



# Ondernemers voor Ondernemers

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Investing in sustainable entrepreneurship in Africa



# Budget 2026 - principles

Target-driven budget (2026) vs accounting-based budget (2025)

- Target-driven economics: Converts activity KPIs into financials
- Variable cost allocation made explicit
- Link between operational performance and revenue
- Improved forecasting flexibility and governance



# Targets 2026

Total investment amount facilitated:  
€2 million

Label	Value metric	Q1 Qty / Amount	Q2 Qty / Amount	Q3 Qty / Amount	Q4 Qty / Amount	Year Qty / Amount
Corporate donations (NGO projects)	Total amount collected (€)	€ 25.000	€ 500.000	€ 130.000	€ 100.000	€ 755.000
Donations OVO Acceleration Fund	Total amount collected (€)	€ 225.000	€ 50.000	€ 50.000	€ 50.000	€ 375.000
Corporate members core	Number of members (units)	5	1	2	0	8
Corporate members ordinary	Number of members (units)	4	3	1	10	18
Corporate partnership offering	Number of packages sold (units)	0	2,5	2,5	4	9
Inspiration tour	Number of participants (units)	6	2	0	0	8
NGO members core	Number of members (units)	5	0	0	0	5
NGO members ordinary	Number of members (units)	1	0	0	0	1
African SMEs coached through ST4A	Number of SMEs (units)	15	15	15	15	60
African SMEs with facilitated investment	Number of SMEs with investment (units)	4	8	12	12	36
Projects Development Agencies	Number of projects (units)	1	2	2	1	6
OVO Acceleration Fund (AUM)	Total amount (€)	€ 0	€ 0	€ 0	€ 585.000	€ 585.000
Government subsidies	Total amount (€)	€ 0	€ 0	€ 0	€ 0	€ 0



# Revenue 2026

Covers cost local partner (assessments, logistics...), flight tickets & accommodation OVO coaches, fee local coaches etc.

Label	Unit revenue	Unit variable cost	Units / Total amount (targets)	Revenue Year	Variable cost Year	Contribution Year
Corporate donations (NGO projects)	5,00%	€ 0	€ 755.000	€ 37.750	€ 0	€ 37.750
Donations OVO Acceleration Fund	7,50%	5,00%	€ 375.000	€ 28.125	€ 18.750	€ 9.375
Corporate members core	€ 7.500	€ 0	8	€ 60.000	€ 0	€ 60.000
Corporate members ordinary	€ 500	€ 0	18	€ 9.000	€ 0	€ 9.000
Corporate partnership offering	€ 10.000	€ 1.211	9	€ 90.000	€ 10.900	€ 79.100
Inspiration tour	€ 10.000	€ 5.000	8	€ 80.000	€ 40.000	€ 40.000
NGO members core	€ 6.500	€ 0	5	€ 32.500	€ 0	€ 32.500
NGO members ordinary	€ 1.000	€ 0	1	€ 1.000	€ 0	€ 1.000
African SMEs coached through ST4A	€ 150	€ 2.945	60	€ 9.000	€ 176.700	-€ 167.700
African SMEs with facilitated investment	€ 3.128	€ 628	36	€ 112.600	€ 22.608	€ 89.992
Projects Development Agencies	€ 140.000	€ 102.760	6	€ 840.000	€ 616.560	€ 223.440
OVO Acceleration Fund (AUM)	5,00%	0,00%	€ 585.000	€ 29.250	€ 0	€ 29.250
Government subsidies			0	€ 0	€ 0	€ 0
				€ 1.329.225	€ 885.518	€ 443.707



**Guidance fee:**

- 350€ fixed
- 5% variable on total amount

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# Revenue 2026

Implies a 60% success rate !

