

TOUCHE

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Report in accordance with the
Social Reporting Standard (SRS),
developed by the Social reporting Initiative e.V (SRI)
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PART A - OVERVIEW

1. INTRODUCTION

Nowadays, anxiety seems to be more accepted than aggression, which makes us exclude anger, dissociate from our own aggression, condemn people who use aggression as 'bad', ...

Paradoxically, this makes the angry ones even more angry and the anxious ones even more anxious.

1.1 VISION AND APPROACH

Treating people in a human way can create **a safe society**.

Teaching people to cope with their own aggression makes **a liveable society**.

Helping people to use their strength positively in their lives and relationships leads to **a more talented society**.

VISION

The most common answer to aggression is repression and exclusion. This is a unilateral response to a multiple problem, and therefore not constructive, nor effective. By seeking positive solutions to limit the damage and to apply the force that leads to aggression, we **build pathways for people to make (social) change available**.

Touché wants a **safe, positive, respectful** world without damaging violence, in which everybody can use their **talents, strength and even the energy of aggression** to live together constructively. Therefore touché is working on the **integration** of people who experience problems because of aggression, based on two principles:

- A) Aggression as a possible strength, not (only) a problem.
- B) *"Problem talk creates problems, solution talk creates solutions"* (Steve de Shazer)

Integration doesn't only mean somebody 'may be part of society again, but this person should also get a positive place. That's our commitment, to **reintegrate people who experience problems with aggression**. And that's why we need all parties involved: citizens, employers, politicians, prisoners, their family members, the justice system, ...

APPROACH

Out of the methodology based on A) and B), we build concrete constructive solutions and ideas:

1. solution focused **therapy programs** for people with aggression-related problems, with a special attention for (ex-) inmates;
2. **campaigns and actions** with (ex)-inmates to raise people's awareness about aggression and to change society's negative perception about former prisoners and their potential to contribute in a positive way to society (e.g. training programs for professionals; prevention programs for youth, in collaboration with (ex)-inmates) ;
3. **a whole new penalty system**, that offers opportunities for change from within, based on small scaled, integrated and differentiated detention houses.

1.2 SCOPE OF THE REPORT

| | |
|---|--|
| Scope | TOUCHÉ: <ol style="list-style-type: none">1. organizes solution focused therapy programs for people with aggression problems, with a special attention for (ex-)inmates2. initiates campaigns and actions to raise people's awareness about aggression with input from (ex-)inmates3. rethinks the Belgian penalty system |
| Reporting period and reporting cycle | The focus year of this report is 2014. |
| Application of SRS | 2014 edition |
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PART B – THE OFFER OF TOUCHÉ

2. THE SOCIAL PROBLEM AND THE SOLUTION

2.1 THE SOCIAL PROBLEM

VIOLENCE = DAMAGE & LOSS

1 out of 3 women is a victim of violence in her lifetime.

Each day **4,000** people die as a consequence of violence.

Each day **120,000** people end up in hospital due to violence.

The Belgian economy spends **20 billion euro**, or **1,829 euro per person**, on violence every year. On a global level, the expenditure is **14.3 %** of GDP. The global economic impact of violence has increased by **15 %** since 2008.

2.2 SOLUTION ATTEMPTS MADE TO DATE

PRISON AS A REACTION TO VIOLENCE = EVEN MORE DAMAGE & LOSS

Detention as a solution to violence? This does not work.

57.6% of Belgian inmates relapses into criminal behaviour. Recidivism is highest among violent offenders. **75%** of them relapses into crime after being released.

Prisoners are unproductive elements in society and cost society a lot of money. The Belgian state's daily average cost for each prisoner is **€ 217**, or **€ 79,205** per year.

Currently, Belgium's prison system holds about **11,500** inmates. That means **100 out of 100,000** inhabitants. This number significantly exceeds that of Scandinavian countries, the Netherlands and Germany and is similar in France, Luxembourg and Great-Britain.

Each year about **5,000** people are released from prison after a detention period during which they stand a **33%** chance to develop a drug abuse habit, **50%** to develop an aggression-related problem and **90%** to develop psychosocial problems. For these problems they aren't offered any kind of care or guidance whatsoever.

Both the Council of Europe and the European Court of Human Rights and the UN have repeatedly sentenced Belgium for violations of human rights, overcrowding and inhumane treatment in the prison system.



2.3 THE SOLUTION

2.3.1 Work performed (output) and direct target groups

To create social impact touché realises projects in 3 mutually reinforcing pillars. Building on the ecological model about the multifaceted - biological, psychological, social and environmental - roots of violence of

the World Health Organization (“*Violence must be addressed on multiple levels and in multiple sectors of society simultaneously*”), we have a multilevel and connective approach to solve the aggression problem in our societies: attention to aggression, anxiety and detention.

I. ATTENTION TO AGGRESSION

Consider aggression in a different way:

- 1) Aggression is part of **human** nature.
- 2) Aggression is **manageable** and aggression-related problems **can be solved**.
- 3) The power of aggression can be used in a positive way and **we can benefit** from it.

OUTPUT

A curative and restorative practice, consisting of support focusing on aggressive behaviour with a view to achieve results on an individual and relational level by counselling people that have or threaten to face all kinds of aggression-related problems.

WORK PERFORMED

Individual counselling, couples therapy and **group training sessions**, both **in and outside prisons**.

This is a way to guide people on their path to reintegration beyond walls and to support both ex-prisoners and other people to deal with their feelings of aggression in a different way.

All therapeutic processes are focused on **recognizing, controlling** and **managing** aggression and eventually **using the power** of aggression **in a constructive way**. We distinguish 5 possible stages in the guidance process:

- 1) Establishment of a **barometer**: in this stage people learn how to recognise and acknowledge their own thoughts, feelings and behaviour, and the inciting factors of and physical signs connected with aggression.
- 2) Operation of your personal **thermostat**: in this stage people learn how to control and steer their own aggression, how they can provoke calming thoughts and actions, and they are taught new ways of establishing peace and safety.
- 3) **Ecology**: during the coaching process, we also pay attention to the social environment of our clients (family, friends, colleagues, other care takers or social workers, etc.) Dealing with traumatic experiences can be part of the counselling sessions.
- 4) Devising a constructive **plan for the future**: in this stage people learn how to harness the power of aggression to draw up problem-solving plans.
- 5) **Reintegration**: people learn how to deal with crises and relapse, they learn how to stumble without falling, how to reinforce their resilience and sometimes they try to find solutions for other people's problems.

After following a therapeutic program, people can be engaged in a **restorative program** to give support to youngsters, peers and professionals. This reinforces not only what they've learned during the therapy, but also the re-integration process itself, because this gives people a new, positive role in society.

DIRECT TARGET GROUP

people who deal with aggression-related problems, with a special attention for (ex-) prisoners (because they are excluded the most); In Belgium about 50% of all prisoners deal with aggression problems. This means the total target group of prisoners in Belgium consists of 6.000 people. 2.500 of them are released from prison on a yearly basis.

II. ATTENTION TO ANXIETY

OUTPUT

Preventive work, to **raise public awareness** and to **inspire policymakers** in order to produce an effect at community and society level.

WORK PERFORMED

Activities that have an impact on **public attitudes** towards aggression, prisoners, integration.

We focus on target groups who share and support our mission, as well as on actions that bring different target groups together. In that way we multiply our social impact. Examples of our actions are:

- **Artistic and sports events** that focus on violence and detention and that appeal to a broad audience, to engage more and new people in our work;
- **Positive campaigns and media actions** about aggressiveness (to democratize the idea that aggression is part of all of us), prisons (to show people what is really going on in our prison system), ex-prisoners who re-integrated successfully, ex-prisoners and work (to convince employers to give jobs to ex-prisoners), to stimulate the public debate on these topics and to change the way media report on these topics;
- **Educational sessions** on aggression **for professionals** in the social sector. These sessions are based on our problem-solving methodology;
- **Educational sessions** on aggression and detention **for youngsters** in schools and institutions by experts by experience (i.e. ex-prisoners);

DIRECT TARGET GROUP

citizens, employers, youngsters

III. ATTENTION TO DETENTION

OUTPUT

We should approach punishment differently and focus on reintegration during the detention period. This is possible: on a **small scale**, at **community** level and **differentiated**. Detention facilities with guidance, tailor-made, oriented towards problem-solving and focused on the future.

WORK PERFORMED

Leading a **think tank** with experts in several domains considering detention houses (e.g. architects, criminologists, judges, psychologists, artists, journalists, politicians), **lobbying**, setting up a **communication strategy**, making concrete **business cases** for pilot projects.

DIRECT TARGET GROUP

policy makers concerning the detention system: the Minister of Justice, the Federal Department of Justice and the Minister of Welfare

2.3.2 Intended results (outcome/impact) on direct and indirect target groups

We intend to have an impact on two main levels: individual & relational on the one hand, and societal on the other hand. Next to that our work also results in some interesting economical impact.

SOCIAL IMPACT AT AN INDIVIDUAL AND RELATIONAL LEVEL

IMPACT

more **(self)esteem and respect**, balance, powerful calm, well-being, (self)confidence, positive quality of life, optimism and hope

OUTCOME

better skilled people, experiencing more freedom of choice concerning their (re-)actions, and engaging in more positive and sustainable relationships:

- 1) **emotional**: people are better able to deal with (recognize, control, handle and even positively use) anger and fear
- 2) **social**: people are better able to deal with each other and to build up respectful relationships with the people around them (e.g. through better communication, more empathy, better problem & conflict solving)

INDICATORS OF CHANGE

difference in experiences, feelings, cognitions and behaviour before, during and after treatment program, based on:

- 1) self-reporting: positive evolutions in feedback on wellbeing, testimonies of clients, success analysis of clients
- 2) reports on behaviour by others / family members of clients who are feeling and doing well
- 3) scientific research on the effects of the treatment program

SOCIAL IMPACT AT A SOCIETAL LEVEL

IMPACT

a **safe, positive, respectful world** without damaging violence, in which everyone can utilize his/her talents, power and even the energy of aggression for a constructive and sustainable living together, because people are able to find peace and balance within themselves and between each other, because they are able to deal with their own aggressiveness and conflicts.

