talk to parents' organisations. However, 99% of the 80,000 parents in question aren't members of an organisation. We tackled this problem by creating a non-profit organisation called *De Ouders. Van iedere persoon met een handicap*, which will work on a parent-to-parent basis. In this way it's another example of co-creation, which is a method we are now familiar with."

« The Fund showed us how to use co-creation methods, sitting all the stakeholders around a table at the start rather than conducting 'ordinary' market research. »



JEROEN DE WEERDT

Recently appointed Strategy Officer following extensive experience in services for disabled people

"I took part in the co-creation process, which began by systematically identifying the problems and challenges when we introduced the new individual-based financing system. We worked with Alexander Osterwalder's Canvas business model. The

next step was to figure out what form our cooperation with the services would take. We quickly entered into dialogue with them, interviewing them to find out whether they shared our vision and what we could do for each other. We undertook an initial test with Createlli. The discussion with the services was open-ended, moving on from one partner to another, with no stereotypes. This was special for me because I'm very conversant with the service side of things from my work background."

"The next step is to together establish a new service, so we are working on a model agreement - something which both sides need. The big change is that we are having a lot more dialogue with our stakeholders. When I look at things more generally, I can see that disabled people's lives have improved a lot over the last decade. The main improvement is that there's much more choice, with the personalised budget being a great lever. Onafhankelijk Leven played a leading role in this development."

« The big change is that we are having a lot more dialogue with our stakeholders. »







ArmenTeKort – “Empower to connect, Connect to Empower” – is a young organisation that seeks to combat social disadvantage through innovation and empowerment with the help of trained buddies.

Revenue (2015): €230,091.32
Full-time equivalents: 4.7

CHALLENGES FACING THE ORGANISATION:

Over the next three years, ATK wants to focus on making its buddy concept structurally scalable and hopes to significantly scale up the number of pairs.

RESOURCES PROVIDED:

Pledged financial support: €70,000, 25% spent
Support period: 01/06 2015 - 31/05 2018

ArmenTeKort (ATK) focuses works to empower people, boost their self-worth and strengthen social networks by pairing trained volunteers with socially disadvantaged individuals as part of a two-year buddy scheme.

OBJECTIVES OF THE VP FUND SUPPORT:

- > To contribute knowledge on scalability, particularly the scalability of volunteer work. How can ATK recruit and motivate large numbers of volunteers and get them to make a long-term commitment?
- > To contribute knowledge on impact monitoring. How can ATK measure its outcomes and impact to enable a 10-fold scale-up of the project every three years?

TASKS PERFORMED:

- > Study reviewing knowledge and experience with a view to establishing a large-scale volunteer movement and developing policy expertise on volunteer recruitment, ending with a conference aimed at sharing and testing the study’s findings.
- > Development of an HR policy for volunteers (ongoing)

IMPACT

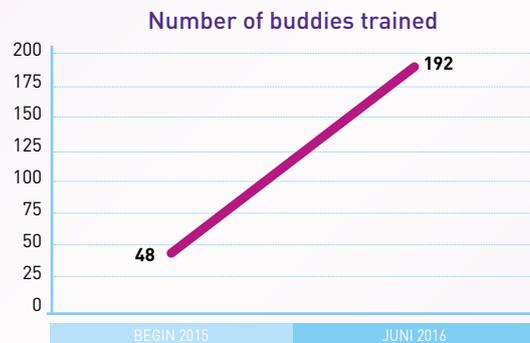
QUANTITATIVE INDICATORS:

- > The number of trained buddies has risen from 48 (early 2015) to 192 (06/2016), with a success rate of 82% (from starting training to entering a buddy scheme: success rate at 06/2016)
- > The number of pairs has increased from 25 (early 2015) to 120 (06/2016). The pairs’ success will be measured with the Empowermeter in the future
- > The number of people dropping out of the programme during and after training has fallen after improvements were made based on recommendations from the first phase (the rate of drop-outs after training fell from 25% in 2015 to 9% in 06/2016, while the rate of drop-outs during training decreased from 18% in 2015 to 9% in 06/2016)

The organisation will focus further on drop-outs during the lifetime of the buddy scheme once the second phase is up and running

QUALITATIVE INDICATORS:

- > A study addressing the following issue: ‘Where does the strength of volunteer work lie at present? What are the tools for a good volunteer policy?’. The study is made up of ten thematic articles documenting findings and best practices, which were then shared with the sector at the symposium ‘Vrij & Willig’ (Free & Willing) in 12/2015
- > A number of useful partnerships and student projects in connection with volunteer recruitment were established thanks to the conference. These yielded a number of practical recommendations, most of which were geared towards keeping volunteers motivated and have resulted in a fall in the number of drop-outs during and after training
- > The organisation is currently drafting an HR policy that concentrates on recruiting and attracting volunteers, reception and monitoring, motivation, talent management, retention and succession planning. A handbook has been partly written





THEO VAES

Co-founder

“Our society is at a turning point as we move towards the deinstitutionalisation of care. Existing structures can no longer cope with the number and complexity of cases. At the same time, members of the new generation need a sense of meaning as they ask themselves meaningful questions. As

Paul Verhaeghe and Dirk De Wachter wrote, change starts at the bottom”.

“We are one of these grassroots organisations. I’m moved every time I see our ‘buddies’ dedicating ten Saturdays to a training course where they learn how to help people less fortunate than themselves to regain their independence, for example by setting aside the negative stereotypes that hold us back.”

“The Fund enables us to give some kind of academic explanation for our buddies’ gut instinct because what we’re doing has never been done before on this scale. This makes it important to have sound expertise, for considering things, bringing together intelligent people, researching best practices and so on.”

Ambitions are high: the project is aiming for quantitative relevance.

“The ultimate goal is 5,000 volunteers. These days we don’t know the trainees personally any more. Some of them bring people they know with them. Other buddies are restarting with a new buddy, which we didn’t expect. This is an interesting finding from a financial point of view, following an expensive course. We also receive a lot of requests from other municipalities. With the project being extended, there’s no stopping it now!”

« The Fund enables us to give some kind of academic explanation for our buddies’ gut instinct. »



TOM VERLINDEN & DIRK

Buddy’s

TOM, buddy: “I was attracted to this project as I’d been wondering for a long time how we could systematically combat social exclusion. In the end, there will be 5,000 of us! I decided to join because I’ve been very fortunate in life and I want to do something in return for someone

who’s had fewer opportunities. You can provide a lot of support in a one-to-one relationship. And if there are 5,000 of us, we’ll have an impact on society.”

“I had in me this desire to get involved but you’re never ready to do something like this because you live in such different worlds: I didn’t know any poor people. That’s why the training is useful, not least because of that initial contact with vulnerable people. It opens your eyes. Why does someone not show up, even though you arranged to meet two weeks earlier? Because they are busy trying to survive from day to day! This gives us a broader view of the problem. In fact, that’s all you need, as well as motivation.”

DIRK: “Home support put me in touch with ArmenTeKort. My family and I wanted to escape our isolation. Only social workers used to visit us. Tom freed me from this situation. We go for drinks together, watch sports events, talk about everything and nothing, meet people and do things with our families, which the children love. I feel more self-confident, and I’ve now got the prospect of working in a sheltered workshop. I’m really looking forward to it. I feel a real connection with my buddy.”

TOM: “I’ve made a new friend. When the two years are over, we might not talk quite as often, but we will stay friends.”

DIRK: “I’m sure the bond we’ve formed won’t go away.”

« I feel more self-confident, and I’ve now got the prospect of working in a sheltered workshop. »



De Lovie aims to maximise the well-being of people with a mental disability and people with other serious medical, behavioural or physical issues.

Revenue (2015): €33,995,397
Full-time equivalents: 495

CHALLENGES FACING THE ORGANISATION:

The organisation wants to become more efficient and effective in order to optimise the quality of care.

RESOURCES PROVIDED:

Pledged financial support:
€70,000, 32% spent
Support period: 01/07 2015 - 30/06 2018

OBJECTIVES OF THE VP FUND SUPPORT:

› To introduce/implement all aspects of lean management in order to make the organisation more efficient and allow it to accomplish its mission more fully and effectively

TASKS PERFORMED:

- › Establishment of a baseline of current workability for employees
- › Launch of a pilot project, based on lean management techniques, in the communities and the activity workshops
- › Training sessions and coaching activities for staff
- › Comprehensive communication with staff about the project and its goals

IMPACT

QUANTITATIVE INDICATORS:

› The amount time available per resident needs to increase. The 'lean' improvement actions currently implemented in the pilot projects have resulted in a time saving of some 25 working days a year

QUALITATIVE INDICATORS:

› An employee survey on employability was conducted
› Pilot projects were launched and assessed, and training sessions and coaching activities for staff were then organised on that basis





BART VALLAEYS

Human Resources Director

“Along with our consultants, we’re implementing a lean management project. This involves improving our organisation’s efficiency levels so that we can devote more time to our residents and visitors without increasing our financial resources or personnel numbers. It also entails identifying

possible ways to reduce waiting times in our sector. Among other things, this means we need to cut down on administration and procedures.

“Three life groups and a number of workshops have already completed lean projects, backed up by training courses, coaching, learning processes and specific improvements. We’ll continue to roll out this project using what we found out in the first phase. One of the lessons we’ve learnt, for example, is that sometimes we try to do too many things at once. We’ve also calculated how much time we’ve saved with these improvements. So far, the three life groups have gained 25 working days. This often involves very simple things you don’t even notice. Over the next two to three years, the whole organisation will adopt the lean approach.”

Is it your aim to serve as a model in your sector?

“As far as I know, the lean concept is actually a new one in the disability sector and we’d like to be involved in knowledge sharing. There are a number of similar projects in the pipeline, which can serve as food for thought for the sector. In this way, through the Fund the care sector is developing expertise in lean techniques. Our consultants already had experience in hospitals and retirement homes. They provide methods and tools that are specific to our sector, allowing us to respond and innovate quickly.”

« Through the Fund, the care sector is developing expertise in lean techniques. »



EVITA VANHAMME

Runs the lean project in the Molenwegel group

“I attend coaching sessions, pass on information to the team and make sure that lean management stays on everyone’s agenda, among other things. My team was enthusiastic from the start, and I was able to introduce them to the lean concept consistently in team meetings. You need a manager to delegate and give responsibilities to personnel but the entire team decides on the priorities.

“It’s difficult to choose one example because this is a comprehensive approach that involves using talent effectively, reducing administration and optimising stock movements, among other things. We started by assessing our modus operandi and looking for areas where we could cut back or improve. This takes time and involves investment in equipment. We mustn’t go too fast because our residents need to be able to keep up with the changes, and our consultant provided us with reassurance on that front. Lean methodology lets you work systematically.”

“Consolidating the results of lean techniques isn’t always easy but that’s what we’re doing at the moment. For example, there’s the fact that everything has its place so that we can find what we’re looking for in the stockroom more easily and see at a glance if something is missing. Lean management also provides methods and practical tips to help with this. Our main aim is to have more time to spend with our residents, which is why we’re keeping track of how much time we’re saving and letting everyone know.”

