

EVPA CoLab AWARD

INVEST.COLLABORATE.TRANSFORM.

A UNIQUE SUPPORT PROGRAMME FOR HIGH SOCIAL IMPACT ORGANISATIONS AND PROJECTS

Submitted by Association Fonds I, France

Led by major players in social investment, the Fonds i brings together complementary expertise to strengthen and accelerate the impact of social utility organisations and projects that evolve within a frugal economic model.

Thanks to a partnership-based approach and financing solutions, the Fonds i provides those project leaders with access to specialized skills, otherwise hardly accessible to the French non-profit sector.

BACKGROUND

A. Which **type of organisation** are you (tick all that apply)?

- An Intermediary: an advisory, capacity building organisation or research organisation supporting capital providers, impact delivery organisations and other stakeholders and/or enhancing knowledge in the impact economy.

B. Please briefly summarise your **mission**

The Fonds i operates within the legal framework of a French association law of 1901, which allows eligible structures to finance the programme through a repayable advance. The reimbursement is conditional on the achievement of a set of objectives which implies that risks are shared between the different stakeholders.

The Fonds i has the mission to :

- Support high social impact projects throughout their deployment and the evolution of their economic model, most particularly when they are complex
- Offer tailor-made solutions with high added value by easing the meeting between project leaders, funders, and consulting firms
- Promote cooperation between stakeholders acting for a collective transformation

- C. Which of the **use cases** does your practice(s) apply to? Please tick all that apply!
- Social innovation in public services / with public authorities
 - Open social innovations
 - Building impact (investing) ecosystems
 - Public – private (blended) financing vehicles and mechanism
- D. Which **system practice field(s)** does your practice apply to? Please select the most relevant (max three).
- Collaboration
- E. Please give us a brief background 1) what motivated you to act and who initiated the practice(s), inside or outside your organisation, and (if applicable) 2) describe the event that triggered your engagement.

In 2016, six founders (Banque des Territoires, AG2R LA MONDIALE, Fondation Daniel et Nina Carasso, Fondation Caritas, Ministère de l'Education Nationale and Le RAMEAU) joiningly developed a new programme offering support to high social utility projects in the phase of deployment.

Together, they created an innovative offer that combines the skills and resources of both the support staff and investors. The goal was to join forces in order to better match complementary needs.

The finalised project results from the capitalisation of the work and experience of every investor involved.

After 9 months of design, 3 years of prototyping, and 18 months of modelling, the Fonds i is now fully launched and operates through a consortium that brings together the expertise of ADASI, Avise, and INCO.

THE PRACTICE(S)

- F. Briefly **analyse the situation before you introduced the practice**. What contributed to maintaining the status quo and producing (undesirable) results, e.g. resources (or lack of resources), rules (informal and formal), roles (relevant actors from the public, private and social sector, their legitimacy or effectiveness) and/or the kind and quality of relationships (informal and formal cooperation, power dynamics, information flows).¹
- G. Please describe the **actual results** you sought to achieve with your practice, **the parameters you sought to influence most**; roles, relationships, rules, and resources and how?
- H. Please describe the **intended results** you sought to achieve with your practice and **the parameters you sought to influence most** – if considerably different from the actual results described above.
- I. Please specifically explain the **role other actors and collaboration played** in this practice (if not the main practice itself) and insert a figure that illustrates the main stakeholders and partnerships that play a role in the practice you are presenting here.

Observations :

- Planning a deployment strategy and determine the need for support is a complex exercise for social utility organisations.

¹ See more details on using the 5R framework (Results, Ressources, Rules, Roles, Relationships) for systems analysis for example here Ashoka [Online Guide on System Change, part 3](#) ¹ based on USAID's Programm Cycle.

- It takes a consortium for the support staff to effectively address project leaders' need for specialised expertise.
- Securing their support for such projects is not easy for funders / investors.

Feedback from the past ten years has shown that these stakeholders would all benefit from a joint collaboration.