OUTCOME

more successful **reintegration** of people with aggression-related problems, especially (ex-)prisoners

+

=

+

more people that **contribute** to society in a **constructive way**, because of the growing focus on development and use of talent (eg. more people have a job they really like)

a change in the **public attitude** towards aggression, detention, prisoners and people who make mistakes (more open, constructive and solution-oriented)

an adjustment of **policies** towards a problem-solving, humane, efficient, durable, restorative, forgiving penal system that offers solutions to problems that lead to crime

INDICATORS OF CHANGE

In prison & justice system:

- more prisoners getting a diploma
- less violent acts
- less noise
- decrease in the recidivism rate
- differentiation in prison regimes based on talents and/or needs, instead of risk
- experiments with alternative, solution-focused detention houses
- decrease in the cost of prisons (in general / per prisoner)
- decrease in the number of people in prison
- more prisoners released by the 'SURB' (numbers compared to the general numbers from the ministry of justice)

In professional contexts:

- increase in the number of sustainable jobs for ex-prisoners (*because this shows people are doing what they are good at and what they like to do = using their talent*)
- less efforts needed to find a job (amount of time, amount of interviews, ...) for ex-prisoners
- more employers willing to give jobs to (ex-)prisoners, especially when they followed a treatment program
- increase in performance of teams where ex-prisoners start working
- more professional and solution focused training for people who work with people with problems (e.g. in prisons, in institutions for youngsters^o)
- companies interested in doing something positive with the aggressiveness of their employees

In general:

- increase in the number of people being treated with the touché-methodology, attending events from touché, following solution-focused educational and professional programs, using the touché-methodology (e.g. prison guards reacting more solution-focused to crisis situations), being partner of touché
- testimonies, feedback, ... from stakeholders in different domains (e.g. judges, lawyers, teachers, ...)
- 'dealing with violence, anger, fear, conflicts, ...' being an evident part of educational programs in schools, professional trainings, coaching, ...
- government acting in favour of our goal: the ministry of justice and welfare taking over elements of our solutions (e.g. PSD focusing on what goes well, CGG working in- and outside of prison)
- less damage because of violence (e.g. decrease in medical costs)
- increase in the safety feeling measurements
- number of times that touché is mentioned as a solution by the courts
- prices won (e.g. human rights)

SOCIAL IMPACT AT AN ECONOMICAL LEVEL

OUR SOLUTIONS ARE CHEAPER THAN THE CURRENT OFFER

The counselling by touché is a lot cheaper than confining people to prison: for the price of 2 to 3 imprisonments, touché offers guidance to 200 people. Comparing the cost of our counselling with the price the Flemish administration pays for assistance and services for prisoners, touché is definitely a much cheaper solution: touché costs only 1/3 of what the Flemish administration pays and serves 4 times as many clients.

Detention houses are also cheaper than the current large-scale prisons. They will cost 203 € a day per prisoner, counselling included. That is a saving of 14 € a day per prisoner. During the first stage of the pilot project, there will be 100 prisoners living in detention houses. That means a saving of 511,000 € a year.

OUR SOLUTIONS ARE MORE EFFECTIVE AND THEREFORE COST-REDUCING

15% less recidivism (*according to results of similar programmes abroad*)

= a saving of 136,628,625 € a year

15% less violence

= a saving of 3 billion € in Belgium

= a saving of 2,145 billion \$ worldwide

OUR SOLUTIONS WILL EVEN YIELD PROFIT FOR SOCIETY

Our solutions will enable more people to be **productive** on the labour market. There will be **more creative entrepreneurs**. The knowledge and experience of people who made mistakes, will be transformed into **skills for the next generation**, ...

If 1 employee brings in an average profit of 9,100 €, the work touché does stands for a profit of 15,697,500 €. By aiming at youngsters in particular, this amount will even rise in the next years.

2.3.3 Presentation of the impact logic

| Target group | Work performed | Expected results |
|--|--|--|
| <p>AGGRESSION</p> <p>people who deal with aggression-related problems, with a special attention for (ex-) prisoners</p> | <p>individual counselling, couples therapy and group training sessions, both in and outside prisons + restorative program</p> | <p>More (self-)respect, better emotional and social skilled people, experiencing more freedom of choice concerning their (re-)actions, and engaging in more positive and sustainable relationships</p> <hr/> <p>a change in the public attitude towards aggression, detention, prisoners and people who make mistakes (more open, constructive and solution-oriented)</p> <hr/> <p>an adjustment of policies towards a problem-solving, humane, efficient, durable, restorative, forgiving penal system that offers solutions to problems that lead to crime</p> <hr/> <p>pilot projects for 100 detainees in small-scaled, community and differentiated detention houses</p> <div style="text-align: right;"> <p>A safer, liveable and more talented society thanks to more successful reintegration of people with aggression-related problems, especially (ex-)prisoners</p> </div> |
| <p>ANXIETY</p> <p>citizens, employers, youngsters</p> | <p>activities that have an impact on public attitudes towards aggression, prisoners, integration: campaigns, events, educational programs</p> | |
| <p>DETENTION</p> <p>policy makers concerning the detention system</p> | <p>lobbying, leading a think tank with experts in several domains considering detention houses, setting up a communication strategy, making concrete business cases for pilot projects</p> | |

3. RESOURCES, WORK PERFORMED AND RESULTS DURING THE REPORTING PERIOD

3.1 RESOURCES USED (INPUT)

To realize the work described above, and to have real social impact, the following resources are needed: human resources, a professional organization, financial means and a solid partner network.

HUMAN RESOURCES

We need a **staff with expertise** in both practice and social impact work: therapists, trainers, staff to manage the organization, social workers, event managers, strong communicators.

When engaging new people in the organization, we explicitly look for people who can **combine** at least two of our activities or projects. This is essential to keep everything and everyone connected with the mission of touché, and it works mutually reinforcing.

We choose to have **several roles and statutes** in the organization: employees, volunteers, experts by expertise, external consultants, ... We expect from everybody who has a paid role in the organization to do some voluntary work in addition. These different perspectives on the organization, the mission and the work performed are useful to keep the organization dynamic and healthy.

We cooperate with **students** from different schools and studies, because we notice that this is a real win-win: we get inspired and helped by the work of the students and the students get socially involved and stimulated to take real action in the domains of their interest.

INPUT DURING THE REPORTING PERIOD

The team now consists of 9 **therapists**, mostly freelancers and volunteers. We are professionalizing their training and coaching.

There are 5 **experienced experts** working with us now to go to schools and youth institutions. We are also looking for a good training and coaching system for them. One of the freelancers is working on this.

A new person joined our **management team**. Now the management team of touché counts 3 members. Since this year we are splitting up responsibilities (instead of 'everybody doing everything'): one person is responsible for the strategic part of the organization; the other 2 are responsible for the coordination of the practice work and the therapists, fundraising and communication. Two freelancers are also taking a role in the organization: one of them is responsible for external communication and another one is responsible for the implementation of our project to the 'market' of youngsters. This reorganization makes touché healthier and more sustainable.

In cooperation with the Venture Philanthropy Fund we are working with **external consultants** to help us make a good strategic future plan, a communication plan and a fundraising plan. Two consultants are helping us to set up a good internal structure, to get everybody involved on the same line, but also to be prepared for future growth. They are also coaching the staff members in their new roles.

Students worked on the organization of events and campaigns (they organized one event and they made a script for future events), the measurement of our impact with clients and in the prison context, and on the development of new tools and methodological materials (an aggression-app).

ORGANIZATION

To realize the impact we want to have, we need touché to be a **recognized, sustainable and professional expertise centre about aggression and detention**, with **3 pillars** that are linked together and that reinforce each other mutually (e.g. with joint staff): practice work, social movement work & policy work.

INPUT DURING THE REPORTING PERIOD

2014 was a year of conscious choices, sharp focus and broadening. We did this with the implementation of our business plan, a strategic exercise and the follow-up in a strategic action plan, and a policy plan for the next 5 years. This resulted in **strategic goals** on 5 domains:



This **strategic process** was marked by several key decision moments with several groups of stakeholders in our organization (staff, board, clients, experts by experience). The most important **choices** were the following ones:

- to work with people who experience difficulties because of their own aggression
- to connect people who are looking for solutions with people who already found solutions;
- to develop own activities that can support our basic therapeutic work;
- to strengthen the donations, because this gives us independence;
- to focus on youngsters & prevention, in combination with restoration & experts by experience
- to develop useful tools and working materials

To prepare our future growth (which will surely happen, because the demand exceeds the offer and we see lots of opportunities for new projects), we decided to **formalise our methodology** and the training & coaching of the staff. This will make the scaling up process to other regions much easier and it ensures the quality of our future work. This formalisation consists of several processes:

- We started writing down our method, in the form of the first chapters for our touché-handbook (to train new staff members, for extern communication, to be clear about what we do and for educational use);
- We prepared success analyses of the re-integration process of our clients;
- We started with a training & coaching module for all therapists and we plan to do the same for our experts by experience;
- Several students made papers on the effect of our therapeutic programs, based on interviews with clients and research in the prisons where we are active;
- We prepared a scientific research on the effects of our methods.

The **communication** about our project has broadened and got more attention. Since 2014 we have one person in the organization who is responsible for all external communication. We communicate more about our social impact, next to the therapeutic part of our work. We launched a new website, made our facebook page more dynamic and distribute a newsletter every 3 months. The movie Insight Inside has been translated in English.

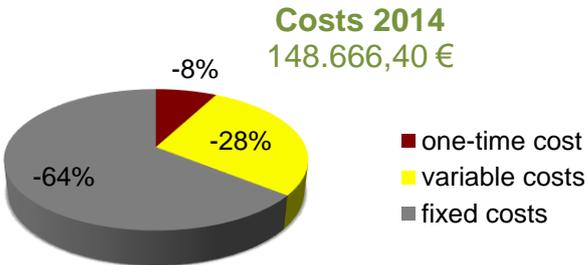
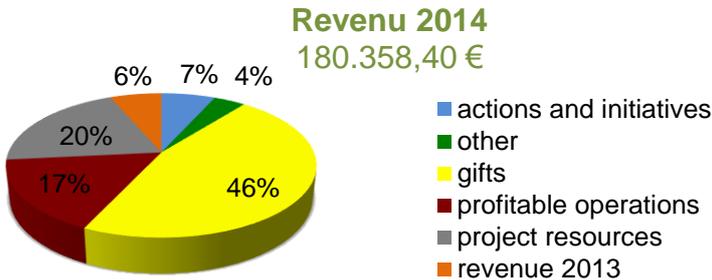
We want to become a recognized **social movement** to broaden our social impact. In order to do this, we applied for a recognition as a social movement by the Minister of Culture. We are now waiting for the answer.

