



**ondernemers
voor ondernemers**

Duurzame samenwerking met het Zuiden

STRATEGIC FRAMEWORK

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TEAM ORGANISATION & DEVELOPMENT

INTERNAL USE

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1. Credo on development cooperation

Entrepreneurs for Entrepreneurs operates under the belief that individuals and groups possess the will and strength to develop themselves. By advancing both socially and economically, they generate wealth for themselves and for the society in which they operate.

There is a growing awareness that development cooperation should primarily support sustainable economic initiatives that are deeply rooted in the local society. Private initiative is crucial in this regard. Entrepreneurs for Entrepreneurs aims to support these emerging or expanding economic initiatives in the South, within a sustainable and socially responsible framework.

Furthermore, an increasing number of Belgian companies and enterprising individuals are aligning themselves with the United Nations' sustainability goals, known as the Sustainable Development Goals (SDGs). They recognize the significance of sustainable economic development in the South and are willing to actively contribute, either financially or through their expertise. Entrepreneurs for Entrepreneurs facilitates and enables this support.

2. Mission

What is our reason for existence?

Entrepreneurs for Entrepreneurs is convinced that micro, small and medium-sized enterprises in developing countries can be an important driver of sustainable human development and contribute to the welfare and prosperity of local people.

On this basis, Entrepreneurs for Entrepreneurs defines its mission as follows:

Entrepreneurs for Entrepreneurs facilitates socio-economic initiatives in low- and middle-income countries.

To this end, we bring companies and enterprising people from Belgium into direct or indirect contact with such initiatives. We encourage cooperation in the form of funding and/or the deployment of expertise.

With hereby following clarifications:

Socio-economic initiatives

- We support initiatives based on sustainable entrepreneurship. Socially-oriented initiatives are eligible if they contribute to enabling entrepreneurship.
- Supported initiatives must meet some essential conditions:
 - they should pass a thorough feasibility study (in the short and medium term),
 - they should be environmentally and socially sustainable,
 - they should directly and permanently benefit the local population,
 - they should be self-sustaining in the medium term.
- A key resource for these initiatives relies on NGOs' inputs.

Companies and enterprising people from Belgium

- While our focus is on companies and entrepreneurial people in Belgium, including sector federations and employers' organisations, we can also partner with other organisations, government agencies and individuals who value entrepreneurship.

Directly or indirectly

- Direct: a Belgian company or entrepreneurial individual directly supports a micro, small or medium-sized enterprise in a developing country (B2B route).
- Indirect: a Belgian company or entrepreneurial individual supports an ongoing programme of one of the Belgian NGO partners of Entrepreneurs for Entrepreneurs recognised for development cooperation (NGO track).

Funding

- This can be through a donation, direct financial participation or the provision of a loan.
- In addition to financial support, in-kind support can also be given.

Leveraging expertise

- Where necessary or desirable, we provide specific expertise for the success of the initiatives introduced.
- This expertise can relate both to the development and management of the initiatives (project management, financial expertise, development of business plan...) and product and/or process technical support.
- To do this meaningfully, Entrepreneurs for Entrepreneurs is building a dedicated 'expertise network'.

3. Organisational model

How do we plan to achieve our mission? What is the specific approach of Entrepreneurs for Entrepreneurs?

In essence, the role of Entrepreneurs for Entrepreneurs is one of 'business-matchmaking'

- ✓ The STRATEGIC DIFFERENCE of Entrepreneurs for Entrepreneurs consists of:
 - a. be able to **identify, select and support** valuable **projects**
To this end, we appeal to various sources, ranging from our NGO partners to direct contacts on the ground (see below).
 - b. **ensure** the evaluation, selection and elaboration of projects based on: **sustainability, feasibility, entrepreneurship and impact.**
To this end, Entrepreneurs for Entrepreneurs brings in specific expertise (elaboration of business model and plan, project evaluation, business economic analysis, content expertise, etc.). Entrepreneurs for Entrepreneurs can thus **help shape selected projects.**
 - c. approaching companies and enterprising individuals in Belgium with **projects that can specifically appeal to them**, that are situated in their sector and world of experience.
 - d. In this way, a genuine involvement can arise from the entrepreneurial world in projects that generate social impact in low- and middle-income countries. This can (in the longer term) also benefit the Belgian business world.
 - e. in addition to funding support, bring actual **expertise support** to the **elaboration and realisation of the projects.**

By not only providing funding support for development initiatives but also by contributing expertise in the development, realisation, follow-up and evaluation of the projects, Entrepreneurs for Entrepreneurs is convinced that it greatly increases the effectiveness of these initiatives.

