

# The Venture Philanthropy Fund

## Impact Report 2015



**The Venture Philanthropy Fund  
Impact Report 2015**

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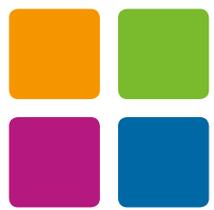
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## Impact Report 2015



# TABLE OF CONTENTS

Colophon	2
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
The Venture Philanthropy Fund Portfolio	14
<b>ORGANISATIONS WITH THE STATUTE "FINISHED"</b>	<b>16</b>
1. BIK	18
2. De Kringwinkel Mechelen	19
3. Flexpack	20
4. Interface 3	21
<b>ORGANISATIONS WITH THE STATUTE "FOLLOW-UP"</b>	<b>23</b>
1. ADMR	24
2. Broederlijk Delen	25
3. De Kringwinkel Antwerpen	26
4. De Vlaspit	28
5. EVA	29
6. Fiets&Werk	30
7. Médecins du Monde	32
8. VELT	33
9. Voedselteams	34
<b>ORGANISATIONS WITH THE STATUTE "FOCUS"</b>	<b>37</b>
1. Bednet	38
2. Onafhankelijk Leven	40
3. Schola	42
4. Ateliers Jean Del'Cour	44
5. Bos+	46
6. CODEF	48
7. De Kringwinkel Hageland	50
8. Fournipac	52
9. Infirmiers de rue	54
10. TEJO	56
11. Toekomst Atelier de l'Avenir	58
12. Touché	60
13. Vredeseilanden	62
14. Le Village n°1	64
<b>ORGANISATIONS WITH THE STATUTE "NEW"</b>	<b>67</b>
1. ArmenTeKort	68
2. De Lovie	68
3. Droits Quotidiens	68
4. Konekt	70
5. La Bourrache	70
6. Terre en vue	70
Assessment and prospects	72



**FINISHED** = organisations where the support has come to an end.

**FOLLOW-UP** = organisations that have completely spent the awarded amount; regular monitoring of the indicators for another two years.

**FOCUS** = organisations where the support is on-going; regular follow-up and consultations.

**NEW** = organisations selected in 2015.



## 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, we are committed to ensuring that the funds entrusted to us deliver maximum impact. This form of philanthropy 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 aim here is to foster a long-term dynamic and contribute to a process of strengthening associations' capacities, thereby offering them sustainable support. The ultimate goal is to enable them to develop or consolidate 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, 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 can support and guide associations in their transformation and optimisation processes by providing funding or deploying external technical or strategic expertise. This is where venture philanthropy's real mission lies, with a focus on new organisations poised to expand or large organisations that need to reinvent themselves (in some cases radically).

The Fund's impact has been assessed in depth with the assistance of consulting firm Bain & Company. We are continually looking for ways to enhance our impact and a number of key lessons in this area are detailed in this report.



The following pages showcase the 33 organisations supported by the Venture Philanthropy Fund, revealing how the approach is applied in practice.

This third impact report details the outcomes achieved and includes interviews with the organisations' managers and the consultants that helped them. You will notice that the interviews with recently selected organisations are more concise and the same is true for the organisations already featured in the 2011 and 2013 reports.

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 BDO. For these companies this is a way of demonstrating their social commitment.

Finally, we are delighted to be embarking on an active partnership with BNP Paribas Fortis. This will help us to increase the amount of funding available, meaning that more organisations will be offered more substantial support. In the following pages, Stéphane Vermeire, General Manager Private Banking and Wealth Management at BNP Paribas Fortis, tells us what motivated the company to join forces with the Venture Philanthropy Fund.

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

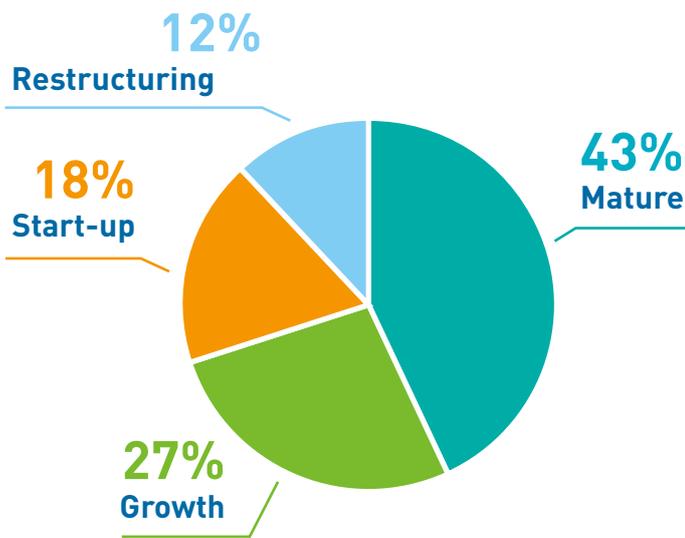


A Management Committee  
and an Investment Committee

**June 2015 :**  
partnership  
agreement  
with



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.

## The Venture Philanthropy Fund's method

IT IS NOT		IT IS
Project funding	>	<b>Structural strengthening of organisations</b>
One-off support	>	<b>Multiannual support</b>
Rough estimate of societal impact	>	<b>Performance indicators</b> and expected outcomes (societal/financial) <b>determined in consultation</b>
One-way communication of outcomes	>	<b>Responsibility for outcomes</b> and mutual monitoring of performance
Financial support only	>	<b>Financial and non-financial support</b> (consultancy, network)
Small amounts < €10,000	>	<b>Large amounts ~ €80,000</b> (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, decline) and performance quality. In practice, this means that an assessment is performed every four 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, Triodos Bank

### MEMBERS:

- Marie-Caroline Collard, director, Solidarité des Alternatives Wallonnes (SAW)
- Stéphane Emmanuelidis, managing director, INFINI SCRL cooperative company with a social purpose
- Monique Huyge, director, Flexpack
- 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 Vermeiren, general manager Private Banking & Wealth Management, BNP Paribas Fortis Banking
- 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:

- Tine Bourgeois, Head of Business Development Wealth Management, BNP Paribas Fortis Banking
- Cécile de Préval, training Project Manager, UNIPSO
- Kristel De Roy, adviseur, Verso
- Guy Janssens, senior Fund Specialist, Senior SRI Specialist, BNP Paribas Fortis Banking
- Flora Kocovski, investment manager, SOWECSOM (SRIW)
- Laure Lemaire, director, Interface 3
- Kurt Peleman, managing director European Venture Philanthropy Association (EVPA)
- Anne Peters, Chief Commercial Officer at MPXX
- Raph Verbruggen, member of the SBS Management Committee, lecturer at HUB
- Danny Vercauteren, director, Kringwinkel Antwerpen
- Alexander Veithen, Partner, BDO Corporate Finance

## Olivier Marquet CHAIRMAN OF THE VENTURE PHILANTHROPY FUND'S MANAGEMENT COMMITTEE



**In your view, is the Venture Philanthropy Fund fulfilling its remit?:** "I think we can safely answer 'yes' to that question. In early 2014, the Fund's operation underwent an in-depth analysis by Bain & Company, and the resulting study has given us some very useful information. First and foremost, it found very high levels of satisfaction, both as regards the amount of the award and the 'side effects' of the consultancy:

the networking, the cross-sectoral contacts, the added value of an outsider's view of the organisation... These are aspects that the supported organisations value highly. And there is other evidence to suggest we're on the right track: the concept is becoming more widespread, and in particular is trickling down to other King Baudouin Foundation funds. It is also attracting new investors such as BNP Paribas Fortis, which will offer substantial support to the Venture Philanthropy Fund over the coming years. I'm also noticing a steady improvement in the quality of applications. The formula has clearly worked its way into the voluntary sector and the social economy, whereas at the start we received quite a few requests that were not

really suitable for the format we were offering. This evolution is particularly noticeable in the French-speaking part of the country."

**Have you learnt other lessons from the Bain study?:** "Aside from the balance that exists between the Fund's actions and the needs of beneficiaries, another of the study's findings that struck me was the need to clarify and strengthen the governance model of associations and enterprises in the social economy before embarking on any consultancy work on strategic issues. This applies particularly to the interaction between the board of directors and the day-to-day management. The board of directors is still too often holding back change, or acting as a dead weight. Whereas in reality the board should provide an effective counterweight, critical but constructive, while sharing the management's vision. For me, **such reflections on the links between strategy and governance are the core business of the Venture Philanthropy Fund.** That's where the Fund can add the most value, rather than by providing ad-hoc assistance with more technical aspects as IT equipment or accounting systems."

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



"Our social model is undergoing a metamorphosis, and for society as a whole that represents a big opportunity, challenge and responsibility. With the government increasingly taking a back seat, the alternative funders now coming forward are asking questions about the added value of organisations. At the same time, a generational change is also under way in the sector: people are coming to the helm with fresh ideas

about how things should be done. There is change, too, on the funding side. More and more baby boomers want to give something back to society, whether that be money, knowledge, time, energy... They are looking for signposts to help them do that, and sustainability is an important consideration. The Foundation and the Fund are responding to that desire. We are leading the way in Belgium in our attempt to structurally strengthen organisations.

"We now have a stable portfolio which we can expand further, for example by focusing on sectors currently under-represented. Or on organisations in the start-up phase that pose a greater investment risk. It's important to have a certain percentage of such organisations in our portfolio. We also ask that organisations share their knowledge,

so that society as a whole can learn from it. **As a Fund, we are now focusing even more than we did initially on strengthening competencies and structures, areas that organisations tend to neglect due to lack of time, resources and a network outside their own sector.** We're concerned with governance, the business plan, strategic insights and their implementation. We want to help organisations find a direction of travel and make their own way forward, without being 'the leader'.

"Our Fund has acquired new partners such as the Van Oldeneel tot Oldenzeel Fund and, just recently, BNP Paribas Fortis. It's as if a new community is coming together, comprising people with different perspectives. That too will bring changes. We must keep our doors open: just as the social fabric is undergoing a metamorphosis, so too is the Fund itself. That's a normal progression. In the Foundation's new five-year plan, I see that the venture philanthropy mindset and methods are increasingly represented in routine work, which means that new partners are becoming familiar with them. This is another form of knowledge dissemination. Here again I'd like to emphasise the role of the Foundation, which remains innovative due to its distinctive approach."

THE VENTURE PHILANTHROPY FUND  
PORTFOLIO

Organisation	Sector	Invested financial support		Additional support (pro bono consultancy)	Statute
		Donation (€)	Loan (€)		
	Social economy - vocational integration	31,000			Finished
	Social economy - vocational integration - environment	71,400			Finished
	Social economy - the disabled		80,000	Essensys	Finished
	Training for the unemployed	50,000		Bain & Company	Finished
		+			
	Home care	92,889			Follow-up
	Development cooperation	80,000			Follow-up
	Social economy - vocational integration - environment	80,000			Follow-up
	Social economy - vocational integration	50,000	30,000	Essensys	Follow-up
	Sustainable food	71,800			Follow-up
	Mobility	80,000			Follow-up
	Development	40,000			Follow-up
	Environment	40,000			Follow-up
	Sustainable food	80,000			Follow-up
		+			
	Poverty	70,000			New
	The disabled	70,000			New
	Poverty	25,000			New
	The disabled	70,000			New
	Social economy	70,000			New
	Environment	70,000			New

Organisation	Sector	Invested financial support		Additional support (pro bono consultancy)	Statute
		Donation (€)	Loan (€)		
		<b>+</b>			
 	Education	105,000: 1 <sup>st</sup> support (completed): 80,000 2 <sup>d</sup> support (ongoing): 25,000			Focus
 	The disabled	95,000: 1 <sup>st</sup> support (completed): 80,000 2 <sup>d</sup> support (ongoing): 15,000			Focus
 	Education	80,000: 1 <sup>st</sup> support (completed): 20,000 2 <sup>d</sup> support (ongoing): 60,000			Focus
	Sheltered workshop	36,750	36,750		Focus
	Environment	80,000			Focus
	Social economy - vocational integration	80,000			Focus
	Social economy - vocational integration - environment	80,000		Accenture	Focus
	Sheltered workshop	80,000		Accenture	Focus
	Health - poverty	80,000			Focus
	The disabled	80,000		BDO - Essensys	Focus
	Mental health	80,000		One child One dream	Focus
	Education	70,000			Focus
	Justice	80,000			Focus
	Development cooperation	75,000			Focus
		<b>=</b>			
		Invested financial support			
		Donation (€)	Loan (€)		
<b>Invested amount</b>		<b>2,243,839</b>	<b>146,750</b>		
<b>Total</b>		<b>2,390,589</b>			

<b>FINISHED</b>	= organisations where the support has come to an end.
<b>FOLLOW-UP</b>	= organisations that have completely spent the awarded amount; regular monitoring of the indicators for another two years.
<b>NEW</b>	= organisations selected in 2015.
<b>FOCUS</b>	= organisations where the support is on-going; regular follow-up and consultations.



# FINISHED

Organisations where the support has come to an end.



The non-profit organisation Buurt Initiaven Kuurne (BIK) offers a range of services to residents of Kuurne and the surrounding area (cleaning, supervised transport, childcare, etc.).

Through its services, BIK enables people who have trouble finding work to do a job tailored to their situation.

Revenue (2014): €2,544,316

Full-time equivalents: 82

**RESOURCES PROVIDED:**

Pledged financial support: €31,000, paid out in full

Organisation selected in 2009

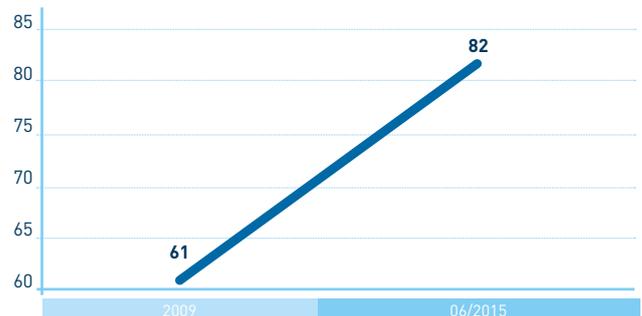
**MAIN OBJECTIVES OF THE VP FUND SUPPORT:**

- > To strengthen the internal organisation and prepare for the director's succession
- > To obtain recognition for BIK as a joint actor in local and regional welfare and employment policy

**MAIN OUTCOMES OF THE VP FUND SUPPORT:**

- > Establishment of a management committee, better distribution of responsibilities
- > An approved strategic plan
- > Formal cooperation partnerships with various local authorities on specific projects and with other actors
- > EFS quality label (EFQM-based)

Number of full-time equivalents (FTEs) in target group



De Kringwinkel Mechelen is a social economic, environmentally conscious enterprise. It strives to achieve three goals together with its partners and donors: to supply inexpensive, good-quality, second-hand goods, to provide employment for people who have little chance on the regular labour market and to prevent waste by collecting and selling reusable goods.