FINANCIAL MEANS

A **hybrid economical model** must make the organization independent and sustainable. We mainly need money to be able to attract people with expertise (both in the staff as for consultancy and freelance work). E.g. our activities, campaigns and events always have a fundraising element, so they always support the therapeutic work.

INPUT DURING THE REPORTING PERIOD

The **financial situation** in 2014 was as followed:



While we thought the set-up of a **hybrid economical model** would take us several years, the first results are already there. Some examples are the support we get from companies like Accenture and ING and the workshops we sell. We also managed to make the balance between fixed and variable costs more healthy, by reducing the fixed costs and replacing them by variable costs. We did this mainly by choosing to engage freelancers instead of fulltime employees for the therapeutic programs. The total amount of revenues increased with 100.000 euros and we ended the year with a surplus. The income of own services and activities increased with 32.000 euros compared to 2013.

We are exploring the possibilities of a **Social Impact Bond**. This combines financial support with impact measurement, and would help us to further develop as a professional organization and to be a real partner for the government in reducing recidivism.

PARTNER NETWORK

Touché is building a solid network of partners, to be able to influence at several levels simultaneously. Our network consists of prisons, social organizations, academic partners, lobbyists, ... The most important ones at this moment are:

Partners with a similar social mission



vzw De Huizen: realisation of an alternative detention system



Bond Zonder Naam: actions and campaigns in prisons



International League for Human Rights: a more useful and humane penal system



Vzw Zijn: movement against violence



Academic institutions

Our cooperation with academic institutions holds different objectives: i.e. sensitise students and encourage them to take action in the field of our subjects of interest; have trainees do thorough research related to our topics and work out activities and new products, put our vision and methodology on the curriculum and develop trainings for our employees and co-workers.



Social entrepreneurs and organizations that want to change the world in their own way

In order to extend, deepen and broaden our social impact, touché cooperates with organizations that aim to seek a better world through social changes.



welzijnszorg vzw
samen tegen armoede



INPUT DURING THE REPORTING PERIOD

Our most concrete activities in 2014 within this partner network were the following ones:

- We had an intensive cooperation with vzw De Huizen, to realize the implementation of **detention houses**. Our staff is represented in the board of vzw De Huizen and is the leader of the communication group in this organization. Together we lobbied with the Minister of Justice and the Minister of Welfare to realize pilot projects;
- The Artevelde Hogeschool engaged a group of students **event management** to organize an event and to make a blueprint for future events;
- The Centre of Expertise Strength-based Social Work of the Karel de Grote University College and the Antwerp University Department of Political and Social Sciences in cooperation with the Knowledge Centre for Forensic Psychiatric Care are conducting **scientific research** on the effects of our method;
- touché was partner of the Bond Zonder Naam for the detention action 'Uit de bak, aan de bak', to **stimulate entrepreneurs to employ (ex-)detainees**;
- After the Ashoka-Impact Program of 2013 one of the founders of touché became affiliated Ashoka Fellow. This meant an intensive support to **broaden our social impact**;
- With the support of the Venture Philanthropy Fund (KBS) we engaged external consultancy for **describing our methodology and social impact, communication and fundraising**;
- With the support of the Vinci Fonds (KBS) we made a new **website** and **facebookpage**, the **movie** 'Insight Inside' with testimonials of experts by experience and **stress balls**.

3.2 WORK PERFORMED (OUTPUT)

I. AGGRESSION: THERAPEUTIC AND RESTORATIVE PROGRAMS

- 1) **psychological treatment programs**, based on a solution-focused and systemic methodology, for people with excessive aggressiveness, with the goal that they can control, channel and even positively use their aggressiveness, and build up positive, respectful relationships with the people around them

- inside & outside of prison, to make it possible to guide people 'through the walls' to re-integration, and to assist (ex-)prisoners and other people who need guidance to deal with their aggressiveness
- individual, relational and in group

In **2014**, 193 people were treated by touché, both outside of prison and inside of 5 prisons, with 1119 individual sessions, 30 group sessions and 52 sessions with somebody from the social context.

- 2) **restorative programs** with 'experienced experts', who give support to youngsters, peers and professionals

In **2014** a movie with testimonies from prisoners was made and presented to people working with youngsters, under the title 'Insight Inside'. A project group also made a group training that is offered with the movie to groups of youngsters in schools and institutions. This training consists of a testimonial, the movie, debate exercises about prison and active exercises concerning aggression.

II. ANXIETY: SENSITIZATION CAMPAIGNS AND EDUCATIONAL PROGRAMS

- 1) **prevention programs** for youngsters in schools and institutions

In **2014** a first network of partners working with youngsters was build up, and a methodological program was prepared, in cooperation with a group of prisoners and the first sessions in schools took place.

- 2) **training programs** for professionals (new touché-workers, therapists, mediators, prison guards, ...) to spread the methodology

In **2014** we offered training to 2 new touché-workers and groups of therapists and mediators, next to our informal work with prison staff.

- 3) **positive campaigns** about aggressiveness (to democratize the idea that aggression is part of all of us), prisons (to show people what is really going on in our prison system), ex-prisoners who re-integrated successfully, ex-prisoners and work (to convince employers to give jobs to ex-prisoners)

In **2014** we worked together with BZN to launch the 'Uit de bak, aan de bak' campaign, about ex-prisoners and work.

- 4) **media campaigns and actions**, to change the way media report on aggressiveness, prisoners, ...

In **2014** we were contacted by several journalists who wanted to hear our reaction or opinion on topics linked to our work, and we did some pro-active media-actions ourselves.

- 5) sport & cultural **events** to engage more and new people in our work

In **2014** we organized an exhibition, a comedy night, a movie première and a cycling event.

- 6) building up a **partner network**, with partners in the social mission, with academic institutions (both for training and scientific research and the development of new products, and to engage students from different departments) and to make our social impact stronger and broader

In **2014** we started up a cooperation with KdG and KeFor to do impact research on the methodology of touché.

- 7) **product creation**

In **2014** we launched stress balls and a movie (in Dutch and with English subtitles), and we started developing an app and/or game.

III. DETENTION: REFORMS OF THE PRISON SYSTEM

We convinced the **Minister of Justice** to organize pilot projects with detention houses. Detention houses are now part of his Masterplan for the Belgian prison system. He wants to start with a pilot project with 100 detainees. In 2014 we prepared the concrete business case, commissioned by the Minister. We are now preparing the practical details for these pilots: locations, budget, agreements on who will do what part of the job, ... We are now talking with the **Minister of Welfare**, to see what his services can and will do in these pilot projects. There has been a parliamentary hearing about the project.

There has been some **international interest** in our project. We are referred to as 'best and promising practice' in the Social Rehabilitation Report from The European Union Agency for Fundamental Rights. Journalists and detention experts from several countries contacted us to get more information, amongst them people from Scotland, Norway, the Netherlands and the UK.

We received the fourth **label of the Flemish 'Bouwmeester'**. In May there was a debate around this with prison directors, architects and politicians about the concept of detention houses.

The **book** 'Houses, to a sustainable penitentiary policy' has been released in French, the **website** has also been translated into French, and we made some visuals to show the 'small prisons of the future' both in pictures and movie material.

We explored **several possible buildings** in several regions to install detention houses, with a group of architects, experts in justice and social workers. The most concrete ones are in West-Flanders and in Limburg. In both places, local politicians and organizations are taking the lead, architectural plans are made and a business case is prepared.

During the whole year we were mentioned in the **press**, sometimes on our initiative (e.g. because we organized a press conference) and sometimes because others took initiative (e.g. the Minister of Justice who declared he wants to work with small detention houses). Some examples: the Minister in De Morgen, the release of the French book, an opinion on Sociaal.net, an opinion in De Tijd, an opinion about the new prison in Haren in De Standaard, an article in Knack, an opinion about radicalization in De Morgen.

The Centre for Policing and Security (CPS) is organizing a **conference** about our project in the Parliament, in collaboration with the Ministry of Justice and the publisher of our books.

3.3 RESULTS ACHIEVED (OUTCOME/IMPACT)

INDIVIDUAL & RELATIONAL RESULTS

Communications of clients and close friends or relatives before, during and after a therapeutic programme show an increase in **positive emotions, conflict resolution skills** and **durable relationships**. People can better deal with their aggression, have less harmful conflicts and are able to reach more positive goals, such as graduating, finding and keeping a job they like, building positive and sustainable relations with their family members. This leads to more (self)respect, positive energy and power, optimism, successful reintegration and less recidivism.

eg. Student inquiries showed that all clients felt better and felt an improvement in the way they reacted in certain situations. They all noticed a positive evolution in their ability to control aggression.

"I used to be a street kid who went in combat with everything and everyone. At Touché I first learned to deal with my frustrations, so that I no longer bother other people with it. Then I learned to maintain, improve, think positive and about my future. And now I have fought for my degree, and I succeeded!"

The relational work creates safer relationships, more respect within relations and constructive and supportive ecosystems. Family members indicate that they notice a difference in the behaviour of their partner, father, son; that talking about difficult subjects becomes easier and that they feel more safe at home. Employers say that they see less and less signals of aggressive behaviour at work, and when there are problems, it becomes easier to talk about it and deal with it. In the group sessions, people become more constructive, open and supportive to each other over time. This also has an effect on the life outside of the group sessions.

"I never used to talk to my children about feelings and stuff. I thought that was weak. But I notice now that they need it, and that it goes better with them since I do that more."

SOCIAL RESULTS

More prisoners get **opportunities to reintegrate more quickly** both during their stay in prison (e.g. access some kind of education, have the right to work, face less severe disciplinary measures, be less quickly subject to disciplinary transfers to another prison) and after their stay (more and quicker implementation of modalities towards release in penal execution).

e.g. 3 out of 5 participants of the first restorative project were gradually released shortly after the project

e.g. Information of the coordination for education shows that most of the clients sealed their educational career in prison with a certificate or degree

Less recidivism: first raw estimates show that 83% of our clients is not convicted or imprisoned again for violent offences and that only 35% is imprisoned again for reasons other than violence (mostly because of violation of the conditions for release on parole).