Moreover, the deployment of expertise offers investing or donating companies the opportunity to become co-owners of the project. This allows for a strong involvement of their stakeholders.

This requires the ability to bring in this expertise at the appropriate time. For this, in addition to the deployment of our volunteer experts, we work with various partners, including diaspora organisations, universities and colleges, NGOs, student organisations, 4^{de} pillar organisations, research institutions, businesses and sector federations, and governments.

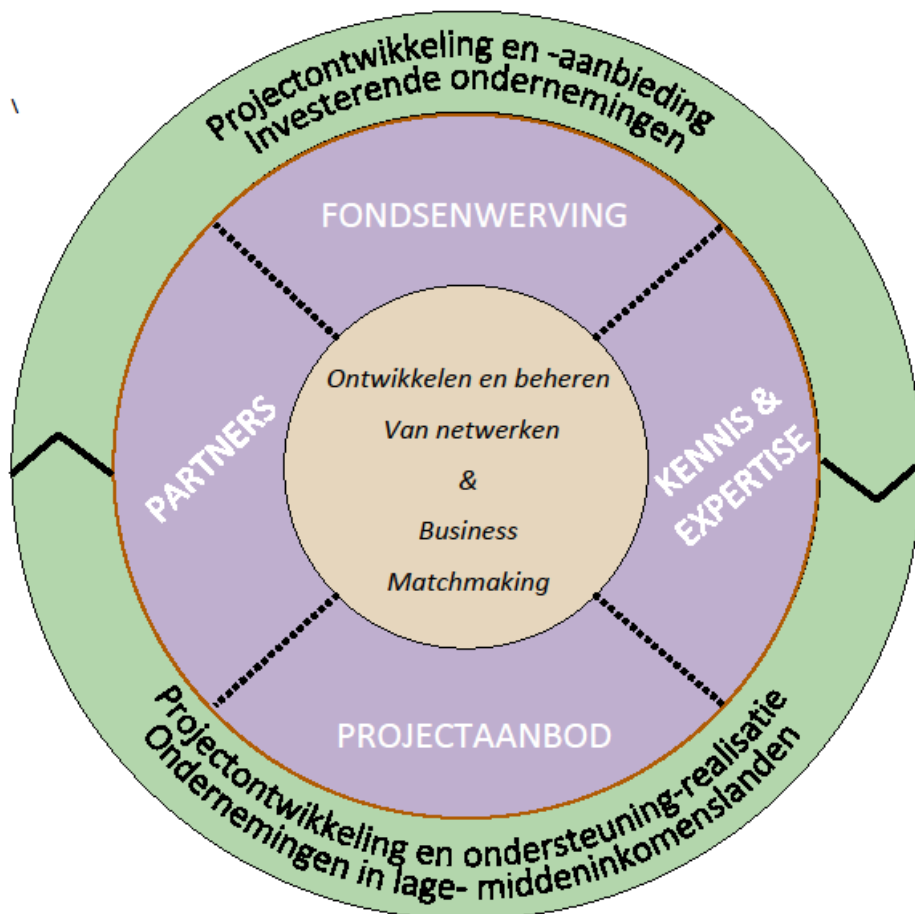
In doing so, Entrepreneurs for Entrepreneurs coordinates the deployment of expertise coming from the various partners. Depending on the needs, Entrepreneurs for Entrepreneurs will expand its network and establish additional partnerships.

- f. regularly provide new approaches on how to tackle the SDGs. By actively bringing together various actors and combining its various functions, Entrepreneurs for Entrepreneurs is a laboratory for new ideas on global cooperation.

Thanks to its independence and lean organisation, Entrepreneurs for Entrepreneurs is also well-placed to translate new ideas into practice.

