

## How to model social innovation in the field of homelessness?

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# **HOW TO MODEL SOCIAL INNOVATION IN THE FIELD OF HOMELESSNESS?**

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## **ABSTRACT**

The purpose of this dissertation is to bring forward patterns and links between social innovations that are active in the fight against homelessness. Homelessness in general is a growing phenomenon, and classic responses do not seem to be sufficient. The innovativeness of the projects is therefore defined in this study as the dissimilarity of approach to these classic responses. By analysing twenty-four existing social innovation projects and the promise of the impact they are creating, this dissertation aims to create a better understanding of how social innovation takes place in this specific field and to write recommendations for the actors that are present in it such as researchers, entrepreneurs and governments.

The methodology used, relies on social performance analysis and more specifically on the change theory model. The participating projects were identified through online search engines, online platforms that regroup Belgian non-profits and the “Housing Solutions Platform” and selected by their innovativeness and diversity. Afterwards, they were examined through the optic of the change theory model. Then, comparisons within segments of that model and new models linking elements of different of those segments were constructed. Of course, at the beginning of the dissertation a literature review on homelessness, social innovation and social performance analysis was executed to create a background on these topics and allow for a better understanding of the analysed projects and used methods.

This explorative study resulted in interesting observations about social innovations in the field of homelessness, opened up questions about them that could be the basis of future quantitative research or qualitative interviews with such projects, and formulated recommendations and conclusions for researchers, for entrepreneurs, for aspiring entrepreneurs and for governments.

Key words: homelessness, social innovation, social performance analysis, change theory model, patterns.

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## LIST OF ABBREVIATIONS

Abbreviation	Explanation
ETHOS	European Typology on Homelessness and Housing Exclusion
FEANTSA	<i>Fédération Européenne d'Associations Nationales Travaillant avec les Sans-Abri</i> , translated into English as European Federation of National Organisations Working with the Homeless
CPAS	<i>Le Centre Public d'Action Sociale</i> , translated into English as the Public Centrum of Social Action
OECD	Organisation for Economic Co-operation and Development
NGO	Non-Governmental Organisation
FTE	Full-Time Equivalent
AIS	<i>Agence Immobilière Sociale</i> , translated into English as Social Real Estate Agency
COA	Central Organ for shelter for Asylum-seekers

## TABLE OF CONTENTS

Abstract .....	2
Aknowledgements .....	3
List of abbreviations.....	4
Table of Contents .....	5
1 Introduction .....	7
2 Theoretical Background .....	8
2.1 Literature review on the definition of homelessness and the context surrounding homelessness .....	8
2.1.1 Definition of homelessness .....	8
2.1.2 Pathways into homelessness.....	9
2.1.3 Pathways out of homelessness .....	11
2.1.4 The fight against homelessness .....	12
2.2 Literature review on social innovation .....	19
2.2.1 Introduction to innovation .....	19
2.2.2 Social innovation.....	20
2.2.3 Social innovation in the field of homelessness .....	22
2.3 Literature review on social performance studies .....	22
3 Definition of what this thesis will add to the topic .....	25
4 Empirical approach .....	26
4.1 Methodology.....	26
4.2 Observation of data.....	30
4.2.1 Change theory model of each project.....	30
4.3 Analysis of observed data.....	59
4.3.1 Analysis per segment of the change theory table .....	59
4.3.2 Transversal analysis and modelisation .....	63
4.3.3 General findings .....	75

5	Recommendations and conclusions .....	78
5.1	Recommendations .....	78
5.1.1	Recommendations for researchers .....	78
5.1.2	Recommendations for entrepreneurs.....	79
5.1.3	Recommendations for governments.....	80
5.2	Conclusion.....	80
6	Bibliography.....	83
7	Table of Figures .....	91
8	Table of Tables.....	91
9	Appendixes.....	92
9.1	Appendix I: ETHOS Light typology .....	92
9.2	Appendix II: Change Theory Model – Analysis of the 24 projects.....	93
9.3	Appendix III: Overview of remaining models .....	124
10	Executive summary .....	131

# 1 INTRODUCTION

The research question for this master thesis is: “How to model social innovation in the field of homelessness”. I chose this topic because during the course of “Management of Social Innovation Projects”, we worked on a project active in the fight against homelessness, which appealed to me so much that I wanted to go further with that topic and, hopefully, bring a positive change. This master thesis has the aim to explore a number of projects and organisations that are active social innovators present in the field of homelessness, to see if interesting patterns emerge. This is linked to the Master of Management Sciences with Specialisation in Social and Sustainable Enterprises for three reasons. The first link is that this study will analyse organisations and the key components of how they are managed. Secondly, those organisations fall within the social aspect of the masters’ specialisation, because they have social missions and, in most cases, have a non-profit structure. Finally, methods of social performance analysis will be applied to create an understanding of how each project’s social innovation is modelled, which is also part of the study field of the masters’ specialisation.

In order to achieve this research, a theoretical background needs to be established first. Therefore, a literature review on the topics of homelessness, social innovation and social performance analysis will be executed. For the topic of homelessness, a more general review has to take place so that the environment surrounding homelessness and the most important subjects within the topic can be outlined. After that, projects will be selected to take part in the study. They will be observed through the method of the “theory of change model”. Finally, the projects will be analysed in depth, similarities and potential interesting models brought forward.

The relevance of this study lies in the fact that it is an exploration of the topic of social innovation in the field of homelessness. It will provide a better understanding of how social innovation takes place in this specific field which can be a helpful basis for further studies. It may also reveal interesting links and be the first step in creating significant models, that can later be confirmed or refuted with more quantitative studies.



## **2 THEORETICAL BACKGROUND**

### **2.1 Literature review on the definition of homelessness and the context surrounding homelessness**

To create a better understanding of the topic of homelessness, it is important to see what has been written on how to define homelessness, what explanations can be found for homelessness, what the needs of homeless people are, what the statistics on homelessness are in Belgium and Europe, and which important actors are present in the fight against homelessness and how they take action.

#### **2.1.1 Definition of homelessness**

The European Typology on Homelessness and Housing Exclusion (=ETHOS) created by the European Federation of National Organisations Working with the Homeless (=FEANTSA) identifies four main categories of living situations that imply homelessness or housing exclusion. The first one is “rooflessness” and includes people living rough (in public spaces) and people living in emergency accommodation such as night shelters. Secondly, they identify the category of “houselessness” which is comprised of people in accommodation for the homeless, in a women’s shelter, in accommodation for immigrants or people due to be released from institutions. All the people that fall in this category have an accommodation for a short term. After that they identify “insecure housing” for people that receive longer-term support due to homelessness, people that live in insecure accommodation (such as with friends, illegal sublet etc.) and people that live under threat of eviction or violence. Finally, they describe “inadequate housing” which is comprised of the following subcategories: people living in temporary or non-conventional structures such as mobile homes, people living in unfit housing and people living in extreme overcrowding. (FEANTSA, 2017) The complete typology with more specific categories will be used later to evaluate target groups of the analysed projects and can be found in Appendix I.

In 1998, Kuhn and Culhane created another, but often referred to, typology of homelessness by pattern of shelter stays (depending on the length of the stay and number of repeated episodes). They based their study on administrative data of public shelter use in New York City and Philadelphia and identified three types of homelessness. The first one is “transitionally homelessness”, these people usually stay very few times in a shelter and when they do, they only experience a short stay. This category comprised of 80% of the studied homeless population. People in this category generally come from a previous precarious housing situation

such as the people in the “inadequate housing” category from the ETHOS-typology. They spend a short time in a shelter before transitioning to a more stable housing situation. The “episodic homeless” experience more frequent shelter stays combining shorter and longer stays. However, in total they do not spend more than a couple of months in emergency shelters. Oftentimes they shift between hospital- or treatment centre admissions, prison and the shelters. The last section is the “chronic homeless”, who stay for long periods of time in shelters and therefore do not accumulate multiple episodes. They have the most stereotypical profile of a homeless person and could also be classed in the “rooflessness” type from the ETHOS-typology. The latter two classifications constitute a clear minority, with each one making up about 10% of the studied population. (Culhane K. , 1998)

The research work done by FEANTSA and Kuhn and Culhane provides two complementary typologies of homelessness. One provides a methodology to identify their current living situation and one explains the evolution the individuals go through in terms of homelessness. Together, they create a background that helps us to understand and make distinctions between different types of homelessness in the rest of this paper.

### **2.1.2 Pathways into homelessness**

A first interpretation of the reasons why a person becomes homeless can be made using the typology of Kuhl and Culhane, namely transitional, episodic and chronically homelessness from the former paragraph. A person who experiences transitional homelessness, often became homeless due to a one-time tragic event such as a fire, a separation, loss of employment etc. They don't have the option of staying with family or friends and are therefore obliged to spend some time in a homeless shelter or on the street. They are the group that is the least likely to have mental health problems, other medical problems or substance dependence and usually they transition into a more stable housing arrangement soon after becoming homeless. This section of the homeless population generally doesn't encounter more than one episode of homelessness. The episodic homeless on the other hand are likely to struggle with substance abuse, medical and mental health problems and often are homeless in between periods of internment in hospitals, treatment facilities or prison. People from this category are in most times young and unemployed for longer periods of time. The last classification from Kuhl and Culhane's typology are the chronically homeless. They are likely to be older and regularly suffer substance abuse, have disabilities or other medical problems. They are persistently unemployed. (Culhane K. , 1998)

Lee, Tyler, and Wright remodelled former research on the causes of homelessness, written between 1990 and 2010, into macro-level and micro-level reasons for homelessness. The macro-level explanation contains structural forces that create a population of poor people at risk of homelessness. Examples are housing supply that cannot follow demand, economic juncture, demographic trends and policy changes. The micro-level explanation examines how people from that at-risk population become homeless due to their individual vulnerabilities, institutional experiences, and inadequate buffers. Bad luck as an explanation can also be considered but is less often documented. Lee, Tyler and Wright also identified buffers that can help people to not become homeless such as family ties, friends, service safety net, housing subsidies and contact with a social worker. (Lee T. a., 2010)

MacKenzie and Chamberlain identified three pathways to homelessness in their study about homeless careers in 2003. They used the concept of homelessness as a “career process” to point out people’s progression into homeless and to put emphasis on the circumstances that affect how they move from one stage of homelessness to another, including the road to chronic homelessness or the exit from homelessness. Their goal is to focus on how people become homeless and not why. The three career processes identified by MacKenzie and Chamberlain are the “housing crisis career”, the “family breakdown career” and the “chronically homeless career”. The first pathway they identified is the “housing crisis career”. This is the path of people that lose their accommodation as a result of poverty. They often become homeless for a long time, having problems and debt that accumulates. Early intervention in the form of financial assistance our counselling to avoid eviction or secure alternative accommodation is key in this situation. The second pathway is the one of “family breakdown”, in particular domestic violence. Early intervention is complicated in this case, and the people that become homeless via this pathway will most times rely on crisis intervention to exit this path. “Youth homelessness and the transition from youth homelessness to adult homelessness” is the third pathway identified by MacKenzie and Chamberlain. They found that many people on this path are part of the category of “chronically homeless”. Intensive intervention is required for this group to be able to leave homelessness and the percentage of success is lower in this last pathway. (David MacKenzie, 2003)

Anderson and Christian examined multiple studies and came to the conclusion that most prevalent characteristic of homelessness is poverty. (Christian, 2003) In their article they link the explanation of the causes of homeless to the current political environment, because that heavily influences the way data is collected. For example, statistics on legal homelessness in

the United Kingdom, that had successive conservative and neo-liberal governments, focussed on the impact of individuals in a crisis situation, while neglecting the wider structural processes that affect their housing conditions in the longer term. (Christian, 2003) On top of that, Lee, Taylor and Wright state that: *“The public’s beliefs about the causes of homelessness are important because they can influence behavioral and policy responses to homeless people.”* (Lee T. a., 2010) They also imply that that the media plays an important role in how the public views homelessness. (Lee T. a., 2010)

### **2.1.3 Pathways out of homelessness**

According to MacKenzie and Chamberlain, all homelessness careers ultimately lead to "chronic homelessness", as previously defined. However, applying the notion of a "homelessness career" raises awareness for different types of interventions appropriate for different stages of the homeless experience, both in policy and in practice. Examples are prevention, early intervention, crisis intervention and long-term support. The typologies used to define homelessness say a lot about the pathways to homelessness and about the pathways out of homelessness. (MacKenzie, 2003) Anderson and Christian also put the emphasis on the benefits of a pathways approach in their article about the causes of homelessness in the UK. They argue that it is essential to see homelessness as a function of access to appropriate and affordable housing and the social support needed to make tenancy work. In their view, the underlying causes of homelessness cannot be simplistically isolated from its consequences, nor can they be separated from the housing and welfare system. (Christian, 2003)

MacKenzie’s and Chamberlain’s "homelessness career" helps to identify multiple intervention points along each type of pathway and shows that those interventions are different for each type of “homeless career”. For young people, evidence of growing parental conflict indicates an increased risk of homelessness, meaning that interventions are needed when they are at immediate risk of becoming homeless or when they are in an intermediate phase, before they are permanently separated from their family. Such an early intervention can include facilitating family reconciliation. If that is not possible, then they should be supported to become independent. For adults, the build-up of financial debt is a signal of a housing crisis which can result in homelessness. In this case, early intervention is about preventing loss of accommodation. This can be done in multiple ways such as through financial counselling, emergency relief, or assistance with applications for public housing. Most adults that experience a housing crisis need financial assistance to avoid eviction or to obtain another accommodation. In general, the persons in this situation already are in contact with the Public Centrum of Social

Action, hence why this is a good place for administering early intervention services. Finally, for couples, relationships that fall apart (and that in many cases involves violence), can be a forebode of a family breakdown which can in turn lead to homelessness as well. In those cases, early interventions are challenging because victims often only contact support services when they are already homeless. Here, early intervention could include family counselling, public awareness campaigns etc. However, these options present a gap since there are few instances that can identify families at risk and provide them with the necessary early intervention. When persons become “chronically homeless” the opportunity for early intervention is obviously gone. At this stage, intensive and long-term support is required which is more expensive and has lower success-rates. (MacKenzie, 2003)

The classic aid model for people in situation of (chronic) homelessness is based on the ideal image of the housing ladder: you climb the ladder from homelessness to night shelters or winter shelters, hostels, emergency accommodation, assisted living, to social housing, etc. (De Sociale Kaart, 2021) These are part of the many stages a person generally goes through before they are deemed “ready” for housing. (Housing First Belgium) Lee, Tyler and Wright also define conventional thinking about solutions for homeless as: *“that homeless people are somehow broken and must be repaired before they can be trusted to succeed in permanent housing.”* (Lee T. a., 2010) The Housing First project in Namur identifies a similar pathway that starts by living on the streets, then going into emergency shelters, then in transitional housing and finally social housing or independent housing. (Relais Social Urbain Namurois, 2021) People only move up when they meet certain conditions, for example, when they have gotten sober or are in order with your administration. An individual dwelling would be the top step of the 'staircase' model, the ultimate goal. People usually spend several months or years in time-limited forms of housing before finding permanent individual housing. (Housing First Belgium) The staircase-model sounds logical, but in reality, for many people the steps are too big and therefore they remain in their original situation or even deteriorate. (De Sociale Kaart, 2021)

These pathways to and out of homelessness will provide a background to help identify interesting innovative projects in the field of homelessness and also grant interesting insights in what the different innovative solutions can provide for these people.

#### **2.1.4 The fight against homelessness**

Generally, the government is the main actor that is responsible in the fight against homelessness. In this chapter, we will go deeper into international and Belgian statistics on

homelessness and how the Belgian government provides a solution for the people who experience it.

#### 2.1.4.1 Global and Belgian statistics on homelessness

To start, the OECD (= Organisation for Economic Co-operation and Development) wrote a report in March 2020 on homelessness around the globe. They were able to collect data on the number of homeless people reported by public authorities from 37 OECD, EU and key partner countries. This data is presented in Table 1 below. The OECD acknowledges that comparing homeless estimates across countries is difficult, as definitions and methods of gathering of data on homelessness vary across countries. Their report is based on a collection of available statistics on homelessness conform with definitions used in national surveys. To facilitate comparison of homeless statistics across countries, the last column of Table 1 indicates when the definition includes the categories of homelessness based on the ETHOS Light typology. (OECD, 2020) As a reminder, this typology can be found in Appendix I. On top of that, FEANTSA and the Abbé Pierre Foundation published the “Fifth Overview of Housing Exclusion in Europe in 2020”, which provides data on homelessness in European countries. For some countries they provided newer information than the information from the OECD report. In that case, the data for that country was adapted and/or added to Table 1. This concerns Finland, France, Hungary, Ireland, Lithuania, Luxembourg, the Netherlands, Portugal, Slovenia and the United Kingdom. (Fondation Abbé Pierre - FEANTSA, 2020)

In 2020, there was no such data available on homelessness in Belgium. However, in 2021 the first ever large-scale count of homeless persons was undertaken and published by multiple universities together with the King Badouin Foundation. (Koning Boudewijnstichting, 2021). At the same time, the city of Brussels organised an independent count organised by Bruss.Help. (Bruss.Help, 2020) Data from both reports was also added to Table 1.

**Table 1: Estimated Number of Homeless People**

Country	Year (=latest year available)	Number of homeless persons	Homeless as % of total population	Figures include more than ETHOS Light type 1, 2 or 3?
Australia	2016	116,427	0.48%	Yes
Austria	2017	21,567	0.25%	No
Brazil	2015	101,854	0.05%	<i>Not provided</i>

Belgium	2020	8,221	0.07%	Yes
Canada	2016	129,127	0.36%	No
Chile	2019	14,013	0.07%	No
Croatia	2013	462	0.01%	No
Czech Republic	2019	23,900	0.22%	Yes
Denmark	2019	6,431	0.11%	Yes
Estonia	2011	864	0.06%	Yes
Finland	2019	4,600	0.10%	Yes
France	2012	143,000	0.22%	No (Partial: only some ETHOS categories)
Germany	2018	337,000	0.41%	Yes
Greece	2009	21,216	0.19%	Yes
Hungary	2019	8,568	0.10%	No (Partial: only some ETHOS categories)
Iceland	2017	349	0.10%	Yes
Ireland	2020	10,148	0.13%	No (Partial: state-run emergency accommodation)
Israel	2018	1,825	0.02%	No
Italy	2014	50,724	0.08%	No
Japan	2019	4,555	0.00%	No
Latvia	2017	6,877	0.35%	Yes
Lithuania	2018	4,806	0.17%	No (Partial: only some ETHOS categories)
Luxembourg	2018	873	0.37%	No (partial: winter census)
Mexico	2010	40,911	0.04%	Yes
Netherlands	2018	39,300	0.18%	Yes

New Zealand	2013	41,207	0.94%	Yes
Norway	2016	3,909	0.07%	Yes
Poland	2019	30,330	0.08%	Yes
Portugal	2018	3,396	0.04%	No (Partial: only some ETHOS categories)
Slovenia	2018	4,029	0.13%	No (Partial: only some ETHOS categories)
Slovak Republic	2011	23,483	0.44%	Yes
Spain	2012	22,938	0.05%	No
Sweden	2017	33,250	0.33%	Yes
United States	2018	552,830	0.17%	Yes
<u>United Kingdom:</u>				
England	2019	87,410	0.26%	Yes, but limited to certain priority categories
Northern Ireland	2018	18,180	1.23%	Yes, but limited to certain priority categories; includes households threatened with homelessness
Scotland	2019	36,465	1.50%	Yes; includes households threatened with homelessness
Wales	2019	11,715	0.37%	Yes

(OECD, 2020) (Koning Boudewijnstichting, 2021) (Fondation Abbé Pierre - FEANTSA, 2020) (Bruss.Help, 2020)

The four above mentioned reports also make general conclusions based on the data they collected. To start, in nearly all countries, less than 1% of the population is homeless. The homeless person is more and more diverse of which only a small part can be qualified as “chronically homeless”, who are the more visible portion of the homeless population. One third of OECD countries have a growing homeless population, but in contrast, one quarter of OECD countries have recorded stable or declining numbers of homelessness. Trends in homelessness strongly vary in different countries, as well as measuring methodologies with some having very restricted definitions (only including rough sleepers for example) and others have broader



definitions. This makes comparability very difficult. In some countries, homelessness is concentrated in the cities while others, observe high numbers of homelessness in metropolitan areas. However, even when national numbers decline, in most large cities homelessness is on the rise. (OECD, 2020) The FEANTSA report also made some very concise conclusions such as: *“Homeless people experience poorer health and die at a much younger age than the general population.”* *“Foreign nationals are over-represented among the homeless.”* *“The prolongation of homelessness: Homeless persons spend longer periods being homeless than before.”* (Fondation Abbé Pierre - FEANTSA, 2020)

For Belgium specifically, the censuses of the King Baudouin Foundation counted more homeless persons than the organisation had expected. However, their findings break the stereotypical image of a single man with addiction problems. People that fall under the ETHOS Light 1, 2 or 3 typology make up a quarter to one third of Belgium’s homeless population. Another large subdivision are those that temporarily stay at friends or family, they fall under the ETHOS Light 6 typology and make up a quarter of the Belgian homeless population. The censuses also show that homelessness in Belgium is not a purely metropolitan phenomenon. In smaller towns too, people find themselves in situations of homelessness. A quarter of the Belgian homeless population are youth and a large portion of homeless persons in Belgium have a migration background. Furthermore, ETHOS Light typology 3 and 6 consists of more women and ETHOS Light typology 1, 2 and 5 contains more men. Up till 45% of people have suspected addiction issues and between 20% and 40% are suspected to have mental health problems. Only a minority has no underlying health condition. One in three persons that were counted are living on the streets for more than one year. Only a very minimal portion of homeless persons has a reference address at the CPAS<sup>1</sup>, and a quarter has no income at all. (Koning Boudewijnstichting, 2021) To continue with the statistics for Brussels, they have organised censuses every two years since 2008. This allows them to demonstrate trends and evolutions in the matter, for example a growth of 27,7% of the number of homeless persons from all typologies since the last census in 2018 and an increase of 208,2% since the first count in 2008. Next, they noted that 32.3% of the counted people did not receive any type of help (welcome in day centres, housing or financial support), however, 57,8% found a place in the network of approved accommodation and reception facilities in Brussels. (Bruss.Help, 2020)

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<sup>1</sup> Le Centre Public d’Action Sociale, translated into English this is the Public Centrum of Social Action

#### *2.1.4.2 Zoom on government solutions*

In Belgium, everyone one that falls in one of the categories of homelessness that has been explained above, is entitled to assistance from the government agency, the CPAS. They can help in different ways. If the homeless person meets the legal conditions, he or she is entitled to social integration revenue (the living wage), for instance. But even if this is not the case, the CPAS will always try to find out what it can do to help the person in question. A homeless person who does not reside in an institution can turn to the CPAS of the municipality where they actually live. A homeless person who is staying in an institution like a shelter or another inadequate housing situation can turn to the CPAS of the municipality where they were registered before. The homeless person can turn to the CPAS for social, financial or other assistance, for support, advice and encouragement, for help with managing debts, for an integration allowance, for an installation/settlement grant, for urgent medical assistance (doctor's visit, examination, care, medication, etc.) and for a reference address. In order to grant an integration income, the CPAS cannot require that the person in question has a place of residence or an entry in the population register. However, they will support the person in a series of objectives to help them get out of their difficult situation if the integration allowance is granted. For some other rights (such as the right to family allowances, voting rights, unemployment benefits, etc.), an official place of residence is required. For this purpose, one must be registered in the population register. This can be done either with a main residence or with the reference address that the CPAS can provide. (Belgium.be, 2021) (SPP Intégration Sociale, 2021)

Let's go into more detail on the support that the CPAS can provide. When a person is in need of medical assistance, they don't need to fulfil any requirements (such as having legal residence in Belgium, having an official address etc.). When the need is urgent, they can immediately go to the hospital or to a doctor and contact the CPAS afterwards. If the medical assistance needed is not urgent, the person has to contact the CPAS who will launch a social inquiry to decide what the best way to treat the person is. If the person isn't in order with their mutuality the CPAS can provide them with a medical card. However, for medical expenses to be reimbursed, people need to be in order with their mutuality/health insurance. When that is not the case, the CPAS will help them to make arrangements. For this, an official address is needed. For people who are homeless, the CPAS can provide a reference address. This means that the person will be enrolled in the persons register with either the address of a private individual or with the address of the CPAS. They will receive all their official documents and post at that address. To

be enrolled in the persons register is necessary to be eligible to receive financial help such as unemployment benefits, health insurance, family allowances etc. That is why the option of having a reference address is extremely important for homeless people. To have the right to have a reference address, the person needs to have a valid right of residence in Belgium. (SPP Intégration Sociale, 2021)

Another service that is provided by the CPAS is the integration revenue. To be eligible for it, people need to prove that they reside in Belgium (an address is not needed for this). They also need to be older than 18 years or in case they are younger they need have children in their care, be pregnant or be emancipated through marriage. The next condition is to have the Belgian nationality, be recognised as stateless, refugee or benefit from subsidiary protection, or lastly to be a foreigner that is enrolled in the population register. People are only eligible if they have no revenue or a revenue lower than the legal minimum wage (in which case they'll receive the difference) and if they are willing to work. That last condition is not valid if the person's health doesn't allow it. People must also claim all other benefits to which they have the right on the basis of Belgian or foreign legislation. If a person fulfils all these conditions, they can be granted an integration revenue. At the same time the CPAS will set up an individualised project with the person in question to help them get out of their difficult situation. The specifics of that project will be written down in a contract called the Individualised Project for Social Integration and is made to measure to the situation of the individual. The aim of this project is to be an evolving document that sets out step by step what both parties have to undertake so that the person in situation of homelessness can leave this homelessness situation. The amount of financial support the person has a right to, depends on their situation. There are three levels: cohabitant, single person, or person living with child. If you are recognised as homeless and have entered into an Individualised Project for Social Integration, you are entitled to the rate for single persons even if you are living with someone. The integration revenue is in theory unlimited in time, but the CPAS will check at least once a year if the situation of the individual hasn't changed. If you do not fulfil the conditions to receive an integration revenue, the CPAS can still provide the person with social support. Examples of social support are other forms of financial support, food stamps, temporary housing, psychological guidance etc. The type of social support that is given depends on the volition of the CPAS and will be limited to the strict necessity. (SPP Intégration Sociale, 2021)

Finally, the CPAS can provide people in situation of homelessness with an installation allowance of €1,330.74. To be eligible the person must fulfil three conditions. They must

already receive an integration revenue, unemployment benefits or disability benefits, or their revenue must be lower than the integration revenue plus 10%. The second condition is to have found housing, and the last condition is to never have received an installation allowance before. The installation allowance is separate from a potential advance on the rental deposit that the person might also have received from the CPAS. (SPP Intégration Sociale, 2021)

This chapter explains the complexity of the help that is provided for homeless persons by the government. As said above, the steps they have to take to receive help are often too big, which results in people getting stuck in the system or leaving the system altogether. On top of the complexity, the solutions provided by the government in the fight against homelessness are clearly not of sufficient quantity because, as the statistics show, homelessness in Belgian and in at least a third of the other studied countries, keeps growing.

## **2.2 Literature review on social innovation**

To give an answer to the incompleteness and the gaps of government action, I want to look at how social entrepreneurs can bring innovative solutions to the fight against homeless. In other terms, what they do differently than the government to help persons experiencing homelessness. Therefore, I will make use of the theory that has been written on social innovation.

### **2.2.1 Introduction to innovation**

To have a better understanding of the concept of social innovation, it is beneficial to start by explaining its underlying concept of innovation in general. In the past, innovation research has often taken an economic viewpoint: disrupting existing economic patterns. (FEANTSA, 2012) A prime example is the famous economist Schumpeter who defined innovation as “a creative destruction” that creates a gain for some and a loss for others and establishes a new balance in society. (Schumpeter, 1982) He was one of the first to investigate innovation not only at economic level but also on cultural, social, and political aspects. He mainly focused on economic and technological innovations where innovations are the new combinations of production factors. (Portales, 2019) Another early definition of innovation was made by Thompson who said that “*innovation is the generation, acceptance and implementation of new ideas, processes, products or services*” (Thompson, 1965) Trott, on the other hand, says that innovation is the sum of the theoretical conception of a new idea, the technical invention and the commercial exploitation. (Trott, 2008) Thomas Osburg summarises the evolution of innovation theories as follows: “*Focusing on the concept of newness (1950s), Innovation started to be integrated into Management theory (1960s) and focused on the meaning for the*

*demand side (1970s). Followed by research on Process Innovation (1980s) and Service Innovations (1990s). Finally, over the last decade, discussion about Open Innovation and, for some years now, a focus on Social Innovation.*” (Thomas Osburg, 2013)

Mulgan identifies the key stages that each innovation goes through. First, ideas are generated by understanding needs and identifying potential solutions. Second, those ideas have to be developed, prototyped and piloted. Then, each idea should be assessed, and the good ones should be scaled up and diffused. To end, the idea should keep evolving and be adapted. (G. Mulgan, 2007)

Schumpeter, Thompson and Trott all include the invention of something new in their definition. Where Schumpeter puts the emphasis on the change the invention creates, Thompson and Trott also take into account the ideation phase of innovation. All three definitions present us with a good first step in understanding innovation. On top of that, Mulgan teaches us the basic steps that each innovation goes through. This will allow us to better understand how the innovative and social projects are built up and will also facilitate their analysis.