Revenue (2014): €781.846

Full-time equivalents: 29,4

**RESOURCES PROVIDED:**

Pledged financial support: €71.400, paid out in full

Organisation selected in 2010

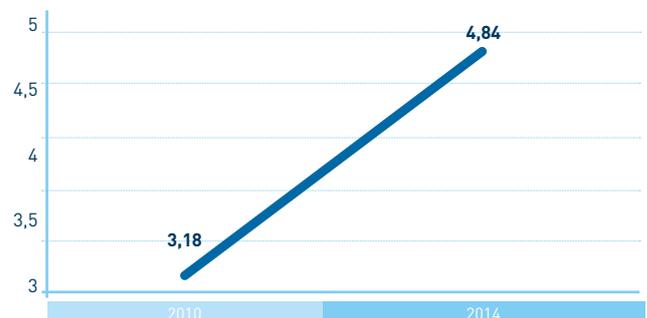
**MAIN OBJECTIVES OF THE VP FUND SUPPORT:**

- > To consolidate its governance
- > To improve management by means of budget models, etc.
- > To increase the number of kg recycled per resident

**MAIN OUTCOMES OF THE VP FUND SUPPORT:**

- > New chairperson, two new board of directors members and amended articles of association
- > EFQM-certified
- > Active budget model

Number of kg recycled per resident



“Our partnership has generated a momentum that means we’re now better prepared to cope with government cuts. We worked on financial issues, strategic planning and stakeholder management.

“As a result of the exercise, we’re set to join forces with an organisation that works with people with disabilities. Social economy – the sector we work in – will therefore be coupled with care in a cross-sectoral way. It will be a sort of network organisation, which will allow both of us to expand and strengthen each other’s operations, including the back office, which is one of our partner’s strengths. Our partnership with the Fund has helped boost our strategic planning and stakeholder involvement.”



**JEAN-MARIE VIAENE,**  
*general coordinator*

**« Our partnership with the Fund has helped boost our strategic planning and stakeholder involvement. »**

“The support was the right thing at the right time. Faced with difficult material circumstances and governance problems, our non-profit organisation was at a turning point. The Fund’s support focused mainly on a new governance structure. We are still moving in the direction we chose back then. The organisation is now testament to the fact that professionalisation and a social remit can go hand in hand.

“We have recently moved up a gear: 2015 will see us merge with a similar non-profit organisation, Wrak, in Willebroek, to form a new NPO called Ecoso. The drivers of the merger are – once again – professionalisation, quality, better fulfilment of our societal remit and, last but not least, the employment of at-risk groups. The Fund’s investment is still bearing fruit every day.”



**MARC DE GEYTER,**  
*chairman of the board of directors*

**« The Fund’s support focused mainly on a new governance structure. We are still moving in the direction we chose back then. »**



FLEXPACK is a supplier that offers a wide range of packaging options for end packaging needs. It is a socially committed enterprise that offers decent and suitable employment for people out of touch with the labour market.

Revenue (2014): €14.985.097  
Full-time equivalents: 340

**RESOURCES PROVIDED:**

Pledged financial support: €80,000 interest-free loan, paid out in full  
Additional pro bono consultancy work by Michel Van Hemele (Essensys)

Organisation selected in 2009

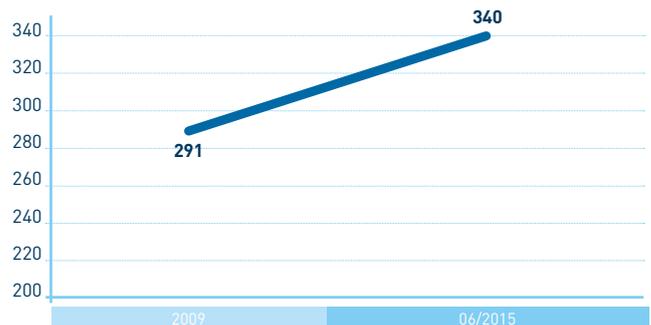
**MAIN OBJECTIVES OF THE VP FUND SUPPORT:**

- > To create a more proactive company culture at all levels of the organisation
- > To ensure sustainability through greater diversity in the customer portfolio and products
- > To increase employment and develop a better human resources policy

**MAIN OUTCOMES OF THE VP FUND SUPPORT:**

- > Partnership developed with a subcontractor
- > Loan repaid in full
- > Fall in absenteeism due to illness.

Number of jobs



Interface3 offers women free vocational training courses in IT so that they are better placed to access economic growth sectors. The training 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 (2014): €1,891,000  
Full-time equivalents: 24

**RESOURCES PROVIDED:**

Pledged financial support: €50,000, paid out in full  
Additional pro bono consultancy work by Bain & Company

Organisation selected in 2010

**MAIN OBJECTIVES OF THE VP FUND SUPPORT:**

- > To increase the number of women with vocational IT training and to increase their employment percentage following their training
- > To improve the quality of and their continued employment in IT roles.

**MAIN OUTCOMES OF THE VP FUND SUPPORT:**

- > Strategic brainstorming and review of the organisation's priorities
- > Creation of a communication plan and related tools (including a revamp of the website, more active engagement with social networks, etc.)
- > Consolidated IT and financial management
- > Support in finding private funders.

Percentage employment rate (1 year after training)



“During our collaboration with the Fund, the main priorities for us were increasing employment among our target group, sorting out our internal organisation and entering into cooperation partnerships. Our aim with the latter was to be able to serve bigger customers. The economic crisis didn’t make things easy for us in terms of expansion, but as regards organisation and cooperation partnerships we’ve made huge leaps forward. You could even say we’ve become a different organisation since then. So the really decisive thing for us – more so than the loan we obtained from the Fund – was the consultancy, which came from a completely different world to our sector. That made all the difference.”



**MONIQUE HUYGE,**  
*Director*

« You could even say we’ve become a different organisation since then. »

“The main focus of the consultancy work was identification of funds, communication with our target audience and the quality of training. In all of these areas we have made considerable progress. In particular, we’ve seen a big increase in the number of people applying for our courses and our revenue has grown by 10%. I’d also like to mention a couple of ‘side effects’ of the support we received from the Venture Philanthropy Fund: first and foremost, the boost to Interface3’s brand recognition and credibility among our partners, and secondly the organisation of our work. The consultancy service was an excellent opportunity to think together as a team about our way of working. And since I’m now lucky enough to sit on the selection committee, I’ll also be learning a lot of lessons from my contacts with other projects.”



**LAURE LEMAIRE,**  
*Director*

« In all of these areas we have made considerable progress. In particular, we’ve seen a big increase in the number of people applying for our courses and our revenue has grown by 10%. »



# FOLLOW-UP

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



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 (2014): €41,949,000  
Full-time equivalents: 1191

#### RESOURCES PROVIDED

Pledged financial support: €92,889, paid out in full

SUPPORT PERIOD: 01/06/2011 – 31/12/2014

#### 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 ASSIGNMENTS:

- › Audit of governance and proposal for development of the organisational model
- › Diagnosis of the current situation and current communication practices (internal & external)
- › Develop a proposal for a communication strategy and associated action plan, compiled in close cooperation with the management and board of directors.

#### MAIN OUTCOMES OF THE VP FUND SUPPORT:

- › General revision of the institutional and organisational model (organisational chart, articles of association, internal regulations), with approval by the general meeting. Composition of the board of directors overhauled by bringing in five new members.
- › Launch of a strategic planning exercise (2015-2020); action plan currently being developed with each ADMR branch
- › New harmonised branding, exemplified in a new logo and website
- › 14 people trained in the new communication tools.



**BRIGITTE PIERARD**  
managing director:

"We're a typical example of an organisation that has grown substantially in the space of a few years but was still working with structures inherited

from the past. We have over 1,650 people working for us throughout Wallonia and, partly as a result of the expansion of the service voucher offering, we needed to rethink our whole way of working: our communication, organisational structure, decision-making procedures, and so on. But it was the usual story: never enough time and money to embark on the radical review we needed. The Venture Philanthropy Fund gave us the resources to do that, with the help of a specialist external consultant. It was definitely money well spent!"

#### What did the consultancy work involve?

"An identification of ADMR's strengths and weaknesses led to the launch of two major projects: the first was about improving internal and external communication, among other things by hiring a communication officer, while the second aimed to clarify our management structures. We finalised a new institutional structure at our general meeting on 27 November 2014, which unsurprisingly generated some opposition. But thanks to the consultants' expertise and their outsider's perspective, everyone is gradually coming to realise that such a reform is needed to ensure that our organisation continues to operate efficiently in the long term."

« We finalised a new institutional structure at our general meeting on 27 November 2014. »

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 (2014): €14,824,985

Full-time equivalents: 54 in Belgium, 26 in the South

#### RESOURCES PROVIDED

Pledged financial support: €80,000, paid out in full

SUPPORT PERIOD: 01/09/2011 – 01/09/2014

#### 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 ASSIGNMENTS:

- › A diagnosis and refinement of its vision and strategy
- › Reforms of its internal structure and management
- › An analysis of its fundraising methodology

#### MAIN OUTCOMES OF THE VP FUND SUPPORT:

- › Developed vision text and strategic plan approved by the board of directors
- › Reforms of internal structure and management (including a new director, HR manager and chairman of the board of directors)
- › New internal regulations (affecting the board of directors, among other things)
- › Market research applied to the 2013 campaign with positive impact on fundraising

IMPACT



**LIEVE HERIJGERS**  
director:

"In late 2011, Broederlijk Delen faced the prospect of a radical restructuring process, driven by falling income, aging volunteers and donors, and

major changes in society, among other factors. Firstly, we looked carefully with our consultant at the adjustments that needed to be made to the structure and management of the organisation, to make it less rigidly hierarchical. That went hand in hand with a financial review, as well as a focusing of our mission, vision and objectives. This fundamental rethink involved both the board of directors and Broederlijk Delen's employees, and resulted in savings as well as new investments.

"The Fund's contribution has given us the financial leeway to adapt the organisation's structures and processes ourselves. A sound organisation is a prerequisite for achieving substantive objectives and good outcomes. Other sources of income, such as grants, generally have to be used to deliver results, but for this to happen, the organisation, the foundations, already need to be solid. That's what is unique about our collaboration with the Fund.

"We're now working with the whole team and all our volunteers on a strategic planning process. A new strategic project for the future has been developed and we've formulated a new set of goals. We're now all moving in the same direction again and are ready to take on the fresh challenges that lie ahead!"

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**de kringwinkel**



Antwerpen

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 opportunities for employees with few opportunities on the labour market.

Revenue (2014): €10,422,980  
Full-time equivalents: 313.6

**RESOURCES PROVIDED**

Pledged financial support: €80,000, paid out in full

**SUPPORT PERIOD:** 30/09/2010 – 30/09/2013

**MAIN OBJECTIVES OF THE VP FUND SUPPORT:**

- > Lean management: to analyse and reorganise the goods flows and processes
- > Agility management: to make employees anticipate changes and adapt accordingly
- > To anchor the new processes and disseminate these new insights throughout the sector

**MAIN ASSIGNMENTS:**

- > Implementation of lean and agility management methods
- > Dissemination 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.
- > The company is a role model for lean management within the sector: Professor Chalmet's lean manual, published in 2013, often cites De Kringwinkel as an example.
- > Study day and company visit (organised by Komosie) for the second-hand recycling sector

IMPACT

Store sales (euro)/Full-time equivalent



**DANNY VERCAUTEREN**  
Director:

"Our partnership with the Fund came to an end last year. At that point we decided that, having optimised our processes, we would

focus more on the culture within the company and on people: making our structure and culture leaner. The structure is becoming flatter and more end-to-end. This means that more people are being given tasks that span the entire organisation. They often know where the pinch points are and need to be given the space to put their knowledge into practice. This has boosted communication and the management style is changing into something more akin to coaching. To sum up in one sentence: the organisation is becoming more people-oriented.

"Apart from offering the opportunity to work with external consultants, the Fund makes you feel that you're part of a bigger movement that wants to support value-driven organisations, with an emphasis on qualitative support. The way of working – the focus expected in your application, the way of questioning and monitoring, the flexibility, the networking – gives you a framework in which to effect changes, in a process that lets you learn a lot from a variety of spheres. The Fund's openness also makes this possible.

"We provide training and many of the companies and colleagues we work with regularly, including in the care sector, are keen to try out lean management and come to us for inspiration."

« we decided that, having optimised our processes, we would focus more on the culture within the company and on people. »





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. Their services include selling their own candles, a cork workshop "Recycork", green and cleaning services, an eatery De Heerlyckheid serving regional products.

Revenue (2014): €3,391,728

Full-time equivalents: 91

#### RESOURCES PROVIDED

- Pledged financial support:
- Donation: €50,000, paid out in full
  - Interest-free loan: €30,000€
  - Additional pro bono consultancy work by Michel van Hemele (Essensys)

SUPPORT PERIOD: 01/06/2011 – 30/10/2014

#### 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 ASSIGNMENTS:

- › Performing an EFQM analysis
- › Designing a financial and marketing plan and conducting a comprehensive brainstorming on goods inflows and outflows (candle workshop)
- › Developing tools for stock management and investment planning, etc.
- › Purchasing an engraving and candle-making machine with the loan

#### MAIN OUTCOMES OF THE VP FUND SUPPORT:

- › Implementation of analytical accounting
- › Preparation and approval of the strategic plan
- › Organisational chart redesigned; sales manager recruited
- › Remaining challenge: to increase the turnover and profitability of the restaurant
- › Loan: repayment ongoing, spread over 30 months from 31/03/2015

IMPACT



**MONIQUE DE DOBBELEER**  
Director :

"The steady growth of our organisation required us to adopt a different approach and the Fund provided the consultancy we

needed. That enabled us to carry out a review, involving our staff as well, which led to a business plan for each department. Following the introduction of an analytical accounting system and monthly reporting, we now have a clear overview of our costs.

"A key component of our operations is the candle workshop. In two years its turnover increased by almost 40% and it is now making a profit. The improvements came about through better pricing and higher productivity, thanks to the machine we purchased using the King Baudouin Foundation loan. We also completely revamped the work areas and hired a sales manager who came up with an effective strategy.