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# Fixed costs

Follow up of investees by local partners

Label	Operation cost Q1	Operation cost Q2	Operation cost Q3	Operation cost Q4	Operation cost Year
Total staff cost	€ 84.480	€ 84.480	€ 84.480	€ 84.480	€ 337.920
Office & non-staff fixed costs	€ 9.000	€ 9.000	€ 9.000	€ 9.000	€ 36.000
External expert fees	€ 7.500	€ 7.500	€ 7.500	€ 7.500	€ 30.000
TOTAL	€ 100.980	€ 100.980	€ 100.980	€ 100.980	€ 403.920



# P&L

## P&L

Total revenue (€)	€ 1.329.225
Total variable costs (€)	€ -885.518
<b>Contribution margin</b>	<b>€ 443.707</b>
Total fixed costs (€)	€ -403.920
<b>EBITDA (€)</b>	<b>€ 39.787</b>



# Dashboard

## Total capital invested

Annual Target	€ 2.000.000
Actual (YTD)	€ 0

## Total fundraising from corporate donations

Annual Target	€ 755.000
Actual (YTD)	€ 0

## Total revenue from corporate memberships

Annual Target	€ 69.000
Actual (YTD)	€ 22.000

## Revenue from service offering to Belgian corporates

Annual Target	€ 90.000
Actual (YTD)	€ 28.000

## Revenue from development agency contracts and grants

Annual Target	€ 840.000
Actual (YTD)	€ 119.976

## Total revenue from inspiration tour

Annual Target	€ 80.000
Actual (YTD)	€ 0



# Monitor other assumptions carefully as well

**Example:** Impact of "modest" change in coached → closed-deal conversion

- Success ratio +10 percentage points (60% --> 70%):

P&L	
Total revenue (€)	€ 1.327.939
Total variable costs (€)	€ -860.275
<b>Contribution margin</b>	<b>€ 467.664</b>
Total fixed costs (€)	€ -403.920
<b>EBITDA (€)</b>	<b>€ 63.744</b>

- Success ratio -10 percentage points (60% --> 50%):

P&L	
Total revenue (€)	€ 1.331.025
Total variable costs (€)	€ -920.858
<b>Contribution margin</b>	<b>€ 410.167</b>
Total fixed costs (€)	€ -403.920
<b>EBITDA (€)</b>	<b>€ 6.247</b>



# entrepreneurs for entrepreneurs

*Sustainable cooperation with Africa*

Ondernemers voor Ondernemers - OVO

Private sector in Europe

Unlocking sustainable growth  
through local SME partnerships in Africa



# Why European companies should engage

- Growing African markets offer fast, sustainable growth opportunities
- Increasing EU regulations (EUDR, CSDDD, DPP...) push for sustainable, transparent value chains
- Strategic interest in strengthening local ecosystems for supply chain resilience
- CSR commitments aligned with fostering African entrepreneurship and sustainability



# How European companies fit in

- Collaborate on programme design and funding aligned with their sector priorities
- Leverage OVO's local partnerships for SME selection and coaching delivery
- Connect certified SMEs to their supply chains or investment portfolios
- Participate in technology pilot testing and knowledge exchange



# Benefits for European companies

- Access to a vetted pipeline of investment-ready SMEs aligned with their sustainability goals
- Strengthen local supply chains reducing operational and reputational risks
- Demonstrate CSR leadership by fostering inclusive African entrepreneurship
- Gain market insights and innovation through technology pilots and joint projects



# Examples

- Cocoa value chain: supporting SMEs offering clean water, sustainable inputs & traceability tools
  - Partnering with Rikolto & Cocoa buyers
- Para-port logistics: enhancing SME capacity for efficient, green operations in Benin
  - Partnering with Enabel & Port of Antwerp-Bruges



# Examples

- SMEs in the health sector
  - Partnering with Artsen Zonder Vakantie & Flemish companies in the pharmaceutical sector
- SMEs in the water sector
  - Partnering with Join for Water & Aquafin (tbc)



OVO empowers African entrepreneurs to create lasting change through sustainable and innovative solutions.

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