« Our main aim is to have more time to spend with our residents. That is our motivation why we’re keeping track of how much time we’re saving and letting everyone know. »



Droits Quotidiens aims to provide understandable legal information to every individual when they need it.

Revenue (2015): €688,000
Full-time equivalents: 7.7

CHALLENGES FACING THE ORGANISATION:

The organisation wants to develop a sister organisation in Flanders and establish a suitable national structure that will allow it to work effectively in both the Dutch- and French-speaking parts of Belgium.

RESOURCES PROVIDED:

Pledged financial support: €75,000, 23% spent
Following a successful initial assignment, the Investment Committee decided in 2016 to continue and increase support to the organisation.

Support period: 01/07 2015 - 30/06 2018

OBJECTIVES OF THE VP FUND SUPPORT:

- › To develop the Droits Quotidiens model in Flanders (legal structure, human resources, business plan)
- › To establish a national structure
- › To translate the legal questions and answers so as to have a service offering in Flanders for attracting clients and users

TASKS PERFORMED:

- › Selection of a strategy for establishing an entity in Flanders
- › Establishment of a relationship between the two entities
- › Practical implementation of the organisation in Flanders: choice of a name (Helder Recht), articles of association, client acquisition, press campaign

IMPACT

QUANTITATIVE INDICATOR:

- › The number of Flemish contacts in the database has risen from 30 to 800

QUALITATIVE INDICATORS

- › A relationship has been established between the two entities.
- › Sources of income have been identified
- › A staff plan and an organisational chart have been prepared
- › Helder Recht – the Flemish entity - is currently working to acquire clients in Flanders





DIDIER KETELS

Director

Could the experience gained by Droits Quotidiens be shared in Flanders and if so, how? That is the main question the Fund's consultancy assignment is seeking to answer :

"This consultancy project has shown that we could effectively meet the needs specific to the Dutch-speaking

part of the country but not for all our areas of work. For example, an organisation like Bureau Klare Taal is already trying to help Flemish legal professionals to provide clear, easily understandable legal information to citizens. Some of our other assignments in Flanders are already carried out by other players. It's better to sign partnership agreements with these stakeholders to avoid things being done more than once. In the area of legal access in particular, we can provide added value by training social workers who are in contact with groups who have few if any dealings with the legal sector. We have found a partner in this area, the Karel de Grote-Hogeschool, which is on completely the same wavelength as us."

What form will this experience sharing take?

"We opted to create a separate entity, called Helder Recht, whose headquarters will be in Antwerp and which will maintain close ties with Droits Quotidiens: initially at least, its management team will be the same, as well as some of the directors. However, these relationships may change depending on circumstances, either towards more integration between the two structures, or towards a clearer split. Once Helder Recht is up and running, the priority will be finding customers in Flanders, such as social organisations, health insurance funds and trade unions. I think this double structure will make us stronger so that we can negotiate contracts nationwide. Another positive effect for Droits Quotidiens is that by translating our documents, we've realised that we can go even further in giving the public more information about legal matters."

« Could the experience gained by Droits Quotidiens be shared in Flanders and if so, how? That is the main question the Fund's consultancy assignment is seeking to answer. »



STEVEN GIBBENS

Chairman of Helder Recht

"The social landscape is more concentrated in Flanders than in Wallonia. The CAW in Antwerp, for example, represents more than 500 workers. This is both an advantage and a challenge: while there are fewer customers to canvass, the stakes are higher in each set of negotiations.

However, I firmly believe we can fill a gap in Flanders. Social workers themselves say they can no longer keep track of the legal developments in every area. They consult databases, which are often fragmented, written in complex language, and aren't always up to date, to name just a few problems. Helder Recht/Droits Quotidiens can offer them a comprehen-

sive, high-quality service, with easily accessible information they only have to print out. Our priority will be to make the tool available online as soon as possible to give Dutch-speaking members of the public a glimpse of what we have to offer. This tool could also be integrated into social worker courses in future. The Karel de Grote-Hogeschool, where I work, has already shown an interest in this."

« This tool could also be integrated into social worker courses in future. »



Non-profit organisation Konekt seeks to empower people with disabilities and their networks through three pillars: training, art and work with associations.

Revenue (2015): €2,344,148
Full-time equivalents: 26.2

CHALLENGES FACING THE ORGANISATION:

The organisation faces the challenge of integrating its various sub-organisations so that together they can develop a stronger offering in areas such as processes and financial management.

RESOURCES PROVIDED:

Pledged financial support:
€70,000, 30% spent
Support period: 01/07 2015 - 30/06 2018

OBJECTIVES OF THE VP FUND SUPPORT:

- › To restructure the organisation and manage change so as to smooth the merger process
- › To enable staff coaching
- › To optimise the balance of competencies within the organisation

TASKS PERFORMED:

- › Development of a sound, transparent financial policy by:
 - mapping financial processes;
 - setting up a new bookkeeping system and a new mechanism for management reporting;
 - and preparing for the automation of these processes.

IMPACT

QUANTITATIVE INDICATORS:

- › Revenue climbed from €2,200,000 in 2014 to €2,344,148 in 2015

QUALITATIVE INDICATORS:

- › There is a financial dashboard
- › Financial processes have been mapped and optimised





KOEN DEWEER

General Manager

"The biggest problem we faced was that we didn't have enough financial data to decide on what policy we should pursue. This was due to the complexity of the various non-profit organisations, which we're now merging into a single new unit. In our efforts to resolve this issue, we

enjoyed an excellent partnership with our consultants, who had a very good feel for things. When choosing them, we deliberately decided to go for consultants from outside the social sector. They also discovered a new world and were surprised by our personnel's motivation. At Konekt, the initial fear of the commercial sector has given way to forms of cooperation which have shown that the difference between 'us' and 'them' is not as big as we thought. After our experience with Delaware Consulting, we're looking forward to gaining new resources and working with other companies."

Do you think this merger will mean you can act as a lever in the sector?

"This is certainly an ambition and we can already see that our work is having an effect, for example in the way the civil service looks at us. As we're now one of the biggest organisations in the sector, we're asked for advice on a range of matters: alternative funding, a new decree and intersectoral cooperation, to name but a few. When you're small, people ignore you. We've noticed that other organisations are following in our footsteps. We were one step ahead of the authorities here. Now, everything is moving more and more in that direction.

"Our cooperation with the Fund will be a success if we end up forgetting that we're a merged organisation. Before we started, a colleague said to me: "Good luck. You'll need it for five years with a merger like this." He was right."

« We enjoyed an excellent partnership with our consultants. We deliberately decided to go for consultants from outside the social sector. »



KATRIEN DE MESEL

Head of HR and Finance

"It happened quickly. After our eight non-profit organisations were merged, we urgently needed a way of monitoring our finances but we didn't know how to do this efficiently as a combined unit. Our consultant was a great help in this. I can now quickly review the situation and forward

transparent data to the management team, the Board and the authorities.

"The next priority, which we'll address with other consultants, will be automating our newly merged organisation based on best practices, which will mean fewer errors, greater efficiency, fewer overheads and therefore more time to spend on the people we're trying to help. We want to operate as professionally as possible.

"Of course, we sometimes need to remind people from the commercial sector that our goal and target group are different from what they're used to but our consultants already had experience in the non-profit sector and were amenable to our specific situation. We easily bridged the gap, even where terminology was concerned. I believe that the solution we've found in a case like ours – bringing together divergent financial data to form a new entity – can also be applied to other non-profit organisations."

« I can now quickly review the situation and forward transparent data to the management team, the Board and the authorities. »



La Bourrache is a non-profit work training company which fosters the socio-professional reintegration of people out of touch with the labour market by training them in organic cultivation and ecological garden maintenance.

Revenue (2015): €307,853
Full-time equivalents (2015): 4.7

CHALLENGES FACING THE ORGANISATION:

Due to growing demand for organic products with short supply chains, La Bourrache needs to rethink its commercial development and organisational methods. The exact procedures used need to be defined and their efficiency needs to be assessed, particularly where educational and social support of trainees is concerned.

RESOURCES PROVIDED:

Pledged financial support: €70,000, 21% spent
Support period: 01/08 2015 – 31/07 2018

OBJECTIVES OF THE VP FUND SUPPORT:

- > To guide the organisation in redefining its sales strategy and the effectiveness of its organic cultivation business
- > To contribute to the organisation's financial autonomy by expanding its cultivation activities

TASKS PERFORMED:

- > Commercial and organisational analysis evaluating priority areas for improvement, including logistical adjustments to activities

IMPACT

QUANTITATIVE INDICATORS:

- > Increase in turnover from market gardening: 34%
- > Reduction in overall time spent putting products on the market: 8%

QUALITATIVE INDICATORS:

- > Quality of training in market gardening





FRANÇOISE VANDALEM

Coordinator

"The first phase of the consultancy work consisted of analysing our organisation's modus operandi. How can we operate more efficiently to both ensure our financial independence and devote more time to mentoring our interns as they reintegrate into the labour market? This situation

sparked around 100 specific and operational recommendations, which were grouped into a number of scenarios. Two priority approaches emerged from this exercise and will be explored in more depth in the new phase of the consultancy project. The first focal point is the fact that our sites are scattered: La Bourrache's headquarters is some 20 km away from the land we cultivate, and our vegetable baskets are stored and prepared in yet another location. This costs us a fair bit of time and energy, and so we need to take into account ergonomic and architectural factors when deciding on the most rational solution – a solution that could also inspire other market-gardening projects, which often face the same problems as us."

And how about the second part of the consultancy work?

"The second part will focus on sales and marketing. The analysis showed that it was in our interest to develop direct sales to private individuals rather than deliver our products to shops or restaurants. This phase should provide answers to various questions, such as: What type of direct sales should we choose? Is the concept of the vegetable basket we're putting together ourselves still tailored to customer expectations? Do we need to sell at local markets or can we offer an online ordering system, home delivery, a pick-your-own service or another solution? And what does all this mean for our organisation?"

« The first phase of the consultancy work consisted of analysing our organisation's modus operandi. How can we operate more efficiently. »



MARIE-PIERRE DESMERGERS

Coordinator of the Gavroche training-through-work venture (Beyne-Heusay

"Since May, our association has been a depot for La Bourrache baskets. Every Tuesday, we take delivery of about twenty baskets for staff members or local residents. I particularly like the 'surprise' basket, which changes every week. It's reasonably

priced and lets you, as it were, enjoy a variety of pleasures. It very much seems that it also appeals to other customers as the number of baskets has doubled since our cooperation started. If you're not sure how to cook some of the more unusual vegetables, you can find original recipes on La Bourrache's website. The great advantage of this scheme is the on-site delivery: I don't know if I'd go to the other end of town

to buy these vegetables. However, I think the ideal scenario would actually be to expand the system. It would be good if you could also order other products, like fruit or bread, which would be delivered to us at the same time as the vegetable baskets as part of the partnership with La Bourrache and other organic producers."