"In addition, our eatery De Heerlyckheid recently enjoyed a makeover, complete with new branding, a proper cost accounting system and a significantly expanded product range. In return we've acquired a loyal clientele who get to eat and drink in pleasant surroundings. The eatery's turnover is also up, by 10%.

"We can safely ascribe these positive changes to our consultant, Michel Van Hemele from Essensys, who assisted us on a pro bono basis. Our working relationship was excellent. De Vlaspit is looking to the future with a great deal of optimism."

« In two years its turnover increased by almost 40% and it is now making a profit. »



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 (2014): €664,599  
Full-time equivalents: 9.7

**RESOURCES PROVIDED**

Pledged financial support: €71,800, paid out in full

**SUPPORT PERIOD:** 30/09/2011 – 30/09/2014

**MAIN OBJECTIVES OF THE VP FUND SUPPORT:**

- › To develop and implement a sales policy with companies and internal expertise for expansion in a financially sustainable way
- › To create suitable IT infrastructure that will help to achieve strategic objectives
- › To increase the number of members

**MAIN ASSIGNMENTS:**

- › Developing a sales policy (including communication and marketing strategy) based on an analysis of products and services
- › Training and coaching for rolling out a sales policy
- › Analysing IT needs and implementing a CRM system

**MAIN OUTCOMES OF THE VP FUND SUPPORT:**

- › Shift from an organisation without a sales policy to an organisation with a sales policy: more than 100 business contacts, marketing of V-label, etc.
- › Communication plan developed and implemented
- › IT needs mapped and a CRM system in use

IMPACT



**ISABELLE POPPE**  
Team coordinator:

“Over the past four years, our collaboration with the Fund has accelerated our professionalisation and the growth of the organisation. For us it

was a radical, long-term exercise which really allowed us to lay the foundations for further expansion. The major advantage was that our internal brainstorming was enhanced by external communication professionals from the world of marketing... They went through everything with us in detail, and in particular asked lots of questions. Concepts such as ‘customer-friendliness’ became key: not just towards consumers but also our own members, local groups, commercial partners, and so on. This results in radical changes, more than a simple communication plan.

“Thanks to our partnership with the Fund, things that were totally off the agenda, such as internal organisation, came to prominence and underwent a complete transformation. We felt that looking at things through the eyes of new partners encouraged us to better streamline the organisation. Our consultants asked the right questions and opened our eyes. It was then up to us to act on that as a team.

“I really feel we’ve sorted out a lot of things internally. We’re now hard at work with commercial partners, but the real benefits are still to come. Obviously these kinds of processes are never finished: it’s a growth process and the impact will mainly be felt in the years ahead. I’m convinced of that. But we’re ready for it, both internally and as a movement.”

« Concepts such as ‘customer-friendliness’ became key. »



Fiets&Werk 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 bikes (in association with the National Railway Company of Belgium NMBS/SNCB).

Revenue (2014): €319,809  
Full-time equivalents: 2.7

**RESOURCES PROVIDED**

Pledged financial support: €80,000, paid out in full

**SUPPORT PERIOD:** 01/10/2010 – 30/06/2014

**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

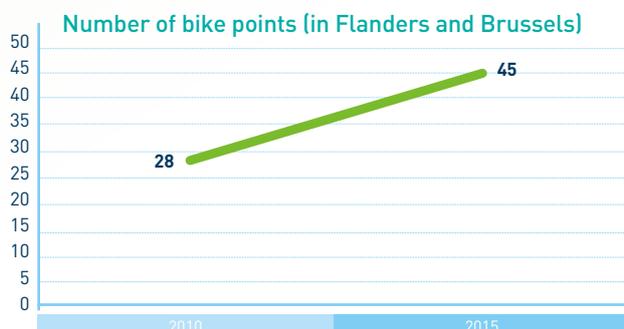
**MAIN ASSIGNMENTS:**

- > 3-5-7-year growth strategy supported by a strategic plan and an analysis of internal and external stakeholders
- > Developing a consultation structure and cooperation with the NMBS/SNCB
- > Funding model with tools and advice on financial policy

**MAIN OUTCOMES OF THE VP FUND SUPPORT:**

- > Approved strategic plan (vision, mission and strategic priorities)
- > Articles of association amended to provide a new framework for governance
- > New director appointed
- > New external chairman appointed
- > More professional internal operating structure
- > Development of a quality framework including new Service Level Agreements for the bike points

IMPACT



**JAN VANHEE**  
Director:

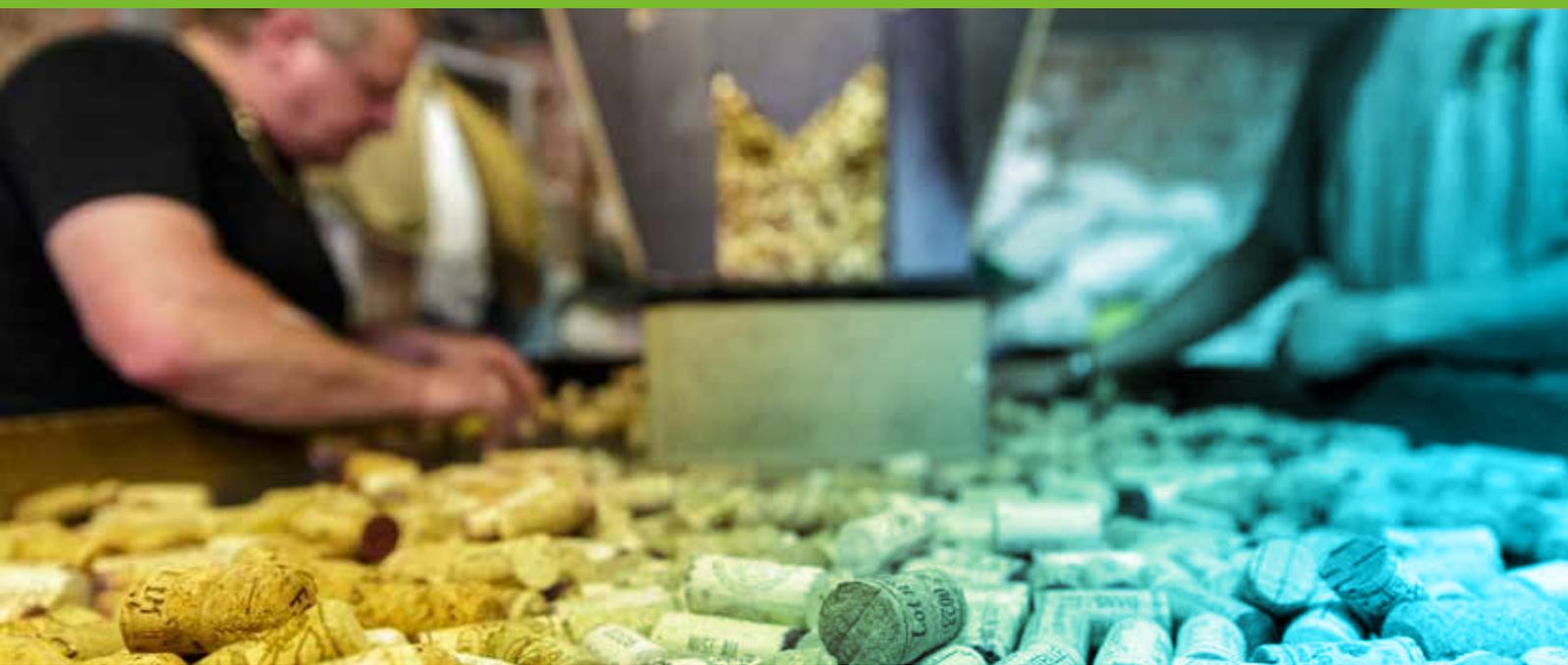
"The support enabled the kind of assistance that a non-profit organisation like ours wouldn't be able to afford otherwise due to lack of funds and

for which we usually don't have time. Bringing in consultants was valuable, as it meant we could completely revise our mission and vision. Expanding the board of directors was also important for our organisation, and we now also have an external chairman rather than one of our own members, as was the case before. The board is now providing effective governance. I was only involved in the change at a late stage, but such things are never simple and it always takes time for the benefits to become clear. The Fund gives you the time you need and is sensitive to the pace at which you evolve.

"My recent arrival as director was also linked to the Fund. They wanted to get the mission and vision sorted before appointing a new director, and opted for someone with a background in sustainable mobility. I have that background from a previous role, so we are now focusing more heavily on that area.

"It would now be valuable for us to be able to think about the next phase, for example core tasks and strong and far-reaching cooperation with other organisations. Perhaps the time wasn't right for that two years ago. Another example: we're currently dependent on project grants, whereas really we'd be better off with a firm base of member contributions. As a small umbrella organisation, we have a very strong connection to our members."

« Expanding the board of directors was also important for our organisation, and we now also have an external chairman rather than one of our own members, as was the case before. »





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 (2014): €11,930,000

Full-time equivalents: 41

#### RESOURCES PROVIDED

Pledged financial support: €40,000, paid out in full

SUPPORT PERIOD: 15/09/2011 – 31/12/2014

#### 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 ASSIGNMENTS:

- › Developing a strategic management tool ('balanced scorecard') to support the management team's strategic review
- › Performing an IT audit, including a decision about technological choices
- › Migrating the IT and installing new equipment, and testing the new tools (during a pilot phase) for HR functions

#### MAIN OUTCOMES OF THE VP FUND SUPPORT:

- › Expansion of theoretical parameters and definition of a global 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

IMPACT



#### PIERRE VERBEEREN :

"Initially, our requirements mostly related to very practical matters such as the quality of our IT infrastructure. Our server used to crash regularly, which wasted a lot of

time and had a demoralising effect on our co-workers, both the professionals and the volunteers. Nowadays we not only have a totally stable IT system but the consultancy also made us realise that we had to say goodbye to Office and upgrade to much more efficient tools. We're currently testing applications that will allow us to integrate our donor, beneficiary and production databases. This cross-cutting approach will make our knowledge management much more sophisticated and enable us to develop new projects without having to hire someone special to run things. This will mean greater scope to deploy our HR in the field."

#### Was the consultancy solely IT-related?

"No, and that's one of the great things about the Venture Philanthropy Fund: you start out dealing with practical issues such as IT and end up addressing more strategic challenges. Being in charge of a fast-growing organisation (Médecins du Monde currently employs 85 people and has seen its donations treble in five years, in a challenging environment), you sometimes feel a bit isolated. The consultant is an advisor who helps us to make choices about the directions we want to take, our missions and messages. For example, we set up a scoreboard together which simplifies the management of the organisation."

« No, and that's one of the great things about the Venture Philanthropy Fund: you start out dealing with practical issues such as IT and end up addressing more strategic challenges. »



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 (2014): €1,552,883

Full-time equivalents: 15.9

#### RESOURCES PROVIDED

Pledged financial support: €40,000, paid out in full

SUPPORT PERIOD: 30/09/2011 – 30/09/2014

#### 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 ASSIGNMENTS:

- › Analysing internal processes and structures
- › Developing a new organisational structure and processes
- › Change coaching for the team and management body

#### MAIN OUTCOMES OF THE VP FUND SUPPORT:

- › Turnover from publications up by 76% since 2011
- › New board of directors with relevant expertise and a new chairman
- › New communication strategy

Turnover from publications



JAN VANNOPPEN

Director:

"We had three objectives for our collaboration with the Fund: to revamp our external communication, to increase our own financing and to over-

haul our governance structure. We've achieved all of that. We have a new communication concept with a new logo and new branding which we launched on our fortieth birthday. As of early 2015, we have a completely revamped website which has garnered a lot of positive feedback. For the new branding we were able to work with a consultant, who is now our communication coordinator and brings a professional approach to proceedings. The communication team has been shaken up and new online expertise brought in. All our books have been updated as well and we've noticed a big rise in sales. Our membership is still increasing at the same rate as before.

"A new board of directors is now in place, with seven new directors and a new chairman possessing a wide range of competencies. We've also completely renovated our old-fashioned office, giving it a clean, fresh look in line with the new image we're projecting.

"Without the Fund's support, all of this would have been much harder. We've been able to seize opportunities at a time when many associations are in crisis. We're feeling the pinch too, but thankfully have been spared the worst. The reduction in project grants, in particular, we've been able to offset through expansion and by increasing our own income, partly through higher membership fees."

« Without the Fund's support, all of this would have been much harder. We've been able to seize opportunities at a time when many associations are in crisis. »



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 (2014): €464,639  
Full-time equivalents: 4.3

**RESOURCES PROVIDED**

Pledged financial support: €80,000, paid out in full

**SUPPORT PERIOD:** 30/09/2011 – 30/09/2014

**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 ASSIGNMENTS:**

- > Analysing, designing and implementing a suitable distribution model
- > Designing, developing and implementing a new online ordering system

**MAIN OUTCOMES OF THE VP FUND SUPPORT:**

- > Launch of a central distribution pilot project
- > Definition of needs and requirements for a new web store
- > Structural change in engagement between producers and members
- > Over the past three years, the number of members has increased by 45%, the number of producers by 59% and the number of volunteers by 55%.

IMPACT



**HILDE DELBECQUE**  
Coordinator:

“Our non-profit organisation works with farmer producers and consumer members. Although our plan to centralise all of our transport operations

was found to be unviable, we benefited greatly from the plans and calculation methods developed with our consultants. We found that the regions were too diverse and that centralising transport would increase the mileage travelled and might mean we end up too far from our producers, which isn't good for engagement. However, the system we set up for the province of East Flanders is now being rolled out in other regions, based on material generated from the research.

“Another issue was the type of structure which we, as a socio-cultural movement, could set up for logistics and distribution. We ended up with a cooperative (CVBA), but had to put this on hold for a while as it meant higher contributions for our farmer producers. However, we're returning to it now, making sure that we get our farmers on board. It is their produce after all.

“These are radical change processes which can't be forced, no matter how wonderful your plans are. You have to have your people on board, in our case producers and consumer members, otherwise you mainly encounter resistance. That's definitely something we've learnt. And all the things that came out of the process, in terms of documents and proposals, including functional specifications for the online shop, are being worked on now. So the journey has been very worthwhile, despite some occasional temporization, which is not unusual for a small NPO with a volunteer board of directors. Although actually the board has been closely involved, which was also very positive, and our directors are now playing a much more active role.”