Less aggression-related incidents: prison governors' feedback shows less incidents and if there are incidents, they are less severe and they are inquired into, solved and restored faster

Influence on policy, the broad public and other organizations: more solution-focused choices are made and there is a willingness to consider and even try alternative answers for aggression and criminality. The current Minister of Justice includes pilot projects in detention facilities in his Justice plan that will become effective this year. People that participate to our events and activities report an increasing awareness about aggression and its consequences, and a change in attitudes towards detention and (ex-)prisoners. We won the prize for Human Rights and we were nominated as a candidate for the prize for Exclusion of Poverty. This shows that other people see and recognise the impact of touché. Since the establishment of vzw touché, Other organizations in welfare and justice are using elements of the solution we offer. For instance, recently the Ministry of Justice started problem-solving peer-to-peer coaching sessions for prison staff.

3.4 PRESENTING RESOURCES, WORK PERFORMED AND RESULTS DURING THE REPORTING PERIOD

| Resources used (input) | Work performed (output) | Results achieved (outcome / impact) |
|--|--|---|
| <p>HUMAN RESOURCES: 18 people</p> <ul style="list-style-type: none"> - staff with expertise in therapy, training, entrepreneurship and management - several roles and statutes: employees, volunteers, experts by experience, freelancers, external consultants, supporters, students, partners | <p>AGGRESSION: MORE +</p> <ul style="list-style-type: none"> - therapeutic programs: 193 clients, 5 prisons, 1.119 individual sessions, 30 group sessions, 52 relational sessions - restorative programs for experts by experience: movie 'Insight Inside' + group training | <p>INDIVIDUAL & RELATIONAL RESULTS:</p> <p>more positive emotions, conflict resolution skills and durable relationships</p> <p>People can better deal with their aggression, have less harmful conflicts and are able to reach more positive goals</p> <p>more (self)respect, positive energy and power, optimism, successful reintegration and less recidivism</p> <p>a positive evolution in their ability to control aggression</p> <p>safer relationships, more respect within relations and constructive and supportive ecosystems</p> |
| <p>A PROFESSIONAL AND SUSTAINABLE ORGANIZATION:</p> <ul style="list-style-type: none"> - business plan, strategic plan, policy plan with clear choices, made with all the stakeholders - formalisation of the methodology - broad communication - set up of a social movement | <p>ANXIETY ↓</p> <ul style="list-style-type: none"> - first preventive sessions for youngsters in schools and institutions - 2 trainings for professionals (therapists and mediators) and 2 new touché-workers - positive campaign about prisoners, to get them a job - media-actions about criminality, aggressivity, prisoners: opinion articles, radio-interviews, articles in newspapers - sport & cultural events: an exhibition, a comedy night, a movie première and a cycling event - cooperation with KdG and KeFor to do impact research on the methodology of touché - product creation: stress balls, movie 'Insight Inside' and start of the development of an app and/or game | |
| <p>FINANCIAL MEANS: hybrid economical model & exploration of a Social Impact Bond</p> <ul style="list-style-type: none"> - revenue: 180.358,40 € - costs: 148.666,40 € | | <p>SOCIAL RESULTS:</p> <p>More prisoners get opportunities to reintegrate more quickly</p> <p>Less recidivism</p> <p>Less aggression-related incidents</p> <p>Solution-focused influence on policy, the broad public and other organizations</p> |
| <p>PARTNER NETWORK:</p> <ul style="list-style-type: none"> - partners with a similar social mission: vzw De Huizen (detention houses), Bond Zonder Naam (campaign to employ ex-detainees) - academic institutions: event management, scientific research - partners in social entrepreneurship: Ashoka (broaden social impact), Koning Boudewijnstichting (consultancy, movie, communication) | <p>DETENTION: REFORMS</p> <ul style="list-style-type: none"> - lobbying with the Minister of Justice and Welfare to set up pilot projects with detention houses - organization of debates and press conferences and actions - translation of book and website in French - business case for pilot project - exploration of possible buildings in several regions | |

3.5 PROVISIONS TAKEN FOR THE ACCOMPANYING EVALUATION AND QUALITY ASSURANCE

Touché gave the incentive for a number of projects to **measure** our **impact** in a more formal way:

- A number of **students** from different university departments and colleges conducted preliminary research on the critical success factors in the counselling by touché. In 2015 this work will be continued.
- In cooperation with Ashoka and the Venture Philanthropy Fund of the Koning Boudewijnstichting (King Baudouin Foundation) touché formulated the **main indicators** that show whether we really reach the goals we want to reach.
- We asked **consultants** to help us formalise our method accurately.
- Since January 2015 the Centre of Expertise Strength-based Social Work of the Karel de Grote University College and the Antwerp University Department of Political and Social Sciences in cooperation with the Knowledge Centre for Forensic Psychiatric Care are conducting **scientific research** on the effects of our method.
- We explore the possibilities of a **Social Impact Bond** of which impact measurement is a vital element.

3.6 PREVIOUS YEAR COMPARISON: OBJECTIVES ACHIEVED, LEARNING EXPERIENCE AND SUCCESS

In 2014 we really started working in terms of **broad social impact**. In 2013 this began, e.g. with the Ashoka Impact Program, but in 2014 we put a lot of the ideas into practice. We learned that it is good to take time to make a good plan and to engage everyone who is involved in making the plan. In the long term, this saves time and it keeps everybody focused on the same goals. For example, this turned out to be important in the formalization of our method and impact, where people needed to know why we are doing this, as it takes time before the results become visible.

On the other hand it is also important to stay flexible and allow **spontaneous actions**. This keeps people enthusiastic and it gives the opportunity to really respond to the needs and take opportunities as they pop up. One example is the idea of a befriended professor to do something with our clients for her students. In a very short time this became the new project of the experts by experience, who are now preparing a workshop for social workers.

Although we saw 2014 as a transitional year on the **economic** level, the organization already realized part of the goals and transformation to a hybrid model:

- The ratio fixed – variable & one-time costs was healthier: from a 88 (fixed) – 12 (variable and unique) % ratio in 2013 we evolved to a 60 (fixed) – 40 (variable and unique) % in 2014.
- The end total increased compared tot 2013: we have generated about 100.000 € more and we ended with a surplus instead of a deficit at the end of the year.
- The income from own services and activities increased with 32.000 € compared to 2013.

We saw more **clients** then the year before, but this growth was not exponential. The reason for this is the choice to first take time for strategic planning and choices, and the formalization of our method, because this will help us to grow faster and better afterwards. We also noticed that it takes time, proactivity, different communication and other networks to reach new target groups (e.g. youngsters and professionals).

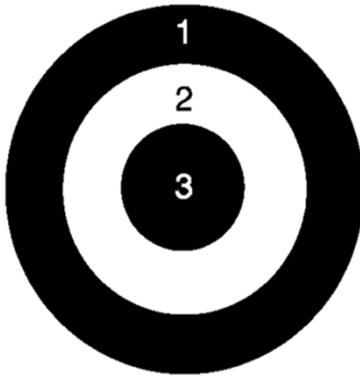
We invested in better **communication** (with a new website, a person responsible for communication, a dynamic facebook page, a regular newsletter) and we got a lot of positive feedback on it. It keeps people not only informed, but also engaged and enthusiastic about our work. A small group of new people were reached in this way, but we have to do more and other things to really reach a broader public.

Whereas before we were mostly making plans, writing out the concept and preparing possible cases for **detention houses**, the work in 2014 mainly existed out of lobbying and good communication. This was time intensive, but it worked.

4. PLANNING AND FORECAST

4.1 PLANNING AND TARGETS

In the years to come touché will work in 3 domains: in counselling, in society and as an organization. Therefore we set ourselves the following strategic goals:



In general, people in our society will be more capable of recognizing their own anger, control and manage it and even use it in a positive way.

Our society will be sustainably safer, because the **penal system** will put more emphasis on problem-solving and therefore will be more humane, more useful and more efficient.

Touché is a recognized, sustainable and professional centre of expertise in aggression and detention.

In order to achieve this, our plans for the next years are the following:

1. an **extension of our therapeutic and restorative programmes**, i.e. an increase in the amount of clients, more target groups, more prisons and more areas

Regarding (ex-)prisoners, we aim at counseling at least 1,200 people a year, spread over about 10 detention areas. Besides that, we want to reach at least the same amount of youngsters and about 500 professional workers with our educational sessions.

1st steps:

- start up a counselling programme in the new Beveren prison (starting at the end of 2015)
 - offer a short-term intake offer in 4 prisons (starting in September 2015)
 - develop a specific individual counselling programme for youngsters and present it in juvenile detention facilities (first contacts are made)
2. establish the first **detention houses** and explore the possibilities at European level in a European context

1st steps:

- implement the first pilot projects (planned in 2016-2017)
 - further develop European contacts
 - explore the context in other European countries, starting in the countries with a penal system similar to that in Belgium
3. further **formalisation of our method and effective factors**

1st steps:

- write a guide about our method with the key building blocks of our method, that can be used to introduce new people working with our methodology (in preparation)
 - write a book with success analyses of re-integration with clients (in preparation)
 - write a chapter in the Handbook for Solution Focused Therapy (in preparation)
 - implement a professional training and coaching process for all therapists and experts by experience (currently starting up)
 - conclude the current scientific research (started up in January 2015; results are expected at the end of 2016)
4. **expansion of our social activities** as an 'official movement'

1st steps:

- organise a pillow-fight (planned in 2016)
 - make our educational sessions for professionals more visible
 - organise a campaign in cooperation with a marketing communication office (planned in 2016)
 - develop and offer an educational tool and a workshop for social workers that will take place in the prison, in cooperation with the Artevelde Hogeschool (planned at the end of 2015)
 - offer a theatre play for schools about aggression. Actors from ETA (Educatief Theater Antwerpen) are preparing this play with prisoners from our project group (première planned in October 2015)
5. further extension of our **team**, and attached to that further extension of a well-founded and strong **organization** (financially and organizationally)

1st steps:

- further implement the hybrid economic model by organising new payable activities
- find freelancers to cooperate in different projects
- establish an internal communication system to keep everybody interested
- move to a new, better and larger location, where we will be able to see more people, have more therapy sessions at the same time and organize meetings and group sessions (planned in October 2015)
- further explore the possibilities a Social Impact Bond could offer

All our activities will be tested against the basic principles of our **charter** (respect, human rights, integrity, equality, dignity and problem-solving approach), and should be characterized by and lead to a safer, liveable and more talented society thanks to more **integration**. Our weapons are innovation, professional quality, a substantive vision, eagerness, energy, militancy and stubbornness.