« It very much seems that it also appeals to other customers as the number of baskets has doubled since our cooperation started. »



The Terre-en-vue movement (a non-profit organisation and cooperative) was established in 2011 to preserve fertile agricultural land in the Walloon Region and Brussels and to support agro-ecological projects.

Revenue (2015): €211,238.26

Full-time equivalents: 3.2

CHALLENGES FACING THE ORGANISATION:

In order to fulfil its role, Terre-en-vue has to find available, affordable agricultural land. It needs to find project promoters who are capable of working the land in an environmentally-friendly manner in the long term. At the same time, it needs to attract a sufficient number of public-spirited citizens who are keen to cooperate to support local projects. Terre-en-vue is growing fast, both in terms of the number of projects supported and the size of its team. As such, it is facing a variety of challenges linked to issues like governance, financial management and communication.

RESOURCES PROVIDED:

Pledged financial support: €70,000, 10% spent

Support period: 01/07 2015 – 01/07 2018

OBJECTIVES OF THE VP FUND SUPPORT:

- > To improve Terre-en-vue’s governance in line with its expansion and enable collective intelligence tools and participatory dynamics to be developed and implemented.
- > To improve financial management
- > To devise a communication strategy to support the organisation’s expansion

TASKS PERFORMED:

- > Consultancy on collective intelligence and participatory dynamics, improvements to the way the team and the Board work and enhanced relations with beneficiaries (farmers) and volunteers (local groups)

IMPACT

QUANTITATIVE INDICATORS:

Since 01/07 2015, Terre-en-vue has gone from:

- > 3 projects to 5 (Rocheftort, Esneux, Marche, Bertrix and Arlon);
- > 21 hectares of farmland to 32;
- > 600 cooperative members to over 1,000.

Number of cooperative members



QUALITATIVE INDICATORS:

- > Satisfaction with Terre-en-vue’s activities targeting farmers: satisfaction with the land obtained, the network built up around (and beyond) the farms and the work of the agro-ecological committee
- > Satisfaction with the work done with local group members: improving the quality of meetings, communication and recruitment of cooperative members





ZOÉ GALLEZ

Project Manager

"Terre-en-vue currently supports eight agricultural projects, with the help of a large number of local groups. As they're scattered throughout Wallonia, these groups felt quite isolated and tended to run out of steam, so one of the aims of the Venture Philanthropy Fund consultancy

project was to see how we could strengthen the ties between them and put in place management techniques to maintain the volunteers' level of commitment. As a result, we now have much more cohesive groups that know each other better and motivate one another. This is also the case for the farmers themselves, as we use the winter season to offer them meetings and farm visits. All of them attended last time, proving that there is a real need there. But this must all be organised in a friendly way and be properly prepared so that people don't feel like they're wasting their time."

Is the consultancy project also dealing with your internal *modus operandi*?

"Yes, because our team has quickly grown from three people to seven, so we needed to redefine the roles and create more specialist positions as up to then everyone had been doing a bit of everything. Team meetings are also changing. So that we don't mix up all the subjects, issues of a more strategic nature are now handled by a 'steering meeting' held every six weeks. This also raises the question of ties with the Board. It's normal for directors to be very involved in the daily running of a young organisation, but it's time to clarify everyone's place in Terre-en-vue's decision-making process. Finally, we also need guidance on our communications. So far, it's been very intuitive and has mainly reached an audience that is already aware of the issue at hand. We'll have to step things up a gear to make sure we aren't just preaching to the converted!"

« It's normal for directors to be very involved in the daily running of a young organisation, but it's time to clarify everyone's place in the decision-making process. »



VÉRONIQUE NEYCKEN

Volunteer

"I've been a member of the local Larock farm group in the Liège region for several years. After the initial enthusiasm, it isn't easy to stay involved over time: even we went through a bad patch when there were sometimes just two or three left around the table. A whole range of

small changes were made to revitalise the group: making meetings friendlier, letting everyone find a specific role and

participate in decisions, and meeting at least once a year for a broader assessment, among other things. We also have more links with other local groups and Terre-en-vue's members of staff. As a result, I've been able to meet interesting people during project visits, at training courses and when running the organisation's stand at various events. All this has given us fresh impetus – we set ourselves a target of collecting €100,000 from contributors so that the farm could buy more land, and we've already reached €60,000."

« A whole range of small changes were made to revitalise the group. »



Non-profit organisation Vredeseilanden aims to create conditions that will help small-scale farmers in the South earn a living income and contribute sustainably to feeding the world's growing population.

Revenue (2015): €13,239,702

Full-time equivalents: 166

CHALLENGES FACING THE ORGANISATION:

Vredeseilanden wants to find a more sustainable funding model that will make it less dependent on grants. It also wants to retrain its staff to implement this new funding model.

RESOURCES PROVIDED:

Pledged financial support: €80,000, 75% spent

Support period: 01/01 2015 - 31/12 2017

OBJECTIVES OF THE VP FUND SUPPORT:

- > To develop a more flexible funding model for Vredeseilanden that is embedded in the specific agricultural chains around which it works and includes more diverse funding sources (not only grants)
- > To train staff to implement this funding model

TASKS PERFORMED:

- > Analysing the current funding situation of Vredeseilanden and its programmes
- > Coaching staff on fundraising through pilot projects
- > Developing specific fundraising tools for Vredeseilanden

IMPACT

QUANTITATIVE INDICATORS:

- > % government grants/total revenue
 - Initial situation (01/01 2015): 70%, no impact yet
- > Number of new local funding sources per country or region: on average, one new funding source has been found for each VECO

QUALITATIVE INDICATORS:

- > The current funding situation of Vredeseilanden and its programmes has been analysed
- > The offices have drafted fundraising action plans for 2016
- > Fundraising tools have been tested through three pilot projects, and have now been shared with other offices





ROGIER EIJKENS

Programme Director

“Last year, we made major steps forward in our change process, with our consultant. Her expertise fits our needs. She’s helping us in our transformation into a real network organisation in which all our regional offices are on a level footing, including the former headquarters for Belgium.

They all devise their own programmes now, monitor them, raise funds and so on. This fundraising is what our cooperation is focusing on.

“Her expertise is invaluable for developing sustainable ways of collecting money. Last year, we started by defining our policy in this area; now it’s firming up. The work is intensive, demanding and sometimes difficult, but that’s also what makes it rewarding. For example, I notice that the seven regional offices are becoming more involved in fundraising. This is the result of our intensive process and our consultant’s practical and targeted advice. She also provides the offices with tailored support.”

How do you monitor your unit now in the new organisational structure with more independent entities?

“That’s an important question. We’re becoming a foundation with new international management which determines priorities and strategies. As such, we’re maintaining our consistency and one way we’re doing that is by promoting cooperation and exchanges between regional offices, and by working on thematic issues like cocoa and coffee.

“The Fund has helped us boost fundraising for our new organisation. People sometimes say that Vredeseilanden is constantly evolving, and I think that’s a good thing. Innovation, namely becoming a global network, is what sets us apart, I think.”

« The Fund has helped us boost fundraising for our new organisation. »



KAREN JANSSENS

Director of the Regional Office for Central America (Nicaragua, Honduras and part of Guatemala)

“The transformation into a network organisation is under way, and I, as the director of a regional office, find that very motivating. For example, we’re writing our own programmes for the first time. We enjoy much

more freedom and are more involved in deciding which direction to go in. This is also reflected throughout the team; we can no longer hide behind excuses like “Sorry, the main office decided this”. Now, if we really want to change something, we have to make suggestions and find allies. This responsibility is motivating, although it’s a bit stressful at the start.

“One of the challenges is finding resources. Previously, we had to collect 20% of our own revenue and the central office would help out if we couldn’t. In the new programme, we

have to split funding 50/50 by 2021, which will give Vredeseilanden more independence. For my 2016-2017 programmes, I’ve already reached 40% other funds. To meet this challenge, our consultant is a reassuring source of support for me; she shows me what we can do to meet this goal, in a very practical and highly operational way. The tools and tips she offers are firmly entrenched in our minds. I’ve learnt a lot from her, like the very simple trick of putting yourself in a donor’s shoes. Many other people in our organisation feel the same way.”

« The tools and tips she offers are firmly entrenched in our minds. »



AJDC is a sheltered workshop (known in French-speaking Belgium as an Entreprise de Travail Adapté (ETA)) which seeks to provide sustainable high-quality jobs with an associ-

ated training plan for people with a disability. The jobs are located in value-added industrial activities such as packaging, logistics, electricity and mechanics.

Revenue (2015): €13,081,000
Full-time equivalents: 423 personnes

CHALLENGES FACING THE ORGANISATION:

AJDC wants to successfully manage the change resulting from the merger of two sheltered workshops, Ateliers Jean Del'Cour in Grâce-Hollogne (JD'C) and Ateliers ORTS in Thimister.

RESOURCES PROVIDED:

Pledged financial support:
€80,000, half as a donation and half as a loan; 59% spent
Support period: 01/07 2014 - 01/07 2017

OBJECTIVES OF THE VP FUND SUPPORT:

- > To secure backing and enthusiasm from internal stakeholders (staff and trade unions) and external stakeholders (customers, the Walloon agency for the integration of disabled people (AWIPH), the ministries of social action and employment, suppliers, etc.) by means of an economic and legal analysis, a communication plan and a training plan

TASKS PERFORMED:

- > Audit of the organisation and drafting of a master plan for developing commercial activities, optimising operational management and addressing priorities (HR, organisational structure), with a focus on the integration of JD'C and ORTS
- > Implementation of Lean Management across all activities in a bid to achieve two goals: increase productivity by 10% and boost morale and cohesion (and thus employee well-being) within the company through a participatory approach (ongoing)

IMPACT

QUANTITATIVE INDICATORS:

- > Annual unemployment rate down more than 2% in 2015
- > Turnover up 4.5% between 2014 and 2015

QUALITATIVE INDICATORS:

- > Reorganisation of packaging activities, including the hiring of a dedicated sales manager for the activity and the transfer of packaging activities from Les Plennes and Grâce-Hollogne to a 10,000 m² logistics warehouse in Les Hauts-Sarts (which restored the confidence of vacillating clients and boosted capacities)
- > Roll-out of the Lean Management approach across the Electrical Connectors section with a view to improving the organisation's position for two projects that will double the section's turnover between 2017 and 2019 – Lean Management will subsequently be rolled out across the rest of the company





DANY DRION

Director

"The Venture Philanthropy Fund consultancy service initially provided support for the merger between JDC and another sheltered workshop. CEO Dany Drion recalls, "It was a major change for staff from both organisations, with very clear consequences.

After we reorganised our production,

some workers, for example, were assigned to another site, with bus transport arranged in the mornings. Change is always a bit scary, and even more so for the most vulnerable workers, such as those with disabilities, so it was vital to communicate clearly, reassure everyone and manage the transition properly. I think the situation has now completely stabilised and nobody is left wondering. We're even starting to reap the benefits of our development strategy."

What improvements can you see?