« However, the system we set up for the province of East Flanders is now being rolled out in other regions, based on material generated from the research. »



PRESENTATION OF  
THE SUPPORTED ORGANISATIONS



# 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 six and 18 who suffer from long-term or chronic illnesses with their class via the internet.



Revenue (2014): €1,066,779

Full-time equivalents: 10.3

#### THE 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:

- > 1<sup>st</sup> support (completed): €80,000, paid out in full
- > 2<sup>nd</sup> support (ongoing): €25,000

Support period:

- > 1<sup>st</sup> support: 12/09/2011 - 12/09/2014
- > 2<sup>nd</sup> support: 01/03/2015 - 31/12/2015

#### MAIN 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 232 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 are to:

- > outline the new contours of the organisation;
- > implement the necessary changes (organisational structure, processes, HR policy and competencies).

#### COMPLETED ASSIGNMENTS:

- > 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.



#### IMPACT

##### QUANTITATIVE INDICATORS:

1<sup>st</sup> support:

- > The number of children supported annually rose from 160 in 2011 to 230 in 2014.
- > The unit cost per child fell from €5,000 in 2011 to €4,148 in 2013.

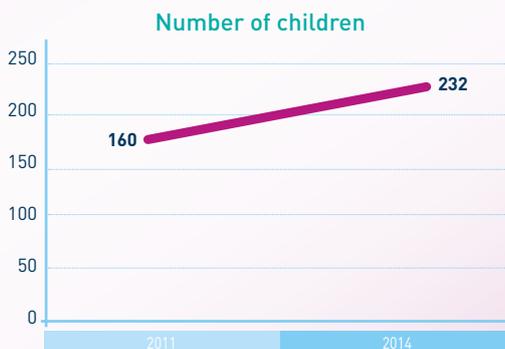
##### QUALITATIVE INDICATORS:

1<sup>st</sup> support:

- > Structural embedding of Bednet in the Flemish education system

2<sup>nd</sup> support :

- > Development of a new organisational structure and responsibilities
- > Documenting of key processes





**ELS JANSSENS**

*Director :*

“For us the context has changed radically: from 1 September 2015, every child in Flanders with a long-term illness is entitled to Bednet support! We have to deliver on that entitlement. Such a statutory underpinning has been an ambition of ours since the organisation was founded in 2004.

The dream has become a reality. We now have the security of additional resources, with guaranteed renewal each year.

“Obviously we need to prepare for the new context, which means scaling up and professionalising. Our short-term vision – bearing in mind we were always unsure how much funding we would get each year – now has to be converted into an organisational structure that is geared towards the long term but still retains its flexibility. Needing to thoroughly review our organisation, we lost no time in applying to the Fund again. We’ve felt really supported in building up our SME, which is what we are in effect. It’s so important to be able to look at your own organisation through a fresh pair of eyes. It opens up a whole new world. You suddenly realise there are different ways of doing things.

“With our bigger budget, we’ll be able to do a lot more than we currently do, but that also means delivering results and taking on new responsibilities, which is only logical. For example: a quality label, innovative research – rather than crisis management –, getting to grips with educational legislation, addressing the needs of tomorrow’s classrooms... Helping toddlers is another new area for us. How can we meet these challenges with what has been until now a pioneering team? It will be a growth path: as an organisation and as a team, we can’t suddenly cope with double the number of children; we need new expertise. We want to build things up gradually and are being given the time we need to grow. That explains the emphasis on HR policy during our second period of support by the Fund. How do you fit everyone inside the new framework?”

**So in this case the question was: how do we deal with new financial opportunities?**



**KATRIEN TORDEUR**

*Consultant at Agilemaker:*

“Until now, Bednet has grown organically. Its responsibilities increased but its funding mix remained uncertain: donations, sponsorship, grants, etc. Essentially, they were walking a financial tightrope. Our aim now is to achieve an organisational structure that can

easily grow. Growth mustn’t be allowed to unbalance the organisation’s structure, and that is always a challenge.

“I’ve arrived here at a pivotal moment. As Els said, the first thing we have to do is look at the organisational structure. Do we opt for a conventional top-down structure? Or do we harness the power of collective intelligence, creating an organisation in which each person participates and is given responsibility? That kind of organisation doesn’t think in terms of boxes – ICT staff, people in the field – but rather everyone supports everyone else, which generates chemistry and synergy, with plenty of interaction. That also makes jobs interesting and adaptable: they become roles rather than functions. In any case, Bednet offers incredible added value to our society.”

**ELS JANSSENS**

“There’s nothing like Bednet in other countries either. That makes us feel like pioneers, but also makes us think: OK, we really have to pull this off. But ours is definitely an inspiring story: we started with nothing and look where we are now. It’s incredibly satisfying. Six months ago we were still wondering how we could keep going. And now suddenly it’s all change.”

« We’ve felt really supported in building up our SME, which is what we are in effect. We started with nothing and look where we are now. It’s incredibly satisfying. »



Non-profit organisation Onafhankelijk Leven seeks to allow people with disabilities to live more independent lives by helping them to make the best use of their personal assistance budget and by providing other services.



Revenue (2014): €1,304,865  
Full-time equivalents: 18.04

**THE 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, by around 2020, the €1.3 million 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:

1<sup>st</sup> support (completed): €80,000, paid out in full

2<sup>nd</sup> support (ongoing): €15,000

Support period:

1<sup>st</sup> support: 1/09/2011 - 31/08/2014

2<sup>nd</sup> support: 1/09/2015 - 31/08/2016

**MAIN OBJECTIVES OF THE VP FUND SUPPORT:**

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



**COMPLETED ASSIGNMENTS:**

- > 1<sup>st</sup> support: a qualitative financial policy was devised, the staff policy extensively reformed and a communication strategy developed.
- > 2<sup>nd</sup> support: the organisation is currently looking for the right consultant.

**IMPACT**

**QUANTITATIVE INDICATORS:**

1<sup>st</sup> support:

- > The billable time rose from 45% in 2011 to 72% in 2014.
- > Membership rose from 900 in 2011 to 1,043 in 2014.

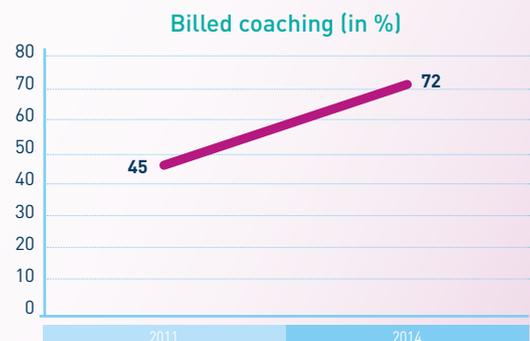
**QUALITATIVE INDICATORS:**

1<sup>st</sup> support:

- > A new communication strategy was developed.
- > Work regulations were adopted.

2<sup>nd</sup> support:

- > The organisation will develop new value-added services tailored to the needs of future clients.
- > New channels will be developed to put future clients in touch with the organisation.





**KOENRAAD DEPAUW**

*Director :*

The disability support sector is going through a huge transition, the kind that only occurs once every 50 years. As a result, all players in the sector are looking for answers: where do we go from here? For us, the question is: how do we ensure that people continue to know us as an independent player? And how can we retain our independence? Other questions are: who will our future target group be, what will the needs of those clients be and how can we offer added value? We've been looking for answers to those questions ourselves for some time. The conclusion we reached was that we needed good qualitative research and hence a market research company to help us out. Our collaboration with the Fund will help us meet that need."

« The disability support sector is going through a huge transition, the kind that only occurs once every 50 years. »

**That's what you're working on now. But a lot has happened since the start of your collaboration with the Fund.**

**KOENRAAD DEPAUW**

"All internal areas of the organisation have been reviewed in depth and significant improvements made to the way they operate: governance, financial policy, HR, external communication, etc. Within the new context, we're now ready to offer the new forms of service that I was talking about. To sum up: first we set our house in order, using the Fund's contribution, and now we're getting started on the next phase and are ready for the new challenges and tasks that lie ahead. Thanks to the Fund, we were able to bring in people who took a thorough, radical and sometimes tough approach to the whole team. There's been criticism, which has sometimes hurt, but above all there has been a lot of constructive progress. In any case, we're very pleased with the outcome. The Fund is also flexible and works at our pace, with the decelerations and accelerations that this entails."



**COR VAN DAMME**

*was recently appointed director of the Service Team:*

"We're really trying hard to think outside the box, so external input is very welcome, for obvious reasons. We notice that a lot. I'm also a user myself, like a number of my colleagues. We have physical disabilities, but the majority of disabilities in Flanders are mental disabilities. We have less expertise in that area so need a lot more input. At the moment we're gathering all the information we can on this subject, which is crucial. The Fund allows us to carry out research effectively, which will be extremely valuable for us."

less expertise in that area so need a lot more input. At the moment we're gathering all the information we can on this subject, which is crucial. The Fund allows us to carry out research effectively, which will be extremely valuable for us."

"Five years ago, I spent two years working on the Onafhankelijk Leven helpline. I notice a big difference compared with then, particularly as regards the professional supervision. It's striking. I was looking at a job profile recently and it occurred to me again how this kind of thing pays off when it comes to hiring staff. The Fund contributed to that as well."

« The Fund allows us to carry out research effectively, which will be extremely valuable for us. »



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 (2014): €339,952  
Full-time equivalents: 4.5

**THE CHALLENGES FACING THE ORGANISATION:**

The organisation needs to strengthen and consolidate its funding in order to ensure controlled growth. The efforts made to professionalise its tutors and working methods must be continued in order to further enhance the quality of the organisation’s work. The involvement of the schools and their educational and teaching teams in the day-to-day work of the programme must be constantly maintained.

**RESOURCES PROVIDED:**

Pledged financial support:  
1<sup>st</sup> support (completed): €20,000 (paid out in full)  
2<sup>nd</sup> support (ongoing): €60,000 (33% paid out)  
Support period: 01/09/2014 - 01/09/2017

**MAIN OBJECTIVES OF THE VP FUND SUPPORT:**

- › To support the professionalisation of the organisation by improving the quality of tutor selection and training within the programme
- › To strengthen financial stability and support the organisation with strategic guidance

**COMPLETED ASSIGNMENTS:**

- › Strengthening the organisation’s internal resources



**IMPACT**

**QUANTITATIVE INDICATORS:**

- › Number of pupils helped: up from 1,000 (in 2010) to 1,363 (in 2014)
- › Number of partner schools: up from 26 (in 2010) to 46 (in 2014)

**QUALITATIVE INDICATORS:**

- › The quality and adequacy of tutor profiles vis-à-vis needs in the field

Number of partner schools





**CLAIRE SOURDIN-LAINÉ**

*Coordinator :*

“When we applied to the Venture Philanthropy Fund, our aim was to think about our strategic positioning in the learning support landscape, and look at where we wanted to go. We’d undergone a major expansion, enabling us to double the capacity of our tutoring programme in five years. A

number of questions arose: did we want to expand further or keep our actions at the same level? Should we confine our work to the Brussels-Capital Region? Should we stick to our principle of free provision? How should we respond to the commercial players offering similar services for payment?”

**What answers emerged from the consultancy?**

“The consultancy made it clear that Schola had a lot more potential to exploit. For example, in addition to the problem schools with which we already had partnerships, we could also focus on vulnerable groups of pupils in less disadvantaged schools. Another conclusion it came up with was that we need to control our growth, which has been a bit haphazard so far. We therefore need to professionalise further, particularly as regards training our tutors, specialist roles within the organisation and the diversity of our funding. That’s also assuming we can increase the number of tutors we have. The consultants from Bain & Company picked up and developed

an idea which is very close to our heart, namely getting the value of tutoring recognised in training curricula, so that it gives entitlement to academic credits. We’re now lobbying to get that principle recognised, which is an important task. That should also give us more credibility when attracting new patrons.”

« Another conclusion it came up with was that we need to control our growth, which has been a bit haphazard so far. »



**JEAN-CHARLES VAN DEN BRANDEN**

*Partner Bain & Company:*

“Schola is a project that we’ve been following and supporting for a long time because it occupies a unique place in the educational world. The challenge lies in providing free tutoring to pupils from socio-economically disadvantaged backgrounds but without relying on voluntary work: the

tutors are paid. Another unusual feature compared with traditional catch-up courses is that the ‘clients’ in this case are the schools and that the pupils’ teachers are involved in the learning support rather than standing on the sidelines. We helped Schola’s managers to clarify their strategic choices. They were at a crossroads and had some choices to make: whether they should expand to other cities, for example. The analysis found that there are still a lot of unaddressed needs

in Brussels, including in schools with stronger reputations. In my view this is a major challenge: at a time when our schools are striving to achieve a greater mix in their student population, it’s important that disadvantaged pupils are supported in their attempts to overcome their backgrounds, in a school context that is becoming more demanding. Otherwise they risk dropping out and the idea of a mixed school population will be no more than an empty phrase.”

« The analysis found that there are still a lot of unaddressed needs in Brussels, including in schools with stronger reputations. »



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

Revenue (2014): €13,905,000  
Full-time equivalents: 443

**THE 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:**

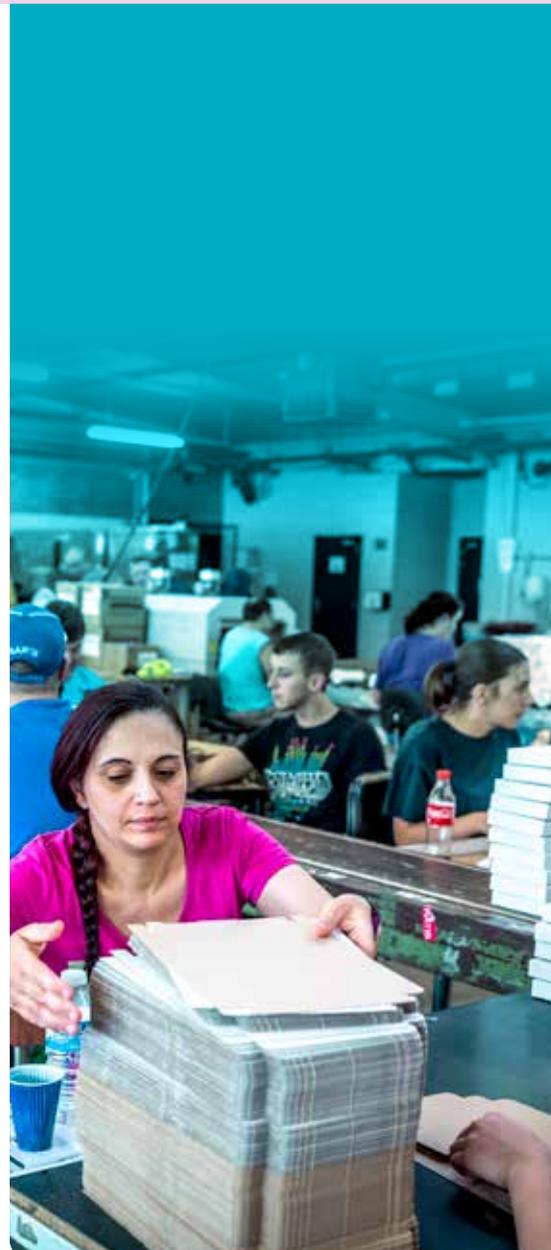
Pledged financial support: €80,000  
half as a donation and half as a loan; 30% paid out  
Support period: 01/07/2014 - 01/07/2017

**MAIN 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.

**COMPLETED ASSIGNMENTS:**

> 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.