### **2.2.2 Social innovation**

In the last 15 years a vast body of research has coupled innovation to social goals and practices, from which the field of social innovation has originated. (FEANTSA, 2012) (W. Philips, 2015) The EU Commission defines social innovation as follows: “*Social innovations are new ideas that meet social needs, create social relationships and form new collaborations. These innovations can be products, services or models addressing unmet needs more effectively.*” (EU Commission, 2020) On the other hand, social innovation was defined by Mulgan as “*innovative activities and services that are motivated by the goal of meeting a social need*” (Mulgan, 2006) In another study in 2007, Mulgan says that social innovations often combine existing ideas rather than be completely new concepts. To put them into practise, boundaries need to be crossed such as between sectors, organisations and even disciplines. They create new connections between the involved parties which is instrumental in spreading the current innovation and help new innovations to see the light. (G. Mulgan, 2007) These three definitions combine the aspects of something new (product, service, process) that meets social or unmet needs and creates new intersectional relationships between the involved parties. Other research that, like Mulgan, focuses on the satisfaction of social needs through innovation are Christensen et al. and Phillips et al. who say that “*Social innovation is subset of disruptive innovations whose primary objective is social change.*” (Christensen, 2006) and “*A novel solution to a social problem that is more effective, efficient, sustainable, or just than existing solutions and for*

*which the value created accrues primarily to society, as a whole, rather than private individuals.*” (Phills, 2008) Michelini identified the main features of social innovation as: it must generate a positive social impact, it is driven by both social and economic motivations, it must be novel, it can be promoted by different actors (businesses, NGO’s, public institutions, etc.), it must be scalable, it must be sustainable and it can take different forms. She adds one extra characteristic: it must improve and change the lives of the poor. (Michelini, Social Innovation and New Business Models: Creating Shared Value in Low Income Markets, 2012) Social innovation can also be viewed from the standpoint of sustainability, (Michelini, Social Innovation and New Business Models: Creating Shared Value in Low Income Markets, 2012) but that is less relevant for this research paper.

The social innovation projects in this study qualify as social innovations because they all reply to the needs of homeless persons, that aren’t met by the standard government solutions.

#### *2.2.2.1 Problems with social innovation*

However, as Osburg states, the term social innovation does not have a clear meaning for most companies and organisations. (Thomas Osburg, 2013) The EU Commission also comes to the conclusion that social innovation is a little-known concept: *“many social innovations take place without them being known under that term, causing problems when asking for evidence in surveys and interviews. Indeed there are still debates to be had as to how precisely social innovation should be defined”* (EU Commission, 2012) They identified four other obstacles that occur when assessing social innovations. First, the complexity of relationships in social innovation, where community partnerships make it harder to objectively assign effects of the social innovation in question. Second, the changeability of social innovation, explicitly during the prototyping stage. Third, the cross-cutting nature of social innovation that is not part of one specific sector nor an easily defined activity. This culminates into a lack of an agreed statistical approach and therefore, there is a lack of reliable measures and indicators of the scale of activity of social innovations. The last obstacle the EU Commission identified was the diversity of measures of impact, resulting in the absence of agreed frameworks and the abundance of available tools, each with distinctive concepts and metrics. This contrasts with the private sector where profit is the commonly accepted measure. However, in social innovation, both the goals and processes can be cause for debate. (EU Commission, 2012)

These obstacles will obviously influence the analysis of the social innovation projects in this study. It will be harder to identify the social impact created by the project itself, independent of the influence of the surrounding actors. The same can be said of identifying the appropriate and

correct indicators. It will also be harder to make a trustworthy analysis with data that might stem from 2019, as these projects can be very volatile. And finally, it won't be easy to make comparisons between the different projects because of the absence of commonly accepted measures. It is important that these four obstacles are taken into account when performing the analysis and when evaluating the results.

### **2.2.3 Social innovation in the field of homelessness**

To implement this knowledge of social innovation onto the field of homelessness, we can use the report by the European Commission on Social Innovation in the EU. This report puts forward a complementary proposal to social innovation, namely: interpreting the word "social" as the needs of the most vulnerable groups that are not met by the traditional actors. (A. Therace, 2011) FEANTSA analysed this approach in relevance to homelessness and concluded that "*a homelessness person has unmet housing needs. Often, they will also have unmet needs relating to their employment, social and health situation.*" (FEANTSA, 2012) To continue, Micheline states that social innovation for low-income markets can be realised in three ways: through business model innovation, through product and process innovation, and through innovative diffusion and/or communication. (Micheline, Social Innovation and New Business Models: Creating Shared Value in Low Income Markets, 2012) FEANTSA then identified four key rules in creating social innovation to assure a legitimate impact in the field of homelessness. First, involve stakeholders and use an evidence-based approach when identifying social needs. Second, respect the rights and dignity of the homeless population and include actors with knowledge of the terrain when developing solutions. Then, use appropriate indicators of success such as improvement of quality of life and empowerment of beneficiaries when evaluating the solution. (FEANTSA, 2012) In the Homeless in Europe Magazine, Suzannah Young adds that the use of social experimentation enhances the credibility of social innovation projects during the evaluation stage. (Young, 2011) The last key rule observed by FEANTSA is to involve homeless service providers and their expertise when scaling up the innovation project and to recognise that they provide a significant lever of change in this field. (FEANTSA, 2012)

The use of social innovation theories and how they can be applied to the homelessness field is a compelling basis for the creation of an evaluation for social innovation solutions in this field.

### **2.3 Literature review on social performance studies**

Literature on social performance analysis will provide a theoretical background on the empirical methods that will be applied later in this dissertation, especially the "theory of change model".

Tools to evaluate social performance have been around for approximately thirty years, however they are not as uniform and regulated as their financial counterparts. The goal of an evaluation of social performance is to assess how well or poorly the company is fulfilling its social mission, while taking into account its economic viability. (S. Mertens, 2017) Social impact evaluation is set to play an increasing role in the daily life of social enterprises. Whether it is at the request of a board of directors to ensure that the social mission is being fulfilled, at the initiative of management seeking data to improve performance, or at the request of investors to control the proper use of their funds, social enterprises are frequently mobilised to try to evaluate their performance in terms of social value creation. (Pache, 2014) There are two practises to assess the social performance of organisations: an evaluation based on the measurement of their impact or an evaluation based on the monitoring of their processes. The first method seeks to verify the effects of the action, while the second one focuses on the means used within the framework of the action. The first method, measuring social impact, evaluates the different effects caused by the activities on the direct and indirect beneficiaries of the organisation. (S. Mertens, 2017) Another definition by Pache and Stievenart is: *“Impact assessment is an approach that aims to analyse the actions of a company (or a project) in order to understand, measure or value their consequences. The objective is to evaluate the results, whether they are expected, unexpected, direct, indirect, positive or negative.”* To do that, the logical model of the company has to be assessed, or in other words, the chain of effects that links the social needs that the organisation responds to, to the effects (on said beneficiaries) of the activities they put into place. This model can be created by applying the “theory of change model” which refers to how results should be achieved and provides an explanation after the fact of how they were achieved. However, there are two challenges to evaluating social performance through social impact analysis: first how the effects should be measured and second the issue of causality and attribution problems. Therefore, there are two very common simplifications that are applied in this method, namely the use of performance indicators rather than indicators of impact and the isolation of certain direct impacts on the beneficiaries rather than studying the integral impact of the whole organisation. The second method for evaluation social performance, monitoring processes, focusses on the coherence of the project and how the organisation operates. It analyses the match between the intentions (or objectives) and the processes implemented by the company. This approach ensures that the company provides itself with the means to achieve its objectives, develops systems for monitoring the needs it intends to satisfy, adapts its services accordingly and puts in place corrective mechanisms in the event that practice deviates from the mission. (S. Mertens, 2017)



The VISES project carried out a study on social impact analysis in which they stated that *“the evaluation of impact raises the question of the performance of the action taken and its improvement. The evaluative questions relating to social impact can be linked to the questions traditionally addressed in the field of evaluation, namely those of relevance, effectiveness, efficiency and impact.”*...*“The question of social impact may in fact be just one of many that the company and its stakeholders are asking. As these four evaluative questions deal with different variables, answering them will require documenting the variables involved, among them: societal needs, means (inputs), objectives, products/activities, practices, outputs, results or impacts.”* (VISES, 2017) The model that is used to gather these variables is called the beforementioned “theory of change model”. Mertens positioned the theory of change model in a practical framework around six fundamental variables, starting with the social needs the project replies to, then continuing with the means or input, the project’s activities, the output, the outcomes and finally the impact. (Mertens, 2019) The VISES study also warns that by using the theory of change model, the impact is analysed as “net results”, as if they were only achieved thanks to the project, without taking into account external factors that took place in the meantime, and therefore assuming that a direct causal link is possible between outcomes and impacts. (VISES, 2017)

Pache and Stievenart elaborate on the four different types of methods used in the evaluation of social impact. The first ones are the methods that aim to explain the change. These approaches are particularly suitable for assessing the relevance of the actions of the project or organisation, for as far as they allow to evaluate their capacity to respond to a social need and to generate positive impacts. This group of methods also includes the “theory of change model”. (Pache, 2014) The second type are the methods that use indicators. This allows for a series of comparisons between the objectives and the results, between the results obtained over several years, between the results achieved by different projects or between those achieved by groups of beneficiaries. Indicators can be of different kinds: output or outcome indicators, simple or aggregated, objective or subjective. They must be associated with tools and a collection process that allows them to be measured. The third group of methods are those that focus on monetarisation, in other words on the economic value created by the social project. Finally, the fourth type of methods are those that use comparison. They are based on a comparison between a group that was on the receiving end of an action of the studied project, and a “control” group. This allows to determine whether the changes observed in the “treated” group can be explained by the action in question, and not by other factors. (Pache, 2014)

### **3 DEFINITION OF WHAT THIS THESIS WILL ADD TO THE TOPIC**

As a reminder, the research question for this master thesis is: “How to model social innovation in the field of homelessness”. Through the exploration of a number of socially innovative projects and organisations active in the fight against homelessness, this master thesis aims to bring interesting patterns forward. That exploration will be supported by the information gathered in the literature review on homelessness, social innovation and social performance measurement. Potential interesting patterns could be: Are there similarities between certain projects? Are certain things done by all of them or by none of them? Can certain aspects of their model be linked? Are other interesting links revealed?

The end goal is to create a better understanding of how social innovation takes place in this specific field and create a helpful basis for further studies. This master thesis will be the first step in creating significant models for social innovation and its promise of impact in the field of homelessness, that can later be confirmed or refuted with more quantitative studies. On top of that, the ambition is also to make recommendations, based on the results, to different actors in the field such as researchers, entrepreneurs and governments. Finally, I hope that this master thesis will be able to make a difference, however small, in the fight against homelessness.

## **4 EMPIRICAL APPROACH**

### **4.1 Methodology**

In order to analyse how social innovation can be modelled in the field of homelessness I want to study the promises of impact created by a selection of innovative projects and organisations and see if any models or patterns emerge. For the sake of this analysis of social innovations, the method of measuring social impact is the most appropriate to evaluate their social performance because the primary goal of this research is to focus on the effect of the studied social innovations on their beneficiaries. I will study this impact retrospectively and on a micro-level, meaning I will study the effects of one company on their beneficiaries and not a group of companies on society altogether. In certain cases, I will look at the activities of the organisation as a whole and in other cases I will focus on the relevant activities within the organisation. To continue, I will try to answer the question of relevance by applying the “change theory model” to the innovative projects.

To find these innovative solutions for people in the situation of homelessness I started by using search engines like Google Search. I used key words such as: “innovation”, “homeless”, “housing solutions”, “homeless projects” etc. I used the “snowball sampling technique” of going from one project to the next. I found websites and articles mentioning multiple projects, so I went through all of them and selected those that were interesting and that had at least their own website containing enough information so that I could do a basic analysis of the project. With this technique I was able to identify twenty-six potential projects. To find more projects I then used platforms that regroup all NGO’s in Flanders, Brussels and Wallonia and searched for all projects and organisations that provide support to people that are homeless or at risk of homelessness. Those platforms were “De Sociale Kaart”, “Social Brussels” and “Le Guide Social”. (De Sociale Kaart, 2020) (Social Brussels, 2020) (Le Guide Social, 2020) From all the organisations in that category on these platforms, I selected thirty more potential projects that were innovative in one way or another. Finally, I found the “Housing Solutions Platform” who together with the Y-Foundation and the King Badouin Fondation created a list of “50 out-of-the-box housing solutions to homelessness and housing exclusion”. (The Housing Solutions Platform) In my opinion, twelve of these projects were potential candidates for my analysis. Finally, I created a list of sixty-eight candidate projects for my study. At first, I was worried that my sample might have a small bias towards newer projects since those are the ones that are talked about more often in articles and therefore easier to find. However, by using the three

platforms that list all Belgian NGO's I was able to take away a part of that bias. The international projects that I have selected, however, still partly carry that bias.

After that, I made a first selection based on the project's goals. I mainly wanted to include projects that have the mission to accompany people to improve their homeless situation. With this I mean to make their standard of living better, not necessarily for them to become completely independent. This criterion of course excludes the large group of projects that aim to help people survive at the situation that they are in such as emergency shelters, food distributions, shower facilities, hairdressers' services for the homeless etc. Then, I made a selection based on how innovative each project was and how different they were from the classic government response explained in the beginning of this dissertation. I mainly wanted to include innovative projects that are private, so non-governmental. When looking at the activities and missions of the projects, I applied the technique of saturation. So, when I had multiple similar projects, I only selected the most interesting ones based on the above-mentioned criteria. When applying the saturation technique, I also paid attention to include projects of diverse age and size. This was to make sure to have a diverse final sample. Finally, I wanted around half of the projects included in my study to be from abroad because I wanted to focus on social innovation that is possible in a Belgian context, but still include good practises from abroad. The final number of selected projects is twenty-four.

A small overview in Table 2 below:

**Table 2: Final Selection of Innovative Projects in the Field of Homelessness**

Final Selection of Innovative Projects in the Field of Homelessness				
Nr.	Name	Activity	Lever of change	Location
1	Housing First Namur	Provides housing as a first step out of homelessness, then provides supplementary support.	Housing	Belgium
2	My Streets	Supports homeless persons to become city guides.	Education+ Employment	Ireland
3	Change Please	Trains homeless persons to work as baristas on mobile coffee bars and helps them to find an independent job through their partners.	Education + Employment	U.K.

4	Aashray Adhikar Abhiyan	Trains homeless persons to repair phones.	Education + Employment	India
5	Infirmiers de Rue	Provides medical help on the streets for homeless people and slowly guides them to independent housing.	Health + Housing	Belgium
6	Casa Bethanie	Organises co-housing between homeless and non-homeless women.	Housing + Community	Belgium
7	Thope VZW	Community members support refugees to find housing.	Housing + Community	Belgium
8	Solidarité Logement	Purchases or long-term rents of dwellings, who are then made available to young people or isolated women that are homeless or at risk of homelessness.	Housing	Belgium
9	Baita	Provides social renting opportunities and job creation for vulnerable people, including the homeless.	Housing + Employment	Belgium
10	Un Toit Vers L'Emploi	Provides housing and support to homeless people in order to stabilize them enough to find and keep employment.	Housing + Employment	France
11	Atelier Groot Eiland	Provides economic insertion via workshops for homeless persons and other vulnerable people.	Employment	Belgium
12	VZW Homie	Helps youth out of homelessness and provides social integration through community support.	Housing + Community	Belgium
13	Takecarebnb	Organises a programme that lets homeless refugees live for 3 months with volunteering citizens for free.	Housing + Community	The Netherlands
14	Les Petits Riens	Provides emergency housing and economic integration in and via secondhand shops.	Housing + Employment	Belgium
15	Lazare project	Organises co-housing between young working people and homeless people.	Housing + Community	Belgium
16	VinziRast	Combines students housing and housing for homeless people through co-housing and also offers the opportunity to work.	Housing + Employment + Community	Austria
17	The IBWA Model	Organises the opportunity for homeless persons to create and build their own housing in a community.	Housing + Employment	Germany
18	The BLOCK project	Builds small housing units for homeless people on the property of volunteering citizens.	Housing + Community	USA

19	The Empty Homes Initiative	Renovates vacant housing and puts it at disposition of homeless persons or persons at risk of homeless.	Housing	Ireland
20	Neunerimmo	Creates a bridge between a market-driven stock-listed bank, social economy and the real estate market to find and fund homes for the homeless and also provides a housing first support approach.	Housing + Community + Cross-Sectoral-Collaboration	Austria
21	Majella Initiative	Organises co-housing between homeless and regular tenants for 3 years, with possibility of extension.	Housing + Community	The Netherlands
22	W13	Organises regional cooperation between institutions in West-Flanders to solve housing problems.	Housing + Cross-Sectoral-Collaboration	Belgium
23	FUSE	Uses data analysis to target the right resources to find supportive housing for people who frequently use crisis services.	Health + Housing + Community + Cross-Sectoral-Collaboration	USA
24	La Ch'tite Maison Solidaire	Uses income from citizens that rent rooms in their house to tourists via Airbnb, in order to pay for stable housing for refugees from nearby migrant camps.	Housing	France

The final selection includes twenty-four projects, that all combine one or more levers of change. There are twenty-one projects that include innovative housing solutions for homeless people (one project also provides emergency housing in a non-innovative way, their innovation lies in the lever employment), two project that use health as a partial lever of change, nine that implicate jobs, three that use education, ten that make use of the local communities and two that create cross-sectoral-cooperation. The location of eleven projects is in Belgium and the other thirteen are abroad, of which nine are located in Europe. Of the other three foreign projects, two are located in the United States of America and one in India. There are slightly more projects from abroad than from Belgium included in my study. I decided to accept this equilibrium, because six of them are in neighbouring countries that have similar contexts as Belgium. Half of the analysed projects were established after 2015, five others between 2011 and 2015 included, two between 2005 and 2010 included, and finally five before 2000. To conclude, I believe a satisfying level of diversification of the different projects that were included in this analysis was achieved.

## 4.2 Observation of data

The next step of this research is to observe the data and identify the indicators of the “change theory model” for each of the twenty-four selected projects. Therefore, I will further analyse the six fundamental segments of the theory of change about each project. The first one is the social needs that the project replies to, including the target group the project addresses for which I used the Ethos Light typology (in Appendix I) to identify the type of homeless persons that are targeted. In some of the cases the target group consists of other persons than strictly people that have experienced homelessness The second segment is the input and resources the projects puts in place to be successful such as employees, volunteers, funding, partnerships, buildings, vehicles etc. The third segment are the activities they provide, and which lever is used to improve the target group’s situation. After that I will look into the factual output such as number of individuals that entered the project, how many individuals that were able to leave the project and so on. Next, the results that were obtained such as improvement of quality of life, integration in a community and more evaluated at and finally, I will take a look at the impact that the project has created.

In Appendix II you can find an overview of the data that was found through this research, in a “change theory model” table. To facilitate the lecture of this dissertation, I chose to write out the description of the six segments of each project. After this rather lengthy description, an in-depth analysis of the data will follow.

### 4.2.1 Change theory model of each project

#### Project 1: Housing First Namur

**Belgium – Since 2018 – small size – lever = housing**



Figure 2: Logo of Housing First Belgium Figure 1: Logo of RSUN

Housing First Namur is one of nineteen projects in Belgium that applies the Housing First methodology. (Housing First Belgium, 2021) This methodology was developed because the classic aid model for homeless people does not work for long term homeless people or homeless people with physical health, mental health and/or addiction problems. (Housing First Belgium, 2021) Housing First Namur started out in 2018 when they noticed a social need in Namur, namely that Namur is often

considered an affluent city, however, it is not immune to the problem of extreme poverty and homelessness. Unfortunately, the operators in the field have noted that it is sometimes difficult, if not impossible, despite an extended and collaborative network, to find a suitable solution for a significant number of people, particularly with regard to access to housing. This is because housing is often too rare and inaccessible for people with a long history of life on the street and suffering from mental health problems and/or addiction. Therefore, the Housing First Namur team decided to use housing as a lever for change for the most vulnerable homeless persons, who fall in the first and second Ethos Light typology. They set up actions to find a structural and sustainable solution for the most vulnerable homeless people (who spent at least two years on the streets and have problems with their mental health or addiction) in Namur through unconditional housing for people who can no longer find an institutional solution. (Relais Social Urbain Namurois, 2021) (Housing First Belgium, 2021) This is done via intensive, multidisciplinary, and adapted support and the acceptance that every pathway is different. Housing First Namur works within a network of partners and also helps the participants to make their own decisions. Finally, they refuse to reduce the persons to their mental health or addiction problems. Since 2020 they also have the More than Housing Project, one that aims to promote the social inclusion of Housing First users in the community of their choice through activities, training and personal and group projects. Housing First Namur has a multitude of resources at its disposal. To start, the CPAS of Namur receives a direct subsidy from Housing First Belgium and delegates the coordination and management of the Housing First programme in Namur to The Relais Social Urbain Namurois. A support team was conceived at the heart of the network of homeless services in Namur by bringing together operators with proven expertise from Namur Entraide Sida, Phénix asbl, City of Namur, and Relais Santé. Each of them hired a worker who was then seconded to form this multidisciplinary Housing First team. Currently the team is composed of seven members equalling an FTE<sup>2</sup> of four. It includes a coordinator, two social workers, a specialised educator, a nurse, a psychologist and a life coach. Besides that, they also have partnerships with complementary services and local housing actors such as social housing organisations, the CPAS, services that accompany the residents on a day to day basis etc. (Foyer Namurois, Foyer Jambois, La Joie du Foyer, Gestion Logement Namur, Le Capteur Logement, Le Fonds du Logement de Wallonie, La Régie Foncière de la Ville de Namur, Les Logis Andennais, le SPAF, Aide et Soins à Domicile, la Centrale des Soins à Domicile). The

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<sup>2</sup> Full Time Equivalent



outcome of these actions is that after four years of existence, the project was able to provide thirty-seven inclusions and 88% of the participants stayed for one year or longer in their housing. On top of that, one thousand eight hundred twenty-four procedures were realised in 2018, which equals eight per day. These can be linked to housing, hygiene, social interaction, physical and mental health, addiction, family, justice etc. As a result, a decrease of visits/use to emergency services were noted, as well as an increase of use of room service by people in the project. Finally, a decrease of daily costs to care for a homeless person in the hospital of 562,36€ was established. (Housing First Belgium, 2021) (Relais Social Urbain Namurois, 2021) The social impact of this project was to rehabilitate thirty-seven of the most vulnerable homeless persons via immediate access to housing and intensive support and follow-up.

## **Project 2: My Streets**

### **Ireland – since 2017 – small size - lever = education and employment**



**Figure 3: Logo of My Streets Ireland**

The project My Streets has two locations in Ireland, one in Drogheda and one Dublin, and has been launched in 2017. The social need they want to address is a lack of meaningful solutions to homelessness. They think that storytelling can change outcomes for individuals and communities. (My Streets, 2021) Their target group consists of

homeless persons from the Ethos 1,2,3 and 5 typology. To create change they use education and employment as a lever. Their activity consists of a three-month training and education for the people from the target group, focused on confidence and presentation skills, creative writing, research, and tour guiding for them to become city guides. My Streets also offers access to other education and employment opportunities through partners. The graduates from the programme can become paid tour guides. Which input does My Streets put in place to achieve their goals? Firstly, they receive State Street funding, they have volunteer trainers and partnerships with multiple organisations. These include, a partnership with Extreme Ireland to attract customers, a partnership with Candlelit Tales that provides trainers and coaches, a partnership with Speakeasy that also provides trainers and a partnership with the City of Dublin Education and Training Board that provides tutors and a creative writing module for the

participants. On top of that they receive support from different media channels and have won the Social Entrepreneurs Ireland Award. With these tools they were able to welcome fifty-one homeless persons in the programme of which more than half of the of graduates have further education, employment or positive housing outcomes. My Streets was also able to provide tours to eleven thousand customers and meet operational costs through tour revenues. This resulted in homeless people receive training, coaching and education, get access to employment, gain trust in the community again and generally improve their quality of life. (My Streets, 2021) The social impact of the project can be described as: empowerment of homeless individuals through education and employment.

### **Project 3: Change Please**

#### **UK - Since 2015 – very large size - Lever = education and employment**



**Figure 4: Logo of Change Please**

Change please, is a large UK coffee company, with locations all over the United Kingdom and one location in Perth, Australia, that was launched in 2015. They are planning to launch in France and Ireland as well in the future. The social need they want to address is to create change for homeless people and support them to improve their situation. Their target group is on one side the people and the companies that buy their coffee, and on the other hand the homeless people they want to support. (Change Please, 2021) (Geary, 2018) Change Please does not use a

clear distinction of Ethos typology, but they only accept persons that are experiencing homelessness in their programme that will be able to work after one month of training. The lever of change used by this organisation is education, employment and housing. What does Change Please do on a daily basis? They blend and sell coffee to customers and to companies. They do this online, in coffee bars, mobile coffee carts and in partner's locations. To fulfil their social goals, they provide training to homeless persons to become speciality baristas, who after that are employed at Change Please coffee bars together with a mentor to help them learn. Next to that, they also provide support with housing, finances and therapy during the employment phase. After working for six months for Change Please, the individuals in the programme are assisted to find an independent job through the company's partners. To put this programme in place, Change Please has a Training Academy by in-house SCA Certified training teams that

are financed completely by the coffee sales profits. They also receive support from The Big Issue (= a street newspaper sold by homeless people) and have partnerships with big companies such as Virgin Atlantic, WeWork and David Lloyd that sell their coffee or have coffee bars in their buildings that are operated by people that are in the programme and their mentors. They have more than thirty-five coffee bars in the UK and have won the World’s Best Social Enterprise 2018 Award. The results of these effort are that 40% of homeless people referred to Change Please make it through the recruitment process. (Change Please, 2021) (Idle, 2019) The social impact of the organisation is empowering homeless people by training them to be baristas and helping them to get an independent job though training and support. (Thomson Reuters Foundation, 2020) (Change Please, 2019)

**Project 4: Aashray Adhikar Abhiyan: Mobile phone repair programme**

**India – Since 2010 – very small project in a large NGO – lever = education and employment**



Figure 5: Logo of Aashray Adhikar Abhiyan

Aashray Adhikar Abhiyan (=AAA) is a large Indian NGO that provides support to homeless persons in many ways in Delhi. The social need they are responding to is the homelessness crisis in their city with are more than one hundred fifty thousand people that are sleeping rough in Delhi. (Aashray Adhikar Abhiyan, 2021) These people fall under the Ethos Light type 1 and 2 typology. AAA believes that every single person has potential and perspective in life, also homeless people. In the mobile phone repair project that they organise, they use the lever education and

employment to help improve the situation of their target group. The persons in the programme are taught to repair mobile phones during a month-long course with ten hours of workshops every week. They are taught to identify faults in mobile phones, to solder certain parts of the device and, to replace damaged components. After completing the course, the participants receive a certificate backed by the Indian government’s Khadi (handicrafts) and Village Industries Commission. The AAA organisation has partnerships with fifteen of Delhi’s homeless shelters to help identify potential candidates for the programme. They also receive support from Action Aid and other London based charities and have partnerships with Indian government organisations such as the Delhi Urban shelter Improvement Board (DUSIB), the Institute of Human Behaviour and Allied Sciences (IHBAS), the Delhi State Legal Services Authority (DSLISA) and the Delhi Police. On top of that the AAA has partnerships with philanthropic organisations (who also give donations) such as the Bani Jagtiani Trust, the Jan

Hit Charitable Trust, the Samarpan Foundation and with local NGO's such as Jan Madhyam and the Leaders' Quest Development India Pvt. Ltd. (LQ) who help to support the homeless persons in multiple ways. As a result, twenty individuals were able to take part in the pilot programme in 2019. Four Of them were able to find a long-term job in mobile-phone repair shops and two of them set up their independent shop. (Aashray Adhikar Abhiyan, 2021) (Withnall, 2019) The social impact created by this programme is empowering homeless people through education to find independent employment and improve their quality of life.