- ✓ To realise this specific approach to development projects, the first task is to develop and manage networks of potential stakeholders and contributing parties. Entrepreneurs for Entrepreneurs identifies four main networks:

- a. *project supply*: direct and indirect sources (including NGOs, diaspora organisations, 4^{de} pillar organisations, investment funds, microfinance institutions...) for bringing in potential projects
- b. *partner network*: various organisations focused on the development of the global cooperation sector with which Entrepreneurs for Entrepreneurs can set up a cooperation. This also includes governments and government institutions
- c. *fundraising*: through donating and investing companies, crowdfunding, events
- d. *knowledge & expertise*: who can provide what expertise: volunteers, companies, colleges, training institutes, and more.



4. Our vision for the future

Where do we want to be in 10 years? How do we wish to be perceived by society then?

In 10 years, Entrepreneurs for Entrepreneurs should be able to position itself as follows:

Entrepreneurs for Entrepreneurs has been able to build a unique position in global cooperation and enjoys wide recognition in Belgium for this. Entrepreneurs for Entrepreneurs hereby provides an exceptional channel for the business community, entrepreneurial individuals and governments to contribute to global cooperation projects under the *sustainable development goals* (SDGs).

Simultaneously, Entrepreneurs for Entrepreneurs succeeded in achieving a substantial increase in the initiatives realised through its intervention with lasting social added value. This involves both a substantial increase in the number of projects and the total value of realisations.

With hereby the following clarification:

*The **unique position** of Entrepreneurs for Entrepreneurs is that, in line with its mission, it realises the development of socio-economic initiatives in low- and middle-income countries in the form of business matchmaking and then does so in such a way that:*

- a. in addition to financial support (and possibly support in kind), the input also relies on the contribution of expertise, both in terms of management and product and process know-how,
- b. the projects are properly vetted beforehand (feasibility, sustainability, local embedding, self-sustaining over time...) and then monitored and periodically evaluated,
- c. offers companies and enterprising people in Belgium an important channel to contribute to global solidarity. Not only is the opportunity offered here to support projects they can identify with (often in a one-to-one relationship) but in many cases, a win-win situation is also created.

This win-win situation results, for instance, from the opportunity to gain experience in countries and/or cultures with which the companies can develop a business relationship or to increase innovative strength through intercultural cooperation.

- d. channels are created for the deployment of expertise from various knowledge centres.

5. Strategic objectives

What should we have realised in the long term?

The strategic objective of Entrepreneurs for Entrepreneurs is clear; this objective is to fully develop the proposed organizational model and use it to achieve our vision!

6. Critical success factors

What are the essential conditions in the light of our mission and organisational model to deliver our vision?

To fully develop the organisational model and realise the vision, the following conditions are undoubtedly critical:

- a. Increasing fundraising through existing channels (businesses and entrepreneurs).
- b. To (further) develop additional channels for fundraising.
- c. Broadening and deepening the sources for bringing in socially valuable projects.
- d. Greater awareness in Belgium of the set-up and reputation of Entrepreneurs for Entrepreneurs.
- e. Being able to develop and manage Entrepreneurs for Entrepreneurs strategic networks:
 - networking for project offerings,
 - fundraising networks,
 - networks aimed at developing the 'global cooperation' sector
 - networks for the input of expertise.
- f. Building and maintaining good relations with governments and government agencies.
- g. Being able to continue to control and further develop the internal organisation:
 - Managing, directing and enthusing the volunteer network,
 - Ensuring internal coordination across organisational divisions and between initiatives to be developed,
 - Be able to continue to dynamically manage and deploy the strategic networks,
 - securing and unlocking internal knowledge.

- h. Ensuring that the applied and supported projects, also in their realisation, meet the mission and the proposed organisational model as much as possible; in other words, the importance of the success ratio of the projects.

- i. Creating a feel for local cultures and understanding local entrepreneurship opportunities and constraints.

- j. Increasing internal knowledge regarding global cooperation and keeping the organisational vision sharp.

7. Internal development projects

Specifically, what do we need to do, to develop to realise our vision?

Based on the SWOT analysis, mission, vision, and critical success factors, several projects are outlined below. These projects are essential in alignment with the ambitions detailed in this strategic framework.

Furthermore, several sub-actions are defined for each internal development project. These are not mandatory and by no means exhaustive. It is the responsibility of the respective project managers to further elaborate on their projects, always in coordination with the general manager. This approach ensures the overall coherence and consistency of the strategy.