**IMPACT**

**QUANTITATIVE INDICATORS:**

- > A 7% reduction in the annual unemployment rate in six months
- > Increase in employment from 435 to 443

**QUALITATIVE INDICATORS:**

- > Detailed commercial prospecting plan with deadlines for the packaging and technology departments
- > Employee satisfaction survey, monitored monthly; awareness raising among managerial staff to ensure close monitoring of recurrent absenteeism

Unemployment rate (in %)





### DANY DRION

*Director :*

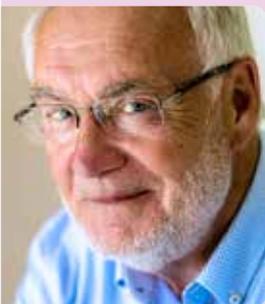
Early in 2014 we merged with another sheltered workshop, Ateliers Jacqueline Orts. Inevitably the transitional period proved challenging: having to integrate two different histories and cultures entails a whole set of human, legal, commercial and other implications. We therefore asked the Fund to

help us manage the transition effectively, particularly as regards HR. In the months following the merger, the number of absences increased by almost a half, in a sector with traditionally high rates of absenteeism already. This may well have been partly due to the instability caused by the change. For example, the Ateliers Jacqueline Orts staff had to familiarise themselves with ISO 9001 procedures, whereas we were already certified. The consultant arranged a series of meetings with the employees and their representatives to get to the bottom of the problem. We also worked on our communication in order to explain the new enterprise strategy clearly and reassure everyone concerned. Absenteeism rates are now back to normal.”

### Did the goal of the consultancy change from your initial request?

“Yes, but that was owing to external circumstances that had nothing to do with the merger. We lost a number of major contracts, which saw our work volume fall dramatically in the first months of 2014. We even had to make some staff technically unemployed. So we had to react, whatever the cost. The consultancy funding therefore came at just the right moment, as it helped us to draw up a new prospecting plan. Thanks to our consultant’s advice, we were able to target and win over new customers. By May 2015, nobody was still technically unemployed!”

« Thanks to our consultant’s advice, we were able to target and win over new customers. By May 2015, nobody was still technically unemployed! »



### LÉON-MAURICE HAULET

*Board member :*

“We knew instinctively that a merger like this wouldn’t be easy, but we definitely underestimated the scale and nature of the difficulties involved. Although it meant we’d be employing 440 people rather than 320, and operating at five sites rather than three, we kind

of assumed it would all work out somehow. An external consultant has ways of looking objectively at the situation while also having the credibility needed to ask ‘awkward’ questions. His initial response was to clearly define the potential prob-

lems and then rank them. The analysis identified a need for training at middle management level. Some of our middle managers have been with us a long time and over time had acquired certain responsibilities without undergoing the proper training. They act as a vital link between the management and employees, many of whom are battling with personal issues. The consultant analysed their strengths and weaknesses so as to suggest appropriate training for them.”

« An external consultant has ways of looking objectively at the situation while also having the credibility needed to ask ‘awkward’ questions. »



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 (2014): €758,810  
Full-time equivalents: 6.9

**THE CHALLENGES FACING THE ORGANISATION:**

Bos+ has seen a drop in non-recurrent public funding. By diversifying its revenue, it wants to offset this reduction and become much more independent. It also wants to increase the impact of its message through innovative partnerships and communication via new media.

**RESOURCES PROVIDED:**

Pledged financial support: €80,000, 40% paid out  
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

**COMPLETED ASSIGNMENTS:**

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



**IMPACT**

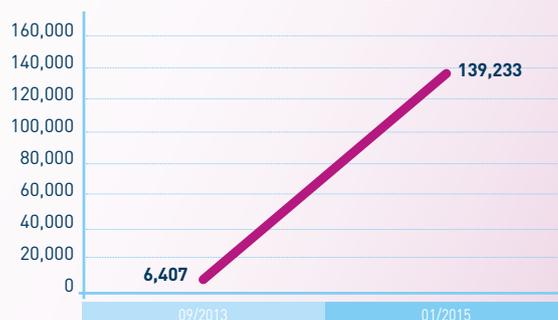
**QUANTITATIVE INDICATORS:**

- › Significant rise in corporate sponsorship over the past two years
- › Fundraising via new media up from €4,246 on 01/09/2013 to €22,374 on 01/01/2015

**QUALITATIVE INDICATORS:**

- › A logical framework and a strategy have been developed for corporate fundraising.
- › A social media strategy has been developed.

Corporate sponsorship (in EUR)





**BERT DE SOMVIELE**

*Director :*

"Nature conservation organisations have taken a battering in recent years in terms of government support. For us, that's meant that our Flemish funding has dropped from 70% to 30% in five years. That has obviously had a massive impact on a small organisation like ours, but

we're extremely proud to have kept our turnover at roughly the same level by focusing more on cooperation: primarily with business, but also with other civil society organisations. We want to take things a lot further. One target group that we've only just started engaging with is the general public, and we want to involve them a lot more in our story. To do that we need to raise our profile and professionalise our fundraising activities.

"For us, as a Flemish NGO, the Fund is the only form of financing available that allows us to work on our own organisation and its structure. €80,000 is a considerable sum of money. We've gone for the long-term option because we're keen to build up a slow working relationship with our consultant. Trees grow slowly too... We don't want a whirlwind approach as we wouldn't be able to assimilate the rapid input. Our employees are much in demand so time is limited. That's why a more spread-out form of assistance is better for us. The Fund will teach us how to fish rather than just giving us the fish."

**What exactly has the collaboration achieved so far?**

"The slow form of cooperation means that the results are gradual too, but we've already taken big steps in terms of communication: digital media, newsletter, website, social media, and so on. We've also been busy on the technical tools needed to donate online. They are gradually being implemented, one successful outcome being our CO2 calculator, which allows members of the public to calculate their CO2 emissions and offset them by making a donation towards tree planting. Awareness is key, and this is a way to create awareness. That's also something we learnt from the support: you have to have good tools and products to get people and businesses on board. It has to be professional. To sum up: the Fund has been a massive help in allowing us to implement our vision more quickly and effectively."

« The Fund has been a massive help in allowing us to implement our vision more quickly and effectively. »



**KRIS VERHEYEN**

*Professor Kris Verheyen of the Forest & Nature Lab at Ghent University is the chairman of Bos+:*

"Bos+ is in the midst of a transition and is currently laying the foundations for a new future. We are moving from an association of members to a movement that has to raise its funds more actively. Venture philanthropy has

helped us bring more of a business mindset to the situation. Bos+ had been extending its partnerships to large companies for some time, and that movement has been reinforced by

our collaboration with the Fund. We on the board have been closely involved with this from the outset, in a sort of continuum. As a small organisation, we've made a conscious choice to free up time for this, as Bert says."

« Venture philanthropy has helped us bring more of a business mindset to the situation. »



Centre d'Orientation et de Développement pour l'Emploi et la Formation (CODEF)

The association promotes socio-professional reintegration and vocational training, primarily for young jobseekers and the long-term unemployed.

Revenue (2014): €624,599

Full-time equivalents: 12

**THE 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, 30% paid out

Support period: 01/07/2014 - 1/07/2017

**MAIN 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

**COMPLETED ASSIGNMENTS:**

- › Phase 1 of a development plan for CODEF: enhanced support to design and implement strategic changes
- › Help with developing a communication plan; search for new niche markets



**IMPACT**

**QUANTITATIVE INDICATORS:**

- › Number of trainees in the organisation up by 14%

**QUALITATIVE INDICATORS:**

- › Introduction of a new organisational chart with a new division of responsibilities
- › Submission of an application to obtain training-through-work venture statute for the Horticulture Department

Number of trainees in the organisation





**MYRIAM VAN MIGEM**

*Director :*

“As an organisation for socio-professional reintegration, we are facing systematic cuts in government grants. In response to this, we decided to set up a training-through-work venture in one of our five training departments. This statute will enable us to operate commercial activities and so diversify our funding sources. The Horticulture and Environment Department is best suited to this transformation. We receive a lot of requests for maintenance and landscaping of parks and gardens. We also supply flowers for the green spaces in the municipalities of Viroinval and Cerfontaine and could do the same thing for other partners.”

« With the consultant’s help we were able to analyse the situation, visit other training-through-work ventures, pinpoint our strengths and weaknesses and develop suitable strategies, without having to compromise our identity. »

**What support did the Venture Philanthropy Fund provide?**

“A change of statute naturally has quite a few implications: legal, financial, technical but also in terms of HR policy, as some of our staff will need to operate in a more business-like way. The Fund’s contribution allowed us to prepare properly for this shift in focus. With the consultant’s help we were able to analyse the situation, visit other training-through-work ventures, pinpoint our strengths and weaknesses and develop suitable strategies, without having to compromise our identity. It’s a huge amount of work: everything has to be overhauled, from the work regulations, the logo and website, through to the management tools. This in-depth review also yielded new ideas, such as marketing a new model for composting or for raised vegetable gardens.”



**JEAN-OLIVIER COLLINET**

*Consultant :*

“We began by carrying out a diagnosis. This showed that a number of basic conditions had to be met before a training-through-work venture could be set up. Firstly, the governance tools needed to be improved and the board of directors strengthened in order to provide proper strategic support for

the new directions being taken by CODEF. Another extensive area of preliminary work was the staff’s working time system, of which the holiday arrangements had been copied from the education sector. Using an economic simulation, we had to explain that this was no longer viable, either for the future training-through-work venture or for the other socio-professional reintegration departments. Unsurprisingly this didn’t go down too well, but most people realised that ultimately it was the very survival of the organisation that was at stake. They also found new motivation in the development prospects offered to them and in the opportunities to participate in the process. Indeed, the project set-up phase was an extremely participatory process.

Two staff working groups were set up. With one group we prepared for the launch of the training-through-work venture in the Horticulture Department (market research, customer prospecting, business plan, etc.) and compiled the dossier for the Walloon Region authorities. The second group examined the substance of the other departments, with a view to updating CODEF’s training offer and bringing it more into line with the region’s economic needs.”

« Firstly, the governance tools needed to be improved and the board of directors strengthened in order to provide proper strategic support for the new directions being taken by CODEF. »

**de kringwinkel**

Hageland

De Kringwinkel Hageland provides training and permanent employment for people that would otherwise have few or no chances on the labour market. It increases the lifespan of goods: reusable items are collected, spruced up and resold.

Revenue (2014): €3,897,098

Full-time equivalents: 108

**THE 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. 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.

**RESOURCES PROVIDED:**

Pledged financial support: €80,000, 40% paid out

Additional pro bono consultancy work by Accenture

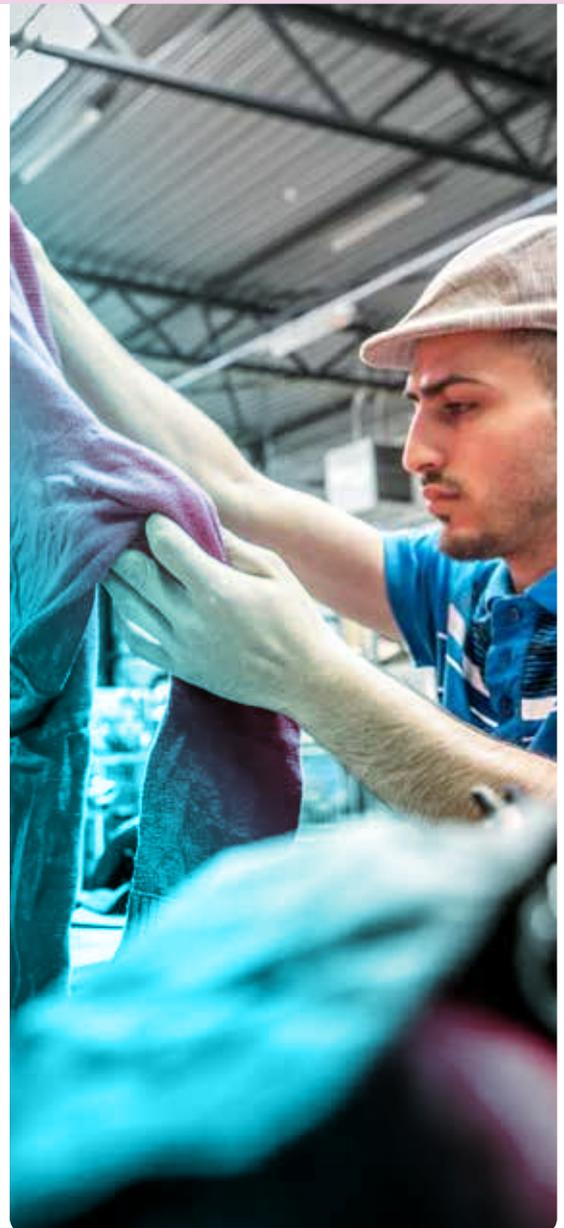
Support period: 13/04/2013 - 13/04/2016

**MAIN OBJECTIVES OF THE VP FUND SUPPORT:**

- › To professionalise the personnel department
- › To develop a methodology for creating an oasis for talent-driven careers

**COMPLETED ASSIGNMENTS:**

- › An analysis/audit of the personnel department by Accenture and further coaching in the implementation process
- › Developing a talent management model tailored to social workshops and identifying the key talents of the personnel department



**IMPACT**

**QUANTITATIVE INDICATORS:**

- › The employee attendance rate compared with the 2012 benchmark
- › Number of personal development plans (PDP's)
- › In this stadium it is too soon to have intermediate indicators available."