### **Project 5: Infirmiers de Rue**

**Belgium – since 2005 in Brussels and since 2019 in Liège– medium sized – lever = health and housing**



**Figure 6: Logo of Infirmiers de Rue**

Infirmiers de Rue is a Belgian organisation active since 2005 that provide medical help on the streets of Brussels, and since 2019 also on the streets of Liège. The social need they want to respond to is that despite the large number of medical and social

associations in Brussels, there are still many people that live on the streets or in shelters. This organisation focusses on helping the most vulnerable, those with very poor health, a combination of mental and physical problems and have been living on the streets for many years. (Infirmiers de Rue, 2021) This corresponds to the Ethos Light typology 1 and 2. The lever of change applied by them is first health and in a later stage housing. Infirmiers de Rue employs street teams, housing teams to support persons that found housing on the long-term and a housing search and creation team. They provide intensive and long-term medical and social care for the most vulnerable people on the streets. Their goal is to gradually improve the self-esteem and confidence in others of their patients. When that is achieved, they help them with administration and access to housing. Besides that, the organisation also provides training and conferences to professionals and institutions and takes part in advocacy for structural solutions to homelessness. To accomplish these activities, Infirmiers de Rue uses multiple inputs such as a team of thirty-two employees in Brussels and three in Liège consisting of a multidisciplinary team of nurses, social workers and assistants, educators, a doctor, and a management team. On top of that, the organisation cooperates intensively with other medical and social organisations and institutions, because it is healthier for the patient to be confronted

with several interlocutors in order to feel supported. All these efforts result in stable housing for one hundred fifty of the most vulnerable persons on the streets in past fifteen years. On average their patients are able to leave homelessness after one and a half years and the organisation stay in contact with the patient for ten years after they've found stable housing. (Infirmiers de Rue, 2021) The social impact created is to create a bond with the most vulnerable homeless people and improve their situation step by step starting with their health until they can live independently in stable housing.

## **Project 6: Casa Béthanie**

**Belgium – Since 2017 – small size – lever = housing and community**



**Figure 7: Logo of Casa Béthanie**

Casa Béthanie is a co-housing project that has been created in 2017 in Liège, Belgium. They reply to the social need of the vulnerability of homeless women and the lack of housing provided to them. (Casa Bethanie, 2021) The lever of change that they use is housing and

community. The project provides transitional housing for homeless women in Liège via a co-housing project for them and female volunteers. These two groups of people are therefore the target group of the project. Everyone has to participate in duties around the house and there is at least one communal meal per week and one communal meditation per day. The project also assures social support outside of the house for the homeless participants during the whole experience. To make this work, the Casa Béthanie has female volunteers that live in the project for at least one year and one family responsible for the whole house and for the project, who live next to the communal house for at least two years. On top of that there is one external responsible for the house and project and seven friends of the project who are volunteers that come one day a month to the house to help, make repairs, share a meal etc. All residents pay for staying in the house, and this covers all housing costs. The Casa Béthanie also receives donations that are used to pay for unexpected fees or to cover the housing fees when not enough people are living in the house. Finally, there is a “Conseil des Sages” which exists of four to eight experts in the field and that selects the participants, they have this role for two years, but that duration is renewable. The Casa Béthanie also has a partnership with Caritas Secours Liège and Evcariat Evangile Vie. This results in a positive life experience for everyone involved.

(Casa Bethanie, 2021) The social impact of this project offers a human life experience of sharing around "living together" to better (re)build oneself, both for the homeless participants as for the volunteers.

## **Project 7: Thope vzw**

**Belgium – since 2018 – small size – lever = housing and community**



**Figure 8: Logo of Thope vzw**

Thope vzw is a Belgian association, located in Gent, that helps refugees to find housing on the private housing market. The social need they identified was that there are not enough social houses in Gent, for 50% of tenants in the city, more than 30% of their expenditure goes to housing. There are thirteen thousand two hundred ninety-one social housing units in Gent and yet there is a waiting list of ten thousand four hundred thirty-five applications. On top of that, homeowners are often afraid to rent their property to refugees, so their access to the private rental market is limited as well. (Thope VZW,

2021) Thope vzw's target group is therefore double: on one side they aim to help refugees and on the other side they want to appeal to homeowner's willingness to rent to them. As lever for change they apply housing and community. Their main activities are renting and then subletting of those dwellings to refugees with the homeowner's approval. The association provides assurance to the homeowners that rent payments will be made on time, that the dwelling will be properly maintained and that the "embracer" (=Belgian person accompanying the refugees) regularly checks in on them. Thope vzw implement a "gliding" contract where the NGO rents and sublets the dwelling to a refugee for a fixed amount of time and after that, the refugees and the homeowners move on to a direct contract between each other. On top of that, the association also provides the refugees with a deposit and they also promote "careliving" where the refugee rents a part of the house and assists the homeowner with their care needs. In order to do all of those things, they have twenty-seven "embracers" who show the refugees/inhabitants the way, assist and support them. Thope vzw is in constant search for new "embracers" that live in the same area as the rented dwellings. Besides the "embracers", there are also other volunteers that are housing coaches, do secretary work, create and maintain the website, share technical knowledge, take care of fundraising and collecting of donations and other funding, and two coaches to guide the "embracers". Their treasurer follows up on payments, deposits and

insurances. Other means to realise their goals are cooperation with multiple services such as Fedasil, OCMW of Gent, Stedelijk Opvanginitiatief, financial support from King Badouin Foundation and National Lottery, and a collaboration with the NGO “Sober voor anderen”, which allows for donations to be tax-deductible to the donators. Thope vzw is also member of a tenant’s association. At this moment they have a provision of 3000€ per sublet dwelling to buffer potential costs. The total amount of outstanding deposits is 39,305€ and the monthly rent that the NGO receives and pays to the homeowners is 14,446€. With this input, they were able to rent and sublet twenty-one dwellings to refugees, of which seven apartments, thirteen houses and one room in a care facility. Nineteen of the dwellings are in the city of Gent and two are outside of the city borders. One hundred homeless refugees from nine different countries found a place to live through the NGO. Six of them were able to move out to a social apartment which allowed six other refugees to take their place in the program. Thope vzw was able to mediate for two houses and one room to be directly rented to refugees. Half of the dwellings were found by volunteers and the other half was offered by the homeowners themselves. This resulted in an improvement of the living situation of the homeless refugees in the programme, the building of a trust relationship between the “embracers” and the participants and their integration in Gent’s society via contacts of the “embracer”. On top of that, the volunteers and homeowners that rented via the programme were able to make a positive contribution to the social housing situation in Gent. (Thope VZW, 2020) (Thope VZW, 2021) The social impact created was an augmentation of housing available to vulnerable people through community work.

## **Project 8: Solidarité Logement**

**Belgium – since 2018 – medium size – lever = housing**



**Figure 9: Logo of Solidarité Logement**

Solidarité Logement is a Belgian organisation that acquires and renovates dwellings to put them at the disposition of homeless persons or persons at risk of homelessness. They started in 2018 after identifying the social need of young people in transition and isolated women. They saw that this target group is more disposed to experience a break in social ties, resulting in homelessness, which in turn creates problems with health, safety, hygiene, work, dignity etc. Therefore, Solidarité Logement decided to apply the lever housing to improve their situation. Their actions to make this lever work are to purchase or rent on the long-term (long lease) of dwellings, followed by renovations. These dwellings

are then made available to young people or isolated women that are homeless or at risk of homelessness. The organisation assures that the women/young people who will be housed there, receive professional support to enable their social integration, via partnerships with other organisations in the field. They also give financial donations to projects with the same mission and grant rent deposits (or loans to build them up), either directly or through partners and this, on a subsidiary basis, i.e. when other mechanisms for granting by public bodies are not available. Their main resources are volunteers, partnerships with Maison Maternelle du Brabant Wallon, Capuche asbl in Brussels, Les Tournières in Liège and a partnership with an AIS<sup>3</sup> in order to ensure good management of the building and assure a steady income. The outcome of these actions are five dwellings that are in use today that house more than thirty-two persons and one dwelling that is currently in renovation where eight additional people will be able to be housed from 2023. The results are an improvement of the living conditions of young people and isolated women that take part in the programme. A long-term availability of dwellings to the target group and a creation of more affordable housing for the target group. (Solidarité Logement, 2021) The social impact created by the organisation is increased long-term availability of housing for a vulnerable group of people through the buying and renovating of buildings and then subletting them via a social real estate agency to the target group.

## **Project 9: Baita**

**Belgium – since 1997 – large size – lever = housing and employment**



**Figure 10: Logo of Baita**

Baita is a Belgian association that exists since 1997 and that combines a social real estate agency and a social insertion organisation. They realised that there was a great social need in Brussels for affordable housing for the most vulnerable people (human trafficking victims, homeless people...). The secondary social need they recognized was that

people who are jobless for a long time have a very difficult access to the job market. So, over time, they created two projects to use housing and employment as a lever to change their target group's situation. The first project was a social real estate agency with goal to respond to the housing need. This part of the organisation provides transit housing, assisted housing, care

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<sup>3</sup> Agence Immobilière Sociale, translated in English this means a social real estate agency



housing and solidary housing. They manage the dwellings of homeowners and assure them a steady rental income and maintenance of the property. All of this is free for them. If needed, Baita carries out renovations in the dwelling. Besides that, they assure guidance for all people that receive housing through them, often via partner organisations, and they all receive a reduction on the negotiated rent price. The social housing agency also manages two collective housing projects. As resources, this part of the organisation employs thirteen employees and has partnerships with local guidance services for vulnerable people, who decide who has the right to get access to housing of the social real estate agency. The social insertion part of the organisation is focused on using employment as a lever for change. They train persons from the target group of long-time unemployed people (including people who have previously experienced homelessness) to become cleaners. These persons are accompanied to perform their cleaning tasks and supported in their personal development. The final goal after the training is for them to have access on the regular job market afterwards. To bring this to life, Baita employs five people in this department and they are also recognised as Initiative Locale de Développement de l'Emploi. Baita now owns thirty-three dwellings (via their cooperative organisation, named "Living Stones") and they renovate two to three dwellings every year. This resulted in an improvement of living situation and working situation for all persons that participated in their programme. (Baita, 2021) The social impacted created through the combining of the social real estate agency and social insertion project was to improve the quality of life of the participants in the programmes in relation to their housing situation or their employment situation.

### **Project 10: Un Toit Vers L'Emploi**

**France – since 2019 – small scale – lever = housing and employment**



UN TOIT  
VERS  
L'EMPLOI

**Figure 11: Logo of Un Toit Vers L'Emploi**

Un Toit Vers L'Emploi is a French organisation that was developed in 2019 in Rouen and whose goal is to provide an innovative and additional accommodation solution to the existing solutions for people that experience homelessness or are at risk of homelessness, including refugees. The founder saw that finding a job when you are on the street is usually a utopian dream. How can you devote yourself fully to it when you have no means of washing, feeding yourself, feeling safe... and when your self-esteem is often at its lowest ebb at such times? Even if opportunities were to arise, they would have to be in the immediate vicinity of the people, their mobility often being almost non-existent: no driving licence, no vehicle, no means of renting

accommodation, etc. (Entrepreneurs du Monde, 2020) That is why he decided to apply the levers of housing and employment to create a change for these persons by giving them access to a tiny house, to regain security and dignity and to be able to move closer to employment opportunities, if necessary. (Adress Normandie, 2020) The participants pay a rent adapted to their financial resources (max 20% of their income) and build the interior themselves, during workshops at a partner carpentry. Each individual receives adapted support towards socio-economic integration, with the threefold aim of regaining self-confidence, finding employment and achieving social stability. Some people will first return to employment within a social integration enterprise before looking for a job on the classic job market. On top of that, the project has launched an association that functions as a day centre for homeless people and that offers thematic reintegration workshops, for example on "Wood", "Decoration" and "Repairing small household appliances" so that the future occupants of the houses can create their own interiors using recycled materials. They also launched a tiny house production factory, where they will give work to people with a distance to the regular job market. To put all these activities in place, they gathered funds via crowdfunding (via the platform "Les Petites Pierres") (Les Petites Pierres, 2021) and private investors. The project also receives support (legal, financial, methodology, human and financial resources, management, reporting, etc.) from the incubator "Entrepreneurs du Monde", and the participants are identified by existing structures and the social partners of Un Toit Vers L'Emploi. The profits are partly based on the rents received on the tiny houses that are put at the disposal of the beneficiaries and partly through the sale of the tiny houses made in its social enterprise to other audiences. On top of that, they have important economic partners such as banks, large corporations etc, as well as with the city of Rouen who puts a field at the disposal of the project to place the tiny houses. Finally, they also have a partnership with a local carpentry "Au fil du Bois" that allows the future residents to build their own interior from recycled material. (Entrepreneurs du Monde, 2020) As a result, the first four tiny houses were inaugurated in 2020 and there is enough funding to build two more tiny houses. (Rouen, 2020) (Entrepreneurs du Monde, 2020) (Les Petites Pierres, 2021) (Un Toit Vers L'Emploi, 2021) The social impact created by this project is that by having a roof over one's head and receiving specialised support, the job search is facilitated for former homeless people, especially as the accommodation is mobile and can be placed closer to the location of employment.

## Project 11: Atelier het Groot Eiland

Belgium – since 1985 – large scale – lever = employment



Figure 12: Logo of Atelier Groot Eiland

Atelier het Groot Eiland is a Belgian association since the year 1985. They noticed that Brussels residents who are distant from the labour market often live in poverty. That is why they wanted to use employment as a lever for fighting (extreme) poverty in the Brussels region. They do this by organising work experience, (free) training, employment care and job coaching, while stimulating a sense of responsibility, encouraging everyone to develop their passion or talent and also attach great importance to personal growth. (Social Brussels, 2020) Atelier Groot Eiland focuses on sustainability, by choosing activities that add long-term value ecologically, economically and socially. The projects they have are mini enterprises, also called workshops, in which the target group can get work experience, each have their own customers and their own turnover. The profits are reinvested in the framework of the workshops, such as social guidance, job coaching and technical equipment. The target group are people in (extreme) poverty including people experiencing homelessness and refugees. The first workshop is KLIMOP, a combination of vocational training as a carpenter's helper and work experience in carpentry. The participants learn basic carpentry skills by carrying out orders for Brussels organisations in the non-profit sector and private individuals. Klimop also works on location as part of a work experience contract (placement service). The next workshop is BEL'O, a sandwich shop, where the participants get work experience and/or vocational training in the hotel and catering industry, as a kitchen or dining room employee in a snack bar where basic cooking techniques are taught and sandwiches are consumed daily. BEL'O delivers sandwiches to Brussels organisations. Then there is BEL AKKER, an employment care project in urban agriculture. Such an employment care project focuses more on care than on the actual work. To continue, there is ARTIZAN, also an employment care project, where the participants follow cooking workshops, laundry and ironing workshops, creative workshops, and handicraft workshops (sale of a range of home-made food and non-food products related to sustainable food). Finally, THE FOOD HUB where participants get work experience as a shop assistant for an organic shop. Outside of the workshops, the participants receive work coaching and training in the form of support for specific target groups, integration pathway and basic education in partnership with BRUSSELLEER. The counsellors follow up on people in training/work experience as well as

on those in employment care. Finally, the participants who leave are intensively coached by the job coaches for six to twelve months in their search for work, individually and in groups. To do this, Atelier Groot Eiland has 44 employees and has an *Agrément Entreprise sociale d'insertion - Région de Bruxelles-Capitale* and an employment operator with a partnership agreement with ACTIRIS. They are also recognised by the VDAB for its range of vocational training courses in the building and hotel sectors and are partners of BRUXELLES FORMATION for its professional training offer in the building sector. The organisation is subsidised by ACTIRIS, RBC and VGC and can give access to training through the VDAB and Bruxelles Formation. They are member of FEBIO and approved by WELZIJNSZORG. On top of that, there is a long list of organisations that refer people to the project, and they have won the Brussels Prix D'Economie Sociale. To end, a training trajectory via VDAB lasts eight months and a work experience trajectory varies from one to maximum two years. There is no time limit on the employment care programmes. As a result, three hundred and eight people were accompanied in 2019, of which 44% receive training and work experience, 33% receive job coaching and 23% receive employment care. 18% Of the participants is older than 50, 47% is between thirty and fifty years old and 35% is younger than thirty. 75% Of participants are male and 25% are female. Finally, 43% of participants received a form of training or support in the HORECA sector, 26% in carpentry, 10% in city agriculture, 9% in creative activities, 6% in sales and 6% in logistics and administration. 59% Of the participants found an independent job after their participation and 11% started a new training or education outside the programmes offered by Atelier Groot Eiland. (Atelier Groot Eiland, 2021) (Atelier Groot Eiland, 2019) The social impact of the project was to decrease poverty in Brussels by giving people access to employment via trainings and work experiences.

## Project 12: VZW Homie

**Belgium – since 2018 – small size – lever = housing and community**



Figure 13: Logo of VZW Homie

VZW Homie is a Belgian community initiative that was created in 2018. (Banque-Carrefour des Entreprises, 2021) They noticed a social need of young people (between eighteen and twenty-five years old) in Limburg that are homeless. (VZW

Homie, 2021) That is why they decided to put community and housing to the help of their target group. Concretely, they accompany homeless youth and offer them transitional housing in either a caravan or a local family. The homies (=volunteers) participate in leisure activities with the

participants and the project's partners help the participants to become independent by guiding them through administration and supporting their personal development. The means to bring their goals to life are the local volunteers, also called homies, the guest families that welcome homeless youth in their home, one independent caravan, their website and a partnership with Arktos VZW that takes care of administrative support of the young people in the programme as well as support on different other topics. At this time there is very little information available on how many homeless youths were helped and how many volunteers are active in the association. However, the results are clear: an improved quality of life and of the housing situation of the participants, and integration in society. (VZW Homie, 2021) The social impact created is an improved housing situation and social integration through a community initiative and the willingness of locals to open their home.

### **Project 13: Takecarebnb**

#### **The Netherlands – since 2015 – small size – lever = housing and community**



**Figure 14: Logo of Takecarebnb**

Takecarebnb is a Dutch organisation that provides transitional housing for asylum-seekers that recently received their official refugee status, in Dutch host families. They noticed the social need of asylum-seekers that receive recognition as a refugee in the Netherlands, who have to stay in a government centre until they find a house. At the moment, more than eight thousand four hundred of legal refugees are waiting for a house in the country. The asylum centres are isolated from Dutch society, which isn't beneficial for integration in the host society. On the other side, the organisation also noticed that many Dutch people want to help refugees but don't know how. (Kansfons, 2021) The target group of Takecarebnb is therefore twofold: on one side recently recognised refugees (that are homeless under the Ethos Light typology number 4), and on the other side Dutch citizens that want to make a difference. That is also why their two levers of change are housing and community. Takecarebnb's main activity is connecting people who recently received refugee status with guest families who will rent a room to them for a period of three months. The refugee doesn't pay rent. The host family doesn't receive any financial support. If the refugee doesn't find independent housing after the three months, a prolongation is possible. Of course, the organisation also takes care of collecting of funding, setting up of partnerships and communication about their project. Their resources exist of six employees, twenty volunteers

that act as match makers and three hundred host families. The project has the form of a foundation which takes care of operational and support activities. They also collaborate with the COA (Central Organ for shelter for Asylum-seekers), from which the project receives 950€ per match and have partnerships with other associations such as Vluchtelingenwerk Nederlands and Samen Hier, with the Ministry of Justice and Safety and with villages and cities. Next to that, they receive financial support from different foundations such as the Kansfonds, Oranjefonds, Stichting DOEN, Ars Dordandi, Fonds 1818, Stichting Elise Mathilde Fonds, K.F. Fonds. The outcome of their work were four hundred twenty-five refugees that were housed through the programme in five years. In 2018, sixty matches were made, in 2019 one hundred and six matches and in 2020 one hundred twenty-five matches. There clearly is an upward trend in the matchmaking. As a result, they achieved a decrease of the number of refugees living in institutions while waiting to find independent housing, an increase the quality of life of the refugees involved in the project, the creation of reciprocal understanding for everyone involved in the project, both parties learn from each other and finally an improved integration in the host society for the refugees. (Takecarebnb, 2020) (Takecarebnb, 2021) The social impact created by the project was the creation of temporary housing places and integration for refugees through community action.

### **Project 14: Les Petits Riens**

**Belgium – Since 1937 – very large size – lever = housing and employment**



**Figure 15: Logo of Les Petits Riens**

Les Petits Riens is a very large Belgian organisation that operates everywhere in the Walloonian half of the country. They were launched in 1937 when they realised that there is still a lot of poverty in Belgium. When zooming in on their actions to help persons that experience homelessness, they mainly focus on people that fall in the Ethos Light typology 1, 2 and 3. They have multiple projects that apply the levers housing and employment in the fight to help homeless persons. The most important ones are their second-hand shop where

people with difficult access to the classic labour market are employed and/or can follow training to be employable on the classic labour market. Les Petit Riens also have a homeless shelter for men where the residents also receive several forms of support and guidance, a homeless shelter for young adults (age eighteen to twenty-four) where they are encouraged to go back to school,

a service to help residents from the shelters to find independent housing, follow-up services for people who leave one of their shelters and medical help for people that are or were housed in one of the shelters and that have addiction problems. On top of that, they also have sixteen studios for homeless (or at risk of homelessness) parents with children, two day shelters (one in Brussels and one in Liège), three communal transit houses and twenty-two individual transit places for people who need temporary housing. All the residents are also supported by social workers. Next, Les Petits Riens organise leisure activities for all beneficiaries, which can be generalised as all people experiencing poverty, as well as a budgetary, legal and material assistance service and finally they operate a social bar and social restaurant. To make all of this happen, they formed partnerships with Bruxelles formation, FeBISP, European Social Funds, La Fondation Roi Baudouin and La Fondation Carrefour. They had three hundred fifteen employees and two hundred ninety-seven volunteers in 2019, a revenue of 14,323,125€ from their activity and 11,227,636€ expenditure in 2019. Their income from subsidies in 2019 was 3,338,670€ and from donations 1,104,569€. On the other hand, in 2019 they had an expenditure of 5,373,452€ on their social actions, of 392,986€ to collect donations and 2,780,062€ for administration and overhead costs. Thanks to all these resources and activities, they were able to provide one hundred twenty sleeping places for homeless people that stay on average six months in their programme, to house two hundred ninety-three individuals in their facilities and sixteen families and to provide transit housing to twenty-one people. Next, one hundred sixteen people received follow-up guidance after they found their independent home, thirty people received electromechanical training and five hundred thirty-five people followed a work integration process. To continue, twelve leisure activities were organised, six hundred twenty-three families received budgetary, legal and material assistance, two hundred ninety-three people received medical follow-up and sixty-eight people received psychiatric follow-up. Finally, three thousand people use the social bar and one hundred and nine thousand five hundred meals were served daily in the social restaurant. All these outcomes took place in 2019. This resulted in improvement of quality of life for the beneficiaries, growth of their independence, competences and skills, improvement of their health situation and their feeling of belonging. (Les Petits Riens, 2019) (Les Petits Riens, 2021) As you can see, the social impact created by Les Petits Riens has many faces and can generally be described as the improvement of quality of life (in multiple ways) via housing and employment initiatives.

## **Project 15: The Lazare Co-Housing Project**

**Belgium (but exists in 9 European cities) – Since 2017 – large size – Lever = housing and community**



**Figure 16: Logo of the Lazare Co-Housing Project**

The Lazare Co-Housing project is a project that was initially created in France in 2006 and that spread to Belgium in 2017. (Lazare, 2021) For this analysis I have taken a closer look at the Belgian side of the project because it could provide good practises for other projects that want to launch in a Belgian context.

At this time, Lazare is present in nine cities in Europe and will soon be launched in Switzerland and Mexico. It is clearly easy to replicate. The social need that Lazare responds to, is that emergency services for people experiencing homelessness focus on covering most basic needs: food, clothing, and shelter, but homeless people also experience a damaged sense of dignity and visibility, loneliness and exclusion. The latter need is rarely resolved by standard emergency services for homeless people. That is what this project hopes to solve, through housing and community. The main activity targets both people that are experiencing homelessness or highly precarious living conditions and young professionals aged between twenty-five and thirty-five and creates solidarity-based co-housing initiatives for them. Each location houses between six and twelve people and is equipped with individual rooms and a common kitchen, living room, and bathroom. The homes are run on principles of self-organisation and responsibility. Residents are responsible for all daily activities such as cleaning, buying groceries, and cooking. Professional social support is available to the homeless persons in the programme, but the volunteers living in the project also provide social support to their housemates. There is no limit on length of stay in the programme. The Lazare project in Belgium disposes of a large set of resources that help to make the co-housing a reality. To start, they employ five people and collaborate with social services and structures that help provide continued support for the residents. They have an extensive network of partners, such as associations that provide social guidance, associations that provide insertion on the job market, associations that provide leisure activities and organisations that provide individual housing for the persons that leave the programme. (Entraide Saint-Gilles, Hobo, Porte Ouverte, Povorello, Nativitas, De Skütting, Infirmiers de Rue, Habitat et Humanisme, Bruxelles Accueil, Porte Ouverte, Cap Idéal, Samu social, Diogènes, L'Îlot, Les Petits Riens, Talita) On top of that they are also a member of the Sohonet Network, that regroups housing actors in the Brussels region. The Lazare homes are made available to the Lazare Co-Housing Project by private persons and entities, either free of



charge or in exchange for modest rent. Every month, each tenant pays the same rent that covers all running costs including food and utility bills. This means that each house, once opened, is fully self-sustainable. Fundraising is carried out by Lazare for renovation costs and the acquisition and opening of new homes. In Belgium, there are two Lazare houses: one for eight women and one for twelve men and one family. When going deeper in their finances, I found that in 2019 they received 43,088€ of donations, 24,480€ of subsidies and 63,479€ of other income (mostly participation of residents in the rent). This brings their total income of 2019 on 131,046€. On the other hand, their total expenditures of 2019 was 56,530€, consisting of a salary expenditure of 8,312€, services and diverse goods expenditure of 47,618€ and other expenditures of 600€. Their total revenue of 2019 was 74,516€. With all these resources, the Lazare Co-Housing Project welcomed more than two hundred fifty people in their homes in 2018, of which 95% reported being happy to live in the project. In 2019, twenty-nine persons participated in the project in Belgium of which sixteen were volunteers and thirteen were homeless persons, avoiding two thousand three hundred sixty-six nights on the streets. On average homeless people spend two hundred nineteen days in the programme, and their average age is fifty years old. Furthermore, 85% of homeless persons who participated in the project found stable and independent housing afterwards. In 2019, six homeless persons left the project of which four found another form of housing. This resulted in an improvement of living situation for the formerly homeless participants and an improvement of integration and feeling of inclusion for all the participants. (Lazare, 2019) (The Housing Solutions Platform) The social impact created by this project is to create more housing spaces for persons that experience homelessness and put human relationships at the core of the road to recovery by proposing everyday co-living as a solution.

### **Project 16: VinziRast**

**Austria – since 2013 – medium size – lever = housing, community and employment**



**Figure 17: Logo of VinziRast**

VinziRast is an Austrian co-housing project between students and persons who experience homelessness, that exists since 2013. They asked themselves how architecture could help with the urgent need for housing in Vienna and decided to make use of the levers housing, employment and community to provide a

solution for Vienna's homelessness crisis. (VinziRast, 2021) (The Housing Solutions Platform)

So, VinziRast decided to combine student housing with housing solutions for homeless persons, including homeless refugees. Each floor of the house contains three flats that can house three people, one communal kitchen and one communal living room. There are ten shared flats for twenty-six residents in total. Everyone pays the same rent and the stay is unlimited in time. The organisation owns five dwellings in total, of which one is dedicated to the student-homeless co-housing. The other dwellings include one shared flat for eight refugees, one house that offers a safe space for six people with an alcohol addiction (who need to follow withdrawal therapy to qualify), one house with sixteen units for thirty residents, most people that live here are former homeless people, and finally, one emergency shelter where sixty people can sleep every night and that allows people to bring their dogs. Their properties also include a restaurant that is used as a communal space for working and meeting, where the public can meet the residents of the project and where those residents can work. Those residents are supported by volunteers during their work. On top of that, VinziRast provides language classes and other skill development courses such as technical workshops such as bike repair and specific classes for asylum-seekers that are waiting to receive a response. The information about the means that VinziRast has at its disposal to take these actions are limited. However, they have sixteen employees and more than two hundred volunteers. They are also part of the Lighthouse donations network. How many employees and volunteers work on the student/homeless co-housing isn't clear. On the other hand, more information is available about the outcomes of their efforts. At this time, thirty people are housed in the project and seventy former homeless persons found stable and independent housing after having participated. This resulted in educating of the public about homelessness, improvement of skills and employability for the homeless participants and access to cheap services (such as bike repair) for the public. (The Housing Solutions Platform) (VinziRast, 2021) The social impact created was an improved quality of life and social integration through bringing together of two different groups of people (people who experience homelessness and students).