A. Concerning the core activities of Entrepreneurs for Entrepreneurs.

1. Increase fundraising through existing channels
 - a. ensuring customer loyalty with members and donors,
 - b. developing and implementing a marketing plan for membership recruitment,
 - c. Development of a sales strategy and approach plan for project offers, and related tools,
 - d. Strengthen sales organisation, attract consultants with the right profile,
 - e. elaborate and ensure the training, supervision and 'management' of the consultants.
2. Expanding other fundraising channels
 - a. Organising profitable events,
 - b. Further develop funding through crowdfunding,
 - c. work towards securing grants.
3. Further scaling up the B2B operation and thereby realising an increase in the supply of quality projects
 - a. Develop and manage quality project resources,
 - b. perfect project selection and screening,
 - c. Build out a methodology for project development, including a multi-sector approach,
 - d. Broaden systematic monitoring and evaluation of projects,
 - e. Breakdown of screening criteria (KPIs),
 - f. Taking care of project documentation.
4. Introducing structured project management in relation to the external initiatives/projects supported
 - a. introducing the 'project management function,
 - b. Systematically track the status of all projects,
 - c. Analyze project acquisition, project development, project sales, project realisation and project evaluation,

- d. Driving choice on project acquisition,
 - e. advise on the provision of required/wanted expertise.
5. Elaborate and implement a plan to improve the external awareness and image of Entrepreneurs for Entrepreneurs.
 - a. Development and implementation of a communication and promotion plan,
 - b. organising targeted experience and prospecting trips,
 - c. targeted participation in and self-organisation of events,
 - d. Optimise communication to target groups and to the various policy levels,
 - e. exploiting the opportunities offered by social media
 - f. Further develop the PR operation,
 - g. giving visibility to the destination and use of funds.
6. Structurally managing the NGO network
 - a. Expanding NGO account management,
 - b. Expanding NGO network management.
7. Building and structurally managing the network aimed at developing the 'global cooperation' sector
 - a. Building collaborations with other organisations that share the same vision and/or are complementary,
 - b. Establish consultation and cooperation with different policy levels (federal, regional and local authorities, DGD, BTC, FIT...),
 - c. Building partner account management,
 - d. Building partner network management.
8. Building and structurally managing an expertise network
 - a. develop expertise in account management,
(an expertise account manager could be an employee of the relevant expertise centre)
 - b. Building an expertise network management.
9. Further develop and manage adequate databases (supply expertise, ongoing projects, funding partners...).
10. Connecting with local cultures and gaining insight regarding local opportunities and constraints regarding entrepreneurship. Communicate internally the specific customs and sensitivities in various cultures.
 - a. Build and maintain a network with local cultures,
 - b. Organising study tours,
 - c. approach NGOs for this purpose,
 - d. Approach the diaspora network and structure and maintain contact with it.

B. M.v. internal organisation:

1. For all teams: define concrete objectives in the realisation of all recurrent tasks/tasks.
2. Improve the efficiency of administrative organisation.
3. Preparation and handling of profiles for attracting and selecting internal staff and volunteers (a particular focus here is ensuring a good mix of the desired profiles).
4. Provide proper induction and training for new volunteers.
5. Elaborate and implement actions aimed at continued volunteer involvement and collaboration.
6. Managing and expanding organisational development
 - a. clarify organisational and consultation structures, also in the light of this strategic framework,
 - b. elaborate sound procedural management,
 - c. Development of a project methodology for the realisation, follow-up and management of internal development projects,
 - d. ICT support
 - development of a follow-up and reporting system
 - introduction of digital accounting system
 - further, develop and streamline cooperation with external accounting firm
7. Develop financial management further.
8. Implementation and rigorous maintenance of a new CRM system.
9. Preparation and management of internal steering boards based on KPIs.

8. Realisation process

A concrete roadmap should be developed for each objective or project to be realised and the set of required developments monitored

For each of the objectives or projects to be developed:

- a. a person in charge, with or without a team, to be appointed, and
- b. a concrete action plan (including a follow-up plan including KPIs) should be drawn up.

A unified schedule will be used to summarise the project plans.