"By streamlining our organisation and concentrating our packaging operations in a single logistics hall, we've been able to offer new services to our customers, such as greater storage capacity and transport and order preparation activities. Our increased productivity also allows us to be more competitive in a sector where there is a lot of pressure to have low prices. We've managed to regain customers we had lost and attract others. As a result, in mid-2016 the packaging business was booming, exceeding targets by 12%. So the first phase of the consultancy project was a real success. However, our new structure meant that we had to review how we worked. We therefore became interested in the concept of lean management, which prompted a new consultancy request."

« As a result, in mid-2016 the packaging business was booming, exceeding targets by 12%. »



SÉBASTIEN DUPONT

Operationeel directeur

"When you have to manage the operations of 200 people on a site of 10,000 m², you need efficient processes that work. Lean management aims to improve productivity by getting rid of anything wasteful or anything that costs time. But the important thing for us as well is the participatory

approach involved, which is based on people's suggestions. At the weekly meeting, every member of staff can therefore make suggestions on how to improve user-friendliness, equipment, the practical organisation of work and so on. These are often very simple ideas that nobody else had thought of. This is also the time to review the progress of ongoing improvement projects: if a proposal can't be imple-

mented, or at least it isn't possible immediately, we explain why. We use charts and other highly visual tools to show how various indicators have advanced, such as productivity, safety and security, quality and well-being. The Fund's consultancy service supported the entire process, particularly stressing the importance of communication in lean management. The challenge is to make it very clear that the aim is not to increase stress or make everyone 'work harder and faster', as you might think initially, but to work better: greater productivity can go hand in hand with more comfort at work."

« The Fund's consultancy service supported the entire process, particularly stressing the importance of communication in lean management. »



CODEF promotes social-professional reintegration and vocational training, primarily for young jobseekers, people who have been unemployed for a long time, and women returning to work. CODEF's work is rooted in

humanistic values like respect, listening to others, tolerance and equality in access conditions for training, employment and citizenship.

Revenue (2015): €797,800
Full-time equivalents: 11.90

CHALLENGES FACING THE ORGANISATION:

CODEF wishes to raise its profile in the southern part of the region between the rivers Sambre and Meuse by diversifying its training and vocational training offer; it also wants to set up a training-through-work venture in order to expand its Horticulture and Environment Department.

RESOURCES PROVIDED:

Pledged financial support: €80,000, 62 % spent
Support period: 01/07 2014 - 01/07 2017

OBJECTIVES OF THE VP FUND SUPPORT:

- › To optimise the association's management and to develop a new organisational chart (roles) and new management dashboards
- › To set up a training-through-work venture in order to sell products and services in the Horticulture Department

TASKS PERFORMED:

- › Phase 2 of the development plan for CODEF: enhanced support to implement strategic and operational changes
- › Creation of new internal and external communication tools
- › Development of an image consultancy service for other associations, companies and individuals
- › Another area of activity being developed: an outplacement service

IMPACT

QUANTITATIVE INDICATORS:

- › Number of clients for the training to work venture up from 12 to 42
- › Turnover of the Horticulture Department up from €10,500 to €20,651

QUALITATIVE INDICATORS:

- › Five new directors added to the Board
- › Application for accreditation of the training-through-work venture submitted in 2015 and accepted in 2016
- › New logo, billboards, harmonisation of administrative documents, preparation of new website

Turnover of the Horticulture Department (in euro)





MYRIAM VAN MIGEM

Director

"To overcome the cuts in government grants, CODEF decided to transform its Horticulture and Environment Department into a training-through-work venture. Myriam van Migem, Director: "The training-through-work venture has been up and running since April 2016 and has started well:

in three months, we've already received 40 project orders, which is in line with our forecasts. Our consultant, Jean-Olivier Collinet, helped us to properly manage this transformation phase, with everything that entails, such as the status change, the new logo, approval from the Walloon Region, the new-look website, and the purchase of equipment and work clothing. We also used a social-economy consulting company to assist us with management and accounting: the budget, business plan and, above all, VAT returns. Things are now starting to fall into place and the team is gradually finding its feet in the new structure. The Board has also been partially restructured. We've attracted five new directors, who have slightly different profiles and are closely monitoring the progress of the venture."

Do you have other consultancy needs?

"I think it would be helpful if our executives were trained in social marketing: how they should communicate to present our project effectively, how they can find new potential customers, which arguments to use and so on. We're also thinking about how to expand our training offer, starting with our trainers' expertise. This is why we are offering image-consultancy workshops for the region's associations. These are aimed at men and women who want to enhance their image, discover themselves and rethink their look. Furthermore, as CODEF has been approved as an employment agency in the sense that it helps jobseekers, we've submitted a request to extend our services so as to offer an outplacement service from 2016."

« Our consultant helped us to properly manage this transformation phase, with everything that entails. »



DAVID COUTURE

Trainee

"I started my training under the old system, but I think it's much more appealing since it became a training-through-work venture. We work for real customers, both individuals and municipalities, who we make floral arrangements for. The work is more varied and more rewarding, especially

when customers come to tell us they are happy and think we did a good job. We're also better prepared to do an internship in a company." His trainer, Pierre Gilles, feels the same way: "All the internships have gone well, I've only had positive feedback from employers. I think that, at the end of their training, our students will be well equipped to find employment

because the training-through-work venture allows them to carry out real work. Of course, we're there to supervise them, with two trainers for six trainees, but the customers don't really see any difference from normal companies. Their holidays are less than in the school system and I thought that might not go down very well, but that hasn't been the case at all. That proves they love what they do!"

« I think that, at the end of their training, our students will be well equipped to find employment because the training-through-work venture allows them to carry out real work. »



Village n°1 is a group of non-profits and social businesses. They accompany adults with a disability in their life project and support peo-

ple with a disability or people who are out of touch with the traditional labour market with their professional path.

Revenue (2015): €11,505,000

Full-time equivalents: 500

CHALLENGES FACING THE ORGANISATION:

Village n°1 is a mature, recognised and established organisation in its sector. In recent years, the organisation has experienced difficulties because it did not evolve fast enough with its 'market', which is constantly in movement. This translated in a decrease of certain activities, which in turn made the development of its fundamental missions more vulnerable.

RESOURCES PROVIDED:

Pledged financial support: €80,000; 62% spent

Shared pro bono-consultancy by BDO en Essensys

Pro bono-consultancy by Bain & Company

Support period: 01/07 2014 - 01/07 2017

IMPACT

QUALITATIVE INDICATORS:

- › Decision to split the pools into two separate arms – Accommodation and Workshops – effective from 1 January 2016
- › New governance for the Sheltered Workshops pool: resignation of former directors, appointment of new directors, new general management team, new organisational chart
- › Initial implementation of business plans designed to unleash new growth opportunities for the Sheltered Workshops pool

MAIN OBJECTIVES OF THE VP FUND SUPPORT:

- › Support in reviewing the governance of the organisation. Objective: to strengthen the different pool of activities, with competencies adapted to their respective missions
- › Support in developing and implementing the new strategic orientation for the pool 'Sheltered workshops' (known in French-speaking Belgium as an Entreprise de Travail Adapté (ETA)), to ensure the economical sustainability and preservation of employment, in a competitive context which is changing

TASKS PERFORMED:

- › Global evaluation and the alignment of the board of directors in regard to the future orientation of the different activity pools of the organisation
- › Assistance with the financial and legal analysis of the different scenarios in which the activity pools are split
- › Support with managing the change during the transition phase and with the preparation for recruiting (in regard to the organisation and the governance), and with a view on the new interpretation of each activity pool
- › Strategic study on growth opportunities for the Sheltered Workshops pool





NATHALIE CLAES

General Manager

"At first, our request aimed to revitalise our packaging business, which was in decline. However, an analysis quickly showed that there was a deeper governance problem that needed solving first. Village N°1 actually consisted of both an organisation providing housing for disabled people

and a group of workshops: a sheltered workshop and two reintegration workshops (covering not only packaging but also electronic document management, horticulture, renovation and office cleaning). While the needs and objectives of these two pools were fundamentally different, they shared the same management and, in fact, Board of Directors. All last year's work, therefore, focused on remedying this situation and creating two distinct arms of activity. The consultants' help proved very useful for dealing with all the practical aspects of this split: the financial and legal implications, human resources management and so on. The operation was completed in late 2015, which is when I took up my current position."

But isn't it correct to say that the packaging-business problem hadn't been resolved by then?

"No, and that's why we submitted a new consultancy request. We want to focus on two areas: reflecting on our commercial strategy and developing lean management. An audit was conducted, which we discussed at a two-day seminar attended by the steering committee and the consultants from Bain. A number of interesting ideas were put forward but it is still a bit early to say any more about it. I'll tell you more next year!"

« However, an analysis quickly showed that there was a deeper governance problem that needed solving first. »



BAUDOUIIN MEYERS

Chairman of the Board of Directors

"The split is taking a while because the two pools are closely interlinked. The challenge was to make the redistribution as fair as possible so that the two new pools would both be economically viable. We also had to restructure the sheltered workshop's governing bodies, which, it must be said, threatened

to be thrown off track. The organisation of work along with human resources and risk management had to be firmly taken in hand to manage a company with some 600 workers. The Board of Directors has been rejuvenated and now consists of people with a more entrepreneurial focus, who have useful and complementary profiles, such as management and organisation, coaching, human resources, legal skills and risk management. One director is an expert in organisation and, in par-

ticular, lean management, which will be our next project. We absolutely have to boost the productivity of our business without affecting the social aspect, which is at the heart of our project. Visiting De Kringwinkel in Antwerp gave us some ideas and proved to us that lean management can help us achieve this goal. The seminar with the consultants also helped us to see things more clearly: we have outlined an action plan and set priorities to ensure that we don't drift apart any more."

« The Board of Directors has been rejuvenated and now consists of people with a more entrepreneurial focus, who have useful and complementary profiles. »

TOUCHÉ

Touché seeks to inspire society to deal constructively with aggression and help people who are experiencing difficulties as a result of aggression. Touché teaches them to recognise, control and channel their aggression and find positive outlets for the energy associated with it.

Touché's work is centred on three interlinked pillars: 1. 'Healing' therapy for people who have problems as a result of aggression; 2. Preventive and awareness-raising activities that also have an impact on society; 3. Lobbying activities geared towards rolling out small-scale, integrated and differentiated prisons.

Revenue (2015): €186,444

Full-time equivalents: 2.5

CHALLENGES FACING THE ORGANISATION:

Touché wants to grow by rolling out its concept to other Flemish prisons, expanding the methodology for use in a broader setting and becoming a hybrid organisation. This requires strategic choices to be made. A communication plan is also needed to support the organisation's growth.