### **Project 17: The IBWA Model**

**Germany – since 1997 – large size – lever = housing and employment**



**Figure 18: Logo of the IBWA Model**

Since 1997, the IBWA Model, is a project that applies a “building by and for homeless people”-model. The project noticed that Germany’s employment rate and homeless rate were historically high, but that the country is considered

one of the wealthiest in Europe. Housing is not yet recognized as the first thing a person needs

to be able to get out of homelessness, and investments are still made in services which manage the problem with temporary fixes like shelters, showers, soup kitchens, among others. This is the social need they want to provide a solution for with the IBWA Model. IBWA stands for “*Initiative Bauen, Wohnen und Arbeiten*” which means Building, Living and Working Initiative. (The Housing Solutions Platform) The initiative used housing and employment as a lever for change in the lives of homeless persons. All people that apply under one of the Ethos Light categories are welcome in the project. IBWA Model provides affordable and permanent housing to one hundred thirty people (individuals with limited resources, families, students or formerly homeless citizens) to create a community who build, live and work together. These dwellings are made up of forty-six residential units of one to four rooms, eight liveable trailers and two small liveable garden houses. The latter is meant for people who need to slowly adapt to living in a house again. There is also an option of assisted living for people with disabilities and individual support for all residents. Persons residing in the project have access to a variety of permanent job opportunities (such as in the kitchen, garden, farm, building etc.), because the homeless persons build and maintain the living spaces. The inhabitants and staff are active in all the decision making, based on two main approaches: a self-help group approach and a co-production approach. The project also allows for neighbourhood integration through the renting out of the apartments not only to homeless but also to families with many children, single parents and low-wage earners, senior citizens, students and people with disabilities. Pet owners are welcome to bring their pets. On top of that, they give access to jobs for long-term unemployed persons, promote self-help through counselling and support in the context of housing and living, provide professional assistance in the areas of “health”, “work” and “lifestyle”, organise culture and leisure activities and finally, lobby for a “building by and for homeless people”-model. The most important input the project employs to generate all these programmes is cooperation between architects, homeless persons and organizations for the building projects and forty-five employees. Secondly, the three main financing sources of the initiative are the Landschaftsverband Rheinland (which is a landscape association), the Jobcenter, and the rental income from the inhabitants. The output created are one hundred thirty people that currently are housed by the project and almost five hundred people have been housed since the beginning. Moreover, one thousand people have worked on the project since the beginning with a reintegration rate of 99% and forty-six residential units of one to four rooms were built by homeless persons. The IBWA-project has a waiting list of at least one year with one hundred twenty housing requests every month. (The Housing Solutions Platform) (Bauenwohnenarbeiten, 2021) The social impact of this project is the reintegration of homeless

citizens through the creation of cheap and environmentally friendly housing and the support of the social reintegration process through group work, common areas, and participative decision-making, based on the user's needs.

### **Project 18: The BLOCK Project**

**The United States – since 2016 – small size – lever = housing and community**



**Figure 19: Logo of The BLOCK Project**

The BLOCK Project is an American project that was born in Seattle in 2016 and that builds small living units for homeless persons in the garden of local residents. They identified that homelessness is growing at unprecedented rates in Seattle and that existing models for providing housing are not equipped to meet that growing demand. They also estimate that building relationships creates understanding from the general public and will drastically improve integration of homeless people. (The Housing Solutions Platform) They allow all types of homeless persons from the Ethos Light typology to participate in the programme. The BLOCK Project uses housing and community as a lever of change. The activities they put in place for this is the building of permanent dwelling units in willing homeowners' backyards, connecting community members and homeless persons. Both parties have to agree to a customised code of conduct. BLOCK homes are one hundred twenty-five square foot (which equals almost twelve square meters) detached units, that include a kitchenette, a bathroom with running water, heat, sleeping and sitting area, storage and a covered front porch. The means the project has at its disposal are collaboration with five social service agencies located in Seattle for resident referrals, who also provide social and mental health services after move-in and collaboration with a large number of corporate partners and event sponsors. The BLOCK Project also is part of the Facing Homelessness Organisation and receives support from BLOCK founders and architects. On top of that, they collaborate with a construction advisory team and product and material donators and have partnered up with community organisations, local government agencies and schools. Right now, there are one hundred volunteering homeowners that agreed to have a BLOCK unit in their backyard and the project is 100% funded through crowdfunding and donations (also from foundations). As a result, nine units were completed by the end of 2019 and crowdfunding gathered enough funds to build fourteen more BLOCK units. At +- \$100,000 per unit, BLOCK units cost 30% of the average unit of low-income public housing in Seattle. (The Housing Solutions Platform) (The BLOCK Project, 2021) This created a social impact of an improvement of integration and decrease of segregation by

living in communities for the homeless persons and the homeowners. This also created low-income friendly housing in sustainable buildings, which in turn creates a positive impact on humans and nature. Lastly, through the project, a support network was created for the homeless persons in the programme which resulted in an improvement of living quality and feeling of belonging and dignity.

### **Project 19: The Empty Homes Initiative by the Peter McVerry Trust**

**Ireland – since 2015 – large size – lever = housing**



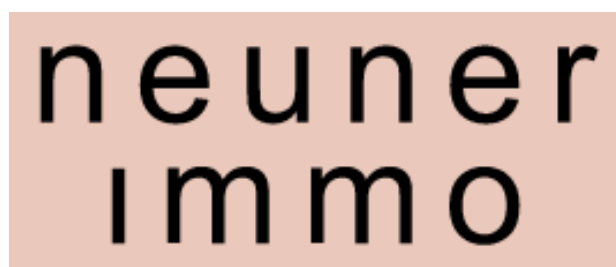
**Figure 20: Logo of the Peter McVerry Trust**

The Empty Homes Initiative, is an initiative from the Peter McVerry Trust, a non-profit housing association that started in 2015. They noticed that Ireland has a housing crisis resulting from a construction shortage of homes over the last decade, rising rents and growing demand. Over ten thousand people are homeless, but at the same time there are over one hundred eighty-two thousand residential properties that are vacant in those cities, towns and villages where the housing demand is high. That is why the Empty Homes Initiative wants to bring vacant properties back in use for social housing for homeless people or people at risk of homelessness. The project takes care of potential renovation works, advocacy work and identifying potential dwellings. For this they apply the “advocacy + action = solution” methodology, as well as the “Housing First” methodology. The Peter McVerry Trust employs four hundred ninety-six FTE, but it is not clear how many of these employees work on the Empty Homes Initiative directly. However, the financial support of the Peter McVerry Trust covers staff and administration costs, advocacy work and the National Empty Homes conference. The renovation or repair of the dwellings, on the other hand, are co-funded by the Department of Housing, Planning, and Local Government and the project has other collaborations with relevant local authorities. For example, the reactivating of the properties is funded by the central Irish government under the Rebuilding Ireland Strategy. They have two schemes to finance this, first the Repair and Leasing Scheme (an interest-free loan of up to €40,000 to bring the vacant property back into use for social housing) and second the Buy and Renew Scheme (funding to purchase the empty property and bring it back into use). The outcome is that the project is active in fourteen counties in Ireland, they worked with over seven thousand eight hundred people and were active in twenty-eight local authorities across Ireland in 2020. Nine of the renovated houses are currently in use as social housing. As a result, public awareness, understanding and action

around the issue of homelessness grew, as well as the quality of life for those that get access to live in the properties. Next, they created a decrease in unused dwellings and did impactful advocacy work on a policy level: inclusion of an Empty Homes Pillar in Ireland's Housing and Homeless Strategy 2016-2021, the development of a national vacant homes reuse strategy, the appointment of an empty homes officer in every local authority, the introduction of the two schemes for reactivating empty properties, an analysis of an empty homes tax, an increase in the use of Compulsory Purchase Orders on empty homes and a revised planning laws to allow the reuse of long-term empty commercial buildings for housing. (Peter McVerry Trust, 2021) (Peter McVerry Trust, 2019) (The Housing Solutions Platform) A positive social impact was created on the lives of Irish homeless persons thanks to the use of unused dwellings, increased public awareness and advocacy work.

### **Project 20: Neunerimmo**

**Austria – since 2017 – medium scale – lever = housing, community and cross-sectoral collaboration**



**Figure 21: Logo of Neunerimmo**

Neunerimmo is an Austrian project created in 2017 by the NGO Neunerhaus and the Austrian bank Erste Bank. The fact that these two actors created a project together is a part of their social innovation. The goal of the project is to provide affordable flats for homeless people through mediation between

real estate companies and end users, which is the second part of their social innovation. These two partners decided to create the project because they saw that the amount of homeless people in Austria has increased by 26.6% from 2009 to 2017, and that 70% of the affected people live in Vienna. This are roughly thirteen thousand people. Moreover, 60% of Vienna's tenants live in social housing. Finally, the policies of social housing programmes in Vienna are disadvantageous for the most vulnerable. Neunerimmo accepts all types of homeless persons from the Ethos Light typology in their programmes. (Neunerimmo, 2021) (The Housing Solutions Platform) The lever of this project is obviously housing, but also cross-sector cooperation. They mainly function as a bridge for communication, coordination and knowledge transfer between housing industry, investors and social organisations, with the goal to acquire two hundred flats by 2021 and make them permanently accessible for people in need. At the same time, they provide mediation and communication between the housing industry and

property owners, the banks and social work services and ensure the separation of housing, social support and health care provision. Next, they also ensure housing stability by designing and implementing a standardised process that allows intervention long before eviction through a monitoring process, and thus avoiding that people become homeless in the first place. The tools they use for this project are the “Housing First” methodology, nine employees, cooperation with the social organisations Neunerhaus and Volkshilfe Wien, donations and funding through the Erste Bank Social Housing Initiative. (They contribute to the building costs, cover the operation costs and help to find partners from the cooperative housing industry.) Finally, the social work costs are covered by public funding in cooperation with the Fonds Soziales Wien (=Vienna Social Fund). These efforts result in the brokerage of more than two hundred ninety apartments in total. In July 2019 four building companies from the real estate market were brought onboard and the first six flats were successfully delivered by October. (Neunerimmo, 2021) (The Housing Solutions Platform) Through the cross-sectoral approach, the social impact of this project was the improvement of the quality of life of the homeless persons in the project via long-term housing and the provision of support to former homeless persons that participated in the programme.

### **Project 21: The Majella Initiative**

**The Netherlands – since 2016 – not enough information to determine the size – lever = housing and community**



Figure 23: Logo of Portaal



Figure 22: Logo of De Tussenvoorziening

The Majella Initiative is a project by the two Dutch organisations De Tussenvoorziening (support to homeless persons) and Portaal (social housing corporation) and was launched in 2016. They saw that many homeless persons have experienced other people not wanting to interact with them. Research has shown that 50% of people in homeless shelters have a weak social network of zero to one person. The

two NGO’s noticed that lack of a social network is an important obstacle for leaving homelessness and they wanted to respond to this social need by using the levers housing and community to create change in the lives of these people. (Portaal, 2021) (The Housing Solutions Platform) Their target group consists of (former) homeless persons, no distinction is made between types of homelessness of the Ethos Light typology, and regular citizens. The Majella

Initiative organises mixed community living between both parties. The former homeless persons can stay for at least three years and receive support during and after their stay. After the three years, the rent contract is transferred in their own name and they become self-reliant. In each dwelling, the number of formerly homeless tenants is equal to the number of regular tenants who also provide support to the former homeless tenants and have to be active in the community life. Both types of tenants pay social rent amount. To make this project work, Tussenvoorziening is in charge of selecting homeless persons to participate in the project and Portaal is in charge of selecting regular tenants to participate in the project. The Majella Initiative collaborates with Buurteams (=neighbourhood teams), who support the homeless persons after their stay in the programme. The assistance provided to homeless persons through the project costs 12,000€ on average per year per programme. However, in year one it costs 18,000€ which decreases by one third every following year. The Tussenvoorziening bears the risk of potential extra costs. The initiative won the I-OPENER Innovation prize issued by the umbrella organisation of housing corporations in the Netherlands. As an outcome, four dwellings are available to the project, each with two to five bedrooms which allows for thirty-five individual assistance programmes in total. As a result, the quality of life for both types of tenants improved. (Portaal, 2021) (The Housing Solutions Platform) The social impact created by the programme is an increased social integration and community feeling for both types of tenants and the creation of a housing solution for the former homeless tenants.

## **Project 22: W13**

### **Belgium – since 2015 – large size – lever = cross-sectoral cooperation and housing**



**Figure 24: Logo of W13**

W13 is a Belgian project that was launched in 2015 by fourteen Public Centres of Social Welfare (=CPAS) in the West-Flanders province. They realised that Belgium currently has no integrated national strategy to reduce homelessness. Sometimes, organisations working to support homeless people cannot find solutions on their own, and sometimes different organisations have differing views on how to best support people in vulnerable situations. Through cross-sectoral cooperation and with the application of the lever housing these fourteen Public Centres of Social Welfare wanted to create change. The actions they undertake to make that change are focused around the facilitation of cooperation between organisations, the channelling of a regional vision of shared support for homeless people and the lobbying for a cohesive policy between all partners along



the homelessness services chain. They do this by working together on eviction prevention (through regional contact points) and have set up a Regional Housing Club (RHC) and a regional cross-sectoral partnership with social housing Kracht Wonen to accelerate access and tackle long-term homelessness. The RHC helps to find affordable housing on the private or social housing market thanks to eleven low-threshold points of contact in the region who are informed, advised and coached in finding a home, but also knowledgeable on the rights-based approach to housing. The means of action the W13 has, are a multidisciplinary team with sixty-one employees from different sectors, the application of a cross-sectoral approach to eviction prevention and the temporary housing provision for homeless people with high support needs, a Regional Action Plan, based on European recommendations, is the foundation of the cooperation, the engagement, commitment and solidarity of local politicians and local public centres, financing by the province of West Flanders, on top of that The Regional Centre of Welfare funds the project through professional support (the equivalent of two and a half full-time posts), the project also received financial support from the Flemish government to form a multidisciplinary team and finally the fourteen Public Centres of Social Welfare provide homes available for long-term homeless people. As a result, The RHC has supported seven hundred and eight households to find housing, Kracht Wonen supported forty-four homeless persons with complex needs. (Thirty-two of them received a home in Kracht Wonen and four moved to a permanent home with continued support). (W13, 2021) (The Housing Solutions Platform) The social impact of the project is an improved regional cooperation between local actors in West-Flanders to prevent eviction and to find structural solutions to the problem which leads to easier access to housing for vulnerable people and homeless people, decreased evictions and an improved quality of life for homeless people.

### **Project 23: FUSE (=Frequent Users of Systems Engagement) by CSH (=Corporation for Supportive Housing**

**The United States – since 1991 – large size – lever = health, community and cross-sectoral cooperation**



Figure 25: Logo of CSH

The FUSE project was launched by the Corporation for Supportive Housing (=CSH) which exists since 1991. There is no clear information to be found on the launch date of the FUSE-programme, but the first research published on the CSH website linked to FUSE dates from 2011. The CSH noticed that billions of dollars go to waste because of a lack

of coordination in service responses and service work being carried out in information silos. Due to poorly integrated systems, communities often fail to respond effectively to people without housing who frequently shift between shelters, hospitals, jails, and the streets. (CSH, 2021) (The Housing Solutions Platform) These people can be classified following the Ethos Light typology as type 1, 2 and 3. Therefore, they decided to combine the levers health, community and cross-sectoral cooperation to create change in the lives of their targeted group of people. The FUSE project does this by helping communities to develop supportive housing for the most frequent users of crisis systems, and to use data to target the right resources to people who repeatedly use crisis services like hospital emergency rooms and justice at great public cost but with poor outcomes. Concretely, this means working closely with each community to create long-term, sustainable approaches, supporting communities through CSH financing, advocacy, technical assistance and training and working with communities to overcome opposition to siting and funding new housing units, and the uncertainties when political leadership and public budget priorities change. Finally, the FUSE project also helps fragmented human services, health and housing systems break out of silos to leverage limited resources. As main resources, they have a team of one hundred twenty-four employees (it is not clear how many of those work exclusively on the FUSE-project) and collaborate with local stakeholders including elected officials as well as the neighbours and former homeless persons. The funding comes from the federal government, states, communities and philanthropic organizations in order to create and manage supportive housing. Other innovative financing mechanisms such as Pay for Success or attracting investments from hospitals and other health-system stakeholders are also used by communities to set up a FUSE programme. As a result, the project created access to three hundred thirty-five thousand homes, including support, for vulnerable people and former homeless people, and is active in more than thirty communities in the U.S. To continue, an increased access to housing for homeless persons and increased community involvement in the fight against homelessness, as well as an increased cross-sector collaboration in the fight against homelessness which results in an improved quality of life for the homeless persons in the programme. (CSH, 2021) (The Housing Solutions Platform) The social impact created is to connect the most vulnerable persons and those homeless persons that are missed by traditional approaches, to long-term housing solutions via the efforts of the FUSE project and the use of supportive housing as an approach for change that breaks down information silos, creates smarter and better-integrated systems and builds more resilient communities.

## Project 24: La Ch'tite Maison Solidaire

France – since 2017 – small scale – lever = housing



Figure 26: Logo of La Ch'tite Maison Solidaire

La Ch'tite Maison Solidaire was created in 2017 in Lille in France. The creator saw that in France, four million people face housing difficulties. Many people are sleeping rough or are in inadequate housing, especially in the Lille migrant camps. Yet many French people live with extra living space (the average available extra living space per person is forty-five square meters). As a solution he set up the activity of French people that host tourists on AirBnB in the extra living space in their own homes and use that income to financially support adequate housing for refugees from the migrant camps in Lille. The organisation takes care of everything linked to the renting out of the unused spaces for the owners (cleaning, planning etc.). Besides that, the organisation is working on the development of a vacant lot with the aim of turning it into a socially mixed neighbourhood, but also the creation of shared gardens cultivated by the inhabitants where they hope to offer social integration jobs to people in precarious situations. To make these goals reality, La Ch'tite Maison Solidaire has a network of thirty houses and volunteers (those who do not have extra bedrooms to rent out, participate by providing services such as concierge or coaching), support of the city of Lille and the MEL, donations and won multiple prizes such as the HackASens, Finance Alternative, Trophée des Talents Club V.I.E., MEL Makers, Ashoka and Stop à l'Exclusion Energétique. As an outcome, they collected and used 50,000€ within the first two years of existence. That money was used to provide housing to a homeless woman for seven months and to a five member family for two years, for the construction costs of a solar-powered shower in a migrant camp and the rest was given in donation to charities. This resulted in the improvement of living conditions in the migrant camp near Lille and of the people housed via the programme. With seven bookings (at an average of €60/night), one homeless person can be accommodated for one month. (La Ch'tite Maison Solidaire, 2021) (The Housing Solutions Platform) The social impact was the creation of long-term living spaces for homeless migrants and the improvement of the living conditions in the camps, through the putting to use of unused spaces.

### **4.3 Analysis of observed data**

In this section I will provide an in-depth analysis of the data that I observed and described in the previous chapter. First, there is a focus on a more quantitative analysis of the information regrouped in each segment of the “change theory model”. Then, there is a transversal analysis of the data as a whole and the construction of models based on them. Finally, some general interpretations are shared and less significant models are swiftly explained.

#### **4.3.1 Analysis per segment of the change theory table**

In the observation section of this dissertation, the geographic location, the levers of change and the year of creation of the projects were already briefly discussed to establish a proper diversification of the sample. Here, I will give a short summary of the other data that I observed and how much each of the segments of the change theory were similar or different between the twenty-four projects. Concerning the size of all the organisations, one is a very small project that is managed by a very large organisation. Then, there are nine small projects, four medium-sized ones, seven large ones and two very large ones. Finally, from one project the size couldn't reliably be determined. The size of the projects was mainly determined by the number of employees that were working on it, and on a second basis, by the number of beneficiaries that were helped by the project.

The first segment in the change theory model is the social need that the project addresses. When taking a closer look, we can see that ten of the analysed projects focuses on providing a service that is qualitatively better than the solutions that are currently proposed by the government. Nine of them want to create additional housing solutions, because they feel that the government doesn't provide enough accessible housing. Finally, five of them combine a qualitative and a quantitative approach. In this first segment I also specified the target group. After evaluating the information about each project, I made four main distinctions and one additional distinction. The large majority of the projects don't target a specific group of people or persons with a specific circumstance within the category of homelessness. However, there were five projects that target the most vulnerable homeless persons, those that generally fall in the Ethos Light 1, 2 or 3 categories. Next, there were three projects that targeted the high potential homeless persons, those who are most likely to have a fast and relatively easy path out of homelessness. These high potentials could fall into the Ethos light 5 and 6 categories, but not exclusively. The last category are the projects that explicitly target refugees, of which there were three. Refugees often fall into the Ethos Light 4 category, as they often reside in state-housing or institutions while waiting to find their own home. None the less, there are refugees that could fall in any of

the other Ethos Light typology groups. Within these four target groups, there were nine projects that also target non-homeless persons, for example in the case of co-housing or as clients to sell a product or service too.

The second segment in the change theory is the input, or the means, that the project has at its disposal to undertake their actions. Of the twenty-four analysed projects, twenty undertake close collaboration with partners, fourteen of them have partners that provide complementary services and eleven of them have partners that help the projects with the social side of the project such as accompanying the participants or selecting potential beneficiaries, when the project doesn't have these competences themselves. Partnerships are clearly a very important component for a large majority of the analysed projects. Almost half of the projects receive significant government support, other than financial assistance. A quarter of the projects applies a specific methodology, of which two thirds also make use of the Housing First methodology. One third is also member of a significant association in their respective domains. Prizes for social or economic innovation were won by more than a quarter of the analysed organisations. Not all projects provide complete information about their financing mix. But I included an analysis based on the information that was available. Almost half of the projects report receiving subsidies and one third receives significant income from donations. More than a quarter of them receives income from operations and almost one third receives money from foundations. As stated before, I categorised all the projects based on size and I made that classification mainly based on how many employees and volunteers that are active in the specific organisation. There were two organisations that didn't employ any employees, four that have less than ten employees and six that have between ten and one hundred employees, ranging from sixteen to sixty-one. Three organisations had more than one hundred employees, respectively one hundred twenty-four, three hundred fifteen and four hundred ninety-six. Finally, nine projects didn't provide precise information concerning their number of employees. When taking a closer look at the volunteers, there were six organisations that didn't provide clear information about them either and six others said they have volunteers but didn't give information about the precise number. To continue, seven organisations clearly stated they don't employ any volunteers. The others have between thirty and three hundred twenty volunteers. In total, ten organisations have volunteers for sure.

The next segment of the "change theory model" that I analysed were the projects' activities. I also included the levers of change that are applied by each project in this segment, however I have already stated my findings concerning them in the observation part. Therefore, I won't go

into more detail about the multiple levers of change in this section. When investigating the different activities undertaken by the twenty-four projects, there were many potential subcategories that each project falls under. To start, I looked at housing. To no surprise, twenty-two out of twenty-four projects included housing, at least as a part of their offer, to their beneficiaries. Out of those twenty-two, six projects provided housing in a co-housing setting. Half of them were co-housing with a time limit, ranging from three months in one project to three years in another, two provided co-housing without any time limit and one project didn't clearly specify how long the participants were allowed to stay in the co-housing programme. The next big category is long-term housing, with this I imply housing for an unlimited time, which englobes nine projects. To continue, three projects provide housing with a limited duration and one project has multiple programmes including unlimited and shorter stays. Finally, three other projects didn't provide proof of how long participants can live in their projects or programmes. One additional remark on this topic is that one project also provides support to their participants to find independent housing after their limited-time programme. To continue with the projects' activities, I noted that nine projects provided dedicated accompaniment to their participants, either directly or through partners. In total, fourteen projects provided extra support outside of their standard activities, including different ways to help the beneficiaries. Four of them offer to provide medical care and four others also offer help with administrative tasks. Next, I looked at learning opportunities provided by the different projects, and there were ten projects that provide training and/or education schemes, nine that give access to employment and/or employment training and seven that work on self-confidence. The content of the different activities was focused on construction, leisure activities, activities through partners or group activities with non-homeless persons. Concerning the duration of the programmes, there were eleven projects that are unlimited in time, five of them had a duration between one and six months and three with a time span between six months and three years. Then there were also five projects that either didn't specify the duration of their programmes or where duration wasn't applicable. Finally, some projects also worked on additional goals, with three that focused on important collaborations between actors and four that worked on advocacy.

The following segment is the output created by the project. An important subject here is the amount of people that were helped by each project because it is a first indicator of the impact the project has created. Of course, this differs when projects exist for a different amount of time. However, I tried to make an analysis of the total amount of people helped since the beginning

of each project. Obviously, not all projects provide the same amount of detail of information, so this analysis has to be taken with a grain of salt. Overall, the number of persons reached via each project was extremely different, ranging from four persons to seven thousand eight hundred persons. The median lies at one hundred persons. Because not all homeless persons are the same, not all of them can be helped within the same timeframe and with the same amount of resources. Therefore, it is not advised to only look at the amount of people that were helped but also to include their success rates.

The next column in the change theory table is the one of the outcomes and the results created by the projects. Again, not all projects use the same indicators or use the same components to monitor their success. Some did not even share any information about their success rates. To start, eight projects provide a form of success rates on their websites. This ranges from percentage of participants finding stable housing after the programme, percentage of participants staying off the streets at least one year after starting the programme, percentage of participants finding a stable job after or via the programme etc. These eight projects demonstrate successes of 30% to 99%, with the majority being higher than 70%. The three projects that have a lower success rate are projects that focus on creating access to employment for homeless persons with a high potential of recovery. It is my interpretation that their success rate is most likely lower because their project is only designed to help those that are the least distant from employment. Therefore, all the persons that do not fall into this category but that do enter the programme, are less likely to complete it. On top of that, social insertion through employment in general has success rates of about 55%, according to the French ministry of work, employment and insertion. (Conseil de l'Inclusion dans l'Emploi, 2019) This proves that it is an incredibly difficult task to reintegrate persons through employment. So, in my opinion the success rates of the three concerned projects, which lie between 30% and 50%, can be considered as not a bad result, especially when taking into account the extra high complexity of their target group. The sixteen projects that do not indicate success rates of their programme often share other information about the outcomes they create. Most often this is the number of housing units they have created, the number of persons that participated in their programme or the duration that participants spend in the programme. Furthermore, I decided to make a general analysis of the most recurring outcomes of the projects involved in my study. To start, there are three projects that decrease the use of emergency services of their participants, six that work on creating trust between the participants and society, and six that favour social inclusion. Next, four projects also serve paying customers and six strive to educate the general public on the

struggles of homelessness. A sustainable approach is implemented by four projects and two projects provide very little information on their outcomes. Finally, the two most common outcomes are the improvement of skills and competences by nine projects and the access to housing by twenty-one projects.

The final segment is the one of social impact. For the sake of analysis, I regrouped as many projects as possible under the same general impact, but all the social innovation projects of course have unique aspects to them. To start, six projects focused on the rehabilitation of the most vulnerable homeless persons via their programmes and four created an impact by improving people's health situation. Next, eight projects empowered their participants through education and/or employment, five projects increased access to jobs and five actually created more jobs for (former) homeless persons themselves. Eighteen projects increased available housing for homeless persons, of which eight did so through co-housing. These last eight projects also focused on sharing and learning from each other. To continue, there were eight projects that increased social integration and three that decreased the number of refugees living in institutions or on the streets. The decrease of poverty was reported by two projects along with one project that decreased segregation and one project that decreased evictions. Solutions that focused on the users' needs were created by four projects and the decrease of information silos and simultaneous increase of cross-sector collaboration was achieved by three projects. Finally, two projects were able to create impact by decreasing the number of unused dwellings.