**QUALITATIVE INDICATORS:**

- › Analysis of the personnel department
- › Implementation plan and action plan approved for the development of career guidance within KWH and the professionalisation of the HR department
- › As-is framework outlined for personal development plans (PDPs), and PDPs for all employees currently being drawn up



**PAUL STESENS**

*Director :*

"We began by professionalising our HR department, as payroll and other administration needs to be sorted out first. That was the judicious advice given to us by our consultants. Then, in 2013, we drew up a plan that would enable us to grow and evolve into what we wanted to be. As regards HR

policy, the main priority was talent management and career development for our people. We factor that into everything we do in terms of personal development plans. We wanted to develop a method for identifying talent, involving job and competency profiles, and set to work with that. We're working on that in a phased way, with the approval of our board of directors."

**Those are high-impact processes for a social economy organisation.**

"It is indeed a major change, and approaching change management effectively is a major challenge, which can sometimes throw up tricky problems. For example, we have to get all line managers in our organisation on board with what we're doing. They're generally very good at planning products and output, but they now also need to focus on looking after our employees. This is a paramount objective: to shift the

focus onto people, in the belief that output and other outcomes will benefit as a result.

"The Fund gives us time. They understand the change process we have to go through and the delays it entails – as long as things are moving in the right direction. It is more process-oriented than results-oriented. We're comfortable with that, because lots of things are being set in motion. It doesn't always go smoothly and you have to create turning points. At the same time you're being monitored closely, which is good.

"There are more changes in the pipeline in our policy areas, such as employment of disadvantaged groups, environmental issues, and so on. Government cuts are also a challenge. One side effect of the Fund's support is that you learn how to change and adapt to new realities. That's an ability you develop by ... changing, thanks in part to the Fund's support."

**« One side effect of the Fund's support is that you learn how to change and adapt to new realities. »**



**GEERT CRIEL**

*Senior Manager Public Sector at Accenture:*

"To sum it up briefly, we engaged in a process of HR professionalisation and career management, partly to improve the flow of people into the mainstream sector over the long term. Following an initial analysis and design phase, we moved into an

implementation phase, in which I was involved as supervisor of the steering group and as a sounding board for the HR manager. The ideas we had down on paper had to deliver real results on the ground. It's a very good thing, and also necessary, that the Fund gives us the time we need for these processes. As far as I'm concerned, that has made for a very pleasant collaboration.

"Specifically, I provided pro bono consultancy services for one day a month. Accenture prides itself on such corporate citizenship projects, both locally and internationally. Each year we select organisations for which we do work on a pro bono basis. You find that the younger generation of employees value this kind of social commitment. As a result, corporate citizenship is becoming an additional asset for attracting highly-qualified people."

**« As a result, corporate citizenship is becoming an additional asset for attracting highly-qualified people. »**



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 vulnerable 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 (2014): €2,492,156  
Full-time equivalents: 90

**THE CHALLENGES FACING THE ORGANISATION:**

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

**RESOURCES PROVIDED:**

Pledged financial support: €80,000, 55% paid out  
Additional pro bono consultancy work by Accenture  
Support period: 01/07/2013 - 1/07/2016

**MAIN 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

**COMPLETED ASSIGNMENTS:**

- > 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 29%
- > Ratio of turnover to hours worked (12) → up from 9.5 to 12.17

**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.

Number of full-time equivalents





**DANIELLE ELIAS**

*Director :*

"We'd identified a number of large projects for the Venture Philanthropy Fund consultancy assignment. At operational level, there was the plan to expand the storage area for refrigerated products. That demand had to be formulated in objective terms and a financial plan drawn up. Our IT system also needed updating urgently. Accenture gave us valuable advice on the best choices for both hardware and software. Of course, that in turn creates new training needs, which is another priority for us. Training is of paramount importance in the agri-food sector, not just in the use of new technologies but also for other aspects such as hygiene and certification procedures, for example. We have therefore developed a comprehensive training plan, covering basic and advanced training, for all production personnel."

**Are you already seeing the effects of these interventions?**

"Our turnover rose by 14% in 2014, and that growth is likely to continue this year. As regards employment, we're on track to achieve our target of 95 FTEs, compared with 70 in January 2013. When it comes to production and packaging of food products, Fournipac is continuing on its growth trajectory. There is less certainty about the future of our poultry abattoir, whose licence is up for renewal. If we have to completely modernise the facility to bring it into line with new standards, that will far exceed our financial means. So we need partners, but where do we find them? What's really at stake is the survival of small local abattoirs where ordinary members of the public can take a few chickens to be slaughtered."

« As regards employment, we're on track to achieve our target of 95 FTEs, compared with 70 in January 2013. »



**STEVEN DE BRUYN**

*Accenture Consultant:*

"Fournipac's management felt that improvements needed to be made to the management processes, but weren't sure exactly what to do and how to go about it. Our analysis resulted firstly in a number of quick wins that we were able to propose: reasonably simple measures that would deliver added value in a short time. For example, management of the poultry abattoir database was optimised to make it easier to keep track of regular customers. The reporting procedure for declarations of non-conformity has also now been computerised."

"Other interventions were of a more proactive and long-term nature. For example, we developed a communication and monitoring tool together for Fournipac and its partner Idpak, in which we made a distinction between day-to-day management problems and more strategic issues: communication wasn't always taking place in a structured way, leaving both sides with the impression that information was being received too late. The third main focus of our consultancy work was upgrading the IT system. The question here was: what is the most appropriate investment for a company like Fournipac to meet the needs that it has? And how can those tools be deployed to ensure integrated management?"

« Our analysis resulted firstly in a number of quick wins that we were able to propose: reasonably simple measures that would deliver added value in a short time.. »



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. They reach a few hundred homeless people each year.

Revenue (2014): €790,096  
Full-time equivalents: 9.1

#### THE 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, 50% paid out  
Support period: 01/04/2013 - 1/04/2016

#### MAIN 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 "Housing Fast"
- › To ensure the sustainable and successful reintegration of homeless people into accommodation

#### COMPLETED ASSIGNMENTS:

- › 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



#### IMPACT

##### QUANTITATIVE INDICATORS:

- › Pilot project: building identified and five apartments ready: six homeless people rehoused in a sustainable way
- › Improvement in the CVC (Body, Clothing, Behaviour) score of the individuals rehoused: not yet available



**EMILIE MEESEN**

*Founder and Coordinator:*

“After focusing initially on the health and hygiene of people living on the street, we decided to launch an innovative project on housing and reintegration. Many of the homeless people we support live lives of such deprivation that it’s hard for them to suddenly integrate into existing accommodation

structures, where they are part of a community and have to abide by its rules. Our Housing Fast pilot project aims to reduce the risk of homeless people ending up back on the street by offering them specially adapted accommodation, together with regular intensive follow-up. As part of the project, we’ve been able to refurbish five flats in an apartment block in Ganshoren.”

« We devised a five-year financial strategy with ideas for further developing and diversifying our resources in what is, unfortunately, an increasingly difficult budgetary context. »

**Presumably, this move will have major repercussions for the way you operate?**

“Indeed, and the consultancy provided by the Venture Philanthropy Fund has helped us to manage the transition effectively. There was a financial plan, for example: we devised a five-year financial strategy with ideas for further developing and diversifying our resources in what is, unfortunately, an increasingly difficult budgetary context. The other component of the consultancy work focused more on HR management. The association’s 15 employees have now been split into two separate teams: ‘Street’ and ‘Housing’. They have to liaise closely with each other as we continue to work with the same target group. Initially that proved rather destabilising. We had to define our respective roles more clearly, decide exactly who did what and according to which procedures... The consultant gave us valuable tools for sharing information more easily and coordinating our respective activities.”



**ERIKA HONNAY**

*Consultant :*

“My analysis focused mainly on the association’s financial situation and prospects. Infirmiers de rue is a very well-managed non-profit association and has a reserve for hard times. But, like so many organisations, it faces cutbacks in government support and so has to look for new sources of

funding. Among other things, I helped them to draw up a communication plan and distinguish between their various target groups. You need to use different arguments when addressing your message to a business, a foundation, a citizen or a government body. I also emphasised the fact that being talked about a lot doesn’t necessary generate a lot of income... To take one example: the association produced a map for homeless people showing the location of drinking water fountains and public toilets in Brussels. This was a

laudable initiative, but it required considerable investment in human resources and had a negligible financial impact, despite the media attention such things generate. Does that mean they should never do it again? Absolutely not! But you need to be aware when an initiative isn’t going to bring in any money, or at least consider whether it is intended, at least partly, as a fundraising venture. Players in the field don’t always take this fully into account.”

« But you need to be aware when an initiative isn’t going to bring in any money, or at least consider whether it is intended, at least partly, as a fundraising venture. »



Jeugdtherapeuten zonder grenzen vzw – TEJO  
TEJO provides accessible, anonymous and free psychosocial therapy to young people between the ages of 10 and 20.

Revenue (2014): €161,803  
Full-time equivalents: 1.5

**THE CHALLENGES FACING THE ORGANISATION:**

The increasing demand for support is not restricted to Antwerp. TEJO therefore wants to implement its successful formula in other cities using a social franchise concept tailored to the social sector.

**RESOURCES PROVIDED:**

Pledged financial support:  
€80,000, 40% paid out  
Pro bono consultancy work by Kenneth Bonheure and Ignace Van Doorselaere (One Child One Dream).  
Support period: 15/04/2013 - 15/04/2016

**MAIN OBJECTIVES OF THE VP FUND SUPPORT:**

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

**COMPLETED ASSIGNMENTS:**

- > Developing the expansion plan and the TEJO guidance to streamline the expansion
- > Drafting a written pledge and good practices for developing TEJO centres and the TEJO forum
- > Developing a long-term vision for TEJO
- > Analysis and recommendations for the TEJO communication strategy



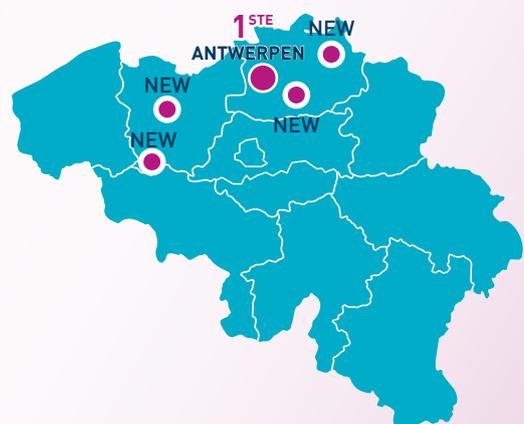
**IMPACT**

**QUANTITATIVE INDICATORS:**

- > The number of branches has increased from one to five in the past two years, with four new branches opening in Ghent, Mechelen, Ronse and Turnhout.
- > Four locations have signed a pledge agreement and have created a TEJO-non profit and will start soon: Kortrijk and Lier (Jan 2016), Brugge en Brasschaat (spring 2016), and there are initiatives in Genk and Leuven.
- > The number of volunteers with masters or bachelors degrees providing free therapy sessions has risen from 70 to 133.

**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.





**INGRID DE JONGHE**

*Founder and chairwoman Ingrid De Jonghe, who also works as a psycho-therapist at TEJO:*

"We currently have six TEJOs operating: in Antwerp, Ghent, Mechelen, Ronse and Turnhout. Another four are in the pipeline, which means we'll be active in four out of the five Flemish provinces. Our Future Strategy and

Therapeutic Process Support working groups, of which I am a member, keep a close eye on all these developments. For example, we hold two-monthly Forum meetings with the heads of the various TEJO centres at which, with the assistance of the consultant provided by the Fund, we work on fleshing out the TEJO concept in a way that is clear and meaningful for all the centres.

"We also do laboratory work to identify ways of providing high-quality psychotherapeutic support for young people. But our remit is broader than that: ours is a social movement aimed at effecting societal changes, with a focus on enhancing the personal well-being of young people. The trust that the Fund and Foundation have placed in us and their very sincere cooperation greatly facilitate our work, which is volunteer-dependent."

« The trust that the Fund and Foundation have placed in us and their very sincere cooperation greatly facilitate our work, which is volunteer-dependent. »



**MARC VAN EECKHOUDT**

*is the secretary and a member of the day-to-day management team and of the Future Strategy Working Group:*

"We applied to the Fund in 2012 because we were starting to feel a pressure to establish new TEJOs more quickly than we were perhaps comfortable with. We are a volunteer organisation, so setting up in a new

location takes a lot of work. At the time we were thinking: if we document how we do it, other people can take the job on – but it's not as simple as that. Since then, we've explored a number of other avenues, but decided against them.

"So everything has slowed down. The Fund gives you time as well as money. That's vital because it allows you to step back every now and then and go off in another direction. We asked ourselves a number of questions: How do we shape our development? How do we stay true to our basic philosophy and individual identity? Why are our volunteers willing to do things free of charge for TEJO which they get paid to do in their day jobs? Well, it's because we don't force people into an

administrative straitjacket. So we mustn't do that elsewhere. We need to find a way in which we can work together, so that people in different TEJOs feel the same way about things, but without establishing a whole bureaucratic structure. So we are setting up a collaborative forum and are now moulding that collaborative spirit with the assistance of a consultant.

"It's also true that working with the Fund and the Foundation gives you a sort of stamp of approval. To the outside world it means that you are 'trustworthy', without you having to parade the fact."

« The Fund gives you time as well as money. That's vital because it allows you to step back every now and then. »



Non-profit organisation TADA provides complementary education focusing on motivation and geared towards society to vulnerable children from socio-economically deprived areas of the Brussels-Capital Region. By inspiring the children in a safe environment that broadens their future prospects, TADA aims to arm young participants against demotivation.

Revenue (2014): €359,055  
Full-time equivalents: 5.3

**THE CHALLENGES FACING THE ORGANISATION:**

As a young start-up organisation, TADA wants to grow in a professional way. It also wants to be able to measure its impact.

**RESOURCES PROVIDED:**

Pledged financial support:  
€70,000, 29% paid out  
Support period: 26/04/2014 - 25/04/2017

**MAIN OBJECTIVES OF THE VP FUND SUPPORT:**

- › To allow TADA to grow in a professional way in terms of number of branches and quality
- › To be able to measure and demonstrate TADA's impact

**COMPLETED ASSIGNMENTS:**

- › 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



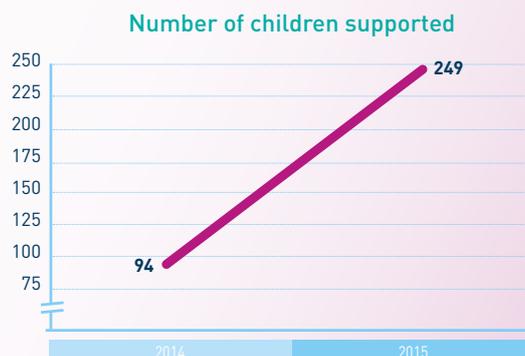
**IMPACT**

**QUANTITATIVE INDICATORS:**

- › The number of children supported has risen by more than 50%.