RESOURCES PROVIDED:

Pledged financial support: €80,000, 77% spent

Support period: 28/05 2014 - 28/05 2017

OBJECTIVES OF THE VP FUND SUPPORT:

- > To identify and implement the best growth approach
- > To define the methodology and measure the impact
- > To develop a communication plan

TASKS PERFORMED:

- > Strategic exercise to determine action areas for the coming years
- > Coaching of members of the general management team with a view to having an efficient, effective organisation
- > Description of the methodology
- > Development of a communication plan

IMPACT

QUANTITATIVE INDICATORS:

- > The number of people supported by Touché's activities has doubled
- > The number of freelance assistants and trainers working for Touché has risen from 1.6 to 2.3

QUALITATIVE INDICATORS:

- > A strategic exercise was carried out in which strategic actions were defined in five areas: financial, internal, (ex-) prisoners, young people and wider society
- > Strategic choices were then translated into action plans
- > The methodology was described and is now being set out in book form, in partnership with Lannoo Campus
- > Services have been developed for young people (one of the strategic choices made)
- > The communication plan is currently being developed

Impact of activities (number of people)





MARJAN GRYSON

Founder and expert who has experienced the organisation's work first-hand

"During our cooperation with the Fund, we came up with two schemes for our growth scenario. The first was to focus not only on our core target group of (ex-)prisoners but also on other target groups, specifically young people, and provide them with a new

bespoke offer. Along with youth welfare partners, we devised a range of training for schools and institutions, a course module for humanities students and an individual coaching programme for young people who are likely to have problems with aggression. The second scheme, targeting companies, was to develop products dealing tension and aggression. Negotiations are ongoing for the first trial projects.

"All this is also related to a financial year and the goal of increasing our own revenues, since our core target group will never have much money. By offering paid services to other target groups, we can generate revenue to fund our work with and for our core target group. This is a win-win situation for everyone.

"Another option we thought of was strengthening our external communication and brand awareness. We created a trilingual brochure describing what we do, how we do it and, above all, what impact we have. It comes in handy when implementing our action plans since these involve discussions with a lot of people and groups."

What was the consultants' role in the process?

Marjan Gryson: "They focused on finding solutions and helped us make our plans a reality, in a manner consistent with our own solution-oriented basic principles. As they included the whole team, everyone was happy about it and felt involved in the implementation of our new projects. We were also helped with external communication, for example preparing a crowdfunding campaign."

« During our cooperation with the Fund, we came up with two schemes for our growth scenario. »



An ex-prisoner who has become an expert having experienced the organisation's work first-hand

"At home, I was always told: "Swallow your anger and get on with it. But here at Touché I learnt that you can use words to express feelings like anger and frustration, putting them in their appropriate context. You can say "here it is and there's nothing wrong

with it". This also taught me to control my feelings in a way that's good for me and the people around me.

"When I coach a group of youngsters, I always think about myself and look back at where I was and where I am now. It also has a therapeutic effect. Thinking about the past every now and then gives you a good understanding of your impulses. By saying all this out loud in front of a group, you're also saying it for yourself and reducing the likelihood that you'll make the same mistakes. I always feel relaxed afterwards because I was able to let everything out, not by complaining but in a way that benefits others as well as myself."

« When I coach a group of youngsters, I always think about myself and look back at where I was and where I am now. It also has a therapeutic effect. »



TADA seeks to ensure that socially vulnerable children from Brussels-Capital Region stay motivated and informed (about both them-

selves and society at large). The organisation aims to combat demotivation and hopelessness by inspiring them.

Revenue (academic year 2014-2015): €561,057
 FTE (academic year 2014-2015): 7.6 FTEs

CHALLENGES FACING THE ORGANISATION:

As a young organisation, TADA wants to grow in a professional way. The organisation also wants tools to enable it to measure its impact and assess whether quality is consistent across all of its branches.

RESOURCES PROVIDED:

Pledged financial support: €70,000, 78% spent
 Support period: 26/04 2014 - 25/04 2017

OBJECTIVES OF THE VP FUND SUPPORT:

- > To allow TADA to grow in a professional way in terms of number of branches and quality
- > To equip TADA to assess its quality and monitor/measure its impact

TASKS PERFORMED:

- > Development of a business plan setting out the best way for TADA to expand, with a view to having up to five branches in Brussels by 2020
- > Various courses for TADA's growing team, including training in clear written communication and people management
- > Development of an approach for assessing quality and gauging impact

IMPACT

QUANTITATIVE INDICATORS:

- > The number of children supported has risen substantially since 04/2014: by 10/2016, TADA was supporting some 470 teenagers, of whom 389 were TADA children receiving weekly support and 81 were TADA alumni receiving regular support
- > The rate of unjustified absences fell from 15% in 2014 to 6.44% in 2016
- > The number of TADA branches is up from 1 in 2014 to 3 in 2016

QUALITATIVE INDICATORS:

- > A business plan for expansion to five branches has been developed
- > An impact measurement methodology has been developed, and TADA's impact has been monitored constantly using this methodology since summer 2016

Number of teenagers supported





SOFIE FOETS

Director

"In the space of a few years, TADA has developed quite spectacularly, explains Founding Director Sofie Foets: "There were two of us during the 2012-2013 school year and this September there were 17 of us for the new school year. The number of families we're helping has increased ten-

fold, going from 50 to around 500. Our ultimate aim is to reach the 1,000 mark by 2020. This growth obviously raises new issues, which the consultancy service is helping us address, starting with training. We organised a course in communication: to appeal to the hundreds of volunteers who are the cornerstone of TADA, everyone needs to be able to explain to them clearly and convincingly what we do, why we do it and how. I would still like to be able to offer the team other courses (e.g. positive coaching and non-violent communication) but, unfortunately, it's very expensive."

Do you have assessment tools to measure your impact?

"This was the other part of the assistance provided by the Venture Philanthropy Fund. There's no point growing just for the sake of growing; you need to have an impact. We're work-

ing very productively with the Vlerick Business School to define a range of indicators – KPIs – to measure our impact. This dashboard, which is still being tested, comprises quantitative criteria, such as dropout rates, number of regular volunteers and number of alumni who leave education with a qualification. The information will mainly be provided by the automated database on all our stakeholders that we are currently developing: it already contains more than 6,000 people who have been in contact with TADA. But we are also trying to measure more qualitative criteria. Using small scenario-based games, we'll be able to compare, for example, a child's tolerance level or self-confidence at the beginning and at the end."

« There's no point growing just for the sake of growing; you need to have an impact. We're working very productively with the Vlerick Business School to define a range of indicators – KPIs – to measure our impact. »



VEERLE NAETS

Volunteer

"I've been involved in TADA almost since the start, so I've seen it grow. Because I've got professional experience in organisation management, I sometimes advise Sofie and, along with others, act as a sounding board. When you grow as much as this, the biggest challenge is keeping up the

same level of quality, which means recruiting the right people and being able to tell them about TADA's values, methods, ethos and so on. Sofie is well aware that her form of governance also needs to change: she can't run the organisation the way she did when there were only a few of us. She's very open

to advice from people like me, who are involved in TADA without being full members of staff. Personally, I don't need objective indicators to measure the impact of this work: I can clearly see and feel it when speaking to the children. However, it can obviously be vital in convincing partners and giving them black-and-white proof that their investment is worth it."

« I can clearly see and feel it when speaking to the children. However, it can obviously be vital in convincing partners and giving them black-and-white proof that their investment is worth it. »



Fournipac, a limited-liability cooperative company (SCRL) with a social purpose, is a sheltered workshop whose mission is to provide sustainable high-quality jobs, primarily for people with a disability but also for other vul-

nerable groups. Fournipac pursues this objective through activities in the food sector, more specifically the production and packaging of food products. These products reflect significant modern trends including high-quality farm food, local produce and low food miles.

Revenue (2015): €2,626,195
FTE: 94

CHALLENGES FACING THE ORGANISATION:

The organisation wants to fully exploit and optimise all of its existing resources (HR, infrastructure, commercial potential), maximise the return on its substantial investments (construction and expansion of the factory) and develop a new field of activity. This will safeguard and further enhance the quality and quantity of jobs for at least a generation.

RESOURCES PROVIDED:

Pledged financial support: €80,000, 95% spent.
Additional pro bono consultancy work by Accenture
Support period: 01/07 2013 - 01/12 2016

OBJECTIVES OF THE VP FUND SUPPORT:

- > To develop and harness skills, and to guide managers and develop specific staff training tools
- > To improve management tools in order to strengthen the company's structure
- > To consolidate and integrate a quality system and develop a strategic project for the future of the abattoir

TASKS PERFORMED:

- > Change management: enhancement of managerial competencies
- > Management coaching: assistance with structuring and launching the project; prioritising the strategic initiatives; defining and monitoring action plans
- > Management tools (pro bono by Accenture): process verification, improvement measures (quick wins, IT tools), high-level business case

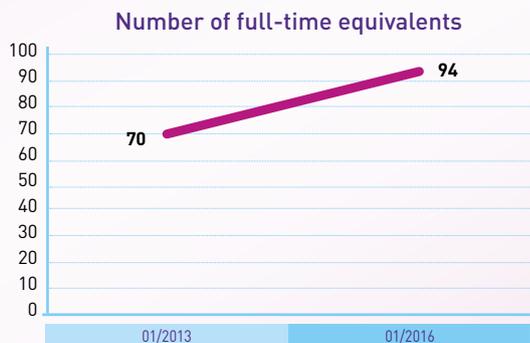
IMPACT

QUANTITATIVE INDICATORS:

- > Number of full-time equivalents up by 34%
- > Ratio of turnover to hours up from 9.5 to 14.1

QUALITATIVE INDICATORS:

- > Accenture has developed a tool to manage irregularities and a tool to manage orders at the abattoir
- > The management team has received coaching to improve its functioning, resulting in more cohesion and less stress
- > Production planning has improved significantly thanks to the general organisation of the company. Supervisors' and operators' performance is far more consistent and is generating little overtime, while productivity is increasing





DANIÈLE ELIAS

Director

"The Venture Philanthropy Fund consultancy work has focused on three main areas: thinking strategically about our future projects, improving management and updating our IT support tools. One of the first projects, relating to Fournipac's medium-term future, was to arrange my

succession as I'm retiring in less than three years. This involved more clearly defining the management roles. You know how it is: over time, a director ends up taking on a variety of roles which aren't always completely consistent with each other. And when the time comes to pass the baton on to a successor who does not necessarily have the same profile, it can cause problems... The management team's tasks have now been clearly redefined, seeking a balance between specialisation, versatility and the delegation of responsibilities. The other major future project is our poultry abattoir, which was under threat because it's in a residential area and

doesn't comply with the new standards. This was a concern for everyone who uses it, so not only the professionals but also more than 1,000 small livestock breeders and private individuals who have nowhere else in Wallonia to slaughter their chickens. Fortunately, there is good news: the Minister of Agriculture has just given the green light for a major partnership, with Fournipac as its driving force. We're now negotiating with a number of potential partners, both public and private, to build a new abattoir together within the next two years. It's a huge challenge for us, involving an investment of around €2 million but I'm hopeful that we can rise to it."

« One of the first projects, relating to Fournipac's medium-term future, was to arrange my succession as I'm retiring. »



GAËTAN JADOT

Quality Manager

"Fournipac meets very stringent quality certification standards, requiring us to do a lot of documentation. But our IT infrastructure was outdated, which meant we wasted a lot of time monitoring quality and handling non-conformities. The Fund's consultancy work has meant we've managed

to renew our equipment and acquire more high-performance tools, replacing our paper records. Today, the supervisors immediately have the information necessary to intervene and resolve the problems that arise. There are many benefits: not only at the level of quality and productivity but also in terms of the work environment."