4.2 INFLUENCE FACTORS: CHANCES AND RISKS

CHANCES

There is a **big demand** for aggression therapy, both for (ex-)prisoners and for youngsters, our two target groups for the therapeutic programs. We receive questions from all over Flanders.

(Ex-)prisoners are very motivated about the idea to do something positive for society, especially for young people, because this gives them the chance to do something useful, to make up for their mistakes, to have a positive influence, ... This means there is a great potential for our restorative programs. We are already preparing this by setting up a specific training and coaching module for experts by experience.

On the societal level, there is an **increasing awareness** that our detention system does not work (see more press attention) and that the new prisons don't solve the problem at all. Thanks to all the attention for the concept of detention houses, many people think they already exist, so this will reduce the possible resistance. Aggression is a topic that concerns a lot of people and that elicits big emotions, especially when young people are involved. All these trends create more social support for our work.

The **support** from the Minister of Justice for pilot projects with detention houses and the fact that it will be an element in the Masterplan for detention in Belgium, makes the realization of it almost certain.

RISKS

| Risk | Answer |
|--|---|
| The organization of touché must be ready to handle the growth , mostly in terms of management, finances, organization and human resources. We must find and train therapists who can do the therapeutic and restorative programs, but we also need to prepare usable organizational tools. | <ul style="list-style-type: none"> - continuously look for new workers - set up the formalised internal training and coaching - make a 'growth simulation' to check what tools we will need in the future, so that we can prepare them |
| If the next Minister of Justice is not convinced of the concept of detention houses, and the pilot projects did not start up until then, we might have to start all over again. The Minister of Welfare is involved in the project now, but not proactive. If he stops his engagement, this would make the project weaker. | <ul style="list-style-type: none"> - keep the Minister of Welfare involved, by approaching him via several key partners - keep the people from the administrations of Justice and Welfare involved, because they stay under different Ministers - take the opportunity to realize a pilot project now, so that there is no way back |
| If we don't get a recognition as a social movement , touché has to keep on doing all the sensitization work on a voluntary basis, and we don't have the right structure to make this effective yet. | <ul style="list-style-type: none"> - set up a professional organization for working with volunteers - look out for other possibilities to find support for this part of our work |
| The prison directors are very important in determining the policy, possibilities and activities in a prison. The last years, there is a tendency to change directors very often. This means we have to adapt our strategy quite often. | <ul style="list-style-type: none"> - invest in good working relations with all prison directors - invest in good working relations with prison staff (they stay longer than the director and thus have a big influence) - become part of the training for prison staff |
| Although there is a raising awareness, aggression and detention still are difficult topics to convince people about. Many people don't care, or have a negative attitude towards it. The societal answer to aggression still is very repressive and the recent political changes will reinforce this. | engage a professional communication bureau or consultant, to set up specific domains, to make touché more visible, ... |
| The government has to save , so the chances to get subsidies from the government are not very big. | continue our hybrid economical model |

5. ORGANIZATIONAL STRUCTURE AND TEAM

5.1 ORGANIZATIONAL STRUCTURE

The organizational structure in providing the offer can generally be divided into two organizations, whereby Marjan Gryson is represented in the management board of both organizations.

| SOLUTION BUILDING | ORGANIZATION |
|-------------------------|---|
| Attention to aggression |  |
| Attention to anxiety | |
| Attention to detention |  |

ORGANIZATIONAL STRUCTURE OF TOUCHÉ

The team now consists of 9 **therapists**, mostly freelancers and volunteers. We are professionalizing their training and coaching.

There are 5 **experienced experts** working with us now to go to schools and youth institutions. We are also looking for a good training and coaching system for them. One of the freelancers is working on this.

A new person joined our **management team**. Now the management team of touché counts 3 members. Since this year we are splitting up responsibilities (instead of ‘everybody doing everything’): one person is responsible for the strategic part of the organization; the other 2 are responsible for the coordination of the practice work and the therapists, fundraising and communication. Two freelancers are also taking a role in the organization: one of them is responsible for external communication and another one is responsible for the implementation of our project to the ‘market’ of youngsters. This reorganization makes touché healthier and more sustainable.

In cooperation with the Venture Philanthropy Fund we are working with **external consultants** to help us make a good strategic future plan, a communication plan and a fundraising plan. Two consultants are helping us to set up a good internal structure, to get everybody involved on the same line, but also to be prepared for future growth. They are also coaching the staff members in their new roles.

Students worked on the organization of events and campaigns (they organized one event and they made a script for future events), the measurement of our impact with clients and in the prison context, and on the development of new tools and methodological materials (an aggression-app).

INTERN

FINANCIAL

BROAD SOCIETY

(EX-)PRISONERS

YOUNGSTERS

- employed
- freelance basis
- voluntary basis*

*Everybody who works for Touché also does a part on voluntary basis

| | | Internal communication | Coaching practical team | Methodology | Vision and mission | Daily management | Impact measurement | Fundraising | Financial management | Own revenues | Events and actions | External communication | Research | Individual therapy | Group therapy | Coaching and training experts by experience | Project group (focus on Broad Society) | Individual therapy (coming soon) | Workshops (general and specific) | Educational material |
|--|-------------------------|------------------------|-------------------------|-------------|--------------------|------------------|--------------------|-------------|----------------------|--------------|--------------------|------------------------|----------|--------------------|---------------|---|--|----------------------------------|----------------------------------|----------------------|
| Executive Committee  | ● Marjan Gryson | X | X | X | X | X | X | X | X | X | X | X | X | | | X | X | | | X |
| | ● Katrien Dalle | X | X | X | X | X | | X | X | X | X | X | X | X | X | | | | | |
| | ● Lies Evenepoel | X | | | X | X | X | X | X | | X | X | X | | | | | | | X |
| Practical team – Therapists  | ● Erwin Mortier* | | | X | | | | | | | | | X | X | | | | | X | |
| | ● Krista Vanderstraeten | | | X | | | | | | | | | X | X | | | | | | |
| | ● Inge De Frenne | | | X | | | | | | | | | X | X | X | | | | | |
| | ● Patrice Hugaert | | | X | | | | | | | | | X | X | | X | X | | | |
| | ● Lieven Deloof | | | X | | | | | | | | | X | X | X | | | | X | |
| | ● Ann De Baerdemaeker | | | X | | | | | | | | | X | X | | | | | | |
| | ● Katelijn Van Horebeek | | | | | | | | | | | | X | X | | | | | | |
| | ● Marc Vanborm | | | | | | | | | | | | X | X | | | | | | |
| | ● Veerle De Waele | | | X | | | | | | | | | X | X | | X | X | X | X | X |
| | ● Marjan Gryson | | | | | | | | | | | | | X | | | X | | | X |
| | ● Katrien Dalle | | | | | | | | | | | | | X | | | | | | X |

- employed
- freelance basis
- voluntary basis

| | | Internal communication | Coaching practicalteam | Methodology | Vision and mission | Daily management | Impact measurement | Fundraising | Financial management | Own revenues | Events and actions | External communication | Research | Individual therapy | Group therapy | Coaching experts by experience | Project group (focus on broad society) | Individual therapy | Workshos | Educational material | |
|--|---|------------------------|------------------------|-------------|--------------------|------------------|--------------------|-------------|----------------------|--------------|--------------------|------------------------|----------|--------------------|---------------|--------------------------------|--|--------------------|----------|----------------------|--|
| General assembly & executive board  | ● Marc Vanborm | | | | | | | X | X | | X | | | | | | | | | | |
| | ● Philippe Deridder | | | | | | | X | X | X | X | | | | | | | | | | |
| | ● Hans Claus | | | | | | | X | | | | | | | | | | | | | |
| | ● Mie Vandebussche | | X | | | | | X | | | | | | | | | | | | | |
| | ● Bart Haes | | | | | | | X | | | | | | | | | | | | | |
| | ● Nicole Declercq | | | | | | | X | | | | | | | | | | | | | |
| | ● Christine Mussche | | | | | | | X | | | | | | | | | | | | | |
| | ● Hannelore Volckaert* | | X | | | | | X | | | | | | | | | | | | | |
| | ● Veerle De Waele* | | X | | | | | X | | X | | | | | | | | | | | |
| | ● <i>Marjan Gryson</i> | | | | | | | | | | | | | | | | | | | | |
| ● <i>Katrien Dalle</i> | | | | | | | | | | | | | | | | | | | | | |
| Internal consulting  | ● <i>Hannelore Volckaert*</i> | X | X | X | | | X | | | | | | | | | | | | | | |
| | ● <i>Veerle De Waele*</i> | | | | X | | X | | | | | | | | | | | | | | |
| | ● <i>Erwin Mortier*</i> | | | | X | | X | X | | X | | X | | | | | | | | | |
| ● Volunteers ad hoc  | | | | | | | | | | | X | | | | | | | | | | |
| ● Experts by experience  | | | X | | | | X | | | | X | | | | | | | | X | | |
| ● ● External consulting** | | X | | | | | X | | | X | X | X | X | | | | | | | | |

* Hannelore Volckaert, Erwin Mortier and Veerle Dewaele also have a supporting consultancy-task, next to their other functions in the organization.

** For more detailed information on external consulting: see "PARTNERSHIPS, COOPERATIONS AND NETWORKS"

ORGANIZATIONAL STRUCTURE OF DE HUIZEN

Grounded in 2012, the organization started out of a think tank with a group of experts from different sectors: criminologists, psychologists, journalists, politicians, architects, students, artists, ...

Everybody involved in the organization is working **on a voluntary basis**. Some of them are engaged in the daily management of the organization, others participate in specific working groups.

The concept of “The Houses” arose from the work of **a project steering committee, different thematic workgroups** and **a group of prisoners** who were asked to contribute. The concept described in the book “Houses, to a sustainable penitentiary policy” (now available in Dutch and French) is based on the work of working groups about counseling, staff, infrastructure, politics and juridical issues.

The scheme below is showing the current organizational structure. Other ad hoc working groups related to the concretisation of the concept are currently put on hold, but will be kept up to date.

E.g. ‘Counselling of prisoners’, ‘Staff of the Houses’, ‘Infrastructure’, ‘Political and juridical issues’, ...