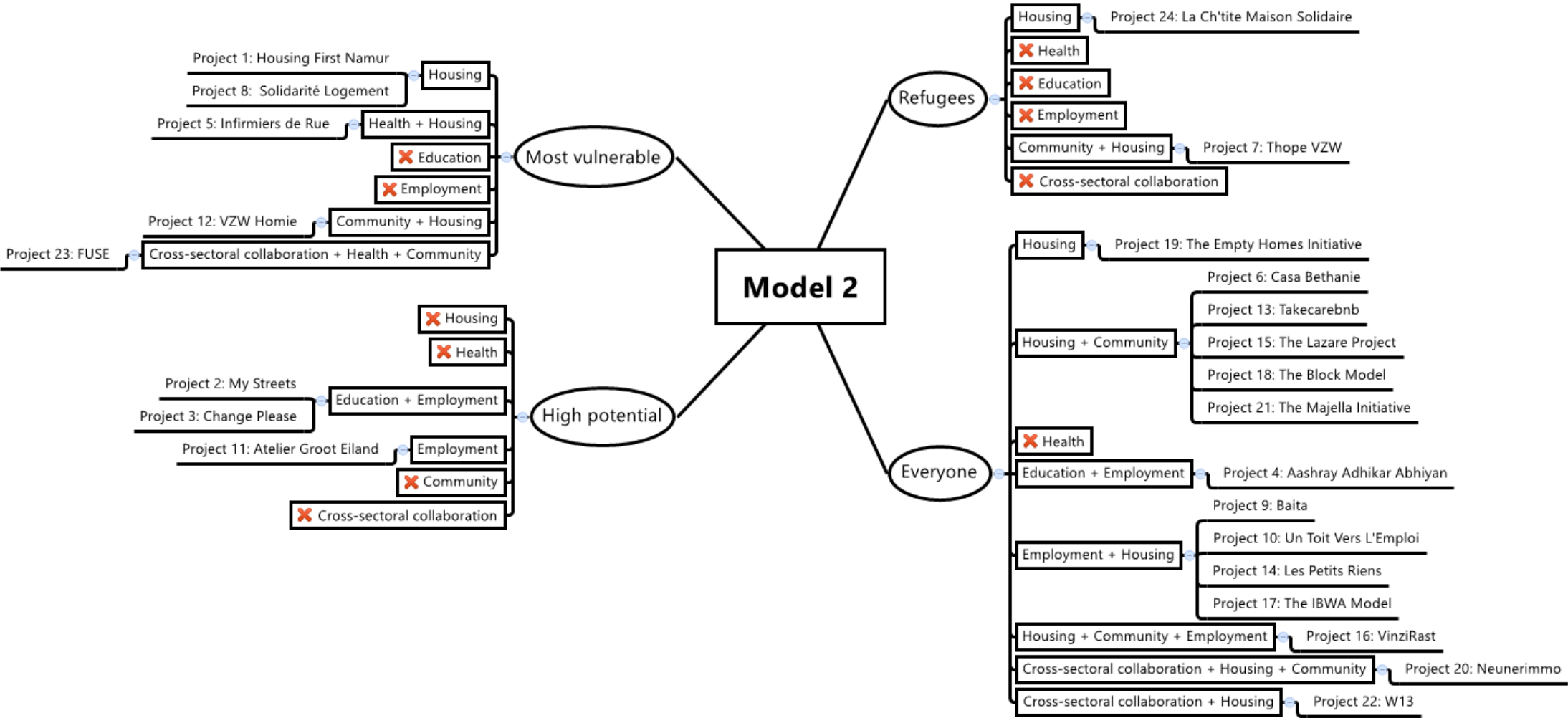
#### **4.3.2 Transversal analysis and modelisation**

In this chapter, I will use the previous sections with the description of the “change theory model” of each project and the quantitative overview of data, and implicate that previously gathered and analysed information to try to deduct models of the social innovation projects. To do this, I will create a tree of different levels of topics that were previously analysed in order to find links or patterns between each level or segment. Because there are only twenty-four projects in this study, it is not possible to produce one or two key models for social innovation in the context of homelessness. However, we are able to find interesting links between levels and segments of the projects that could later be verified by a quantitative study. I tested ten potentially interesting patterns to see what comes out of it. Of these ten models, there were four that showed interesting relations and six that displayed less potential interesting correlations. An overview of the latter can be found in Appendix III.

Note: when there is a red cross in the model, that means that no project falls into that category.



**Model 2: Is there a link between the project's target group and the lever of change they applied?**



Model 2 is the first model that shows interesting patterns. This model links the project's target group to the lever of change they applied.

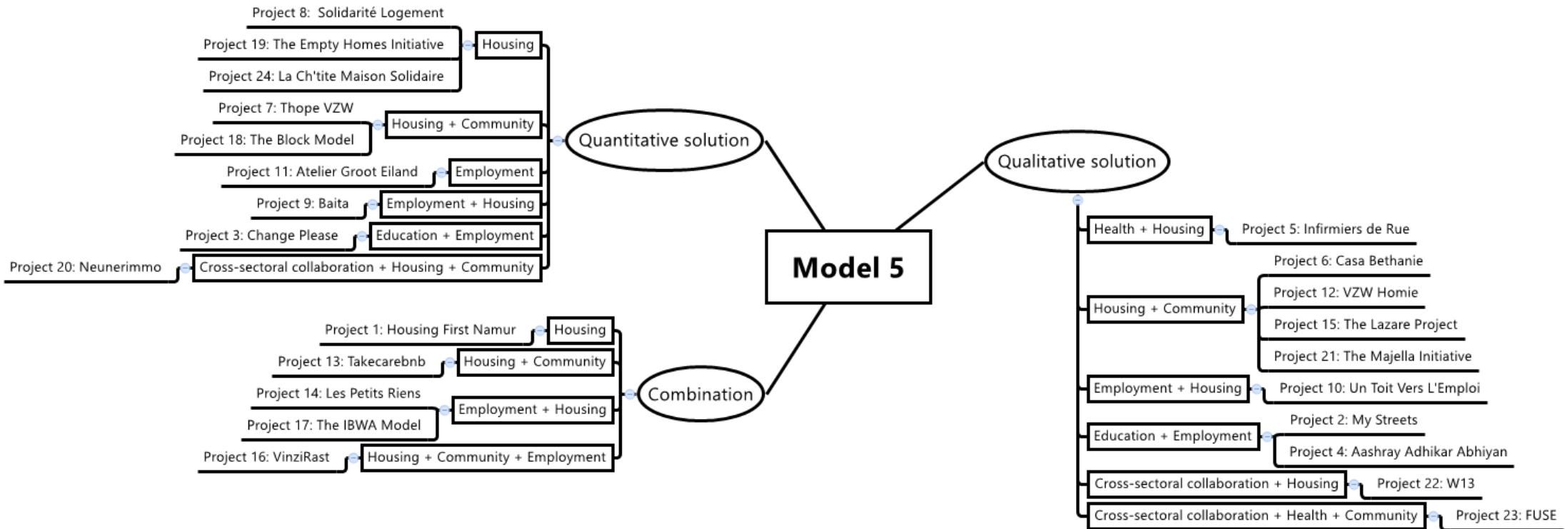
Like in the general analysis of the segments of the "change theory model" in chapter 4.3.1, the target group was split up into four subgroups. The first target group are the most vulnerable homeless persons, including those persons that spent a long time on the streets, that combine multiple problems and those that are very young. The second target group is the opposite of the first one, namely the homeless persons with a high potential to leave the streets. Most of the times they do not have multiple problems, are on the streets for less than one year and came on the streets because of a sudden event such as a house fire, a break-up or loss of employment. The third target group are refugees, and the final target group is everyone and includes the projects that do not make a specific distinction and therefore accept all types of homeless persons in their programmes. As explained in the change theory model of the projects, there are six levers of change that the studied projects apply: housing, health, education, employment, community and cross-sectoral collaboration. Most projects combine two or more of these levers.

From the twenty-four studied projects, there are five projects that target the most vulnerable homeless persons. Four of them apply housing as a lever, two apply health as a lever, two apply community as a lever and one applies cross-sectoral collaboration as a lever. Only two projects focus on one lever only and the three others combine two or three levers. In this section, there were zero projects that used education or employment as a lever of change. To continue, three projects target high potential homeless persons. All three of them use education and/or employment as a lever for change. Two of the three projects combine these two levers and one project focusses only on employment. Next, there are two projects that target refugees. Both projects include housing as a solution. One of the two also applies community as a lever for change. Health, education, employment and cross-sectoral collaboration are not represented in this subgroup. The final group are those projects that target everyone. With fourteen projects, this category is the largest. However, none of them apply health as a lever. Each of the five other levers is represented but only one project focuses on one single lever. All others combine two or three levers of change. The two most popular combinations of levers are housing and community with five projects and employment and housing with four projects.

When taking a step back, I see that the projects that have a specific target group focus on one or two levers of change. Those that target the most vulnerable and those that target refugees mainly focus on housing, when those that target high potentials focus more on employment and

education. Based on this observation, I conclude that the value proposition/lever of change used by the different projects does not seem the same for every target group.

**Model 5: Is there a link between the project's type of solution to homelessness and the lever of change they applied?**



Model 5 is the second model that shows interesting patterns. This model links the type of solution (which can also be interpreted as the type innovation) of the projects to the lever of change they applied.

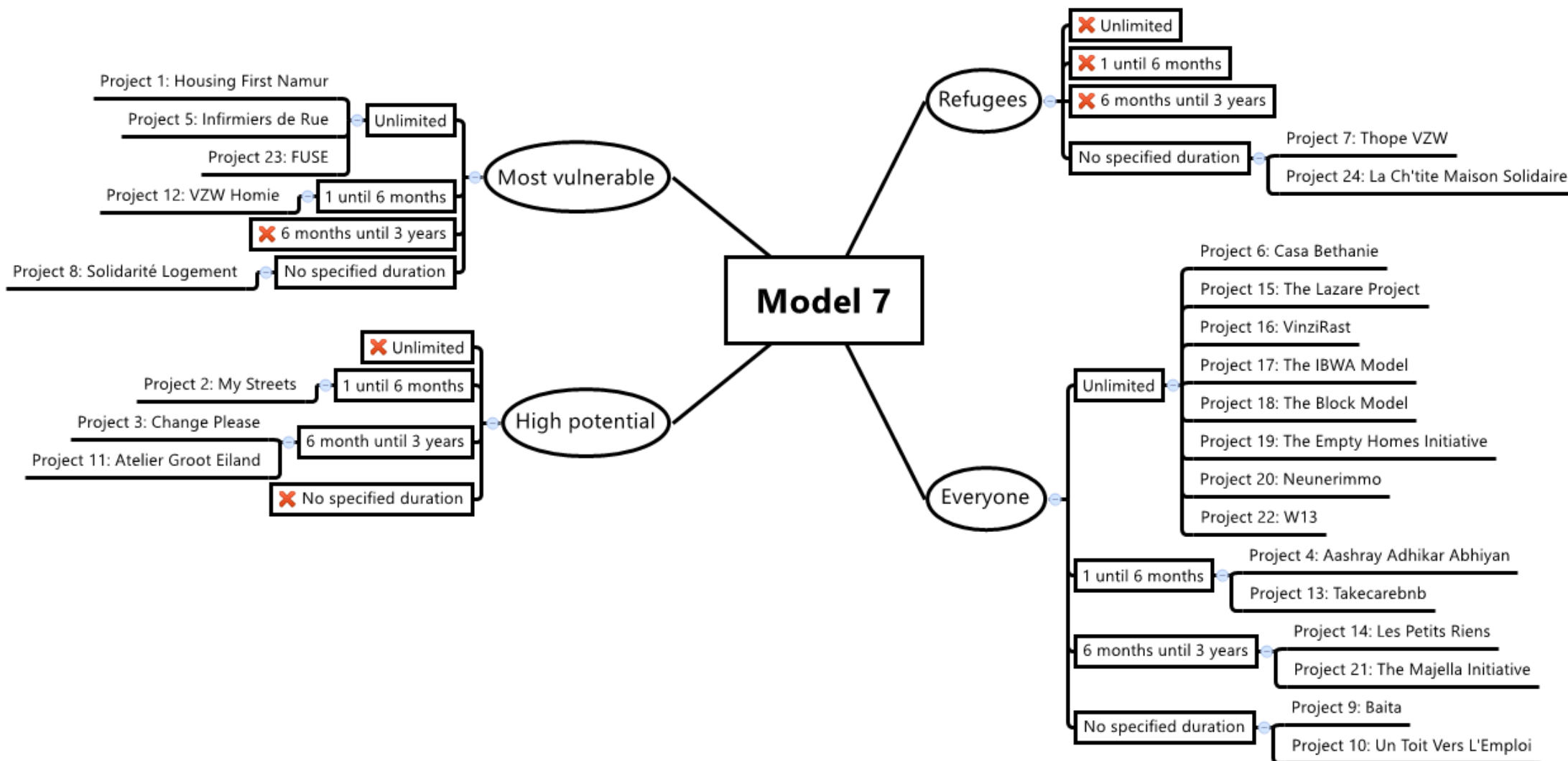
The types of solution or innovation that all the studied projects provide are either quantitative, qualitative or a combination of both. To start, a quantitative innovation includes those that want to create more places for homeless persons than the number of places provided by the government. These places can be in any type of programme such as housing, education etc. A qualitative innovation, on the other hand, is one that applies a different method than the standard government solutions and therefore promises to provide a better-quality service that is better adapted to the needs of each individual. Finally, the last subcategory contains those projects that create more places and apply a better method and therefore combine a quantitative and qualitative innovation. As explained before, there are six levers of change that the studied projects apply: housing, health, education, employment, community and cross-sectoral collaboration. Most projects combine two or more of these levers.

To start analysing Model 5, there are nine projects that provide a quantitative innovation to homelessness via their programmes. Seven of them apply a lever of housing, three apply employment, two apply community, one applies education and one applies cross-sectoral collaboration. Only three projects in this category focus on only one lever of change, which is always housing. The next category is the qualitative innovation. There are ten projects in this category. Four of these projects apply the lever of housing, two apply the lever of health, two apply the lever of community, two apply the lever of cross-sectoral collaboration, one applies the lever of education and one applies the lever of employment. To end, the category that combines a qualitative and a quantitative innovation contains five projects. All five apply housing as a lever of change, community and employment both come back twice as well. Only one out of five focuses on one lever of change only which is housing.

With all this in mind, my first observation is that there is more than half of the solutions that use innovative methods different from the government's standard solutions. There seems to be a real need on the "market" for a change in the classic aid-model. I also noticed that the projects that include a qualitative solution (so also those that combine both solutions) often use a specific lever of change and then add housing as a second lever. It seems that housing is not the start point of most of these projects to help homeless persons. The driving force of these projects appears to be to find a solution to social exclusion through a specific lever and then they also add housing as a second goal because many of their target persons are also in need of housing.

These findings seem logical when we know that these projects try to offer a better and innovative service to homeless persons and could be confirmed in two ways, either through a large-scale quantitative survey or through the meeting of these projects for qualitative interviews. Finally, the amount of housing innovation in the quantitative section is elevated. This could be an indication that there is a great need of more housing places for (formerly) homeless persons.

**Model 7: Is there a link between the project's target group and the duration of their programmes?**



Model 7 also shows interesting patterns and links the project's target group to the duration of the programmes they provide for them.

As explained before, there are four target groups: the most vulnerable homeless persons, high potential homeless persons, homeless refugees and projects that allow everyone to partake. The duration of the projects is also separated into four categories. The first category included all projects that are unlimited in time. The second category are the projects that take between one month and six months. (The projects that are exactly six months long fall in the next category.) The next category are those projects with a duration between six months and three years. The final category is the one of the projects that have no specified duration.

In the group with the most vulnerable homeless targets there can be found five projects. Three out of those five projects are available for an unlimited time, one project didn't specify the duration of their programme and one project's duration falls within 1 and 6 months. The category with the high potential homeless persons contains three projects. The duration of one project falls between 1 and 6 months and the other two projects have a duration between 6 months and 3 years. Next, we have the category of homeless refugees, which includes two projects. Neither of these projects specified the duration of their programmes on their websites. The final category is the one of the projects that target all types of homeless persons and welcome everyone, which exists of fourteen projects. In this category, there are eight projects that have an unlimited duration. From the projects that are limited in time, there are two that take between 1 and 6 months and two others that take between 6 months and 3 years. Finally, this category included two projects that have an unspecified duration.

When taking a closer look at this model, I can immediately see that the duration for projects with a specific target group seems to be different based on that target group. Projects that target vulnerable homeless persons almost always offer projects of an unlimited duration and projects that target high potential homeless persons always have programmes that are limited in time in this model. This could be explained by the fact that high potential homeless persons often became homeless more recently and their problems might be more temporary. It seems that they need to make smaller adjustments to leave homelessness than the other target groups. The most vulnerable homeless persons on the other hand often struggle with homelessness for more than two years and often have other problems such as with their health or with addiction. It is logic to assume that they would need a longer pathway out of homelessness. However, there is the exception of Project 12: VZW Homie, who also offers a limited time programme but falls in the most vulnerable target group. The explanation for that is that this project targets youth



that recently became homeless. Because they are young and therefore are less likely to be able to navigate the world of institutional help, I placed them in the most vulnerable category. However, in this comparison I would rather place them in the high potential category because they are most often homeless for only a short period of time, are less likely to combine multiple complex problems and generally have a shorter pathway out of homelessness. A programme with a shorter duration is therefore a good solution for most persons in this target group.

# Model 8: Is there a link between the project's size and their partnerships?



The following model is Model 8, which links the size of the project to the state of their partnerships. The size scale included in the model goes from very small, to small, to medium, to large, to very large. The same distinctions in size were applied as in the “analysis per segment of the “change theory model”” chapter. The state of the partnerships, on the other hand, is categorised by “close collaboration with partners”, which includes all sorts of partnerships. Then there is “complementary services through partners”, which includes all services that are not provided by the project itself and in most cases are voluntary for the beneficiaries. The next category is “social partners when the project doesn’t have the expertise”. This is the case when external partners come into the project to accompany the participants and provide social services to them. This is an obligatory part of the programme and usually happens when the project itself doesn’t have enough experience in the field of homelessness. Many of these projects, for example, rely on their social partners to select potential candidate participants. Then there are the “government partnerships”, which are projects that are supported by governments in non-financial ways such as with knowledge sharing. Finally, the model includes “partners that provide services after the programme” and also “projects that don’t have close partnerships”.

This model is more difficult to read initially because it is large and has a lot of subtopics. Every project is also represented separately in every partnership category to help make generalisations, but this also leads to a larger and more complex model. However, when taking a closer look, a lot of interesting information can be derived from Model 8. As a first observation, I can see that almost all of the studied projects have close collaborations with partners. This could be an indicator of the importance of partnerships for these projects, a topic that could be studied in more detail in the future. In almost all categories, half or more of the studied projects have partners that provide their beneficiaries with complementary services. This observation could be pointing out the complexity of the needs of homeless persons and that their problems cannot be resolved by one organisation working in a silo. In the projects with a very small, small or undetermined size more than half of the projects (almost 65% of them) have social partners when the project doesn’t have the experience. For the medium sized projects this is 50%, for the large 33% and for the very large 0%. This seems to point out that it is not easy to gather the competences and knowledge to provide help to homeless persons, nor to get into contact with them and form a relationship of trust. When taking a look at the government partnerships, they are dispersed over all sizes of projects (even though they aren’t present in medium-sized projects). This can be an indication that governments are willing to

support private projects in the field of homelessness with other means than mere financial support. There is only a single project that has a partner that specifically provides services after their programme ended. It is therefore not a recurrent type of partnership, according to Model 8.

These four models were the ones with the most interesting outcomes. However, I also made Model 1: Linking the type of solution to the target group, Model 3: Linking the target group to the financing mix, Model 4: Linking the lever of change to the financing mix, Model 6: Linking the promised outcome to the financing mix, Model 9: Linking the age of the project to the financing mix and Model 10: Linking the age of the project to the lever of change. These six other models can be found in Appendix III. Of course, some interesting findings can still be made based on these other models. They will be explained in the next chapter.

### **4.3.3 General findings**

Let's start with some general findings based on the gathered information and analysis done for this dissertation. Almost all projects live from public funding and donations, while only a couple projects are self-sufficient based on income from operations. Almost all projects seem to have important partnerships and a large number of them have volunteers. When the lever community is applied this is often with the goal to increase trust and inclusion for the participants but also for society as a whole. Many of the social innovation projects have proven to be less expensive solutions than the standards government solutions. At least half of the projects provide long-term programmes and solutions for the homeless population and more than half use different methods than the standard government methods. There are also differences between the Belgian and the foreign projects, who can be subject to specific government aid or regulation which can make it more complicated to replicate those models in a Belgian context.

Many of these findings can also be confirmed by the other six models that haven't been explained in detail yet. The first model is Model 1 which links the type of solution to the target group. It shows that globally, every type of solution, quantitative, qualitative or a combination of both, targets all types of target groups. Even though projects for homeless refugees or high potential homeless persons are not present everywhere, it is my opinion that this is most likely due to the fact that there are only two projects targeting refugees and three projects targeting high potentials present in the study. Another conclusion based on this model, is that there is a need for more quantitative innovations, or more places for homeless persons in the programmes, and also for more qualitative innovations, that provide service in a different way than the government, for all types of homeless persons. In this model, there is an additional target group

which includes all projects that also target non-homeless persons. This target was present in all types of solutions. To me, this shows that there is a potential for projects that want to bring non-homeless persons and persons who experience homelessness together.

The next model that was of lesser significance is Model 3 which links the target group to the financing mix. This financing mix is split up in subsidies, donations, foundations and operations. More than half the projects combine two to three financing sources, which makes it difficult to make generalised deductions. A first observation is that subsidies are present in all target groups. However, in the target group “everyone”, which is less specific than the others, there seem to be more projects that completely rely on private funding. The model doesn’t help to explain why this might be the case, but it could be interesting to research if governments are more inclined to subsidise projects with a very specific target group. Another possible explanation for this observation could be that projects might easier be recognised as innovative when they have a distinct goal or mission.

To continue, Model 4 links the lever of change to the financing mix of the project. In this model, all levers of each project were included which results in a model that is difficult to read because there are fewer projects that fall in the same category. This is especially true because, like in Model 3, each project has their own particular financing mix as well. One observation that can be made, however, is that when a project only has one lever of change, namely housing or employment, they receive subsidies. This could be an interesting find in combination with Model 3 were projects with a more clean-cut target group were also more likely to receive public money.

Model 6, which links the project’s outcome with their financing mix, was also harder to interpret because one project can have multiple outcomes and also multiple sources of financing. The result was a large and cluttered model. The outcomes present in the model are “skills improvement”, “the finding of housing”, “educating the general public”, “having a sustainable approach”, “an increase of trust”, “an improvement of inclusion”, “a decrease of use of emergency services” and finally those who didn’t provide information about their outcomes. A small remark can be derived on the projects that do not provide information on their outcome. They do not seem to receive any public funding, what seems to indicate that projects need to share their outcomes in order to be recognised for subsidies. This is corroborated by the fact that the projects in this case mainly live of operations or do not share any information about their finances. The latter is a community-based project, which cannot be derived from Model 6 but it’s an important sidenote for this analysis. As a solution to the

complexity of the model, I decided to make the Model 6A which adds an indicator of the number of outcomes they generated (in the form of a digit) next to each project. I did this because I wanted to see if projects with multi-outcomes also have multi-financing. The thought behind this idea was to check if any indication could be found that financing indeed recognises and rewards outcomes created by the programmes of the projects. However, in this model all combinations number of outcomes and number of financing sources was shown: multiple outcomes with multiple sources of finance, to a single outcome with multiple sources of finance, to multiple outcomes with a single source of finance and everything in between was included. Therefore, the Model 6A seems to indicate that the number of outcomes is not linked with the number of sources of financing.

The following model is Model 9 which shows the links between the project's age and their financing mix. Age is classified by year of constitution and the different sections are: "created before 2000", "created between 2005 and 2010 included", "created between 2011 and 2015 included" and "created between 2016 and 2020 included". The model seems to show that older projects more often receive subsidies with almost half of the projects before 2016 having subsidies in their financing mix. This is only the case for less than a quarter of the projects that were created between 2016 and 2020. As a sidenote: more than half of the studied projects fall in the youngest age group. It would be interesting to find out why governments seem less eager to finance young social innovations.

The final model is Model 10 which links the project's age to the lever of change applied. This model seems to indicate that using housing as a lever of change became more prevalent after 2005. Researches could try to verify this model and find a link between policy changes, or a shift in aid-models around that time which could be a possible explanation for this observation.

## **5 RECOMMENDATIONS AND CONCLUSIONS**

### **5.1 Recommendations**

Based on the study that I conducted, I want to formulate recommendations for three parties: researchers, entrepreneurs and governments.

#### **5.1.1 Recommendations for researchers**

Since this was an explorative study, it opened up a large number of questions and laid the basis for a multitude of striking research questions for researchers in different study domains such as economics, social studies or housing studies. Therefore, my recommendation for researchers would be to use this master thesis as a basis for their research. For that, the models from this study pointed to many potentially interesting questions:

- Do smaller social innovations in the field of homelessness indeed have more social partners than larger social innovations in this field? And why?
- Does the target group of social innovations in the field of homelessness affect the lever of change they apply?
- Did the application of the lever “housing” become more prevalent in social innovations in the field of homelessness after 2005? And why?
- Is there a need for more and for more diverse solutions for homeless persons?
- Do social innovations in the field of homelessness need to provide longer programmes for the more vulnerable homeless persons than for the homeless persons with a “higher potential” to create a positive outcome?
- Do social innovations in the field of homelessness with a broader target group have less access to government funding?
- Do social innovations in the field of homelessness with a broader mission have less access to government funding?
- How do social innovations in the field of homelessness need to report on their outcomes in order to gain access to public and private funding?
- Does age of the organisation play a role when getting public funding for social innovations in the field of homelessness?

Many of these questions could be answered by a large-scale quantitative survey or through the meeting of these projects for qualitative interviews.

### **5.1.2 Recommendations for entrepreneurs**

For entrepreneurs, I recommend to explore the models that were developed through this master thesis, to use them to situate their own project, and potentially find points of improvement. For aspiring entrepreneurs who wish to launch their project in this field, I would recommend to use the literature review on homelessness as one of their sources to create a background on the topic and to read the observation of the twenty-four projects for inspiration on how action can be taken.

On top of that, these models produced a couple of potentially interesting recommendations for all entrepreneurs. First of all, to succeed in this field, having good and complementary partnerships seems to be vital. When your project starts off it can be crucial to have experienced social partners from the field to assure the best accompaniment can be given to your participants. Also don't forget to ask the government for a (non-financial) partnership, per the models, they are open to support all types of projects in the field of homelessness. Next, adapt your lever of change and the duration of your programmes to your target group. The more vulnerable homeless persons are observed to need more time and to focus on their health and housing situation at first. The homeless persons with a higher potential, on the other hand, were observed to be helped by shorter programmes that often focussed on education and employment as a way forward. The analysis of the twenty-four project also discovered potential "best practises" for getting a well-rounded financing-mix and especially for applying for government subsidies. First of all, projects with all sorts of target groups received public funding, however those with a more specific target group appeared to have more access to subsidies and those with a broader target group seemed to have to appeal to private funds more commonly. The same observation was made about the mission and lever of change chosen by the projects. The more specific projects were about that, the more chance they seemed to have to receive subsidies. Another important factor in receiving subsidies was implied to be communication about outcomes: the more complete information, the more opportunity. However, the projects in the study did not present a clear link between number of outcomes and number of financing sources. This indicates that you don't need to have a lot of good outcomes, you just need to communicate well about those that you have. Finally, older projects also seemed to more commonly have received public finding, which could show that it is smart to show proof of your realisations in order to attract public funds.



### **5.1.3 Recommendations for governments**

As a start, global homelessness is on the rise, which shows that current solutions do not suffice. The twenty-four projects from this study provide innovative solutions in quantity and quality. My recommendation to the government would be to take into account the insights that this master thesis brought forward (although they have to be verified by quantitative research) and to adapt their strategies where needed, in order to allow for more and better solutions for homelessness to be created and to be sustained. Local or national governments could potentially also fund some of the research questions shared in the recommendations to researchers.

One of the first observations that were made that involve the government, are those concerning partnerships. This study hints that governments partner up with all sizes of projects. Next, it showed that for more vulnerable targets, more time is needed to help them and that for these individuals housing and health are often the first steps to take. On the other hand, homeless persons with a higher potential of recovery, appear to need less time and generally focus on education and employment. This can be an important insight when governments evaluate potential projects to fund. I recommend to take into account the type of homelessness that they want to solve when choosing a candidate project, as well as when evaluating the results of those projects. The next topic is the projects' financing. Subsidies appear to be given to projects with all types of target groups and all levers of change, however, governments seem to be more inclined to fund those with specific target groups or specific levers of change. My recommendation would be to evaluate if that is indeed the intention, if not it could be a point to change strategy on. Next, social innovation projects in the study that do not communicate well on their outcomes, did not receive any subsidies and finally, older projects seemed to be more popular when it comes to receiving public funding. Here too, I would recommend to evaluate if that is intentional, and adapt strategies accordingly.