Why?

"Because previously the procedures were so laborious that they sometimes meant we neglected our social purpose. Also, as a sheltered workshop, we have a workforce that often requires intensive support. We can now be closer to them, listening to them more. Another element that promotes both quality and well-being at work is the development of training courses. The consultant helped us complete online and interactive training modules, customised for our workers. We're on track to achieve our goal in this area, namely 18 hours' training per year for each individual."

« Because previously the procedures were so laborious that they sometimes meant we neglected our social purpose. We can now be closer to them, listening to them more. »



De Kringwinkel Hageland provides training and permanent employment for 150 people that would otherwise have few or no chances on the labour market. Each day, it also offers around 75 people (e.g. former psychiatric

patients, minimum-wage workers, people doing community service) professional experience which they can then build on to seek employment. Moreover, De Kringwinkel Hageland increases the lifespan of goods: reusable items are collected, spruced up and resold.

Revenue (2015): €4,303,393
Full-time equivalents: 168

CHALLENGES FACING THE ORGANISATION:

With the new upcoming Flemish activation policy (including the individual pupil funding scheme), the organisation is expecting a far greater flow of staff. De kringwinkel Hageland sees this as an opportunity to act as an 'oasis' for more people. An oasis where energy, skills and self-esteem can be replenished. Although the new activation policy has been put on hold, the organisation is still investing in its staff and working in a talent-driven way.

RESOURCES PROVIDED:

Pledged financial support: €80,000, 90% spent
Additional pro bono consultancy work by Accenture

Support period: 13/04 2013 - 31/12 2016

OBJECTIVES OF THE VP FUND SUPPORT:

- > To professionalise the HR department
- > To develop a methodology for creating an oasis for talent-driven careers

TASKS PERFORMED:

- > An analysis/audit of the personnel department by Accenture and further coaching in the implementation process
- > Development and roll-out of a talent management model tailored to sheltered workshops, including a training path for managers, talent-screening and drafting of job profiles
- > Implementation of a time registration system

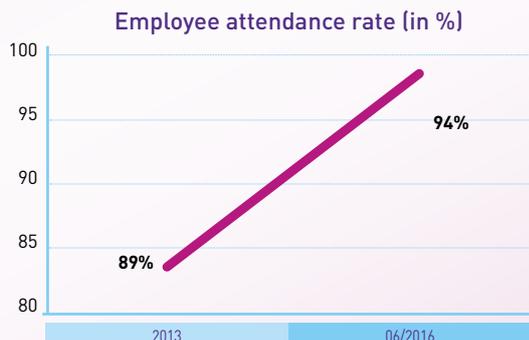
IMPACT

QUANTITATIVE INDICATORS:

- > Number of personal development plans drafted: 116
- > Employee satisfaction has only risen slightly (from 0.744 to 0.754), but is expected to increase further once the talent management model is up and running and fully established within the organisation
- > Employee attendance rate increased by 5%

QUALITATIVE INDICATORS:

- > HR department fully briefed at the start of the project, which resulted in an approved implementation plan and action plan for the development of career guidance within KWH and the professionalisation of the HR department
- > Important steps have been taken towards implementation: launch of a time registration system, drafting of skills profiles, continuation of training path for management, launch of a pilot project on talent-driven work





PAUL STESENS

Director

“What interests us most in this project is developing talent. That means banking on growth, in terms of the number of employees and, through them, at the level of our organisation. Today, our employees are far more flexible, including the managers! The structure of our organisation has

changed, with more staff rotation. That’s how we’re preparing for the new forms of work organisation springing up everywhere. Our Board has been renewed and is now more involved, for example in devising our new strategy plan.”

“We’re continuing to grow, in terms of both incoming and outgoing flows. And we’re controlling these flows far more efficiently, with higher volumes and less jagged peaks and troughs. This is definitely a side effect of the path we’ve followed with the Fund. Furthermore, it’s impacted on staff satisfaction, resulting in less absenteeism, deeper involvement

and leadership training for line managers. There’s great enthusiasm for sure. And some employees are starting to venture beyond the Kringwinkel.

“Despite the austerity measures, employment remains stable here and is even rising slightly. Without our cooperation with the Fund, the changes would’ve taken place more slowly. In addition, against a backdrop of cost-cutting, we couldn’t have found the money to make such headway. The combination of free consultancy and allocated resources proved effective. Thanks to these changes, we’re now better prepared for the next ones!”

« Despite the austerity measures, employment remains stable here and is even rising slightly. »



SAM VERHOEVEN

HGC Site Manager

“We’re working on a flatter structure that gives us greater flexibility at all levels. Whereas our repair people often used to be assigned a single task, we now train them to provide assistance at various locations, making us more flexible. It’s also better for the people themselves because they

learn more things. And the organisation gains too because the result is greater continuity. When we explain to people why things are the way they are, they accept it. Of course, we need to take account of the physical demands of a job and of our employees’ limits. So we also listen to what they want.

“Another element of our new work organisation is that the people themselves are being given more responsibility. I ask them how they would go about achieving certain results. This approach motivates them more than deciding everything for them. And it allows managers to delegate some things and free up more time to devote to others.

“As far as the coaching staff are concerned, there’s much more collaboration between departments. One new fixture over the past two or three years has been a daily seven-minute meeting between all production departments. This examines the main needs for the day in question and how to meet them. If a lot of people are away, we look to see who could temporarily cover for them. Once again, the watchwords here are flexibility and a structure with fewer barriers.

“Finally, we’re also interested in ‘lean’ production and will soon actively start working on this again. With this in mind we recently paid a visit to De Kringwinkel in Antwerp, which has made a massive effort in this area, working with the Fund.”

« We’re working on a flatter structure that gives us greater flexibility at all levels. »



Infirmiers de rue (Street Nurses) is a non-profit organisation that works to sustainably reintegrate extremely disadvantaged people into a home and into society. To achieve this goal, it

seeks to improve the health, hygiene and feelings of self-worth of its target group. It supports around a hundred homeless people a year.

Revenue (2015): €995,368
Full-time equivalents: 13.07

CHALLENGES FACING THE ORGANISATION:

Infirmiers de rue ASBL has decided to strengthen its reintegration activities by acquiring and refurbishing a residence in which homeless people and others can stay. They are supported there until their housing situation stabilises, to minimise the risk of them ending up back on the street. This innovative model is currently being tested out in practice. Because the approach could be replicated elsewhere, this is considered a priority area for development within the organisation.

RESOURCES PROVIDED:

Pledged financial support: €80,000, 81% spent
Support period: 01/04 2013 – 31/12 2016

OBJECTIVES OF THE VP FUND SUPPORT:

- › To develop an innovative model for housing homeless people, one that is sustainable and tailored to the specific needs of the beneficiaries
- › To ensure the sustainable and successful reintegration of homeless people into accommodation

TASKS PERFORMED:

- › Selecting, arranging the acquisition of and refurbishing a building suitable for the needs and specific requirements of the project
- › Thinking about the financial strategy and establishing a sustainable economic model for funding the support teams and developing new projects
- › Reviewing HR organisation and working methods to ensure that teams in the field can operate independently and effectively, using suitable tools
- › Reviewing the form of governance in the aim of obtaining more clarity on the roles and responsibilities of management and the Board

IMPACT

QUANTITATIVE INDICATORS:

- › Number of homeless people rehoused sustainably (2016): 6
- › Improvement in the CVC (Body, Clothing, Behaviour) score of the individuals rehoused: 40%

QUALITATIVE INDICATORS:

- › Quality and sustainability of the rehoused individuals' social integration: the beneficiaries' well-being and the social exchanges in which they were seen to engage were better than for other patients





EMILIE MEESEN

Founder and coordinator

“Having focused mainly on the health and hygiene of the homeless, the association of street nurses *Infirmiers de rue* underwent a major change, launching its rehousing project designed to get homeless people off the streets. Coordinator Emilie Meessen: “The field team is now split into

two sections: ‘Street’ and ‘Housing’, in addition to our Administrative and Financial Section. This forced us to thoroughly review our entire *modus operandi* to ensure that we remained consistent because we’re working with the same target group, but at different times in their lives. At what level should decisions be taken? What counts as operational and what is more of a strategic issue? How can information be passed efficiently from one team to another? Our consultant helped us to impose order by teaching us about the concept of ‘collaborative governance’. This boosted our efficiency and transparency, because decision-making is now shared more. For instance, during a recent team-building weekend we agreed to divide up roles between us by identifying our strengths and respective skills. Everyone said where they thought others would prove most effective. It was a kind of vote without a candidate.”

What would you still like to improve?

“Mainly two things in the short term. Firstly, we’d like to enlarge our Board, attracting people with a different profile. This will entail thinking about the role of the Board in our governance structure and considering what is expected of directors. Another goal will be to develop the paid training we give in various institutions. In the past, we were happy to meet demand, but the consultant highlighted the potential of such training courses to generate revenue for our organisation. We need to be in a position to conduct a more proactive policy in this area.”

« ‘Collaborative governance’ boosted our efficiency and transparency, because decision-making is now shared more. »



CÉLESTINE GALLEZ

(Street Section) and

GAËLLE GUERRERO *(Housing Section)*

“The way meetings are organised has changed a lot. There used to be a tendency to mix up all the topics and discuss issues that didn’t concern some colleagues; we got lost in useless substantive discussions; we constantly interrupted each other, and so on. Our consultant gave us the tools we needed to avoid these pitfalls. One of the members of our team also managed to complete a collaborative governance training course, and now she works as a facilitator. Monday has become the day devoted to internal consultation, with joint meetings and set times for each section. Things have become much clearer for everyone. We now know



when and how to pass on issues to colleagues. We also have a clearer overview of our workload and project planning. We make choices and accept that some things cannot be done immediately, whereas previously it was hard to say no and we ended up being overwhelmed. All this means that when we go into the field, we can work in a more structured way.”

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« Things have become much clearer for everyone. We now know when and how to pass on issues to colleagues. All this means that when we go into the field, we can work in a more structured way. »



FOLLOW-UP

Organisations that have completely spent the awarded amount in 2016; monitoring of the indicators for another two years



Bos+ wants to be the driving force for activities involving the expansion, conservation and management of forests in Flanders and the South in order to contribute to a growing awareness of the importance of forests and trees for a liveable world for humans, plants and animals.

Revenue (2015): €526,544
Full-time equivalents: 5.5

RESOURCES PROVIDED:

Pledged financial support: €80,000, 100% spent

SUPPORT PERIOD: 01/04 2013 - 31/03 2016

MAIN OBJECTIVES OF THE VP FUND SUPPORT:

- › To diversify revenue
- › To develop innovative partnerships with businesses and large civil society organisations
- › To implement a communication strategy focusing in part on social media

MAIN TASKS:

- › Development of a corporate fundraising strategy
- › Development of a communication strategy focusing on social media
- › Development of a CO2 calculator to encourage donations.