ORGANISATION
& STRATEGY

POLITICS &
LOBBYING

COMMUNICATION

AD HOC
Bussinesplanning
specific cases

| | | ORGANISATION & STRATEGY | POLITICS & LOBBYING | COMMUNICATION | AD HOC Bussinesplanning specific cases |
|---|-------------------------|----------------------------|------------------------|---------------|--|
| Executive Board  | Marjan Gryson | x | x | x | x |
| | Lieven Nollet | x | x | x | x |
| | Hans Claus | x | x | x | x |
| General Assembly  | Sara De Hantsetters | x | | x | |
| | Eleni De Roeck | x | x | | |
| | Marion Vandebossche | x | | x | x |
| | Frederik Janssens | x | x | | |
| | Kristel Beyens | x | | x | |
| | Ronny De Meyer | x | | x | x |
| | Pieter Van Caeneghem | x | x | | |
| | Gerard De Coninck | x | | | |
| | Jos Vander Velpen | x | | | |
| | Haike Lewyllie | x | | | |
| | Rita Agneessens | x | | | x |
| | Tony Van Parys | x | | | |
| | Bart De Temmerman | x | | | |
| | Steven Van De Woestijne | x | x | | |
| | Niels Rogge | x | | | |
| | Pol Degrave | x | | x | |
| | Stefaan Van Hecke | x | x | | |
| | Marc Sprangers | x | | | |
| | Liesbeth Naessens | x | | x | |
| | Yves Bocklandt | x | | | |
| Jan Kuilman | x | | | | |
| Caroline Goossens | x | | | x | |
| Marijn De Valk | x | | x | | |
| External consulting* | | x | x | | x |

* For more detailed information on external advice: see "PARTNERSHIPS, COOPERATIONS AND NETWORKS"

5.2 INTRODUCTION OF THE PARTICIPATING INDIVIDUALS

MARJAN GRYSON



Co-founder of Touché

Co-founder of De Huizen

Bio

Clinical psychologist, forensic psychologist and solution-focused psychotherapist

Motivation

Using the frustrations she encountered by working in the present Belgium prison system for creating opportunities for inmates to set positive goals, chart a course for a more constructive life outside of prison and reintegration into society as full citizens

Unique because

Expert in transforming destructive and debilitating anger into positive activities – not only in psychotherapy, but as a common thread in life and in the organization

Leadership credibility

More than 10 years of experience in working in and around prisons, as a therapist working with violence and in introducing new visions into these practices (e.g. couples therapy in situations of partner violence); co-founder of 2 organizations; passionate about, pioneer in and trainer of transforming the solution-focused methodology in forensic settings; co-author of the book “Houses, to a sustainable penitentiary policy”

Main responsibilities

Intern: Strategy, Vision and mission, Methodology, Impact measurement,

Financial: Fundraising, Financial management, Own revenues

Broad society: External communication

(Ex-)prisoners: Project group

Today

Growing Touché throughout Belgium, raising awareness on detention conditions and building the future of prisons in Belgium by leading the project “De Huizen”.



Co-founder of Touché

Bio

Oriental philologist & solution-focused psychotherapist

Motivation

Gets energy from helping people finding back their own inner strengths; is eager to find new methods to do so; and wants to offer people corrective positive experiences in an intrinsic negative system like prisons

Unique because

Organizational talent with an eye for risks and opportunities to grow every idea from the best to even better

Leadership credibility

Tons of experience in working with (ex)prisoners makes her the right person on the right place for assuring the maintenance of professional, expert and quality guidance; expertise in working with groups, solution-focused therapy with trauma; expertise with children in difficult situations

Main responsibilities

Intern: Coaching practical team, Daily management

Financial: Financial management, Own revenues

(Ex-)prisoners: Individual therapy, Group therapy

Today

As the core activity of touché is solution-focused and systemic aggression guidance and training, she is the pivot in the practice team.



Latest starter of Touché

Bio

Pedagogue, coordinating education in prison since 2012, diploma and experience in teaching and coaching youngsters

Motivation

She refuses to reject things a priori: ideas, people, offers, Humans and humanity are her central motive.

Unique because

Where others give up, she will be triggered to hold on. With a hands-on-mentality she helps to 're-dream' instead of 'keep on dreaming'.

Leadership credibility

A combination of commitment, open communication and great people skills makes her an easy accessible and trustable team player. Thanks to quick, but well thought out analysis of existing relations in an organization, she is able to improve the internal communication.

Main responsibilities

Intern: Internal communication

Broad society: Events and actions, Research

Youngsters: Educational material

Today

In a couple of months she grew into the role of the creative jack-of-all-trades of the organization



Co-founder of De Huizen

Member of the [Board of directors](#) of Touché

Bio

Prison director, artist and human right activist

Motivation

“Large, traditional prisons do not work. They’re outdated. So we must replace all of them with a range of much smaller institutions – ‘houses’ – each with different levels of security and support for detainees.”

Unique because

His manner may be theatrical – eccentric, even – but his point is deadly serious. He’s seen so many failures in the system, and is convinced that there must be another way.

Leadership credibility

He has been a prison governor in Belgium for thirty years. He knows his subject – and he knows who he’s dealing with. Autor of the book “Houses, to a sustainable penitentiary policy”. Member of the board of directors of the League for Human Rights.

Main responsibilities

Organisation, strategy, bussinessplanning, politics and lobbying



Co-founder of De Huizen

Bio

Photographer, artist and human rights activist

Motivation

He likes to quote the American painter Edward Hopper: "The truth is in the visible. When you want to understand the invisible, you need to take the visible reality seriously. In essence it is the presumed visible universe that reveals the invisible."

Unique because

His photography is challenging the relation between reality and the subjective perception of reality.

Leadership credibility

Author of the books "Inside – Gevangenissen in België, fotoboek, 2005", "Geen schuld, wel straf, fotoboek, 2010"

Main responsibilities

Chairman of the executive board of De Huizen

5.3 PARTNERSHIPS, COOPERATIONS AND NETWORKS

In order to have a real social impact, we need a solid network, therefore we carefully choose our 'partners in crime'. Touché is building a solid network of partners, to be able to influence at several levels simultaneously. Our network consists of prisons, social organizations, academic partners, lobbyists, ...

PARTNERS WITH A SIMILAR SOCIAL MISSION



Bond Zonder Naam: actions and campaigns in prisons



International League for Human Rights: a more useful and humane penal system



Vzw Zijn: movement against violence



Together with **Bond Zonder Naam**, we strive for more employment for (ex-)detainees, e.g. with the action 'Uit de bak, aan de bak' to stimulate entrepreneurs to employ (ex-)prisoners. By doing joined campaigns about detention, we also aim to change the attitude towards (ex-)prisoners with the broad public. An example of such a campaign was a short film that was shown in all Kinepolis cinemas in Flanders, demonstrating the fact that prisoners are also fathers.

With The **League for Human Rights** we lobby to change the policy that determines our prison system, e.g. by pilot projects with detention houses.

With **vzw Zijn** we explore the possibilities of joined positive campaigns about aggression, to broaden the general vision on this topic.

To realize the implementation of detention houses, our partners are amongst others: **Within-without walls**, **De Rode Antraciet** and **U-turn**. These are all organizations with experience in working in or around prisons, and with better re-integration of (ex-)prisoners as a common mission.

ACADEMIC INSTITUTIONS

Our cooperation with academic institutions holds different objectives: i.e. sensitise **students** and encourage them to take action in the field of our subjects of interest; have trainees do thorough **research** related to our topics and work out **activities and new products**, put our **vision and methodology on the curriculum** and develop **trainings for our employees and co-workers**.



The Artevelde Hogeschool engaged a group of students **event management** to organize an event and to make a blueprint for future events.

The Centre of Expertise Strength-based Social Work of the Karel de Grote University College and the Antwerp University Department of Political and Social Sciences in cooperation with the Knowledge Centre for Forensic Psychiatric Care are conducting **scientific research** on the effects of our method.

We give workshops in the Korzybski Institute about the specific adaptations we did to the **solution-focused methodology** to make it work in prison context and with aggression.

Students and professors from several universities (UGent, UHasselt, VUB) and study domains (architecture, criminology, social work) worked on the concept of the **detention houses**.

SOCIAL ENTREPRENEURS AND ORGANIZATIONS THAT WANT TO CHANGE THE WORLD IN THEIR OWN WAY

In order to extend, deepen and broaden our social impact, touché cooperates with organizations that aim to seek a better world through social changes.



welzijnszorg vzw
samen tegen armoede



The affiliate fellowship of **Ashoka** gives access to their broad network of fellows (Belgian fellows with whom we share the same context and fellows abroad with whom we share the same topics or goals), their support network and consultants or coaches. This network is extremely helpful to broaden our perspective, to get help where we lack expertise, to get inspired by other social entrepreneurs, to prepare scaling-up our organization in order to broaden our social impact, and to receive coaching in domains where we are learning.

The support of the **Koning Boudewijnstichting** (through the 'Fonds Vinci' and the 'Venture Philanthropy Fund') gives us the opportunity to engage professional consultants and experts to professionalise our organization, e.g. in terms of communication, fundraising, working materials, strategic planning. This support is also helping us to describe our methodology and social impact.

The cooperation with **Welzijnszorg** exists of joined forces in the fight against poverty, both in terms of financial poverty and disadvantaged situations. Our target group of (ex-) prisoners is over-represented in these situations, but at the same time they are often overlooked. Together with Welzijnszorg we want to change this, e.g. by striving to more employment of ex-prisoners.

EXTERNAL CONSULTANCY & COACHING

Since the Ashoka Impact Program, we started working with external consultants to help us in terms of strategic planning, communication, exploring new markets, developing new skills and with complementary expertise. Most of them work pro deo, but thanks to the support of the Koning Boudewijnstichting and Oever we are also able to pay for some of this consultancy.

| | Strategic planning | Financial policy & fundraising | Coaching of staff | Exploration of new markets | Methodology & impact | Communication |
|---|--------------------|--------------------------------|-------------------|----------------------------|----------------------|---------------|
| Frank Verzele , Vlerick Business School | x | | x | | | |
| Herman Janssens , Brein & Branie | | | | x | | |
| Isabelle Delvaux , Bain & Company | | | | | x | |
| Fabienne Velghe & Anne Clark , Ashoka | | | | | x | |
| Johan Devriese , Accenture | x | | | | | |
| Steve Reynders , designer | | | | | | x |
| Bram Van Wichelen , creative developer | | | | | | x |
| Katia Brys , translator | | | | | | x |
| Cécile Beusaert , management | | x | x | | | |
| Anton Stellamans , Ilfaro | | | x | | x | |
| Gert Van Baevel , Q-bus | | x | | | | |

NATIONAL AND INTERNATIONAL NETWORKS, PROFESSIONAL ASSOCIATIONS & OTHER INTERNATIONAL CONTACTS

Touché is part of the **EBTA** (European Brief Therapy Association) and the VDO (Flemish professional organization for Solution Focused experts). The last association awarded touché with her first 'Alfred', a price they give to a person or organization for their specific methodology.