**QUALITATIVE INDICATORS:**

- › A business plan for expansion to five branches has been developed.





### SOFIE FOETS

*Social entrepreneur and founder:*

“Our expectation is that the Fund will allow us to take on things that a non-profit organisation couldn’t normally afford to do professionally and which our team lacks the time and manpower to undertake. Time is one of the biggest problems for organisations like ours. We are growing and

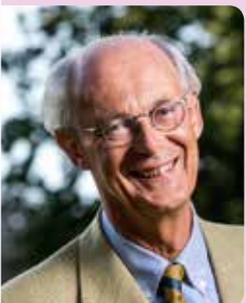
that brings a lot of factors into play: fundraising policy, human resources policy, and so on. At the same time we are deepening the work that we do, such as alumni work and impact measurement. Everything has to be done at the same time and that is not easy, so having the assistance of a consultant is very welcome – or having the ability to send a staff member for people management training so that they can better manage educational coordinators. It takes time at first to get the balance right, but the great thing is that the Fund is very good at listening to our needs and we’re given the time to proceed step by step. The approach is respectful, without too much control. They understand where we want to get to and ask the right questions.”

### What form is the support taking now and what form will it take in future?

“Our consultant has made our growth plan more professional, including in terms of our reach: how do we get where we want to be, what people do we need, how do we establish ourselves in the field of integration and equality in education, here in Brussels? Discussions on this issue were held with all members of the board of directors, which includes some excellent consultants incidentally. The next focus will probably be on impact measurement and then perhaps on generating our own revenue. These are three projects. We are doing them step by step.

“The Fund is easing the process we’re going through. Sometimes that just means small things: for example, it’s great that we were able to purchase an HR recruitment test. Such tests are expensive but essential. An organisation stands or falls on the quality of its people: people are key.”

« The approach is respectful, without too much control. They understand where we want to get to and ask the right questions. »



### JEAN MOSSOUX

*Chairman of the board of directors:*

“The Venture Philanthropy Fund’s consultancy related more to operational matters than purely strategic issues. The TADA model per se was already clearly defined as it was derived from an existing experiment in the Netherlands. The idea is, not to take the place of the school but to complement

and inspire it, for instance by engaging with parents. The problems we had to resolve for the Brussels branch were mainly of a practical nature → how to obtain funding and find bilingual staff who were competent and committed to the venture. The consultant helped us to establish a framework, with a precise estimate of the costs of hiring a co-worker, whether employed or self-employed. This gave us a benchmark for our recruitment policy and HR management.

“The rest of the funding may be used to carry out an impact measurement, by monitoring the progress of the project’s first beneficiaries. We know instinctively that the impact has been very positive: you only have to come along on a Saturday morning to see the enthusiasm of the children and the pride of their parents. TADA is a tremendous talent scout, kindling children’s enthusiasm for education. But assessment tools could be useful to measure our impact in a more sophisticated way.”

« De consultant heeft ons geholpen om een kader op te stellen, met een nauwkeurige inschatting van de kosten van een medewerker in loondienst of op zelfstandige basis. Zo hadden we een baken voor ons aanwervingsbeleid en het beheer van onze HR. »

## TOUCHE

Non-profit organisation Touché seeks to inspire society to deal constructively with aggression. It aims to reduce the harmful impact of aggression by converting its power into positive energy.

Touché offers individual and group support sessions on aggression to people who (risk to) run into trouble with aggression, amongst whom prisoners and ex-prisoners in East Flanders.

Revenue (2014): €251,109  
Full-time equivalents: 2.5

### THE 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, 19% paid out  
Support period: 28/05/2014 - 28/05/2017

### MAIN 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

### COMPLETED ASSIGNMENTS:

- › Strategic exercise to determine action areas for the coming years, and development of the associated action plans



## IMPACT

### QUANTITATIVE INDICATORS:

- › 17% increase in the number of prisoners supported

### 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.

Number of (ex-)prisoners supported





**MARJAN GRYSON**

*Founder and day-to-day manager:*

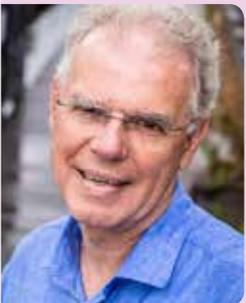
“Our primary aim in working with the Fund is to consolidate our existing core and then to expand. We therefore started off by conducting a strategic exercise with our consultant, which helped us make a number of choices about the fields we wanted to focus on. Those choices are now

being implemented. We are strengthening our internal structure and have already begun work on our external communication drive, to explain to the general public what Touché does and how. We also want to make people outside of prisons aware of how they handle aggression and that things can be different. As for our work inside prisons, we have a written plan for gradually expanding the number of prisons we work with. We have also recently expanded our team.”

« If we want to grow sustainably, we need greater financial security. We’re still looking for that, but at a different level than before our collaboration with the Fund. »

**Your collaboration with the Fund only started in 2014, so you still have plenty of time...**

“Yes, and the time that we’re given is important to us, because another question we need to answer is: how do we ensure that we’re financially sound and independent? We’ve come up with lots of ideas and our funding already comes from a variety of sources, but we can take little for granted. If we want to grow sustainably, we need greater financial security. We’re still looking for that, but at a different level than before our collaboration with the Fund. Now, for instance, we’re thinking about how our aggression management expertise could bring in money. The fact that we’re exploring such avenues has a lot to do with our consultant. I also find that we all tend to refer back to our strategic exercise as the central benchmark. That was something that we all thought about together: the board of directors, our freelancers, and our staff. It’s really paying dividends now.”



**FRANK VERZELE**

*is a product manager at Vlerick Business School and Touché’s consultant:*

“Indeed, it was vital to get everyone involved in the intensive strategic exercise that we initially undertook: stakeholders, volunteers and freelancers, and staff. As usual with such exercises, the main aim was to translate the mission, vision and values

into a set of objectives and priorities. We demarcated areas of responsibility, which gave rise to action plans. Critically, those action plans are clearly defined and manageable for all those within the organisation who want to get involved. That is a considerable number of people.

“You can only go down a path like this with support from an initiative such as the Fund, which has a long-term mindset and chooses projects that want to completely transform themselves and which will eventually be able to make a real difference as a result.”

« You can only go down a path like this with support from an initiative such as the Fund. »



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 (2014): €13,459,052

Full-time equivalents: 138

#### THE 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, 19% paid out

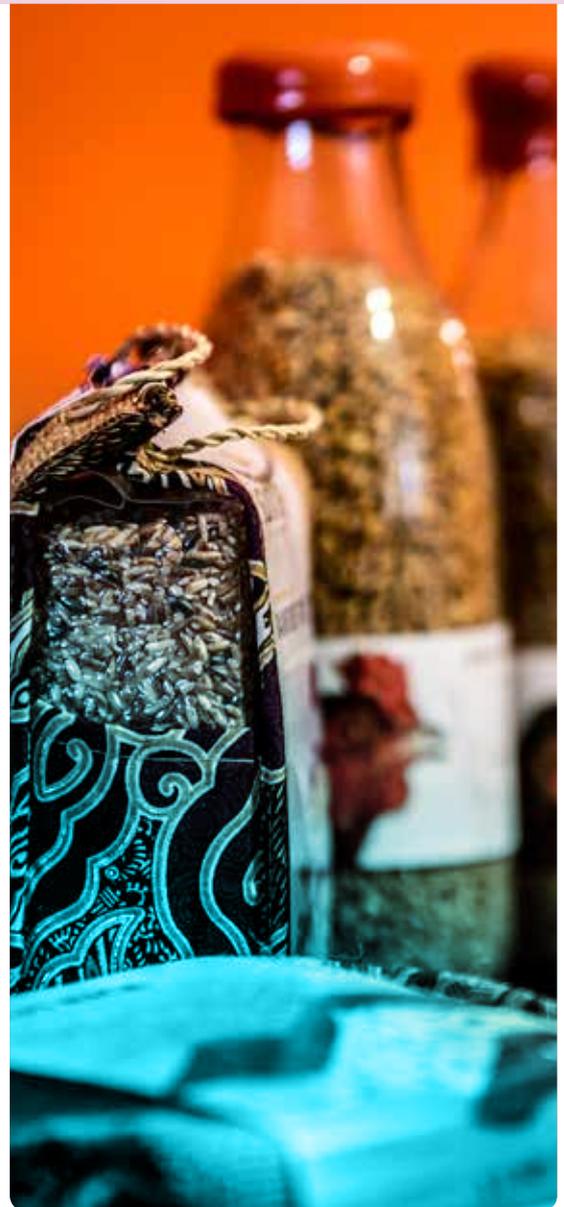
Support period: 01/01/2014 - 01/01/2017

#### MAIN 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

#### COMPLETED ASSIGNMENTS:

- › 55 interviews were conducted to analyse Vredeseilanden's current fundraising strategy and image with the aim to define an optimal fundraising and communication strategy



#### IMPACT

- › In this stadium it is too soon to have intermediate indicators available.
- › Two pilot projects have been identified to test the new strategy: Vietnam and Cacao (Andes, Latin America and Indonesia).
- › Also, in the near future, a pilot project in Africa will be selected.



**ROOS PEIRSEGAELE**

*Director :*

“Our project is about innovative forms of fundraising. We want to diversify our funds and become less dependent on the government here. Thanks to the Fund, we get to benefit from professional guidance. We don’t want our consultant to source funding for us. The aim is to build the capacity of key

people, in our entire organisation.

“A key part of this is developing Vredeseilanden into a network organisation. The current Belgian office will become one of many offices, each with more autonomy and equal representation in an international entity. This is very important as it means that all of our offices will be able to do more local fundraising or contact funders who themselves support projects in Africa, South America and elsewhere, as often happens now. A number of offices can join forces to pitch a major project to a funder, almost like a consortium within their own movement. The growing independence of our offices and the diversification of funding go hand in hand.

“Our consultant, Griet Dehandschutter, works in the US and knows that ‘market’ well. She has helped a lot of Flemish organisations with their fundraising. For us it’s an exciting learning process. For example, she’s taught us about the importance of communication: the website, little brochures, etc. She’s made us think about networking, visibility, boosting our credibility, building trust, maintaining our contacts, and so on. We’re delighted with both the Fund and our consultant.”

« We want to diversify our funds and so become less dependent on the government here. Thanks to the Fund, we get to benefit from professional guidance. »



**GRIET DEHANDSCHUTTER**

*Consultant :*

“The Fund is an important initiative and sends out a powerful message by supporting Belgian non-profit organisations in their innovative and market-oriented thinking and actions. This encourages other players to support a dynamic civil society sector. It also means that non-profit organisations become less dependent on government funding. In Belgium, many organisations are still living in a bubble, while the funding world is changing drastically around them. For example, take the North/South terminology, which has become engrained in our language. When Vredeseilanden contacts foreign funders, they don’t understand references to North and South. In America, they think you’re talking about the American Civil War... Vredeseilanden in Indonesia exchanges valuable programme and fundraising information with colleagues in Vietnam or Nicaragua. The North/South thing doesn’t make sense in that context.

“The Fund highlights the urgent need for innovation. To make a mark in the global private funding world, you have to be proactive, fast and flexible. That requires a change of mentality and approach throughout the organisation. Among other thing, it demands a new distribution of roles and different tasks for

managers, employees and volunteers. For example, many management boards still consist entirely of Flemish members, even though these organisations have an international remit. Flanders needs to play catch-up in this respect.

“If you want to approach private funds, companies and individual donors or impact investors, you have to speak their language. Your website is your calling card. A foreign funder will google your organisation in English before the first meeting and check out LinkedIn profiles of your directors and management. This is a world away from submitting a multi-year plan to a familiar government body.

“If there is consensus about throwing open the windows, it creates enormous energy. You feel that in an organisation like Vredeseilanden, which is what makes it so exciting to accompany them on this journey!”

« The Fund highlights the urgent need for innovation. To make a mark in the global private funding world, you have to be proactive, fast and flexible. »



Village n°1 is a group of non-profits and social businesses. They accompany adults with a disability in their life project and support people with a disability or people who are out of touch with the traditional labor market with their professional path.

Revenue (2014): €11,505,000

Full-time equivalents: 704

#### THE CHALLENGES FACING THE ORGANISATION:

Le Village n°1 is een rijpe, erkende en gevestigde organisatie in haar sector. De jongste jaren ondervond ze moeilijkheden omdat ze niet snel genoeg is mee geëvolueerd met haar 'markt', die in constante evolutie is. Dat heeft zich vertaald in een afname van bepaalde activiteiten, waardoor dan weer de ontwikkeling van haar fundamentele opdrachten kwetsbaarder werd.

#### RESOURCES PROVIDED:

Pledged financial support:

€80,000, 62% paid out

Shared pro bono-consultancy van BDO en Essensys

Support period: 1/07/2014 - 1/07/2017

#### 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)). Objective: to ensure the economical sustainability and preservation of employment, in a competitive context which is changing.

#### COMPLETED ASSIGNMENTS:

- › Global evaluation and the alignment of the board of director's in regard to the future orientation of the different activity pools of the organisation.
- › Assistance with the financial and legal analysis of the different scenario's 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.



#### IMPACT

In June 2015, the agencies of Village n°1 have decided to split their activities "Housing" and "Sheltered workshop" activities. The split will be effective on 1/1/2016.





# NEW

Organisations selected in 2015.



**MISSION OF THE ORGANISATION:**

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 (2014): €306,101  
Full-time equivalents: 6

**THE CHALLENGES FACING THE ORGANISATION:**

Over the next three years, ATK wants to focus on making its buddy concept structurally scalable. It aims to scale up the number of buddy pairings - currently they are at 50 pairs..

**RESOURCES PROVIDED:**

Pledged financial support: €70,000

**SUPPORT PERIOD:** 01/06/2015 – 01/06/2018

**MAIN 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 scale-up of the project?



**MISSION OF THE ORGANISATION:**

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

Revenue (2014): €31,000,000  
Full-time equivalents: 467

**THE CHALLENGES FACING THE ORGANISATION:**

The organisation wants to become more efficient in order to optimise the quality of support.