IMPACT

MAIN OUTCOMES OF THE VP FUND SUPPORT:

- › A logical framework and a strategy have been developed for corporate fundraising. Among other things, this has generated a significant rise in corporate sponsorship over the past three years, from €6,407 to €314,180
- › A social media strategy has been developed; fundraising through new media was up from €4,246 on 01/09 2013 to €50,136 on 31/12 2015
- › A CO2 Calculator has been developed; so far, it has brought in €10,144

Corporate sponsorship (in euro)



BERT DE SOMVIELE

Managing Director:

“We can take great satisfaction looking back at our Venture Philanthropy project as it gave us an extremely important boost at a crucial point in the life of BOS+.

“With the Fund’s support, we managed to largely diversify our income, activate new sources of income and maintain our level of turnover. But on top of all that, we can now get our message across much more effectively beyond our own green sector and are working with, among others, companies, civil society organisations, de facto associations and members of the public who have become alive to the issues we address. In this way we can talk to new target groups, produce joint communications with unexpected partners, develop out-of-the-ordinary cooperative initiatives and work across disciplines. Our cultural events in the forest are a classic example of this, reaching and mobilising groups we used to have trouble getting to and raising their level of awareness. “The Venture Philanthropy Fund has played a key role in this development, as its support has allowed us to foster in our work the expertise and tools we needed to achieve these successes.”

« With the Fund’s support, we managed to largely diversify our income, activate new sources of income and maintain our level of turnover. »





FINISHED

Organisations where the support has come to an end



ADMR is a service that provides home care to people living in rural areas of Wallonia. The service supplies professional staff to families, older people or people with a disability, to help them resolve day-to-day problems. This assistance and the fact that they can remain in their own homes safeguards their quality of life.

Revenue (2015): €42,230,721
Full-time equivalents: 1198.3

RESOURCES PROVIDED:

Pledged financial support: €92,889, 100% spent

Organisation selected in 2011.

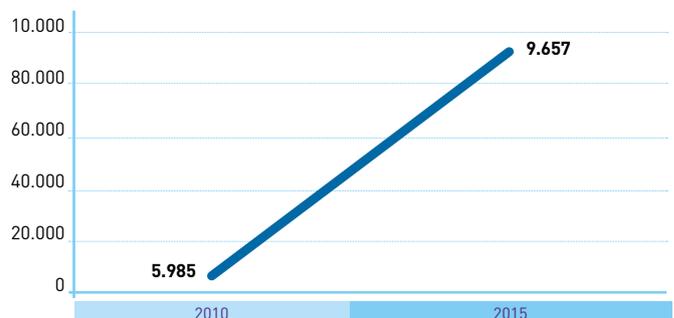
MAIN OBJECTIVES OF THE VP FUND SUPPORT:

- › To think about and improve the organisation’s governance
- › To increase the efficiency of the organisation’s internal communication
- › To harmonise external communication and make it more consistent in order to raise the service’s visibility

MAIN OUTCOMES OF THE VP FUND SUPPORT:

- › General revision of the management and organisational model (organisational chart, articles of association and internal regulations: approved by the general meeting). This has resulted in a clearer division of duties and responsibilities
- › Composition of the board of directors overhauled by bringing in five new members
- › New harmonised branding, exemplified in a new logo and website

Increase in the number of people helped by ADMR’s family workers



Broederlijk Delen is a development cooperation organisation committed to enabling rural communities in Africa and Latin America to live dignified lives. Broederlijk Delen strives for a sustainable world free from inequality.

Revenue (2015): €15,229,025
Full-time equivalents: 56,9 in België, 25 in het Zuiden

RESOURCES PROVIDED:

Pledged financial support: €80,000, 100% spent

Organisatie geselecteerd in 2011

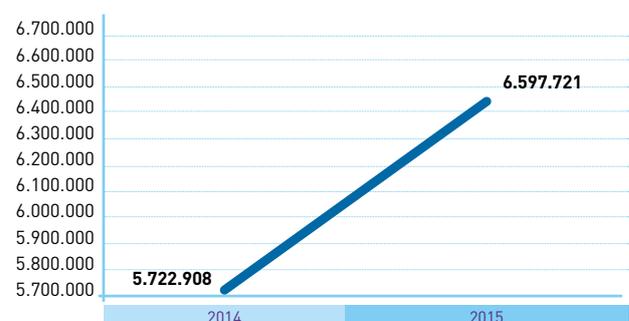
MAIN OBJECTIVES OF THE VP FUND SUPPORT:

- › To initiate a strategic reflection and change process for the organisation as a whole with the aim of making it more professional and achieving savings
- › To support implementation of the new strategy: restructuring, governance and fundraising

MAIN OUTCOMES OF THE VP FUND SUPPORT:

- › Updated mission and vision and strategic plan approved by the Board of Directors
- › Overhaul of internal structure and management, resulting in a more efficient and less hierarchy-focused organisational chart. This has enabled structural savings and investments in a dynamic future with new roles and a clearer focus
- › Application of market research to fundraising strategy, leading to an expansion and renewal of the organisation’s supporter base

Revenue from fundraising (in euro)



“Historically, ADMR arose from a very participatory culture, with the regional offices having a great deal of autonomy. However, this model was no longer compatible with the new dimension we have taken on in recent years, especially since we started working with service vouchers. We have made use of the Fund’s consultancy services to completely overhaul our institutional and organisational structure: the articles of association were entirely rewritten, the composition of the Board of Directors was reviewed to avoid conflicts of interest, and the management structure and the roles of the various bodies were made more transparent. It is also very important for this new form of governance to be properly communicated and explained to everyone to convey the purpose behind it. Following our consultant’s advice, we drew up a communication plan and hired a Communications Officer to implement it. We also want to improve our external communications, projecting a clear image of our services and our profession, which remains something of a mystery for many people.”



BRIGITTE PIÉRARD,
Managing Director

« We have made use of the Fund’s consultancy services to completely overhaul our institutional and organisational structure. »

“In late 2011, Broederlijk Delen faced the prospect of a radical restructuring process, driven by a number of factors, such as falling income, a changing climate, fewer volunteers and donors, and an outdated management framework. The Fund’s contribution has given us the financial scope to make adjustments to the organisation: the organisational structure, management processes and the organisation of the personnel, among other things. A sound organisation is a prerequisite for achieving one’s objectives and getting results.”

“In the first few months of 2016, we were given a thorough screening by the Ministry of Development Cooperation. Our management skills were assessed to see if our high-quality work meant that we could meet our objectives. We were awarded at least a distinction in every part of the audit and have once again been recognised as an NGO for the period 2017-2026 - an achievement that makes us both proud and happy. Major challenges undoubtedly lie ahead for our organisation but we’re ready to tackle them!”



LIEVE HERIJGERS,
Director

« The Fund’s contribution has given us the financial scope to make adjustments to the organisation. »



De Vlaspit employs people who are out of touch with the labour market. The organisation provides people with a job, tailored to their abilities, by offering sustainable and socially responsible products and services. De Vlaspit is involved in a wide range of activities, but its candle and cork workshop and its café De Heerlyckheid have really enabled it to make a name for itself among Flanders' customised work organisations.

Revenue (2015): €2,973,712
Full-time equivalents: 96

RESOURCES PROVIDED:

Pledged financial support:

- > Donation: €50,000, 100% spent
- > Interest-free loan: €30,000, 80% paid back so far
- > Additional pro bono consultancy work by Michel van Hemele (Essensys)

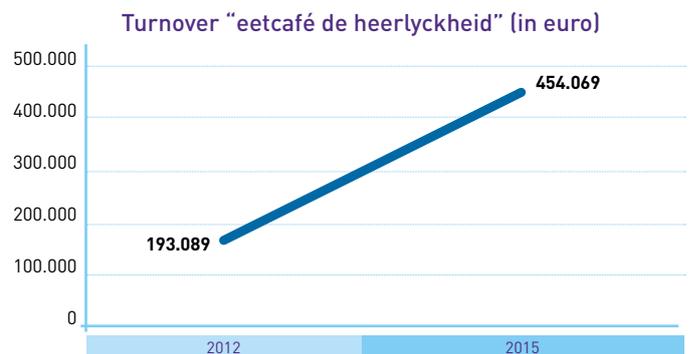
Organisation selected in 2011

MAIN OBJECTIVES OF THE VP FUND SUPPORT:

- > To design an informed change process based on a well-thought-out business plan
- > To increase profitability

MAIN OUTCOMES OF THE VP FUND SUPPORT:

- > Strategic choices geared towards the further development of the organisation's workshops (candles/cork/café), concluding with an approved business plan for each section
- > An increase in turnover due to increased expertise on market-oriented thinking and De Vlaspit's position on the market
- > Redesign of internal organisation and recruitment of a sales manager



Ethisch Vegetarisch Alternatief (Ethical Vegetarian Alternative, EVA) is committed to maximising the production and consumption of plant-based food in place of animal products, in order to contribute to a human-, animal- and environmentally-friendly society.

Revenue (2015): €659,008
Full-time equivalents: 8.1

RESOURCES PROVIDED:

Pledged financial support: €71,800, 100% spent

Organisation selected in 2011

MAIN OBJECTIVES OF THE VP FUND SUPPORT:

- > To develop a sales policy (including communication and marketing strategy) based on an analysis of products and services
- > To run training and coaching for rolling out a sales policy
- > To analyse IT needs and implement a CRM system

MAIN OUTCOMES OF THE VP FUND SUPPORT:

- > Shift from an organisation without a sales policy to an organisation where a productive sales and fundraising policy ensures future growth: more than 100 business contacts, marketing of V-label, advertising revenue, and so on
- > IT needs mapped and a CRM system in use, which is proving extremely useful for retention and recruitment of members, an important revenue source for the organisation



“De Vlaspit is continuing its steady expansion. The Fund helped us lay a solid foundation, and we are still reaping the benefits. Our day-to-day activities now incorporate the principles of good governance, expertise in lean operations, and an effective sales and marketing policy, among other things.”

“New projects are also in the pipeline. For example; we are opening a second catering establishment to join “de heerlyckheid” in Scherpenheuvel, launching a neighbourhood restaurant in Diest, and we provide a catering service for 170 refugees who have come to live in our town. These are exciting projects, dovetailing with the basic principles of our organisation and enabling us to maintain a strong connection with our neighbourhood and create long-term jobs for disadvantaged members of society - which is after all our raison d'être. The Fund taught us to apply the golden rule of staying true to our principles and not trying to do everything all at once.”



MONIQUE DE DOBBELEER,
Director

« The Fund helped us lay a solid foundation, and we are still reaping the benefits. Our day-to-day activities now incorporate the principles of good governance, expertise in lean operations, and an effective sales and marketing policy, among other things.»

“During the consultancy work, EVA’s entire way of working was put under the microscope. By introducing new processes and tools, we can now stay focused on basing our modus operandi on the purpose of our organisation. Figures show this is very good for growth and the organisation’s impact, in terms of revenue, teamwork, communication, IT tools and so on.”