'De Huizen' are referred to as 'best and promising practice' in the Social Rehabilitation Report from The **European Union Agency for Fundamental Rights**. There has been **international interest** in our project. Journalists and detention experts from several countries contacted us to get more information, amongst them people from Scotland, Norway, the Netherlands and the UK.

As described above, **Ashoka** provides a very broad, inspiring and professional network of fellows and supporters. This network has been of great importance in the evolution of touché in the past period. The supporting network has been coaching us in communication, business models, methodology, measuring social impact, scaling up, intellectual property, lobbying, ... The network of fellows has been very inspiring. Contacts with other Belgian fellows gave recognition, motivation to continue, inspiration and ideas to cooperate. Contacts with other fellows abroad confirmed that the context of prison needs very specific answers on the one hand, and showed that everywhere around the world social entrepreneurs meet similar opportunities and thresholds, despite of differences in juridical and prison systems.

COOPERATION IN CARE & PUNISHMENT

Our main partners in mutually referring clients, cooperation in practice, in forming ecosystems around clients and exchanging visions are the following ones:

- Centers for General Welfare, Centers for Mental Health, psychotherapists and psychiatrists
- Prisons
- Sentence courts
- Houses of justice
- Lawyers

GOVERNMENTS

We systematically communicate with several governments, administrations and politicians, because we need them to really change the system. The ones who support touché and / or The Houses, or with whom we have a constructive cooperation are the following ones:



Federal Institute for the equality of women and men

support for the therapeutic programs to reduce domestic violence



Province of East-Flanders

support for start-up and several events



Federal Public Service of Justice & Minister of Justice

support for the work of touché inside of prisons + decision to implement pilot projects with detention houses



Department for Welfare & Society of the Flemish Government

decision to be part of the general assembly of vzw De Huizen

COLLABORATIONS FOR NEW PROJECTS

In the last period we had contacts with several new (potential) partners to set up new projects:

- With **ETA** (Educatief Theater Antwerpen) we are preparing a **theatre play** about violence for young people. Actors from ETA are preparing the play with prisoners from our project group.
- For the realisation of our **movie** 'Insight Inside' we worked with **Nic Balthazar** and **Alexander Van Waes**, two professional moviemakers.
- We are preparing a **workshop for social workers** that will take place **in prison** with a new project group of prisoners, in cooperation with the **Artevelde Hogeschool**.
- Students graphical and digital design from the **Artevelde Hogeschool** are preparing an **aggression-app**.
- In combination with the prevention programs in group for youngsters, we want to launch a specific **individual therapy project for youngsters**. The first step is to set up a group of partners for this (**therapists** who can do the actual therapy, **organizations and institutions** that are already working with youngsters, e.g. Tejo, **schools**).

PART C – THE ORGANIZATION

6. ORGANIZATIONAL PROFILE

6.1 GENERAL INFORMATION ABOUT THE ORGANIZATION

GENERAL INFORMATION ABOUT TOUCHÉ

| | |
|--|--|
| Organization name | Touché |
| Organization location | Ghent, Belgium |
| Organization Founding | 22/03/2007 |
| Further branches | / |
| Legal form | Association without lucrative purpose |
| Contact details | Eedverbondkaai 285 B-9000 Gent Belgium 0032477605409 info@vzwtouche.be www.vzwtouche.be |
| Link to Articles of Association (URL) | http://www.ejustice.just.fgov.be/vzw/vzwn.htm |
| Registration | Griffie Rechtbank van Koophandel Gent, 14/03/2007, 0887.962.150 |
| Charity or non-profit organization | The association aims the development, formulation and implementation of education, training, psycho-social support, treatment, services and guidance. The intended target groups include prisoners and ex-prisoners, private persons, companies, schools and associations. |
| Worker's Organization | / |

| Employee headcount (in brackets: Calculated as full-time equivalent) | 2013 | 2014 | January – July 2015 |
|---|-------------|-------------|--------------------------------|
| Total number of workers | 11 (2,35) | 18 (3,45) | 20 (3,95) |
| Thereof on full-time basis | 2 (1,35) | 3 (1,45) | 3 (1,45) |
| Thereof on freelance basis | 4 (0,8) | 5 (1) | 7 (1,5) |
| Thereof on voluntary basis | 5 (0,2) | 10 (1) | 10 (1) |

GENERAL INFORMATION ABOUT DE HUIZEN

| | |
|--|---|
| Organization name | VZW De Huizen – Les Maisons ASBL |
| Organization location | Brussels, Belgium |
| Organization Founding | 19/09/2012 |
| Further branches | / |
| Legal form | Association without lucrative purpose |
| Contact details | Vandenhovenstraat 54 B-1150 Sint-Pieters-Woluwe Belgium gs.dehuizen@gmail.com www.dehuizen.be |
| Link to Articles of Association (URL) | http://www.ejustice.just.fgov.be/cgi_tsv/tsv_rech.pl?language=nl&btw=0848830073&liste=Liste |
| Registration | Griffie Rechtbank van Koophandel, 19/09/2012, 0848.830.073 |
| Charity or non-profit organization | The association aim: Detention in Belgium must be reformed on the basis of three underlying principles: small scale, differentiation and proximity.. |
| Worker's Organization | / |

| | |
|---|-------------|
| Employee headcount (in brackets: Calculated as full-time equivalent) | 2014 |
| Total number of workers | 25 |
| Thereof on full-time basis | / |
| Thereof on freelance basis | / |
| Thereof on voluntary basis | 25 |

6.2 GOVERNANCE OF THE ORGANIZATION

The **governance of touché** can be divided into three main leaderships bodies:

- An **executive committee** or management team
- An **executive board**
- A **general assembly**

The **governance of De Huizen**, which is a voluntary organization, has two leadership bodies, to which different working groups report:

- An **executive board**
- A **general assembly**

6.2.1 Management and management body: EXECUTIVE COMMITTEE

MANAGEMENT OF TOUCHÉ

The executive committee, or the **management team** of touché, consists of 3 people (1,45 fte). The responsibilities of this management team are: running the organization (daily management en operations), fundraising, communication, coordination and coaching of the practice team, organization of actions and campaigns, implementation and follow-up of new projects, implementation of strategic and policy plans. Since this year we are clearly splitting up responsibilities (instead of 'everybody doing everything'): one person is responsible for the strategic part of the organization; the other 2 are responsible for the coordination of the practice work and the therapists, fundraising and communication. This reorganization makes touché healthier and more sustainable. The presentation of the three individuals of the Executive Committee can be found in chapter 5.3.

The **remuneration** of all the members of the executive committee is following the standard of the collective employment agreement in social and cultural work: PC 329, wage scale B1C.

Thanks to the Venture Philanthropy Fund we were able to combine **internal and external consulting**. This was necessary because of the limited time the executive committee has to invest in helping external consultants to orient in the organizational structure, the methodology and the different contexts of the organization. Thanks to the internal consulting we were able to receive support from people who already know the organization. This turned out to be really important to be able to make clear what makes touché special and unique. The external consulting has the advantage of looking at it with an outsider view and so being able to make explicit what was unclear. The internal consulting eventually makes it possible to invest properly and efficient in such an external consultant.

Two **freelancers** are also taking a role in the organization: one of them is responsible for external communication and another one is responsible for the implementation of our project to the 'market' of youngsters.

Three **members of the board** are taking a role in coaching the staff and therapists and one of them is our 'internal consultant' for the realization of our strategic and policy plans and internal communication.

MANAGEMENT OF DE HUIZEN

Most of the internal organizational work is done by the members of the Executive Board, whereas for strategy, politics & lobbying, communication and ad hoc-working groups the complementarity of the different profiles in the General Assembly is needed and strongly appreciated. Every board member is leading at least one working group and reports about the activities of the working groups to the other members of the board and the General Assembly.

One member of the General Assembly is responsible for the bookkeeping, the records and the notes of meetings.

The presentation of the three individuals of the Executive Board can be found in chapter 5.3.

6.2.2 Board of supervisors: EXECUTIVE BOARD & GENERAL ASSEMBLY

BOARD OF SUPERVISORS OF TOUCHÉ

The General Assembly and Executive Board of touché counts 14 members. They define and monitor the organization's policy, supervise the daily management and take care of the organization's health and continuity in different domains (finances, human resources, offer, partners).

The governance is structured conform the Belgian standards and legal form of an association without lucrative purpose, conform to the Belgian standards.

The executive board assembles at least 4 times a year, whereas the general assembly takes place at least twice a year.

The Executive Board and the General Assembly are composed of supporters, team members and people who were attracted because of their expertise. In the last years the described types are still the main classification, but the composition changed. We looked for more specific skills that were complementary to what we already had.

Every member of the general assembly and the executive board is participating on a voluntary basis.

PRESENTATION OF THE MEMBERS OF THE GENERAL ASSEMBLY

| NAME | BACKGROUND INFORMATION | ROLE IN THE GOVERNANCE | RESPONSIBILITY |
|---------------------|---|------------------------------------|--|
| Marc Vanborm | Clinical psychologist and psychotherapist | Chairman of the Board of Directors | Finances |
| Marjan Gryson | Clinical psychologist, forensic psychologist and solution-focused psychotherapist | Founder, member of the Board | Management team |
| Katrien Dalle | Oriental philologist & solution-focused psychotherapist | Founder, member of the Board | Management team |
| Veerle De Waele | Social worker and solution-focused psychotherapist | Member of the Board | Methodology & coaching of therapists & youngsters |
| Hannelore Volckaert | Educator & solution-focused psychotherapist, trainer and coach | Member of the Board | Coaching of therapists and staff & internal communication and strategy |
| Philippe Deridder | Social worker, education coordinator prison Oudenaarde | Member of the Board | Finances |
| Christine Mussche | Lawyer | Member of the Board | Juridical issues |
| Mie Vandebussche | Ortho-pedagoge & solution psychotherapist, counseling general welfare | Member of the Board | Coaching of therapists |
| Hans Claus | Prison Director | Member of the Board | |
| Nicole De Clercq | Warden & Regional Director, Ministry of Justice (retired) | Member of the Board | |
| Teun Van de Voorde | Doctor of Political and Social Sciences, editor | Member of the GA | |
| Philip Pels | Legal adviser, lawyer | Member of the GA | Juridical issues |
| Bart Haes | Occupational therapist and family systems theory and psychodrama psychotherapist | Member of the GA | |

BOARD OF SUPERVISORS OF DE HUIZEN

The governance of De Huizen has a clear distinction between the **Executive Board** – consisting of 3 people – and the **General Assembly** – another 22 people. All of them are working on a voluntary basis.