**RESOURCES PROVIDED:**

Pledged financial support: €70,000

**SUPPORT PERIOD:** 01/07/2015 – 30/06/2018

**MAIN 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.



**MISSION OF THE ORGANISATION:**

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

Revenue (2014): €562,000  
Full-time equivalents: 9

**THE 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: €25,000

**SUPPORT PERIOD:** 01/07/2015 – 01/07/2016

**MAIN OBJECTIVES OF THE VP FUND SUPPORT:**

- > To develop the Droits Quotidiens model in Flanders
- > To establish a national structure

**THEO VAES**, *Coordinator:*

“ArmenTeKort wants to take a leap forward in our understanding of disadvantage and the Fund allows us to speed up that process. We bring together action, knowledge and expertise from a variety of sectors to put an end to unacceptable disadvantage. We have a team of specially trained ‘buddies’ who assist and support disadvantaged members of society. With the Fund’s assistance, we want to scale up that number significantly, from 50 to 500. That would mean that in a subsequent phase we could coach and train 5,000 buddies and match them with 5,000 people in need of support. That scalability is a major challenge for us.”



“With input from the fields of HR and neuromarketing, we are learning how to instil lasting motivation in our volunteers. These are people who want to make a difference in society. Thanks to the external assistance received, we are learning how to understand their key talents and motivations, thereby enhancing the volunteering system and processes. We are also working with medical specialists who are teaching us more about measurement culture, so that we can optimise every step in the process.”

« ArmenTeKort wants to take a leap forward in our understanding of disadvantage and the Fund allows us to speed up that process. »

**PATRICK DEFERME**, *General manager:*

“With the same level of resources, we are striving to achieve customised care and hence greater well-being for our residents, but also for our staff. This means we face a number of challenges: working efficiently, guaranteeing quality, ensuring viable work for our people, supporting more people, and so on. We looked to lean management as an effective way of achieving those goals. In a preliminary phase this generated a lot of opportunities, allowing us to work out where we wanted to get to and to create a support base within the organisation.”



“However, to put these opportunities into practice, we needed external guidance and the funding to obtain it. We knew about the Fund and submitted an application, together with the conclusions from our preliminary phase and the new plans. Our next aim is to use our project as a lever to share concepts in the sector.”

« Our next aim is to use our project as a lever to share concepts in the sector. »

**DIDIER KETELS**, *Director :*

“Our plan is to met “share our knowledge with Flanders. It can address the same need that exists in the French-speaking part of Belgium and Flemish social players are keen to adopt it. In this way we’ll be able to diversify our funding by concluding nationwide service contracts with the public or private sector. That will strengthen our financial position and make us less dependent on one-off government funding. However, the plan also throws up all sorts of questions: what structures should we set up, what legal statute do we need, where will we be able to make savings through economies of scale, how do we find grants, etc.?”



The Venture Philanthropy Fund’s consultancy will give us expertise and resources that we can’t mobilise ourselves so that we can properly prepare the expansion project and be ready for its launch in 2016.”

« Our plan is to roll out our model in Flanders. It can address the same need that exists in the French-speaking part of Belgium and Flemish social players are keen to adopt it. »



**MISSION OF THE ORGANISATION:**

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

Revenue (2014): €2,200,000  
Full-time equivalents: 30

**THE 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

**SUPPORT PERIOD:** 01/07/2015 – 30/07/2018

**MAIN OBJECTIVES OF THE VP FUND SUPPORT:**

- > To strengthen the organisation and manage change
- > To enable staff coaching
- > To optimise the balance of competencies within the organisation



**MISSION OF THE ORGANISATION:**

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 (2014): 302,150  
Full-time equivalents: 4.5

**THE CHALLENGES FACING THE ORGANISATION :**

With demand for locally-grown organic produce on the increase, La Bourrache has expanded its production capacity and now has to develop new sales channels. It has little experience in this area, and the efficiency of what it is doing needs to be reviewed, particularly as regards its educational and social support work with trainees.

**RESOURCES PROVIDED:**

Pledged financial support: €70,000

**SUPPORT PERIOD:** 01/06/2015 – 1/06/2018

**MAIN 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



**MISSION OF THE ORGANISATION:**

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 (2014): €136,895  
Full-time equivalents: 3

**THE CHALLENGES FACING THE ORGANISATION :**

Terre-en-vue wants to develop the association's governance in line with its expansion and enable collective intelligence tools and participatory dynamics to be developed and implemented.

**RESOURCES PROVIDED:**

Pledged financial support: €70,000

**SUPPORT PERIOD:** 01/07/2015 – 01/07/2018

**MAIN OBJECTIVES OF THE VP FUND SUPPORT:**

- > To improve the internal governance
- > To improve the financial management
- > To draw up a prospectus so that the organisation can expand its public offering
- > To devise a communication strategy to support the organisation's expansion

**KOEN DEWEER**, *General Manager:*

"We ourselves took the decision to embark on a radical change process, which makes us atypical in the sector. In a period of two years we merged eight organisations, moving from a small organisation to an organisation with around 40 employees in a very short space of time. The way of working is totally different. We no longer decide everything collectively and that asks for a complete shift in mindset among our people. A lot of thinks are coming together for us. Our power lies in working with people with disabilities. The growth will need to strengthen this.



"Working with the Fund has meant a major acceleration and broadening of our change process. It's early days yet, but we've already learnt that it's good to involve experts in our change processes, people who think more broadly than we can ourselves. You gain new insights more quickly and so make better decisions faster. That's important because the ground has fallen from under our feet a bit: we no longer have a history, so a good dashboard is vital."

« In a period of two years we merged eight organisations, moving from a small organisation to an organisation with around 40 employees in a very short space of time. »

**FRANÇOISE VANDALEM**, *Coordinator :*

"Our vegetable growing business has expanded substantially in recent years, mainly due to the boom in the organic sector and in short supply chains. However, that expansion hasn't been well coordinated at a logistical level, so we're still applying a 'tailor-made' approach for each of our customers: from shops to individuals, from restaurant owners to local collective purchasing groups. As a result, we now have a plethora of different procedures depending on the type of order and delivery, the type of invoice the customer wants, and so on. All of that means we waste a lot of time, which affects our profitability and also has a negative impact on the educational and social aspect of our work with trainees. The main objective of the consultancy



will therefore be to evaluate our logistical processes and then come up with ideas for streamlining them. Naturally, we expect this to boost our productivity, and because we train future organic growers, the lessons learned will also be incorporated into our training."

« The main objective of the consultancy will therefore be to evaluate our logistical processes and then come up with ideas for streamlining them. »

**ZOË GALLEZ**, *Employee:*

"Following our very rapid expansion, we now feel it is necessary to consolidate our association's structures. Otherwise, we run the risk of fanning out in all directions or losing our coherence. There are a whole range of strategic questions on which the consultant's input will be welcome: how do we maintain contact with the local groups located all across Wallonia, how do we make the best possible long-term use of our volunteers' energies, what role do we give farmers in our organisation, how do we coordinate the work done by our team of permanent employees with that done by our board of directors, etc.? At a legal and accounting level, we also need external support to develop a prospectus for the Financial Services and Markets Authority (FSMA). This



will allow us to increase our scope for making a public offering, which is currently capped at €5,000. Communication is another key element: currently, it's done in a rather haphazard way. Basically, we need to professionalise ourselves in all of these areas before we can embark on a new phase in our development."

« There are a whole range of strategic questions on which the consultant's input will be welcome. »

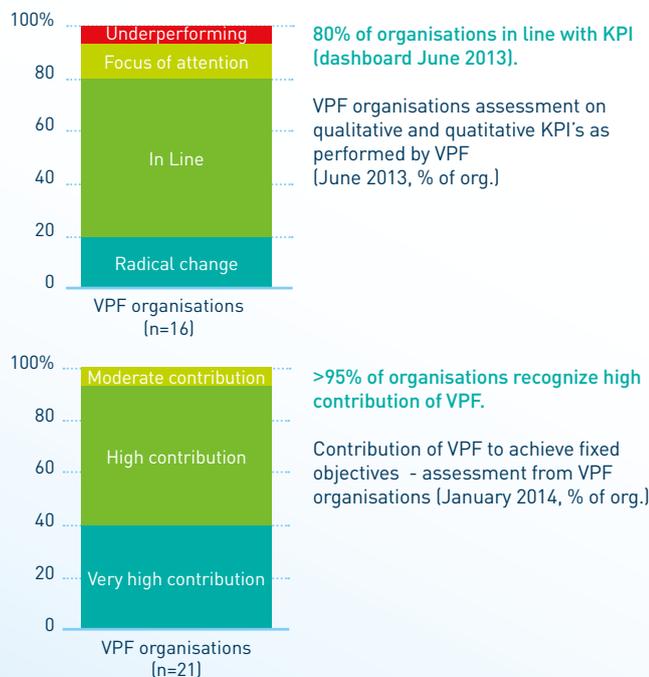
## The Venture Philanthropy Fund: assessment and prospects

### ASSESSMENT: SOME KEY LESSONS

In 2014, the consulting firm Bain & Company carried out an in-depth assessment of the Venture Philanthropy Fund approach.

It found that, since its creation, the VP Fund has delivered positive results for the organisations supported, with 80% achieving their objectives and 95% recognising the Fund's contribution towards achieving those objectives.

**In the past four years, VPF has been successful, reaching its transformation objective for 80% of its portfolio.**



The VP Fund's differentiated approach, which aims to structurally strengthen organisations over the long term, was deemed to be sound: 70% of supported organisations said that the support they received to strengthen their structure delivered greater impact than (a similar amount of) funding for individual projects. This is mainly due to the difficult economic context facing the organisations, including cuts in public subsidies, which is forcing them to **question the way they operate in order to ensure their survival**.



**Jean-Charles van den Branden**

VICE-CHAIRMAN OF THE INVESTMENT COMMITTEE AND PARTNER AT BAIN & COMPANY

“Although the assessment of the Fund's operation was distinctly positive, the study we commissioned was not intended as self-promotion. It was more about analysing our different actions and the various profiles of the organisations we support to identify how we can meet their expectations even more effectively. The organisations don't all have the same requirements; these depend among other things on their degree of maturity. A start-up, for example, requires a very specific approach, including a multidimensional 360° analysis. Networking is an important function, whereas the amounts involved may well be smaller than for a more mature organisation that has already reached a certain level and is now moving on to the next phase in its development. Or for an organisation that needs to completely reinvent the way it works. Another important difference relates to income sources: how dependent is the organisation on government support, or has it developed sales activities to generate its own revenue? Here too, the needs are different and different responses are called for. Thanks to the study, we have information that will allow us to refine our activities according to the needs of each Fund beneficiary.”

In addition, the assessment found that consultancy interventions entailing a limited investment were useful, even for large organisations.

**70% of organisations claim VPF structural support delivers higher impact than punctual project funding.**



The assessment also highlighted the supported organisations’ satisfaction with the VP Fund. The structural nature of the support, the quality of the consultant interventions and the collaborative approach were the main plus points mentioned by the organisations to recommend the VP Fund’s action.

Finally, to further improve the VP Fund’s action in future, the study recommends adapting the support and level of assistance provided to organisations according to their stage of development (start-up, growth, maturity, decline), with closer follow-up where necessary.

## Development and prospects

In late June 2015, the VP Fund concluded a partnership agreement with BNP Paribas Fortis. This new collaboration will enable more organisations to be supported while also providing scope for additional support to a number of organisations in the portfolio which have achieved their phase 1 objectives but which have specific needs that will allow them to significantly enhance their societal impact.

Furthermore, the VP methodology is now being extended to other King Baudouin Foundation programmes. For example, the Baroness Monique van Oldeneel tot Oldenzeel Fund, which seeks to strengthen organisations that improve the housing and living conditions of vulnerable people in Belgium, has decided to work with the VP Fund to support organisations using the VP methodology. The first four organisations were selected in mid-2015. Other funds and projects in the field of mental health, and in the German-speaking Community, are following the same trend.



**Stéphane Vermeire**

GENERAL MANAGER  
PRIVATE BANKING &  
WEALTH MANAGEMENT  
AT BNP PARIBAS FORTIS

“BNP Paribas Fortis Private Banking launched its own

Socially Responsible Investment (SRI) Fund in mid-2014. We are seeing a growing interest in this kind of investment. The investments meet specific ‘socially responsible’ criteria.

“We’re seeing a clear trend among our investors, as this form of sustainable investment moves from being a niche phenomenon to a societal norm. Hence the success of the SRI Fund, with 15,000 clients having joined by the end of August 2015, investing over one billion euros. Because social commitment is one of our fundamental corporate values at BNP Paribas Fortis, we now want to take the lead and go one step further with our clients by investing in an SRI fund with a personal/individual social impact. That’s why we have decided to donate four basis points from the SRI Fund to the Foundation and the Venture Philanthropy Fund, without passing this on to our clients.

“The principles underpinning the Fund dovetail perfectly with our entrepreneurial philosophy. What’s more, the King Baudouin Foundation is independent, has an excellent reputation and plenty of in-house expertise. Our clients know that their money will be well spent. The Venture Philanthropy Fund is also the only one of its kind in Belgium, just like our SRI Fund. They fit well with the more entrepreneurial mindset of philanthropists, and with the fact that many of our clients want more than just a good return. A good feeling is becoming more and more important.”



*Working together for a better society*

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### **The King Baudouin Foundation** **Working together for a better society**

The King Baudouin Foundation is an independent, pluralistic foundation working at the local, regional, federal, European and international levels. We seek to change society for the better so we invest in inspiring projects and individuals. In 2014 the King Baudouin Foundation and the Funds which it administers provided 30 million euro in support to 270 individuals and 1,712 organisations for projects in the areas of poverty, health, development, civic engagement, heritage etc.

The Foundation also organises seminars, round table discussions and exhibitions, shares experience and research results through (free) publications, enters into partnerships and encourages philanthropy, working 'through' rather than 'for' the King Baudouin Foundation.

2,122 people working in our steering groups, advisory committees, management committees and independent juries make their expertise available free of charge. Their generous efforts ensure that the right choices are made on an independent, pluralistic basis.

The Foundation was set up in 1976, on the occasion of the 25<sup>th</sup> anniversary of King Baudouin's reign.

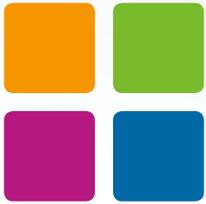
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