## **5.2 Conclusion**

The aim of this master thesis was to explore how social innovation can be modelled in projects and organisations that are active in the fight against homelessness. As a global conclusion, we can say that this exploration was successful as it brought up multiple interesting revelations about this field and the projects in it, brought forward potential links between elements of the studied projects and was able to make recommendations to researchers, to entrepreneurs and to governments.

At the beginning of the dissertation, a practical outline of the field of homelessness was made with the goal of understanding the projects that would be analysed and understanding how they are innovative. This subject reviewed how to identify the different types of homelessness, the pathways into and out of homelessness, statistics on homelessness from OECD countries and more, and what the government puts in place to fight homelessness. Next to that, a review of the topics of social innovation (in the field of homelessness) and social performance measurement was made because these tools would be used in the empirical part of this study. For the analysis, twenty-four diverse projects were selected based on how different their actions are from those of the government. They were put in a “change theory model” in order to find similarities, differences and other patterns. Based on that table, a “quantitative” evaluation was made of each of the segments in the “change theory model” and transversal models were created and further analysed.

From this analysis we can make a list of conclusions. To start, the models showed that partnerships seem vital for projects in the field of homelessness. Partners that offer complementary services were common which could be an indication of the complexity of the fight against homelessness and the importance of working together to avoid information silos. Smaller projects especially appeared to work with social partners, however this wasn't the case for larger projects. That gives the impression that it is strenuous to gather the necessary knowledge and competences, come into contact with the target group and gain their trust. One type of partnership, however, was accessible to projects of all sizes in the study and that was the government, which suggests that the government is willing to partner with all social innovations in this field.

To continue, the models suggest that the lever of change applied by the project depends on their target group. When they had a specific target group such as vulnerable homeless persons and homeless refugees, “housing” was more prevalent. However, when the target group were high potential homeless persons, the levers “employment” and “education” were more in use. On top of that, the models also conveyed the impression that the use of the lever “housing” became more prevalent after 2005.

As for the sorts of innovation executed by the projects, all of them target each target group. This indicates that there could be a need for more solutions for homeless persons (qualitative innovations) and for more diverse solutions (qualitative innovations).

A conclusion can also be formulated about the duration of the projects' programmes, namely that there is a differentiation in length of time for different target groups. Programmes for the most vulnerable homeless persons appear to be longer, even unlimited, and those for high potential homeless persons appear shorter and are often limited in time.

When looking at the projects' financing mix, we see that the projects included in the study have multiple combinations of the four main financing sources. Next, we see that subsidies are present for all target groups but the projects that target "everyone" appear to be more inclined to have private funding. This could mean that governments are more inclined to finance projects with specific target groups. The same observation can be had when taking a look at the levers of change. When the projects focus on one lever, the models show more government funding than for those who combine multiple levers. This could also mean that the government prefers to back projects with distinct goals. To continue, when projects do not share information about their outcomes, they did not receive public funding in the models. All these observations could lead to a potential manifestation of the government's preference to fund projects that are very specialised and outspoken about what they do. Another conclusion about the outcomes and the financing mix can be made based on the models, they suggest that the number of outcomes is not linked to the number of financial sources. Finally, the older projects in the study showed more subsidies than the younger ones. This could also be an indication of what is an important factor in subsidy granting decisions and could indicate that governments have a preference for funding projects that have proven themselves.

I hope that this master thesis can bring constructive insights to the entrepreneurs that want to engage in the fight against homelessness, that it can provide the government with a new understanding of this field, the projects and its own role in supporting them, and that it can be a first step for numerous compelling research topics. With all of this I aspire to make a small but significant difference to help all the persons who experience or will experience homelessness.

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## 7 TABLE OF FIGURES

Figure 1: Logo of RSUN .....	30
Figure 2: Logo of Housing First Belgium .....	30
Figure 3: Logo of My Streets Ireland .....	32
Figure 4: Logo of Change Please .....	33
Figure 5: Logo of Aashray Adhikar Abhiyan .....	34
Figure 6: Logo of Infirmiers de Rue .....	35
Figure 7: Logo of Casa Béthanie .....	36
Figure 8: Logo of Thope vzw .....	37
Figure 9: Logo of Solidarité Logement .....	38
Figure 10: Logo of Baita .....	39
Figure 11: Logo of Un Toit Vers L'Emploi .....	40
Figure 12: Logo of Atelier Groot Eiland .....	42
Figure 13: Logo of VZW Homie .....	43
Figure 14: Logo of Takecarebnb .....	44
Figure 15: Logo of Les Petits Riens .....	45
Figure 16: Logo of the Lazare Co-Housing Project .....	47
Figure 17: Logo of VinziRast .....	48
Figure 18: Logo of the IBWA Model .....	49
Figure 19: Logo of The BLOCK Project .....	51
Figure 20: Logo of the Peter McVerry Trust .....	52
Figure 21: Logo of Neunerimmo .....	53
Figure 22: Logo of De Tussenvoorziening .....	54
Figure 23: Logo of Portaal .....	54
Figure 24: Logo of W13 .....	55
Figure 25: Logo of CSH .....	56
Figure 26: Logo of La Ch'tite Maison Solidaire .....	58

## 8 TABLE OF TABLES

Table 1: Estimated Number of Homeless People .....	13
Table 2: Final Selection of Innovative Projects in the Field of Homelessness .....	27

## 9 APPENDIXES

### 9.1 Appendix I: ETHOS Light typology

OPERATIONAL CATEGORY		LIVING SITUATION		DEFINITION
1	People living rough	1	Public spaces / external spaces	Living in the streets or public spaces without a shelter that can be defined as living quarters
2	People in emergency accommodation	2	Overnight shelters	People with no place of usual residence who move frequently between various types of accommodation
3	People living in accommodation for the homeless	3 4 5 6	Homeless hostels Temporary accommodation Transitional supported accommodation Women's shelters or refuge accommodation	Where the period of stay is time-limited and no long-term housing is provided
4	People living in institutions	7 8	Health care institutions Penal institutions	Stay longer than needed due to lack of housing No housing available prior to release
5	People living in non-conventional dwellings due to lack of housing	9 10 11	Mobile homes Non-conventional buildings Temporary structures	Where the accommodation is used due to a lack of housing and is not the person's usual place of residence
6	Homeless people living temporarily in conventional housing with family and friends (due to lack of housing)	12	Conventional housing, but not the person's usual place of residence	Where the accommodation is used due to a lack of housing and is not the person's usual place of residence

(FEANTSA, 2017)

## 9.2 Appendix II: Change Theory Model – Analysis of the 24 projects

Project	Social needs	Input	Activities	Output	Outcomes/Results	Impact
<p><b>1. Housing First Namur, Belgium</b> Since 2018</p>	<p>The classic aid model for homeless people does not work for long term homeless people or homeless people with physical health, mental health and/or addiction problems. Namur is often considered a bourgeois city. However, it is not immune to the problem of extreme poverty and homelessness.</p>	<ul style="list-style-type: none"> <li>- Application of the Housing First methodology</li> <li>- One of 19 Housing First projects in Belgium</li> <li>- The CPAS of Namur receives a direct subsidy from Housing First Belgium</li> <li>- The Relais Social urbain Namurois takes care of the coordination and management of the Housing First programme in Namur</li> <li>- The support team was conceived at the heart of the Namur network by bringing together operators with proven expertise: Namur Entraide Sida, Phénix asbl, City of Namur, Relais Santé. Each of them hired a worker who was then seconded to form this multidisciplinary Housing First team</li> <li>- Currently the team is composed of 7 members that have a FTE of 4. It includes a coordinator, 2 social workers, a specialised educator, a nurse, a psychologist and a life coach</li> <li>- Partnerships with complementary services and local housing actors such as</li> </ul>	<p><b>Lever = Housing</b></p> <p>Finding a structural and sustainable solution for the most vulnerable homeless people (who spent at least 2 years on the streets and have problems with their mental health or addiction) in Namur through unconditional housing for people who can no longer find an institutional solution</p> <ul style="list-style-type: none"> <li>o Intensive, multidisciplinary, and adapted support. Every pathway is different.</li> <li>o Work within a network of partners</li> <li>o Help the participants to make their own decisions</li> <li>o Not reducing the persons to their mental health or addiction problems</li> </ul> <p>Since 2020: After Housing Project, that aims to promote the social inclusion of Housing First users in the community of</p>	<ul style="list-style-type: none"> <li>- After 4 years of existence:</li> <li>- 37 inclusions</li> <li>- 88% of participants stayed for 1 year or longer in their housing</li> <li>- 1824 procedures realised in 2018, which equals 8 per day. This can be linked to housing, hygiene, social interaction, physical and mental health, addiction, family, justice etc.</li> </ul>	<ul style="list-style-type: none"> <li>- Decrease of visits/use to emergency services</li> <li>- Increase of use of room service in the project</li> <li>- Decrease of daily cost to care for a homeless person in the hospital of 562,36€</li> </ul>	<p>The social impact of this project was to rehabilitate 37 of the most vulnerable homeless persons via immediate access to housing and intensive support and follow-up.</p>

	<p>Unfortunately, the operators in the field have noted that it is sometimes difficult, if not impossible, despite an extended and collaborative network, to find a suitable solution for a significant number of people, particularly with regard to access to housing. This is because housing is often too rare and inaccessible for people with a</p>	<p>social housing organisations, the CPAS, services that accompany the residents on a day to day basis etc. (Foyer Namurois, Foyer Jambois, La Joie du Foyer, Gestion Logement Namur, Le Capteur Logement, Le Fonds du Logement de Wallonie, La Régie Foncière de la Ville de Namur, Les Logis Andennais, le SPAF, Aide et Soins à Domicile, la Centrale des Soins à Domicile)</p>	<p>their choice through activities, training and personal and group projects</p>			
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	long history of street life and suffering from mental health problems and/or addiction. →Ethos 1 & 2					
Project	Social needs	Input	Activities	Output	Outcomes/Results	Impact
<b>2. My Streets, Ireland</b> Since 2017 2 Locations: in Drogedha and Dublin	Lack of meaningful solutions to homelessness. Storytelling can change outcomes for individuals and communities. →Ethos 1,2,3 & 5	<ul style="list-style-type: none"> <li>- State Street funding</li> <li>- Volunteer trainers</li> <li>- Partnership with Extreme Ireland to attract customers</li> <li>- Partnership with Candlelit Tales that provides trainers and coaches</li> <li>- Partnership with Speakeasy that provides trainers</li> <li>- Partnership with the City of Dublin Education and Training Board that provides tutors and a creative writing module</li> <li>- Social Entrepreneurs Ireland Award</li> <li>- Support from different media</li> </ul>	<b>Lever = education &amp; employment</b> <ul style="list-style-type: none"> <li>- 3 Month training and education focused on confidence and presentation skills, creative writing, research and tour guiding to homeless to become city guides</li> <li>- Other education and employment opportunities through partners</li> <li>- Graduates can become paid tour guides</li> </ul>	<ul style="list-style-type: none"> <li>- 11,000 customers</li> <li>- Meet operational costs through tour revenues</li> <li>- &gt;50% of graduates have further education, employment or positive housing outcomes</li> <li>- 51 people participated in the programme</li> </ul>	<ul style="list-style-type: none"> <li>- Homeless people receive training, coaching and education</li> <li>- Homeless people get access to employment</li> <li>- Homeless people gain trust in the community</li> <li>- The lives of participants improved</li> </ul>	<ul style="list-style-type: none"> <li>- Empowerment of homeless individuals through education and employment</li> <li>- Improvement of their situation</li> </ul>
Project	Social needs	Input	Activities	Output	Outcomes/Results	Impact
<b>3. Change Please, UK</b> Since 2015	Want to create change for all homeless people.	<ul style="list-style-type: none"> <li>- Training Academy by in-house SCA Certified training team</li> <li>- 100% of coffee sales profits go to the support of the people in the programme</li> </ul>	<b>Lever = education, employment &amp; housing</b> <ul style="list-style-type: none"> <li>- Blending and selling of coffee</li> </ul>	<ul style="list-style-type: none"> <li>- 40 percent of homeless people referred to Change Please make it through</li> </ul>	Not clearly mentioned.	Empowering homeless people by training them



Locations in London & Perth (AUS), soon also in Paris (FR) and Dublin (IR)	No clear distinction of Ethos typology, they only accept people that are suitable to work after 1 month of training.	Support from The Big Issue (Street News Paper sold by homeless people) Partnerships with Virgin Atlantic, WeWork and David Lloyd +35 coffee bars in UK World's Best Social Enterprise 2018 Award	<ul style="list-style-type: none"> <li>o B2C online, in coffee bars/mobile coffee carts and in bars at partner's locations</li> <li>o B2B sales of coffee</li> <li>- Training to become speciality baristas</li> <li>- Employment at Change Please coffee bars with a mentor</li> <li>- Support with housing, finances and therapy during employment phase</li> <li>- Support people to find an independent job after 6 months through their partners</li> </ul>	the recruitment process		to be baristas and helping them to get an independent job though training, support and partnerships.
Project	Social needs	Input	Activities	Output	Outcomes/Results	Impact
<b>4. Aashray Adhikar Abhiyan,</b> India Since 2010, the project since 2019 NGO Locations in Delhi.	Huge homelessness crisis with more than 150,000 people sleeping on the streets in the city of Delhi, available to all Ethos Light types but focus on Ethos Light 1.	<ul style="list-style-type: none"> <li>- Partnerships with 15 shelters in Delhi to help select trainees</li> <li>- Support of Action Aid and other London charities</li> <li>- Partnerships with Indian government organisations such as the Delhi Urban Shelter Improvement Board (DUSIB), the Institute of Human Behaviour and Allied Sciences (IHBAS), the Delhi State Legal Services Authority (DSLISA) and the Delhi Police</li> <li>- Partnerships with philanthropic organisations (who also give donations) such as the Bani Jagtiani Trust, the Jan Hit</li> </ul>	<b>Lever = education and employment</b> <ul style="list-style-type: none"> <li>- Advocacy for homeless rights</li> <li>- Services to homeless people such as shelters, healthcare, food distribution etc.</li> <li>- Month long course on Mobile Phone repair, after which the participants receive a certificate backed by the Indian government's Khadi (handicrafts) and Village Industries</li> </ul>	<ul style="list-style-type: none"> <li>- 20 people took part in the pilot programme in 2019</li> <li>- 4 got a long-term job in mobile-phone repair shops</li> <li>- 2 set up their own shop</li> </ul>	<ul style="list-style-type: none"> <li>- Improvement in skills of homeless persons</li> <li>- A positive perspective for a changed life for homeless persons</li> <li>- Homeless persons slowly get used again to having a daily routine</li> </ul>	Empowering homeless people through education to find independent employment and improve their quality of life.

	AAA believes that every single person has potential and perspective in life. <b>→ Ethos Light 1 and 2</b>	Charitable Trust, the Samarpan Foundation - Partnerships with NGOs such as Jan Madhyam and the Leaders' Quest Development India Pvt. Ltd. (LQ) who help to support the homeless persons in multiple ways	Commission. During workshops of 10 hours per week, they are taught to identify faults in mobile phones, to solder certain parts of the device and, to replace damaged components.			
Project	Social needs	Input	Activities	Output	Outcomes/Results	Impact
<b>5. Infirmiers de Rue,</b> Belgium Since 2005 in Brussels Since 2019 in Liège	Despite the large number of medical and social associations in Brussels, there are still many homeless people. They focus on helping the most vulnerable: with very poor health, a combination of mental and physical	- 32 employees in Brussels and 3 in Liège consisting of a multidisciplinary team of nurses, social workers and assistants, educators, a doctor, and a management team - Intensive cooperation with other medical and social organisations and institutions, as it is healthier for the patient to be confronted with several interlocutors in order to feel supported	<b>Lever = health and housing</b> - Street teams, housing teams for rehoused people and a housing search and creation team - Advocacy for structural solutions to homelessness - Intensive and long-term medical and social care - Gradually improve their self-esteem and confidence in others - Help with administration - The creation of housing - Providing training and conferences to professionals and institutions	- 150 of the most vulnerable homeless persons found stable housing in the past 15 years of Infirmiers de Rue	- On average their patients are able to leave homelessness after 1.5 years - Stay in contact with the patient for 10 years after they've found stable housing	Create a bond with the most vulnerable homeless people and improve their situation step by step starting with their health until they can live independently in stable housing

	problems and have been living on the streets for many years ➔Ethos 1 & 2					
Project	Social needs	Input	Activities	Output	Outcomes/Results	Impact
6. Casa Bethanie, Belgium Since 2017	Homeless women are very vulnerable. ➔Ethos 1, 2 & 3	<ul style="list-style-type: none"> <li>- Female volunteers to live in the project for at least one year</li> <li>- Family responsible for the whole house and project who lives next to the communal house for at least 2 years</li> <li>- One external responsible for the house and project</li> <li>- Residents pay for staying in the house which covers all costs</li> <li>- Donations to pay for unexpected fees or when not enough people are living in the house</li> <li>- 7 Friends of the project / volunteers who come one day a month to the house to help, make repairs, share a meal...</li> <li>- Le Conseil des Sages (4-8 experts in the field) selects the participants, they have this role for 2 years which is renewable</li> <li>- Partnership with Caritas Secours Liège and Evicariat Evangile Vie</li> </ul>	<b>Lever = Housing &amp; community</b> <ul style="list-style-type: none"> <li>- Transitional housing for homeless women</li> <li>- Cohousing between homeless women and female volunteers</li> <li>- Everyone has to participate in duties around the house</li> <li>- At least one communal meal per week</li> <li>- One meditation per day</li> <li>- Social support outside of the house during the whole experience for the homeless participants</li> </ul>	Not clearly mentioned.	<ul style="list-style-type: none"> <li>- Life experience for everyone involved</li> <li>- Rebuilding of oneself</li> </ul>	Offer a human experience of life to everyone and sharing around "living together" to better (re)build oneself, both for the homeless participants as for the volunteers
Project	Social needs	Input	Activities	Output	Outcomes/Results	Impact

<p><b>7. Thope VZW,</b> Belgium Since 2018</p>	<p>There are not enough social houses in Gent. For 50% of tenants, more than 30% of their expenditure goes to housing. There are 13,291 social housing units in Ghent and yet there is a waiting list of 10,435 applications. On top of that, homeowners are often afraid to rent their property to refugees, so their access to the private rental market is limited.</p> <p>→ Ethos 4</p>	<ul style="list-style-type: none"> <li>- Cooperation with multiple services such as Fedasil, OCMW of Gent, Stedelijk Opvanginitiatief...</li> <li>- Volunteers that provide help as “embracers”, housing coaches, secretary work, creation of a website, technical knowledge, fundraising and collecting of donations and other funding</li> <li>- 2 Coaches for the “embracers”</li> <li>- Support from King Badouin Foundation and National Lottery</li> <li>- Collaboration with NGO Sober voor anderen, which allows for donations to be tax-deductible</li> <li>- Provision of 3000€ per sublet dwelling</li> <li>- Total amount of outstanding deposits of 39,305€</li> <li>- Monthly rent that the NGO receives and pays to the homeowners of 14,446€</li> <li>- Treasurer who follows up on payments, deposits and insurances</li> <li>- The NGO is member of a tenants’ association</li> </ul>	<p><b>Lever = Housing &amp; Community</b></p> <ul style="list-style-type: none"> <li>- Provide a deposit</li> <li>- Help to find furniture</li> <li>- Rent and sublet to homeless refugees (the NGO assures payment, maintenance and regular checks to the homeowner)</li> <li>- Provide a warranty to homeowners that directly rent to refugees</li> <li>- 27 “Embracers” who show the refugees/inhabitants the way, assist and support them</li> <li>- Provision of gliding contracts to homeowners where the NGO rents and sublets for a fixed amount of time and after that, the refugees and the homeowners move on to a direct contract</li> <li>- Promote “careliving” where the refugee rents a part of the house and assists the homeowner with their care needs</li> <li>- Constant search for new “embracers” that live in</li> </ul>	<ul style="list-style-type: none"> <li>- 21 dwellings rented and sublet to refugees</li> <li>- Of which 7 apartments, 13 houses and 1 room in a care facility</li> <li>- 19 are in the city of Gent and 2 outside of the city borders</li> <li>- 100 homeless refugees from 9 different countries found a place to live through the NGO</li> <li>- 6 Refugees were able to move out to a social apartment which allowed 6 other refugees to take their place in the program.</li> <li>- 2 Houses and 1 room were directly rented to the refugee via mediation from the NGO</li> <li>- Half of the dwellings were found by</li> </ul>	<p>Improvement of the living situation of homeless refugees</p> <p>Building of a trust relationship between “embracers” and refugees</p> <p>Integration in Gent’s society via contacts of the “embracer”</p> <p>Volunteers and homeowners were able to make a positive contribution.</p>	<p>The social impact created was an augmentation of housing available to vulnerable people through community work.</p>
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Project	Social needs	Input	Activities	Output	Outcomes/Results	Impact
<p>8. <b>Solidarité Logement</b>, Belgium Since 2018</p>	<p>Homelessness and the subsequent break in social ties require the effective exercise of the right to housing, which in turn conditions the right to health, safety, hygiene, work, dignity... for young people in transition and isolated women.</p> <p>➔ <b>Ethos 1, 2, 3, 4, 5 &amp; 6</b></p>	<p>Volunteers Partnerships with Maison Maternelle du Brabant Wallon, Capuche asbl in Brussels, Les Tournières in Liège Partnership with an AIS (Agence Immobilière Sociale) in order to ensure good management of the building and assure a steady income</p>	<p><b>Lever = Housing</b></p> <ul style="list-style-type: none"> <li>- Promote social integration through housing</li> <li>- Purchase or rent on long term (long lease) of dwellings, followed by renovations. These dwellings are then made available to young people or isolated women that are homeless or at risk of homelessness</li> <li>- Assure that women/young people who will be housed there, receive professional support to enable their social integration</li> <li>- Financial donations to projects with the same mission</li> <li>- Grant of rent deposits (or loans to build them up), either directly or through partners and this, on a subsidiary basis, i.e. when other mechanisms for</li> </ul>	<p>the same area as the rented dwellings</p> <p>volunteers and the other half was offered by the homeowners themselves.</p> <ul style="list-style-type: none"> <li>- 5 Dwellings in use</li> <li>- Current housing of more than 32 persons</li> <li>- 1 Dwelling in renovation where 8 additional people will be able to be housed from 2023</li> </ul>	<p>Improvement of the living conditions of young people and isolated women</p> <ul style="list-style-type: none"> <li>- Long term availability of dwellings to the target group</li> <li>- Creation of more affordable housing for the target group</li> </ul>	<p>The social impact created by the organisation is increased long-term availability of housing for a vulnerable group of people through the buying and renovating of building and then subletting them via a social renting agency to the target group.</p>

Project	Social needs	Input	Activities	Output	Outcomes/Results	Impact
<p><b>9. Baita,</b> Belgium Since 1997</p>	<p>There is a great need of affordable housing for the most vulnerable people in Brussels (human trafficking victims, homeless people...).</p> <p>People who are jobless for a long time lose access to the job market.</p> <p>→ Ethos 1, 2, 3, 4, 5 &amp; 6</p>	<p><b>A) Housing</b> Partnerships with local guidance services for vulnerable people, they decide who has the right to get access to housing of the social real estate agency 13 employees</p> <p><b>B) Employment</b> Recognises as Initiative Locale de Développement de l'Emploi (ILDE) 5 Employees</p>	<p>granting by public bodies are not available</p> <p><b>Lever = Housing &amp; Employment</b></p> <p><b>A) Housing</b> A social real estate agency</p> <ul style="list-style-type: none"> <li>○ Transit housing</li> <li>○ Assisted housing</li> <li>○ Care housing</li> <li>○ Solidary housing</li> </ul> <p>- Manages the dwelling of a homeowner and assures them a steady rental income and the maintenance of the property, all of this is free for them</p> <p>- If needed Baita carries out renovations in the dwelling</p> <p>- Assures guidance for all people that receive housing through them, often via partner organisations</p> <p>- People receive a reduction on the negotiated rent price</p> <p>- Manages 2 collective housing projects</p> <p><b>B) Employment</b></p>	<p>- Living Stones (=cooperative that owns buildings that are managed by Baita) owns 33 housing spaces</p> <p>- Renovations of 2 to 3 dwellings per year</p>	<p>- Improvement of living situation and working situation for all persons that participated in their programme</p>	<p>The social impacted created through the combining of the social renting agency and social insertion project was to improve the quality of life of the participants in the programmes.</p>

			<ul style="list-style-type: none"> <li>- Social insertion through temporary employment as a cleaner</li> <li>- Accompanies and trains employees to perform their cleaning tasks and supports them in their personal development</li> <li>- Train them to have access on the regular job market afterwards</li> </ul>			
Project	Social needs	Input	Activities	Output	Outcomes/Results	Impact
<b>10. Un Toit Vers l'Emploi,</b> France Since 2019	Finding a job when you are on the street is usually a utopian dream. How can you devote yourself fully to it when you have no means of washing, feeding yourself, feeling safe... and when your self-esteem is often at its lowest ebb at	Social innovation = The combination of two generally separate actions: access to sustainable housing and job search support. an innovative and additional accommodation solution to the current arrangements. <ul style="list-style-type: none"> <li>- Crowdfunding (via the platform Les Petites Pierres) and private investors</li> <li>- The tiny houses are locally produced in a social factory launched by Un Toit Vers l'Emploi</li> <li>- The project receives support (legal, financial, methodology, human and financial resources, management, reporting, etc.) from the incubator: Entrepreneurs du Monde</li> </ul>	<b>Lever = housing &amp; employment</b> <ul style="list-style-type: none"> <li>- Housing in a tiny house, to regain security and dignity and to be able to move closer to employment opportunities, if necessary. with a rent adapted to their financial resources (max 20% of their income) - and build the interior themselves, in a partner carpentry.</li> <li>- Individual support towards socio-economic integration, from a day-care centre, with the threefold aim of regaining self-confidence, finding</li> </ul>	<ul style="list-style-type: none"> <li>- The first 4 tiny houses were inaugurated in 2020</li> <li>- Enough funding to build 2 more tiny houses</li> </ul>		Having a roof over one's head will make it easier for people to find a job, especially as the accommodation is mobile.