Seen:

- a. The scope and ambition of the overall plan,
- b. the multitude of developments to be realised and management measures to be put in place
- c. the timeliness of a number of projects,
- d. the fact that a lot will rely on volunteers,

overarching follow-up will be required. This is a core task for the general manager. In parallel, he should also monitor the internal organisation and make adjustments where necessary.

Annex 1: SWOT analysis

What are our organisation's weaknesses and strengths, respectively?

What threats and opportunities arise in the external environment?

Does this show that an adjustment of the mission, organisational model and/or vision is desirable?

What operational objectives are pressing?

STRENGTHS

1. OvO is a low-cost organisation with a flat structure.
2. OvO is a strong brand with strong products that are increasingly 'catching on' with corporate social responsibility entrepreneurs in Belgium.
3. OvO can call on the various competencies and 'network' of volunteers, themselves from the entrepreneurial world.
4. Ngo projects offer a qualitative infusion of projects. The multiplier effect of government grants is crucial here.
5. The portfolio approach to B2B projects leverages innovation as well as project risk management through strong project screening.
6. The strength of the B2B and NGO projects lies mainly in the 1-to-1 relationship project sponsor - local entrepreneur where OvO acts as a 'broker' through 'match making' of resources (financial / expertise).
7. OvO is not subsidised and is politically neutral.
8. OvO is very flexible and can respond quickly to new opportunities

SWITCHES

1. Reducing subsidies to NGOs may pose a risk in terms of continuity over time (fishing in the same pond of projects, funding and recruitment of experts).
2. OvO's communication and visibility are insufficient to recognise OvO as a natural partner to act as a project broker and create a win-win situation.
3. A flat structure and a low-cost organisation pose a problem in terms of organisational efficiency and streamlining of processes.
4. Knowledge and information sharing have been created 'ad hoc' and too unstructured and salvaged, resulting in a lot of 'inefficient' rework. Building out CRM and onboarding tables with understandable steering indicators (KPIs) is a necessity to have a 'more' streamlined and 'better' informed organisation.
5. OvO has a lot of competence, but there is not enough background in terms of OvO's accumulated knowledge of the low & middle-income economy.
6. There is currently no structured approach to introducing new staff into OvO.
7. The supply of 'quality' projects is still too limited.
8. Prospecting and contacting new companies clashes with the limitations of existing consultant networks.

OPPORTUNITIES

1. Develop B2B as a fully-fledged pillar, based on a 'recognised competence' in the market regarding the selection, financing and follow-up of projects with local

entrepreneurs. B2B can become the growth engine both in terms of new/quality/sustainable projects (innovation) and partnerships (missing/complementary competencies).

2. Collaborate with entrepreneurs from various sectors through a 'multi-sector' approach in project selection and realisation involving cross-fertilisation of competencies/resources, both among the participating partners here and local entrepreneurs in the south.
3. Strengthening its own expertise and the network built up in certain themes/sectors and thus being able to attract additional projects and resources/partnerships vb. : 4th pillar, organisations other than NGOs (cultural sector, education, environmental movements, local authorities, socio/political associations such as trade unions, mutual societies, ...)
4. Participation in multi-actor partnerships reduces risk in terms of the project portfolio and increases knowledge building & opportunity.
5. There is a changing zeitgeist that offers new perspectives to develop and apply new 'alternative' financing and prospecting methods where the portfolio approach, expertise management and realisation of sustainable win-win relationships are levers to give OvO a 'boost' to permanently develop and position itself as 'THE' partner.
6. OvO can realise 'shared value' through collaboration with organisations from other cultures.
7. OECD should be the driving force to have a legal framework introduced that provides additional tax incentives for companies that cooperate financially or through expertise in the development of projects that contribute to the sustainable development of local entrepreneurs.
8. OvO should actively manage the expertise potential of both its own staff and companies to attract new funding as well as new high-quality projects.

BUSINESS

1. Drying up or reducing government subsidies to NGOs will encourage NGOs to fish in the same pond as the OECD both in terms of the source of funding and in terms of attracting meaningful projects.
2. Working with volunteers where there may be potential turnover calls for investment in capturing and documenting processes, procedures and reporting.
3. There is currently a negative perception among entrepreneurs regarding an 'insufficient' success rate of the OECD projects.
4. The emergence of similar organisations (whether after refocusing or not)