The presentation of all members of the Executive Board and the General Assembly can be found in chapter 5.1.

6.2.3 Conflicts of interests

As described above, some individuals in the organization of touché have overlapping roles.

Two members of the **management team** take part in the **Executive Board**. We had several discussion moments about this in the Executive Board and the General Assembly. On the one hand, as the founders of the organization, it would not be correct not to be part of the organ that takes the important decisions about the direction and mission of the organization, but on the other hand this can cause conflicts of interest, as they are also employees of the organization. The solution was found in the agreement that these two people don't have a vote in issues concerning employment.

Some **members of the board** also take a role as a **coach for the therapists**. We consciously made this choice, because we there has to be a certain distance from the practice and the cooperation to make it possible to speak freely, but on the other hand we thought it was important that a coach knew the organization from inside out. The coaching happens on a voluntary basis for both the therapist and the coach.

Two **members of the board** have a role as **trainer** in our methodology and as **internal strategic consultant**. For both of these tasks we made a clear agreement, stipulating the expectations, boundaries, timing and payment. On the moments they take this role, we always make time to talk about this with all the people involved, to make sure there cannot be any misunderstandings about the role.

Two **freelance therapists** also take a role in the **daily management** of the organization, for a specific task, based on their specific interest and expertise: implementation of our offer for youngsters and communication. With both of them we made a clear agreement with tasks, expectations, timing and payment.

Several therapists **share the same employer** next to their function in touché. The agreement is that overlapping situations or clients should always be discussed in terms of how to deal with it. E.g. in the past we decided that a therapist left the intervention when we talked about a certain client.

Apart from these specific situations and agreements, we wrote a **deontological code** that everybody who takes part in the organization has to accept. This document describes our social story and cause, our value charter, legal issues and guidelines and some deontological issues: respect for the dignity and rights of every person; responsibility and quality; and integrity.

6.2.4 Internal control systems

While we are a very small organization, we have a few internal control systems:

Finances: Two people have access to the account of the organization. Not more than two people, to limit the possible transactions. Not less than two, so every transaction can be checked. Our bookkeeping is done by an external bookkeeping company, specialised in associations without lucrative purpose. Next to that our bookkeeping is audited annually by an external specialised firm, sent by donorinfo. Donorinfo also publishes our financial situation on their website.

Deontology: as described above, we have an internal deontological code. Whenever we meet issues concerning this, we discuss this in the following order: within the practice team / with the therapist(s) involved – within the management team – with somebody from the Executive Board – with the entire Board – with the General Assembly.

Issues concerning clients: we have monthly intervention moments with all the therapists. Next to that we have the agreement that we discuss difficult situations or questions about clients in between these meetings with at least one colleague. Sometimes we decide to do the follow-up of a case in duo, to make sure it is done correctly. And finally also the coaching can play a role in solving these situations.

6.3 OWNERSHIP STRUCTURE, MEMBERSHIPS AND ASSOCIATED ORGANIZATIONS

6.3.1 Ownership structure of the organization

Not applicable.

6.3.2 Membership in other organizations

As described above, Marjan Gryson is member of the board of vzw touché and vzw De Huizen. Both organizations are also official partner organizations, but this does not involve a membership.

6.3.3. Associated organizations

Not applicable.

6.4 ENVIRONMENTAL AND SOCIAL PROFILE

It is an important principle of the organization not to force a strong hierarchy, but rather to keep the management **open** and to keep everything discussable by everybody. Transparent and respectful communication are key to make this work.

We try to apply our vision into our own team and human resources management, including for instance the principle that people deserve second chances after **making a mistake**. If somebody makes a mistake, we will discuss this by focusing on responsibility, what can be learned from the mistake, how the mistake can be repaired, what is the 'win' in the situation, what others can learn from it and how we can turn the mistake into an opportunity.

(Self-)respect is a key element in our solutions, and we try to apply this in our human resources management, e.g. by stimulating the fact that people take care of their own personal and familial situation. We always try to find a balance between this and the organizational interest, e.g. in choosing the moments of our meetings (alternating in the evening and during the day).

In composing our team, we consciously look for **a mix of profiles** in terms of gender, age, professional background, training, skills. This is not only the most correct choice, but it keeps our organization dynamic and healthy.

The expectation that **every paid task should be combined with a voluntary action**, keeps the engagement, motivation and internal relations healthy.

7. FINANCE AND ACCOUNTING PRACTICES

7.1 BOOKKEEPING AND ACCOUNTING

The bookkeeping process of Touché is done by an external bookkeeper. We preferred a double-entry bookkeeping, which allows us to verify more clearly if any mistakes have been made.

Contact details

| |
|---|
| Bart Verhaeghe Bart.Verhaeghe@q-bus.be Blekersdijk 14/201 9000 Gent 0261/310.30 |
|---|

The bookkeeping process of De Huizen is done by one of the volunteers. Since the employee headcount is still consisting of only volunteers, they keep it to a simple income & expenditure-review.

In 7.2. and 7.3. we would like to refer to the balance sheets of 2014 and 2013 attached in dutch. In these the previous year's figures are given for all values.

7.2 ASSET STATEMENT

| Currency, unit | 2012 | 2013 | 2014 |
|---|-----------------|-----------------|-----------------|
| ASSETS | | | |
| I. Intangible assets (e.g. Software) | 0,00 | 0,00 | 7032,52 |
| II. Property, plant and equipment | 1066,60 | 792,80 | 831,70 |
| thereof real estate | 0,00 | 0,00 | 0,00 |
| III. Financial assets <i>Rental guarantee</i> | 1326,00 | 1326,00 | 1326,00 |
| IV. Accounts receivable | 6325,00 | 2975,64 | 15286,56 |
| V. Liquid assets (cash, bank balance) | 33256,17 | 12162,96 | 43922,61 |
| VI. Prepayments and accrued income | 1352,31 | 134,62 | 835,38 |
| Total assets | 43326,08 | 17392,02 | 69234,77 |
| LIABILITIES | | | |
| Debt | | | |
| I. Debt capital | 8776,80 | 17456,34 | 17176,65 |
| Loans received | | | |
| thereof from members/ shareholders | | | |
| Accounts payable | 8776,80 | 17556,34 | 17176,65 |
| III. Equity | 24549,28 | -274,32 | 51818,12 |
| IV. Other debt | | | |
| Accruals and deferred income | 10000,00 | 210,00 | 240,00 |
| Total liabilities | 43326,08 | 17392,02 | 69234,77 |
| Assets minus liabilities (= equity + provisions) | 0,00 | 0,00 | 0,00 |
| Thereof earmarked for specific purposes | | | |

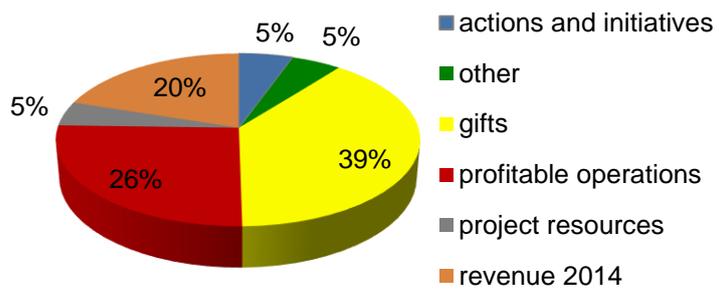
7.3 INCOME AND EXPENDITURE

| Currency, unit | 2012 | 2013 | 2014 |
|---|------------------|------------------|------------------|
| INCOME | | | |
| 1. Revenues | 26682,00 | 29391,28 | 42337,04 |
| thereof from public sector contracts | 25000 | 26515,64 | 27295,00 |
| 2. Grants | 88438,00 | 65517,28 | 131959,68 |
| thereof from public sector contracts | 41850 | 14500 | 39000 |
| 3. Fees | | | |
| 4. Other income | 13949,42 | 4980,01 | 13927,72 |
| Total income | 129069,42 | 99880,57 | 188224,44 |
| EXPENDITURE (if you have revenues of less than 500,000€) | | | |
| B1. Personnel costs | 66421,89 | 88839,88 | 75218,03 |
| B2. Cost of materials | 33959,07 | 34975,07 | 58547,18 |
| 4. Financing costs | 105,92 | 80,95 | 109,50 |
| 5. Taxes | 15,89 | 2,49 | 69,06 |
| 6. Other expenditure | 273,78 | 813,78 | 2188,23 |
| Total expenditure | 100776,55 | 124712,17 | 136132,00 |
| ANNUAL PROFIT (income minus total expenditure) | 28292,87 | -24823,60 | 52092,44 |

7.4 FINANCIAL SITUATION AND PLANNING

In the line of our vision that the approach of aggression is a shared social responsibility, we are developing a **hybrid economic model** for our organization. Therefor we need to increase our own revenue-part and look for new paths in income sources in order to keep the diversity of incomes sustainable and recurrent. The goal for 2015 is to get **25%** of our resources from profitable operations (next to subsidies, donations and events).

Forecast Revenue 2015



In the last year we have seen the effects of our efforts to grow to a hybrid economical model. Although we are not yet there where we want to be, we managed to build up a small **reserve**, which we need to be able to invest in new ideas that may lead to a more sustainable financial system.

Our financial challenge is finding ways to gain our **own revenues** without losing the **social focus** we started with. To turn this challenge into an opportunity we want the profitable operations to carry out our message. The expertise on aggression that we have built will be the surplus value of our products.

We don't just want to re-integrate prisoners. We want sustainable change in the way society as a whole deals with aggression and fear, in order to create a safe and respectful environment for all of us. That's one of the reasons we are now exploring the possibilities of a **Social Impact Bond**. This combines financial support with impact measurement, and would help us to further develop as a professional organization and to be a real partner for the government in reducing recidivism.

We continue trying to reduce the fixed costs in order to make the **balance between fixed and variable costs** more healthy.

Forecast Cost 2015