	<p>such times? Even if opportunities were to arise, they would have to be in the immediate vicinity of the people, their mobility often being almost non-existent: no driving licence, no vehicle, no means of renting accommodation, etc.</p> <p>Target group: homeless persons and persons at risk of homelessness, including refugees</p>	<ul style="list-style-type: none"> <li>- The participants are identified by existing structures and their social partners</li> <li>- Profits are partly based on the rents received on its tiny houses and partly through the sale of tiny houses made in its social enterprise to other audiences</li> <li>- Important economic partners from banks, large corporations etc.</li> <li>- Partnership with the city of Rouen who puts a field at the disposal of the project to place the tiny houses</li> <li>- Partnership with a local carpentry Au fil du bois that allows the future residents to build their own interior from recycled material</li> </ul>	<p>employment and achieving social stability.</p> <ul style="list-style-type: none"> <li>- for some people, a first return to employment within a social integration enterprise.</li> <li>- Association that is a day centre for homeless people and that offers thematic reintegration workshops, for example on "Wood", "Decoration" and "Repairing small household appliances" so that the future occupants of the houses can create their own interiors using recycled materials.</li> </ul> <p>a tiny house production site</p>			
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Project	Social needs	Input	Activities	Output	Outcomes/Results	Impact
<p><b>11. Atelier Groot Eiland,</b> Belgium Since 1985</p>	<p>Brussels residents who are distant from the labour market often live in poverty.</p> <p>→ Ethos 1, 2, 3, 4, 5 &amp; 6</p>	<ul style="list-style-type: none"> <li>- The goal is for social employment, training and work experience and for the realisation of the "right to work"</li> <li>- 44 employees</li> <li>- Agrément Entreprise sociale d'insertion - Région de Bruxelles-Capitale</li> <li>- Employment operator with a partnership agreement with ACTIRIS</li> <li>- Subsidised by ACTIRIS, RBC and VGC</li> <li>- Training through the VDAB and Bruxelles Formation</li> <li>- Organisation recognised by the VDAB for its range of vocational training courses in the building and hotel sectors</li> <li>- Partner of BRUXELLES FORMATION for its professional training offer in the building sector</li> <li>- Member of FEBIO</li> <li>- Approved by WELZIJSZORG</li> <li>- Long list of organisations that refer people to the project</li> <li>- Won the Brussels Prix D'Economie Sociale</li> </ul>	<p><b>Lever = employment</b></p> <ul style="list-style-type: none"> <li>- By organising work experience, (free) training, employment care and job coaching, while stimulating a sense of responsibility, encouraging everyone to develop their passion or talent and the organisation attaches great importance to personal growth. Focusing on sustainability, we choose activities that add long-term value ecologically, economically and socially.</li> <li>- The projects they have are mini enterprises, each have their own customers and their own turnover. The profits are reinvested in the framework of the workshops, such as social guidance, job coaching and technical equipment: KLIMOP (combination of vocational training as a carpenter's helper and work experience in</li> </ul>	<ul style="list-style-type: none"> <li>- A training trajectory via VDAB lasts 8 months</li> <li>- A work experience trajectory varies from 1 to maximum 2 years</li> <li>- There is no time limit on the employment care programmes</li> <li>- In 2019, 308 people were accompanied</li> <li>- 44% of people receive training and work experience</li> <li>- 33% receive job coaching</li> <li>- 23% receive employment care</li> <li>- 18% of the participants is older than 50, 47% is between 30 and 50 years old and 35% is younger than 30</li> <li>- 75% of participants are</li> </ul>	<p>59% participants found an independent job after their participation and 11% started a new training or education</p>	<p>The social impact of the project was to decrease poverty in Brussels by giving people access to employment via trainings and work experiences.</p>

			<p>carpentry): basic carpentry skills by carrying out orders for Brussels organisations in the non-profit sector and private individuals. Klimop also works on location as part of a work experience contract (placement service)</p> <p>BEL'O (sandwich shop): work experience and/or vocational training in the hotel and catering industry (kitchen or dining room employee) in a snack bar where basic cooking techniques are taught and sandwiches are consumed daily. BEL'O delivers sandwiches ordered by Brussels organisations</p> <p>BEL AKKER ('arbeidszorgproject'): urban agriculture project</p> <p>ARTIZAN ('arbeidszorgproject'): cooking workshop, laundry and ironing workshop, creative workshop, handicrafts (sale of a range of home-made food and non-food products related to sustainable food)</p>	<p>male and 25% are female</p> <p>43% of participants received a form of training or support in the HORECA sector, 26% in carpentry, 10% in city agriculture, 9% in creative activities, 6% in sales and 6% in logistics and administration</p>	
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			<p>THE FOOD HUB: work experience as a shop assistant for an organic shop</p> <p>Work coaching: "arbeidstraining" (work training), support for specific target groups, integration pathway and basic education in partnership with BRUSSELLEER</p> <p>An 'arbeidszorgproject' is a project that focuses more on care than on the actual work. The counsellors follow up on people in training/work experience as well as in employment care. The participants who leave are intensively coached by the job coaches for 6 to 12 months in their search for work, individually and in groups.</p>			
Project	Social needs	Input	Activities	Output	Outcomes/Results	Impact
<p><b>12. VZW Homie,</b> Belgium Since 2018</p>	<p>There are too many young people (between 18 and 25 years</p>	<p>Partnership with Arktos vzw that takes care of administrative support of the young people in the programme as well as support on different other topics</p>	<p><b>Lever = housing &amp; community</b></p> <ul style="list-style-type: none"> <li>- Homeless youth are accompanied and offered short time transitional</li> </ul>	<p>Not clearly mentioned.</p>	<ul style="list-style-type: none"> <li>- Improvement of quality of life</li> <li>- Improvement of housing situation</li> </ul>	<p>The social impact created is and improved housing situation</p>

	old) in Limburg that are homeless. → Ethos 1, 2, 3, 4, 5 & 6	Volunteers from the neighbourhood that support the participants and take part in leisure activities. They are called “homies” Guest families that welcome homeless youth in their home 1 Caravan 1 website	housing in either a caravan or a local family - Homies (=volunteers) participate in leisure activities with the participants - Partners help the participants to become independent by guiding them through administration and supporting their personal development		- Integration in society	and social integration through a community initiative and the willingness of locals to open their home.
Project	Social needs	Input	Activities	Output	Outcomes/Results	Impact
<b>13. Takecarebnb,</b> The Netherlands Since 2015	When an asylum-seeker is recognised as a refugee in the Netherlands, he/she stays in a centre until a house is found. At the moment, more than 8.,400 of legal refugees are waiting for a house. The asylum centres	- 20 Volunteers that act as match makers - 6 Professionals - 300 host families - The project has the form of a foundation which takes care of operational and support activities - Collaboration with the COA (Central Organ for shelter for asylum-seekers) → the project receives 950€ per match - Partnerships with Vluchtelingenwerk Nederlands, Samen Hier, the Ministry of Justice and Safety - Collaboration with villages and cities - Financial support from Kansfonds, Oranjefonds, Stichting DOEN, Ars Dordandi,	<b>Lever = housing &amp; community</b>  Connecting people who recently received refugee status with guest families who will rent a room to them for a period of 3 months. The refugee doesn't pay rent. The host family doesn't receive any financial support. If the refugee doesn't find independent housing after the 3 months, a prolongation is possible. Collecting of funding, setting up of partnerships, communication	- 425 refugees housed through the programme in 5 years - In 2018 60 matches were made, in 2019 106 and in 2020 125	- Decrease the number of refugees living in institutions while waiting to find independent housing - Increase the quality of life of the refugees involved in the project - Create reciprocal understanding for everyone involved in the project, both parties learn from each other - Improve integration in the	The social impact created by the project was the creation of temporary housing places and integration for refugees through community action.

	are isolated from Dutch society. This isn't beneficial for integration in the host society. A lot of Dutch people want to help refugees but don't know how. →Ethos 4	Fonds 1818, Stichting Elise Mathilde Fonds, K.F. Fonds			host society for the refugees	
Project	Social needs	Input	Activities	Output	Outcomes/Results	Impact
<b>14. Les Petits Riens,</b> Belgium Since 1937	Fight against poverty →Ethos 1, 2 & 3	Partnerships with Bruxelles formation, FeBISP, European Social Funds, La Fondation Roi Baudouin and La Fondation Carrefour - 297 volunteers in 2019 - 315 employees in 2019 - Revenue of 14,323,125€ from their activity and 11,227,636€ expenditure in 2019 - 3,338,670€ income from subsidies in 2019 - 1,104,569€ income from donations in 2019 - Expenditure of 5,373,452€ on their social actions in 2019	<b>Lever = housing &amp; employment</b>  Second-hand shop where people with difficult access to the classic labour market are employed and/or can follow training to be employable on the classic labour market Homeless shelter for men where they also receive several forms of support and guidance Homeless shelter for young adults (age 18 to 24) where they are	- 120 sleeping places for homeless people - A homeless person stays on average 6 months in their programme - 293 people were housed in their facilities during 2019 - 16 families were housed in the studios in 2019 - 116 people received follow-	- Improvement of quality of life - Growth of independence - Growth of competences and skills - Improvement of health situation - Improvement of feeling of belonging	Social impact created by the project is the improvement of quality of life (in multiple ways) via housing and employment initiatives.

		<ul style="list-style-type: none"> <li>- Expenditure of 392,986€ to collect donations in 2019</li> <li>- Expenditure of 2,780,062€ for administration and overhead costs in 2019</li> </ul>	<p>encouraged to go back to school</p> <p>Service to help residents find independent housing</p> <p>Follow-up services for people who leave one of their shelters</p> <p>Medical service for people that are/were housed in one of the shelters and that have addiction problems</p> <p>16 Studios for homeless (or at risk of homelessness) parents with children</p> <p>2 Day shelters (1 in Brussels and 1 in Liège)</p> <p>3 Communal transit houses and 22 individual transit places for people who need temporary housing. They are also supported by social workers.</p> <p>Organisation of leisure activities for beneficiaries</p> <p>Budgetary, legal and material assistance service</p> <p>Social bar and restaurant</p>	<p>up guidance after they found their independent home</p> <p>21 people were housed in transit housing in 2019</p> <p>535 people followed a work integration process in 2019</p> <p>30 people received electromechanical training in 2019</p> <p>12 leisure activities organised in 2019</p> <p>623 families received budgetary, legal and material assistance in 2019</p> <p>293 people received medical follow-up and 68 people received psychiatric follow-up in 2019</p> <p>3000 people uses the social bar and 109,500 meals were served in the social restaurant in 2019</p>		
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Project	Social needs	Input	Activities	Output	Outcomes/Results	Impact
<p><b>15. The Lazare Co-Housing Project,</b> Belgium (but exists in 9 European cities) Since 2017</p>	<p>Emergency services for people experiencing homelessness focus on covering most basic needs: food, clothing, and shelter, but homeless people also experience a damaged sense of dignity and visibility, loneliness and exclusion.</p> <p>→ <b>Ethos 1, 2, 3, 5 &amp; 6</b></p>	<ul style="list-style-type: none"> <li>- Project in 9 cities in Europe, to be launched in Switzerland and Mexico</li> <li>- Lazare homes are made available to Lazare by private persons and entities, either free of charge or in exchange for modest rent.</li> <li>- Every month, each tenant pays the same rent that covers all running costs including food and utility bills. This means that each house, once opened, is to be fully self-financed.</li> <li>- Fundraising is carried out by Lazare for renovation costs and the acquisition and opening of new homes.</li> <li>- Collaboration with social services and structures that help provide continued support for the residents.</li> <li>- In Belgium, there are 2 Lazare houses: one for 8 women and one for 12 men and 1 family</li> <li>- Network of partners: associations that provide social guidance, associations that provide insertion on the job market, associations that provide leisure activities and organisations that provide individual housing for the persons that leave the programme (Entraide Saint-</li> </ul>	<p><b>Lever = housing &amp; community</b></p> <ul style="list-style-type: none"> <li>- Solidarity-based co-housing initiatives between young professionals aged 25-35 and people experiencing homelessness or highly precarious living conditions. Each location houses between 6 and 12 people and is equipped with individual rooms and a common kitchen, living room, and bathroom.</li> <li>- The homes are run on principles of self-organisation and responsibility. Residents are responsible for all daily activities such as cleaning, buying groceries, and cooking.</li> <li>- Professional social support is available to the homeless persons in the programme, but the volunteers living in the project also provide social support</li> <li>- There is no limit on length of stay in the programme</li> </ul>	<ul style="list-style-type: none"> <li>- More than 250 people lived in the Lazare project in 2018</li> <li>- 85% of homeless persons who participated in the project found stable and independent housing afterwards</li> <li>- 95% of residents reported being happy to live in the project</li> <li>- The project creates more impact in big cities where a lot of young people live</li> <li>- In 2019, 29 persons participated in the project in Belgium of which 16 were volunteers and 13 were homeless persons</li> <li>- 2366 Nights on the streets were avoided in 2019</li> </ul>	<ul style="list-style-type: none"> <li>- Improvement of living situation</li> <li>- Improvement of integration and feeling of inclusion</li> </ul>	<p>The social impact created by this project is to create more housing spaces for persons that experience homelessness and put human relationships at the core of the road to recovery by proposing everyday co-living as a solution.</p>

		<p>Gilles, Hobo, Porte Ouverte, Povorello, Nativitas, De Skütting, Infirmiers de Rue, Habitat et Humanisme, Bruxelles Accueil, Porte Ouverte, Cap Idéal, Samu social, Diogènes, L'Îlot, Les Petits Riens, Talita)</p> <ul style="list-style-type: none"> <li>- Member of Sohonet Network that regroups housing actors in the Brussels region</li> <li>- 5 Employees</li> <li>- Donations of 43,088€, subsidies of 24,480€ and other income (mostly participation of residents in the rent) of 63,479€ in 2019. This brings the total income of 2019 on 131,046€</li> <li>- Salary expenditure of 8,312€, services and diverse goods expenditure of 47,618€ and other expenditures of 600€ in 2019. This brings the total expenditures of 2019 on 56,530€.</li> <li>- The total revenue of 2019 was 74,516€</li> </ul>		<ul style="list-style-type: none"> <li>- On average homeless people spend 219 days in the programme</li> <li>- The average age of the residents that have experienced homelessness is 50 years old</li> <li>- 6 Homeless persons left the project in 2019 of which 4 found another form of housing</li> </ul>		
Project	Social needs	Input	Activities	Output	Outcomes/Results	Impact
<p><b>16. VinziRast,</b> Austria Since 2013</p>	<p>Urgent needs for housing in Vienna. How can architecture help</p>	<ul style="list-style-type: none"> <li>- 16 employees</li> <li>- More than 200 volunteers</li> <li>- Part of the Lighthouse donations network</li> </ul>	<p><b>Lever = housing &amp; employment &amp; community</b></p> <ul style="list-style-type: none"> <li>- Co-housing of students and people who experience homelessness (refugees are also included). Each floor</li> </ul>	<ul style="list-style-type: none"> <li>- 30 people are housed in the project</li> <li>- 70 people receive permanent housing</li> </ul>	<ul style="list-style-type: none"> <li>- Educating of the public about homelessness</li> <li>- Improvement of skills and employability for the participants</li> </ul>	<ul style="list-style-type: none"> <li>- Improved quality of life and social integration through bringing together of 2 groups of</li> </ul>



	<p>in the issue of homelessness?</p> <p>➔Ethos 1, 2, 3, 5 &amp; 6</p>		<p>contains 3 flats that can house 3 people, one communal kitchen and one communal living room. Everyone pays the same rent. The stay is unlimited in time.</p> <ul style="list-style-type: none"> <li>- There are 5 dwellings in total <ul style="list-style-type: none"> <li>o 1 shared flat for 8 refugees</li> <li>o 1 house with 10 shared flats for 26 residents in total. Here live a combination of former homeless people, students and refugees.</li> <li>o 1 House that offers a safe space for 6 people with an alcohol addiction. They need to follow withdrawal therapy to qualify.</li> <li>o 1 House with 16 units for 30 residents. Most people that live here are former homeless people.</li> <li>o 1 Emergency shelter were 60 people can sleep every night. Dogs are allowed here.</li> </ul> </li> <li>- A restaurant that is also a communal space for working and meeting,</li> </ul>	<p>- 21,900 places in emergency shelter per year</p>	<p>- Access to cheap services (such as bike repair) for the public</p>	<p>people (people who experience homelessness and students)</p>
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			<p>where the public can meet the residents of the project and where those residents can work. The residents are supported by volunteers during their work.</p> <ul style="list-style-type: none"> <li>- Language classes and other skill development courses</li> <li>- Technical workshops such as bike repair</li> <li>- Specific classes for asylum-seekers that are waiting to receive a response</li> <li>- Launch of a self-sustaining community for 60 former homeless people.</li> </ul>			
Project	Social needs	Input	Activities	Output	Outcomes/Results	Impact
<p><b>17. The IBWA Model,</b> Germany Since 1997</p>	<p>Germany's employment rate and homeless rate are historically high, and the country is considered one of the wealthiest in Europe. Housing</p>	<ul style="list-style-type: none"> <li>- Cooperation between architects, homeless persons and organizations.</li> <li>- The three main financing sources of the initiative are the Landschaftsverband Rheinland (LVR) (a landscape association), the Jobcenter, and the rental income from the inhabitants.</li> <li>- 45 employees</li> </ul>	<p><b>Lever = housing &amp; employment</b></p> <ul style="list-style-type: none"> <li>- Affordable and permanent housing to 130 people (individuals with limited resources, families, students or formerly homeless citizens) to create a community who build, live and work together <ul style="list-style-type: none"> <li>o 46 residential units of 1 to 4 rooms</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- 130 people currently are housed by the project</li> <li>- Almost 500 people have been housed since the beginning</li> <li>- 1000 people have working on the project since the beginning</li> <li>- Reintegration rate of 99%</li> </ul>	<ul style="list-style-type: none"> <li>- Solution based on user's needs</li> <li>- Support the social reintegration process through group work, common areas, and participative decision-making</li> <li>- Reintegration of homeless citizens through the creation of</li> </ul>	<p>The social impact of this project is the reintegration of homeless citizens through the creation of cheap and environmentally friendly housing</p>

	<p>is not yet recognized as the first thing a person needs to be able to get out of homelessness, investments are still made in services which manage the problem with temporary fixes like shelters, showers, soup kitchens, among others.</p> <p>→Ethos 1, 2, 3, 4, 5 &amp; 6</p>		<ul style="list-style-type: none"> <li>○ 8 liveable trailers</li> <li>○ 2 small liveable garden houses</li> <li>- Support with assisted living for people with disabilities</li> <li>- Individual support for all residents</li> <li>- Variety of permanent job opportunities (such as in the kitchen, garden, farm, building etc.) → Homeless persons build and maintain living spaces</li> <li>- Inhabitants and staff are active in decision making, there are two main approaches: a self-help group approach and a co-production approach</li> <li>- Neighbourhood integration through the renting out of the apartments not only to homeless but also to families with many children, single parents and low-wage earners, senior citizens, students, people with disabilities and pet owners</li> <li>- Give access to jobs for long-term unemployed persons</li> </ul>	<ul style="list-style-type: none"> <li>- Waiting list of at least 1 year with 120 housing requests every month</li> <li>- 46 residential units of 1 to 4 rooms were built by homeless persons</li> </ul>	<p>cheap and environmentally friendly housing.</p>	<p>and the support of the social reintegration process through group work, common areas, and participative decision-making, based on the user's needs.</p>
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			<ul style="list-style-type: none"> <li>- Promotion of self-help through counselling and support in the context of housing and living</li> <li>- Professional assistance in the areas of health, work and lifestyle</li> <li>- Culture and leisure activities</li> <li>- Lobbying for a “building by and for homeless people”-model</li> </ul>			
Project	Social needs	Input	Activities	Output	Outcomes/Results	Impact
<p><b>18. The BLOCK Project, the United States Since 2016</b></p>	<p>Homelessness is growing at unprecedented rates in Seattle and existing models for providing housing are not equipped to meet the growing demand. Relationships create understanding</p>	<ul style="list-style-type: none"> <li>- Part of the Facing Homelessness organisation</li> <li>- Collaboration with 5 social service agencies located in Seattle for resident referrals, they also provide social and mental health services after move-in</li> <li>- Collaboration with a large amount of corporate partners and event sponsors</li> <li>- Support from BLOCK founders and architects</li> <li>- Collaboration with a construction advisory team and product and material donators</li> <li>- 100 volunteering homeowners to have a BLOCK unit in their backyard</li> <li>- 100% funded through crowdfunding and donations (also from foundations)</li> </ul>	<p><b>Lever = housing &amp; community</b></p> <ul style="list-style-type: none"> <li>- Build permanent dwelling units in willing homeowners’ backyards, connecting community members and homeless persons. Both parties agree to a customised code of conduct</li> <li>- BLOCK Homes are 125 square foot detached units, that include a kitchenette, a bathroom with running water, heat, sleeping and sitting area, storage and a covered front porch</li> </ul>	<ul style="list-style-type: none"> <li>- 9 units were completed by the end of 2019</li> <li>- Crowdfunding gathered enough funds to build 14 more BLOCK units</li> <li>- At +- \$100,000 per unit, BLOCK units cost 30% of the average unit of low-income public housing in Seattle.</li> </ul>	<ul style="list-style-type: none"> <li>- Improvement of integration and decrease of segregation by living in communities</li> <li>- Sustainable buildings create a positive impact on humans and nature</li> <li>- Creation of a support network for the homeless persons in the programme</li> <li>- Creation of low-income friendly housing</li> <li>- Improvement of living quality and feeling of</li> </ul>	<p>This created a social impact of an improvement of integration and decrease of segregation by living in communities for the homeless persons and the homeowners. This also created low-income friendly housing</p>

	from the general public and will drastically improve integration of homeless people. →Ethos 1, 2, 3, 4, 5 & 6	- Partners with community organisations, local government agencies and schools			belonging and dignity	in sustainable buildings, which in turn creates a positive impact on humans and nature. Lastly, through the project, a support network was created for the homeless persons in the programme which resulted in an improvement of living quality and feeling of belonging and dignity.
Project	Social needs	Input	Activities	Output	Outcomes/Results	Impact
<b>19. The Empty Homes Initiative by the Peter</b>	They noticed that Ireland has a housing crisis resulting from a	- Use of the “advocacy + action = solution” methodology - Use of the “Housing First” methodology - 496 FTE - Support of the Peter McVerry Trust which covers staff and	<b>Lever = housing</b> - Brings vacant properties back in use for social housing for homeless people or people at risk of homelessness	- The project is active in 14 counties in Ireland - They worked with over 7,800 people and were active in 28 local	- Increased public awareness, understanding and action around the issue - Increased quality of life for those	A positive social impact was created on the lives of Irish

<p><b>McVerry Trust,</b> Ireland Since 2015</p>	<p>construction shortage of homes over the last decade, rising rents and growing demand. Over ten thousand people are homeless, but at the same time there are over one hundred eighty-two thousand residential properties that are vacant in those cities, towns and villages where the housing demand is high. →Ethos 1, 2, 3, 4, 5 &amp; 6</p>	<p>administration costs, advocacy work and the National Empty Homes conference. - The renovation or repair of the dwellings are co-funded by the Department of Housing, Planning, and Local Government. - Other collaborations with relevant local authorities - Reactivating the properties is funded by the central Irish government under the Rebuilding Ireland Strategy: o The Repair and Leasing Scheme (an interest-free loan of up to €40,000 to bring the vacant property back into use for social housing) o The Buy and Renew Scheme (funding to purchase the empty property and bring it back into use).</p>	<p>Renovation works Advocacy work Identifying potential dwellings</p>	<p>authorities across Ireland in 2020 9 of the renovated houses are currently in use as social housing</p>	<p>that get access to live in the properties - Decrease in unused dwellings - Impact of advocacy work on a policy level: o Inclusion of an Empty Homes Pillar in Ireland’s Housing and Homeless Strategy 2016-2021 o Development of a national vacant homes reuse strategy o Appointment of an empty homes officer in every local authority o Introduction of the two schemes for reactivating empty properties.</p>	<p>homeless persons thanks to the use of unused dwellings, increased public awareness and advocacy work.</p>
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					<ul style="list-style-type: none"> <li>○ An analysis of an empty homes tax</li> <li>○ Increase in the use of Compulsory Purchase Orders on empty homes</li> <li>- Revised planning laws to allow the reuse of long-term empty commercial buildings for housing.</li> </ul>	
Project	Social needs	Input	Activities	Output	Outcomes/Results	Impact
<p><b>20. Neunerimmo, Austria</b> Since 2017</p>	<p>The amount of homeless people in Austria has increased by 26.6% from 2009 to 2017. 70% of the affected people live in Vienna. This are roughly 13,000 people. 60% of</p>	<ul style="list-style-type: none"> <li>- Application of the “Housing First” methodology</li> <li>- Subsidiary of Neunerhaus (NGO)</li> <li>- 9 Employees</li> <li>- Funding through the Erste Bank Social Housing Initiative. They contribute to the building costs, cover the operation costs and help to find partners from the cooperative housing industry</li> <li>- Cooperation with social organisations neunerhaus and Volkshilfe Wien</li> <li>- Social work costs are covered by public funding in cooperation with the Fonds</li> </ul>	<p><b>Lever = housing &amp; cross-sector cooperation</b></p> <ul style="list-style-type: none"> <li>- Provides affordable flats for homeless people through mediation between real estate companies and end users. They mainly function as a bridge for communication, coordination and knowledge transfer between housing industry, investors and social organisations.</li> </ul>	<ul style="list-style-type: none"> <li>- In July 2019 four building companies from the real estate market were brought onboard and the first six flats were successfully delivered by October.</li> <li>- Brokered more than 290 apartments</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainable Approach to Affordable Housing</li> <li>- Create collaboration between different relevant parties to create housing for homeless persons</li> <li>- Improve the quality of life of the homeless persons</li> </ul>	<p>Through the cross-sectoral approach, the social impact of this project was the improvement of the quality of life of the homeless persons in the project via long-term</p>

	Vienna's tenants live in social housing. Policies of social housing programmes in Vienna are disadvantageous for the most vulnerable. →Ethos 1, 2, 3, 4, 5 &6	Soziales Wien (Vienna Social Fund). - Donations	<ul style="list-style-type: none"> <li>o Goal is to acquire 200 flats by 2021 and make them permanently accessible for people in need</li> <li>- Provides mediation and communication between the housing industry and property owners, the bank and social work services</li> <li>- Ensuring the separation of housing, social support and health care provision</li> <li>- Ensure housing stability by designing and implementing a standardised process that allows intervention long before eviction through a monitoring process</li> </ul>		<ul style="list-style-type: none"> <li>- Provide long-term housing</li> <li>- Provide support to former homeless persons</li> </ul>	housing and the provision of support to former homeless persons that participated in the programme.
Project	Social needs	Input	Activities	Output	Outcomes/Results	Impact
<b>21. The Majella Initiative</b> , The Netherlands Since 2016	Many homeless persons have experienced other people not wanting to interact with them. Research	<ul style="list-style-type: none"> <li>- Launched by two Dutch NGOs: Tussenvoorziening (support to homeless persons) and Portaal (social housing corporation)</li> <li>- Tussenvoorziening is in charge of selecting homeless persons to participate in the project</li> <li>- Portaal is in charge of selecting regular tenants to participate in the project</li> </ul>	<b>Lever = housing &amp; community</b>  Mixed community living with formerly homeless persons and regular tenants The former homeless persons can stay for at least 3 years and receive support during and after	<ul style="list-style-type: none"> <li>- 64 dwellings, each with 2 to 5 bedrooms</li> <li>- 35 individual assistance programmes in total</li> </ul>	<ul style="list-style-type: none"> <li>- Improved quality of life for both types of tenants</li> </ul>	The social impact created by the programme is an increased social integration and community feeling for both



	has shown that 50% of people in homeless shelters have a weak social network of 0 to 1 people. The lack of a social network is an important obstacle for leaving homelessness. ➔Ethos 1, 2, 3, 4, 5 & 6	<ul style="list-style-type: none"> <li>- Collaboration with Buurteams (neighbourhood teams) they support the homeless persons after their stay in the programme</li> <li>- Winning of the I-OPENER Innovation prize issued by the by the umbrella organisation of housing corporations in the Netherlands</li> <li>- Assistance costs 12,000€ on average per year per programme. However, in year 1 it costs 18,000€ and decreases by one third. The Tussenvoorziening bears the risk of extra costs.</li> </ul>	<p>their stay. After the 3 years, the rent contract is transferred in their own name and they become self-reliant</p> <p>The number of formerly homeless tenants is equal to the number of regular tenants</p> <p>The regular tenants also provide support to the former homeless tenants and have to be active in the community life</p> <p>Both types of tenants pay social rent amount</p>			types of tenants and a housing solution for the former homeless tenants.
Project	Social needs	Input	Activities	Output	Outcomes/Results	Impact
22. W13, Belgium Since 2015	Belgium currently has no integrated national strategy to reduce homelessness. Sometimes, organisations	<ul style="list-style-type: none"> <li>- Application of a cross-sectoral approach to eviction prevention and the temporary housing provision for homeless people with high support needs</li> <li>- Team of 61 employees</li> <li>- A Regional Action Plan, based on European recommendations, is the foundation of the cooperation</li> <li>- A multidisciplinary team with persons from different sectors</li> </ul>	<p><b>Lever = housing &amp; cross-sectoral cooperation</b></p> <ul style="list-style-type: none"> <li>- Facilitate cooperation between organisations and channel a regional vision of shared support for homeless people and lobbies for a cohesive policy between all partners along the homelessness services chain</li> </ul>	<ul style="list-style-type: none"> <li>- The RHC has supported 708 households to find housing</li> <li>- Kracht Wonen supported 44 homeless persons with complex needs. (32 of them received a home in Kracht Wonen and 4 moved to a</li> </ul>	<ul style="list-style-type: none"> <li>- Regional cooperation in West-Flanders to prevent eviction and to find structural solutions to the problem → improved cooperation between local actors</li> </ul>	The social impact of the project is an improved regional cooperation between local actors in West-Flanders to