“Team members now develop their skills in the clearly-defined framework of a self-managed team. What’s more, the lean and agile tools we learnt to work with during the assignment guarantee a sustainable improvement process. This is more than just a one-off exercise and is relevant at both individual and team level.”



ISABELLE POPPE,
Team Coordinator

« By introducing new processes and tools, we can now stay focused on basing our modus operandi on the purpose of our organisations. »



Médecins du Monde (Doctors of the World) is a medical NGO that strives to guarantee access to high-quality healthcare for everyone, starting with the most vulnerable groups. Médecins du Monde provides medical care to the most vulnerable population groups as well as victims of armed conflicts and natural disasters in numerous countries. It also denounces violations of human dignity and human rights and is committed to improving the situation of people in difficulty.

Revenue (2015): €14,566,225
Full-time equivalents: 49

RESOURCES PROVIDED:
Pledged financial support:
€40,000, 100% spent

Organisation selected in 2011

MAIN OBJECTIVES OF THE VP FUND SUPPORT:

- › To develop and diversify interaction with donors, with the aim of achieving greater commitment and financial autonomy
- › To redefine the management model
- › To develop and structure the organisation's memory (by collecting, sharing and disseminating information at all levels) in order to enhance reliability and operational efficiency, using a technological structure that can support the desired growth

MAIN OUTCOMES OF THE VP FUND SUPPORT:

- › Expansion of theoretical parameters and definition of a general IT architecture encompassing all functions of the organisation
- › Launch of a strategic review within the management team, setting objectives that will be translated operationally into a multi-year plan for the organisation



Velt stands for Vereniging voor Ecologisch Leven en Tuinieren (Association for Ecological Living and Gardening). For 40 years, it has been promoting healthy living following the rhythm of the seasons, with respect for nature. Velt embodies an ecological way of life at home, in the garden and beyond. Through publications and public activities, the organisation aims to contribute to the development of a sustainable way of life.

Revenue (2015): €1,458,834
Full-time equivalents: 16

RESOURCES PROVIDED:
Pledged financial support: €40,000, 100% spent

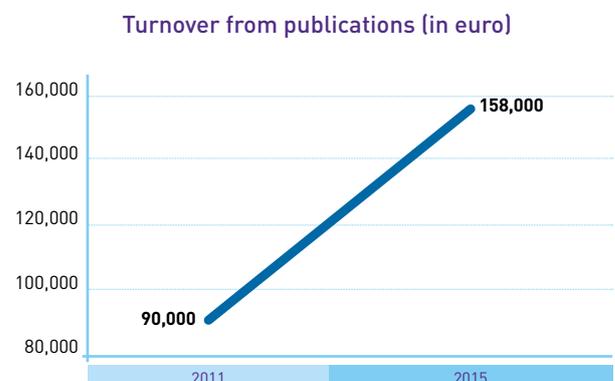
Organisation selected in 2011

MAIN OBJECTIVES OF THE VP FUND SUPPORT:

- › To develop a marketing and communication policy
- › To establish a customer-focused organisational structure
- › To increase turnover from the sale of publications
- › To renew the organisation's governance

MAIN OUTCOMES OF THE VP FUND SUPPORT:

- › There is a new Board of Directors with relevant expertise and a new chairman, who have enabled Velt to implement deeper-reaching changes more quickly
- › The new communication strategy has led to a more marketing-oriented approach, resulting in higher publication sales, more donations, a successful crowdfunding action, more participants in activities, and much more besides



"In the space of just a few years, Médecins du Monde has scaled up – which was after all the Venture Philanthropy Fund's objective – with its annual budget increasing from €4.5 million to €20 million. The idea behind our initial request for consultancy services was to help us upgrade our IT tools, which were no longer tailored to the situation going on around them and were making us waste a lot of time. But as well as the technological side, the Fund also highlighted the need for strategic support, which is why an experienced consultant coached me regularly for a year - a highly rewarding experience because it was the first time that someone had assisted the organisation with its vision and strategy, an absolutely vital area, yet we only ever receive technical support. We devised a table of management indicators, assessment criteria and clear objectives for the Board of Directors and the team. We can now say that MdM has gone from being a project-focused to an organisation-focused charity and is gradually growing into a movement, with a thousand volunteers involved in its operations."



PIERRE VERBEEREN,
Director

« We can now say that MdM has gone from being a project-focused to an organisation-focused charity. »

"While we stopped receiving support from the Fund in 2015, the assistance it provided until then has had a long-term impact. Velt membership is steadily growing and we have had a dramatic increase in our number of followers on social media, considerably boosting revenue from donations and book sales. This is all down to our work with the Fund, whose main objective was to develop a strong customer-focused communication strategy for Velt. The cherry on the cake is the #2020pesticidevrij campaign to eliminate pesticides by 2020, where Velt is again raising its profile as a pioneer of zero tolerance towards pesticides."

"This cooperation is still continuing, with Velt's management and myself learning more about lean management at the Fund's invitation. We decided to give this concept a trial run with a view to generating ongoing added value for our members and customers without at the same time adding to the team's workload - something that poses quite a challenge!"



JAN VANNOPPEN,
Director

« While we stopped receiving support from the Fund in 2015, the assistance it provided until then has had a long-term impact. »



Voedselteams is a network of local food teams and sustainable producers. Through this network, they organise the direct marketing of sustainable regional and seasonal food. The Voedselteams aim to contribute to regional food systems and be pioneers in the 'short chain'.

Revenue (2015): €414,363
Full-time equivalents: 5

RESOURCES PROVIDED:

Pledged financial support: €80,000, 100% spent

Organisation selected in 2011

MAIN OBJECTIVES OF THE VP FUND SUPPORT:

- > To develop a new organisational structure with an emphasis on professionalising distribution and ensuring a suitable financial structure
- > To develop an improved online ordering system

MAIN OUTCOMES OF THE VP FUND SUPPORT:

- > In-depth analysis of the organisational and funding structure, management body and distribution model.
- > Launch of a pilot project for a regionally structured distribution model
- > Structural change in engagement between producers and members
- > Definition of requirements for a new web store, resulting in a demo store



De Kringwinkel Antwerpen offers solutions for the maximum reuse of discarded goods and the useful application of their non-reusable parts in an economically profitable manner. It offers new career prospects for employees with few opportunities on the labour market.

Revenue (2015): €10,919,060
Full-time equivalents: 318.8

RESOURCES PROVIDED:

Pledged financial support: € 80,000, 100% spent

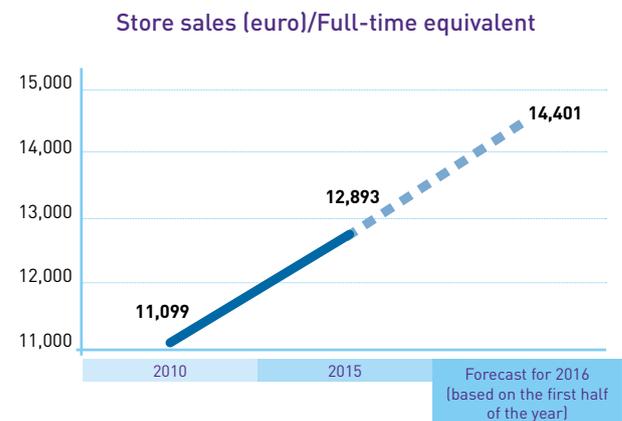
Organisation selected in 2010

MAIN OBJECTIVES OF THE VP FUND SUPPORT:

- > To develop lean, agile process management in which goods processes and employee processes are coordinated and balanced
- > To anchor the new processes and disseminate these new insights throughout the sector

MAIN OUTCOMES OF THE VP FUND SUPPORT:

- > Lean has become the company's core process and is structurally embedded in the organisation, which has resulted in sustainable, high-quality employment and allowed diversification of core activities (e.g. processing of office furniture, opening of De Kilomeet)
- > The knowledge that has been acquired is being shared actively by means of training, guided visits and participation in learning platforms
- > De Kringwinkel Antwerpen has shared its lean expertise with other organisations receiving support from the VP Fund, and even organised an inspiring tour for interested parties



“Since we worked with the Fund, our Board of Directors has been much more actively involved in the vision, planning and so on, which is a very positive and promising development for the future. A small organisation needs an active Board that contributes ideas. Another enduring lesson we learnt from the consultancy work was realising we can work more efficiently and cooperate with producers. We are actively working on this and are starting to make progress in this area. We need to make sure that everyone sees the benefits, for example in terms of logistics and regional centralisation. However, we had to abandon various other plans, such as further centralisation.” “Another result of the cooperation with the Fund is our review of the online shop, leading us to move from three systems and databases to a single platform. We are finding that the online shop is very much growing in importance, while of course at the same time we are making sure we continue to respect Voedselteams’ specific standards and values.”



HILDE DELBECQUE,
Coordinator

« Since we worked with the Fund, our Board of Directors has been much more actively involved which is a very positive and promising development for the future. »

“Taking stock, I realise that we are now part of a network of committed individuals and organisations. As a result, the importance of leadership in our organisation has become much more apparent - something which is key to change. The Fund also inspired us to entrench a set of values and work based on these values.”

“We learnt to work with external consultants. Skills don’t necessarily always have to be found within the organisation. It is sometimes better for an external party to ask the right questions or hold a mirror up to us. We can then look for workable solutions together. Finally, our cooperation with the Fund taught us that change isn’t a question of grand schemes that look good on paper but instead a step-by-step process you pick up gradually.”



DANNY VERCAUTEREN,
Director

« Skills don’t necessarily always have to be found within the organisation. It is sometimes better for an external party to ask the right questions or hold a mirror up to us. We can then look for workable solutions together. »



FIETSenWERK unites, supports and motivates social entrepreneurship related to cycling mobility and develops ground-breaking cycling products for and with social entrepreneurs. Examples of its services include 'bike points' (Fietspunten), business bicycles and blue-bike (in association with the National Railway Company of Belgium NMBS/SNCB)...

Revenue (2015): €208,025.04
Full-time equivalents: 1.67

RESOURCES PROVIDED:

Pledged financial support: €80,000, 100% spent

Organisation selected in 2010

MAIN OBJECTIVES OF THE VP FUND SUPPORT:

- > To strategically expand the organisation, focusing on the development of bike points, to clarify the partnerships with NMBS/SNCB Holding and Blue-mobility N.V. and to position the organisation externally
- > To further professionalise the organisation in terms of its internal operating structure and governance

MAIN OUTCOMES OF THE VP FUND SUPPORT:

- > Strategic plan (vision, mission and strategic priorities) approved by the Board of Directors
- > Articles of association amended to provide a new framework for governance
- > New director and new chairman appointed
- > More professional internal operating structure

**Number of bike points
(in Flanders, Brussels and Wallons)**



The number of bike points is currently a thorny issue given that NMBS/SNCB decided to stop working with the organisation once 15 bike points had been set up. This decision will have a severe impact on those bike points, since the NMBS/SNCB portfolio and funding covered over 40%.

Additional organisations where the support and follow-up have come to an end in previous years.







Working together for a better society

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