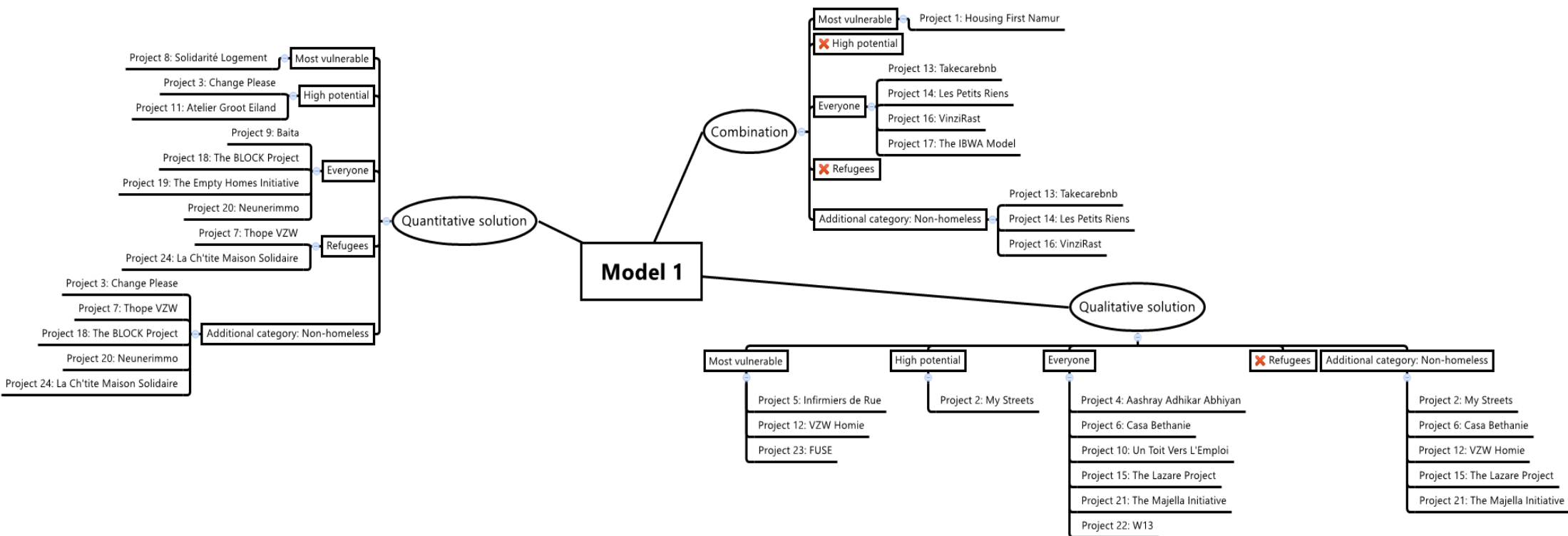
	<p>working to support homeless people cannot find solutions on their own, and sometimes different organisations have differing views on how to best support people in vulnerable situations.</p> <p>➔Ethos 1, 2, 3, 4, 5 &amp; 6</p>	<ul style="list-style-type: none"> <li>- The key elements for this regional partnership are the engagement, commitment and solidarity of local politicians and local public centres</li> <li>- The coordination initiative is financed by the province of West Flanders</li> <li>- The 14 Public Centres of Social Welfare provide homes available for long-term homeless people</li> <li>- The Regional Centre of Welfare funds the project through professional support (the equivalent of 2.5 full-time posts). They also received financial support from the Flemish government to form a multidisciplinary team</li> </ul>	<ul style="list-style-type: none"> <li>o Eviction prevention (through regional contact points)</li> <li>o A Regional Housing Club (RHC)</li> <li>o A regional cross-sectoral partnership with social housing Kracht.women to accelerate access and tackle long-term homelessness</li> <li>- The RHC helps to find affordable housing on the private or social housing market thanks to 11 low-threshold points of contact in the region who are informed, advised and coached in finding a home, but also knowledgeable on the rights-based approach to housing</li> </ul>	<p>permanent home with continued support)</p>	<ul style="list-style-type: none"> <li>- Easier access to housing for vulnerable people and homeless people</li> <li>- Improved quality of life for homeless people</li> <li>- Decreased evictions</li> </ul>	<p>prevent eviction and to find structural solutions to the problem which leads to easier access to housing for vulnerable people and homeless people, decreased evictions and an improved quality of life for homeless people.</p>
Project	Social needs	Input	Activities	Output	Outcomes/Results	Impact
<p><b>23. FUSE (=Frequent Users of Systems Engagement) by CSH</b></p>	<p>Billions of dollars go to waste because of a lack of coordination in service responses</p>	<ul style="list-style-type: none"> <li>- Collaboration with local stakeholders including elected officials as well as the neighbours and former homeless persons</li> <li>- A team of 124 employees</li> <li>- Funding comes from the federal government, states, communities and philanthropic</li> </ul>	<p><b>Lever = Health &amp; Community &amp; Cross-Sectoral Collaboration</b></p> <p>Helps communities develop supportive housing for the highest utilisers of crisis systems, and to use data to target the</p>	<ul style="list-style-type: none"> <li>- Created access to 335,000 homes, including support, for vulnerable people and former homeless people</li> <li>- The FUSE project is active</li> </ul>	<ul style="list-style-type: none"> <li>- Increase access to housing for homeless persons</li> <li>- Increase community involvement in the fight against homelessness</li> </ul>	<p>The social impact created is to connect the most vulnerable and those that are missed by traditional approaches to long-term housing</p>

<p><b>(Corporation for Supportive Housing),</b> United States Since 1991</p>	<p>and service work being carried out in silos. Due to poorly integrated systems, communities often fail to respond effectively to people without housing who frequently cycle between shelters, hospitals, jails, and the streets. →Ethos 1, 2 &amp; 3</p>	<p>organizations in order to create and manage supportive housing - Other innovative financing mechanisms such as Pay for Success or attracting investments from hospitals and other health-system stakeholders are also used by communities to set up a FUSE programme</p>	<p>right resources to people who frequently use crisis services like hospital emergency rooms and justice at great public cost but with poor outcomes Working closely with each community to create long-term, sustainable approaches, supporting communities through CSH financing, advocacy, technical assistance and training Working with communities to overcome opposition to siting and funding new units, and the uncertainties when political leadership and public budget priorities change Helping fragmented human services, health and housing systems break out of silos to leverage limited resources</p>	<p>in more than 30 communities in the U.S.</p>	<p>Increase cross-sector collaboration in the fight against homelessness Increase quality of life for the homeless persons in the programme</p>	<p>solutions via the efforts of the FUSE project. Use of supportive housing as an approach for change that breaks down silos, creates smarter and better-integrated systems and builds more resilient communities.</p>
Project	Social needs	Input	Activities	Output	Outcomes/Results	Impact
<p><b>24. La Ch'tite Maison Solidaire,</b> France</p>	<p>In France, 4 million people face housing difficulties.</p>	<p>Use of extra space in their own homes and rent that out via AirBnB A network of 30 houses and volunteers (those who do not have extra bedrooms to rent have</p>	<p><b>Lever = housing</b> French people host tourists on AirBnB in the extra living space in their homes and use that income to</p>	<p>- In 2 years, they collected and used 50,000€ - That money was used to provide housing to a</p>	<p>Improve living conditions in the migrant camp near Lille Improve living conditions for</p>	<p>The social impact was the creation of long-term living spaces for</p>

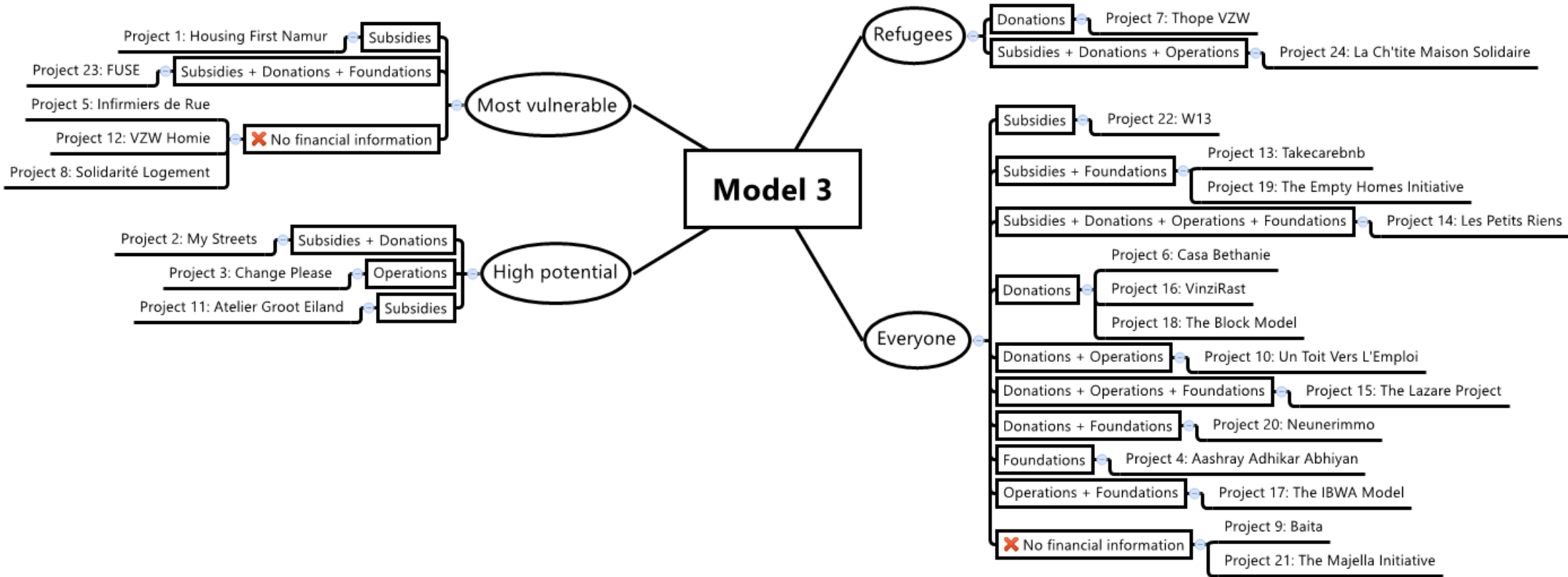
<p>Since 2017</p>	<p>Many people are sleeping rough or are in inadequate housing especially in Lille migrant camps. Yet many French people live with extra living space (the average available extra living space per person is 45 m2).</p>	<p>participated by providing services such as concierge or coaching)  Support of the city of Lille and the MEL  Donations  Won multiple prizes such as the HackASens, Finance Alternative, Trophée des Talents Club V.I.E., MEL Makers, Ashoka and Stop à l'Exclusion Energétique</p>	<p>financially support adequate housing for refugees from the migrant camps in Lille. The organisation takes care of everything linked to the renting out of the unused spaces for the owners (cleaning, planning etc.).  Development of a vacant lot with the aim of turning it into a socially mixed neighbourhood, but also the creation of shared gardens cultivated by the inhabitants  Integration jobs offered to people in precarious situations will soon be created</p>	<p>homeless woman for 7 months and to a 5 member family for 2 years, for the construction costs of a solar-powered shower and outhouse in a migrant camp and the rest was given in donation to charities</p>	<p>the people housed via the programme  Put unused space to use  7 bookings (at an average of €60/night) can accommodate 1 homeless person for 1 month</p>	<p>homeless migrants and the improvement of the living conditions in the camps, through the putting to use of unused spaces.</p>
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### 9.3 Appendix III: Overview of remaining models

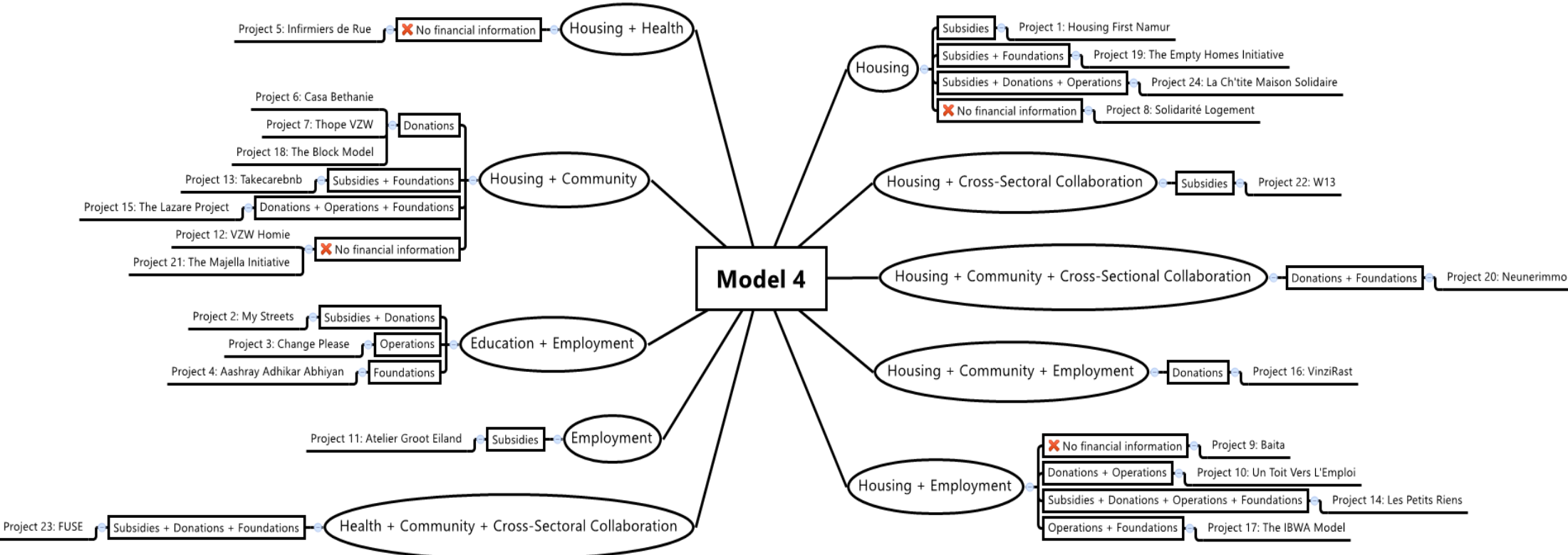
#### Model 1: Is there a link between the project's solution and their target group?



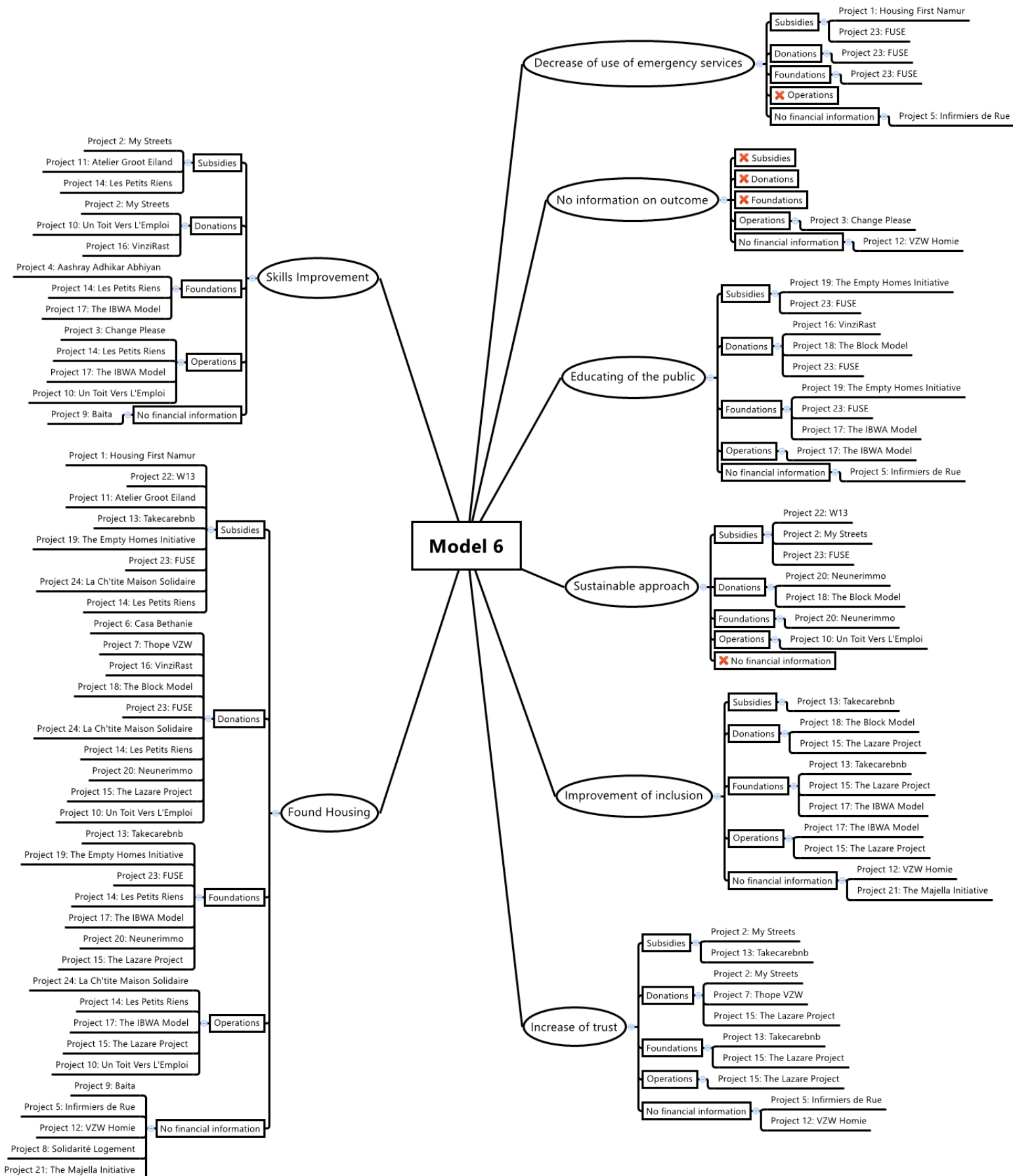
**Model 3: Is there a link between the project's target group and their financing mix?**



**Model 4: Is there a link between the project's lever of change and their financing mix?**

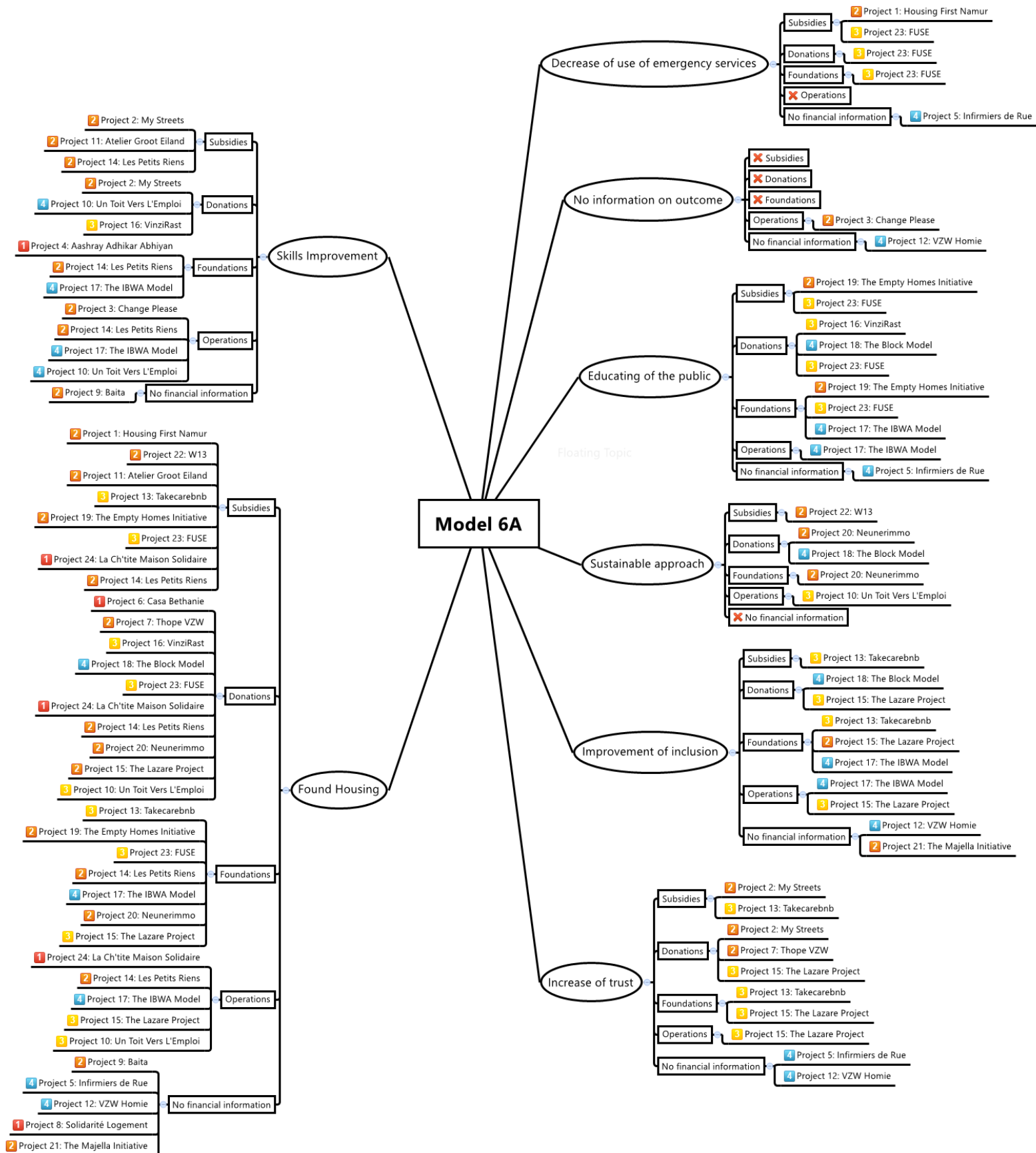


# Model 6: Is there a link between the project's promised outcome and their financing mix?

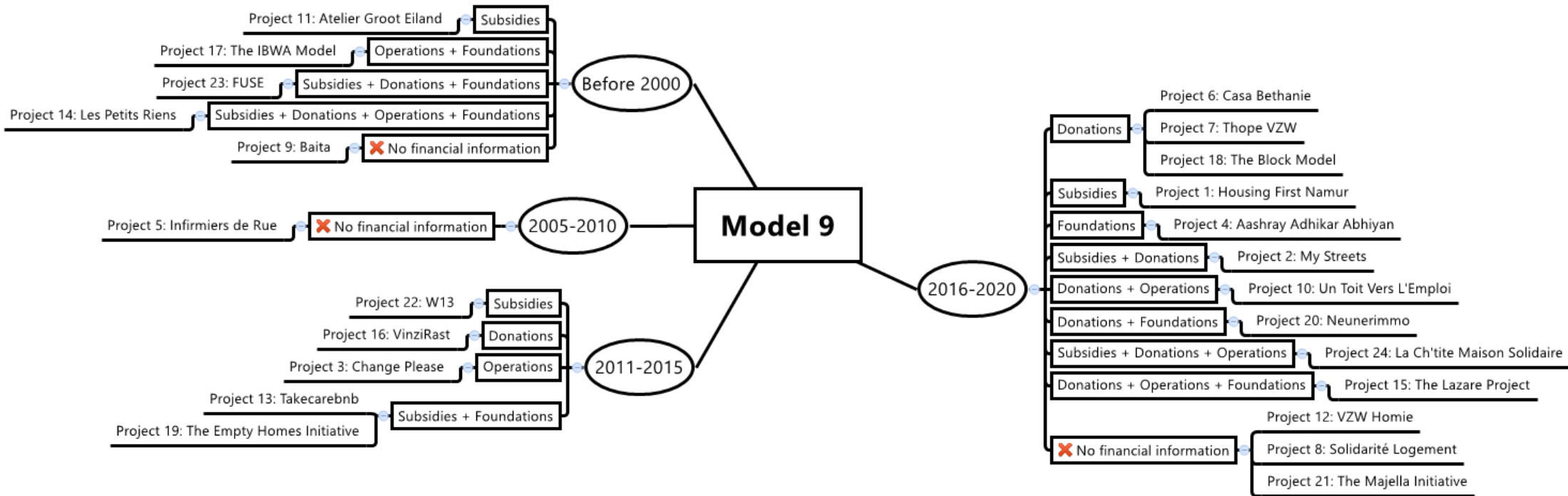




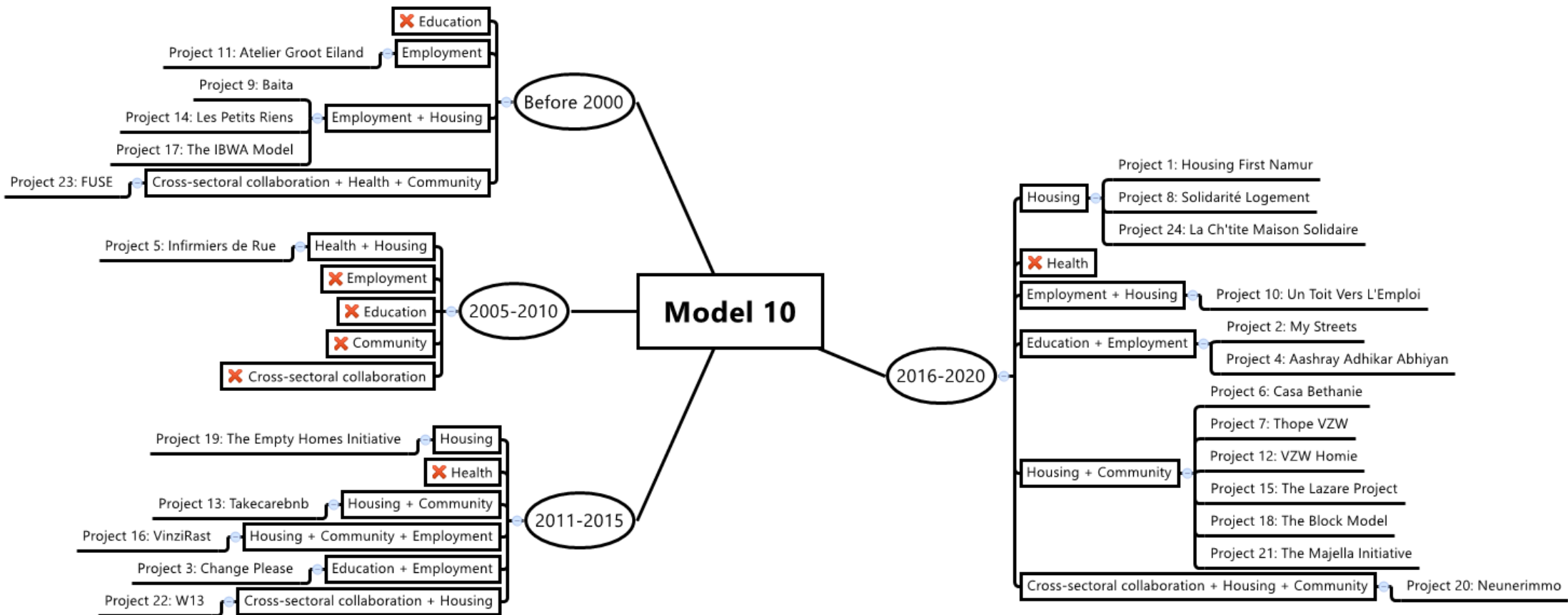
# Model 6A: Is there a link between the project's promised outcome and their financing mix? + extra indicators in the form of digits



**Model 9: Is there a link between the project's age and their financing mix?**



**Model 10: Is there a link between the project's age and the lever of change they applied?**



## **10 EXECUTIVE SUMMARY**

This dissertation explored how social innovation can be modelled in projects and organisations that are active in the fight against homelessness, by bringing forward patterns and links between twenty-four studied social innovation projects. To start, a practical review of the field of homelessness was made with the goal of understanding the selected projects and how they are innovative. In this study, the innovativeness of each project was based on how different their solution was from classic aid-models, because the literature and statistics show that they do not suffice. The review on homelessness revised how the many different types of homelessness can be identified, the pathways into and out of homelessness, statistics on homelessness from OECD and other key countries, and what the government (the standard actor in this field) puts in place to fight homelessness. Next to that, a review of the topic of social innovation in general and in the context of homelessness and of the topic of social performance measurement was made because these tools are later used in the empirical part of this dissertation.

The selected projects were identified through online search engines, online platforms that regroup Belgian non-profits and the “Housing Solutions Platform” and selected based on their innovativeness and diversity. Consequently, they were examined through the optic of the change theory model, which is indeed a tool applied in social performance analysis, that focusses on the social need the project replies to, on the resources it has, the activities it does, their output, their results and the social impact it creates. This specific tool was used in order to find similarities, differences and other patterns about these elements. Later, comparisons within segments of that model and new models linking elements of the projects that were brought forward by the tool were constructed.

This analysis resulted in a number of conclusions based on the observations that were made in the models. First, partnerships seem vital, with complementary partners, social partners and government partnerships that are the most common. The type of partnerships varies when the size of the projects varies. The target group has a large influence on the project, for example on the lever of change they apply and on the duration of their programmes. The type of innovation, however, is not influenced by the target group. The more specific a project seemed to be (such as applying only one specific lever of change or targeting only one specific group), the more access they seemed to have to public funding. The opposite is true for broader projects who seemed to rely more often on private funding. To continue, not communicating on the project’s outcomes seemed to penalise the project’s access to public funding as well and the number of

outcomes did not appear to be linked to the amount of financing sources. Finally, older projects in the study were more prone to subsidies than younger ones.

These observations and conclusions were used to make recommendations to three actors in the field, namely researchers, entrepreneurs and governments. For researchers, the recommendations focused on potential interesting research questions. For entrepreneurs, on the other hand, the recommendations focused on best practises. Finally, for the government the recommendations focused on bringing forward observations about their actions and encouraging them to adapt their policies where necessary.