Three major challenges to be met :

- Invent a form of replicable but customisable process to support projects
- Gather experts who are not used to working together
- Incentivize everyone to be commit and build together

Investors, the support staff, and project leaders must all get involved. The programme incentivizes the latter to truly drive the success of their own coaching, rather than being passive "beneficiaries."

Stages of construction :

- Bring together complementary actors who have a shared desire to build together
- Establish trust
- Carry out "proofs of concept »
- Launch the support programme

The preparatory work has allowed the association to be fully operational from 2021.

The practice of collaboration:

Structures from the social and solidarity economy apply to the Fonds i with a defined need for support. If the Fond i confirms the eligibility of the structure, a support programme as well as a set of success indicators are jointly developed by the Fond i, the structure, the advisory staff, and the investors. The structures finance the programme implementation through a repayable advance, whose terms are conditioned by the meeting of success indicators.

All the stakeholders bring valuable skills to the Fonds i association. On the one hand, the founders structure and steer the projects while also getting involved in their development. On the other hand, the operator and the support staff participate by providing paid expertise.

The roles were fine-tuned during the project construction phase and formalized on April 1, 2021. The initiators' roles are set out in the association's statutes and the operators' roles in a partnership agreement.

The clear definition of stakeholders' role is essential to the programme for it ensures its smooth and efficient deployment.

The results:

By mid-2021, 10 structures have already been or are currently being supported, 6 experts from the councils have participated to the programme, and 1 sponsor finances a part of the programme he wishes to support.

Wimoov was one of the programme's beneficiary in 2020.

Accompagnement de Wimooov



Support Programme

Strategic Assessment

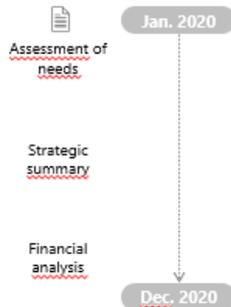
- Produced by ADASI with the support of investors

Strategic Summary

- Strategic analysis and assessment of future prospects produced by ADASI

Alliance Strategy

- Positioning study and partnerships strategy produced by Eurogroup Consulting



Progress Assessment

- The strategic review assessed the progress made by the association over the last seven years (positioning, ambition and deployment strategy, socio-economic model, structuring and social utility). It concluded that Wimooov's should focus on building stronger ties with the operator, social innovators, and expert.
- Eurogroup mapped out an exhaustive review of Wimooov's current and prospective stakeholders. Assessing each stakeholder's needs and strategic ambitions allowed to determine a set priority actors to partner with and a plan of action to achieve those goals.

Wimooov's point of view

Florence Gilbert
Managing Director of Wimooov.

“
The diagnostic and assessment work was essential. It has allowed us to:

- Assess what had been done until now, to shape a better vision of our future
- Work alongside the whole management team
- Benefit from the outside perspective of quality interlocutors

This process has raised several questions, without necessarily trying to answer them all. But we were then able to design a strategy to progressively solve those issues.
The Fond I continuously helped us throughout this process. Together, we sought to develop a singular type of partnership, one with a truly innovative dynamic that goes beyond the usual support.
The approach promoted by the Fond I adds a strong value added:

- For the project leader, who can identify areas of improvement and move forward in the right direction
- For the investors, who participate in this programme through their commitment to the Fonds i

I have truly perceived their approach as 360-degree partnership that incentivizes us to move altogether towards a common goal.
”

Wimooov's met its 2021 success indicators by obtaining significant results :

- A contract with Pôle Emploi in 35 French regions to implement the mobility assessment
- A government contract delegating the operation of some public transport services to Wimooov
- Acknowledgment of the 'mobility barometer' as a tool for detecting precarious mobility
- A high impact contract promising new financial solutions

YOUR INSIGHTS/ADVICE TO PEERS

J. What went well and why? What were the challenges you faced and how did you overcome them? What would you do differently today and why?

K. Which three pieces of advice would you give to your peers?

- A structuring of the project initiated by a first circle of investors with the support of a first operator, the Avise, to build up confidence on the basis of concrete achievements
- A step-by-step construction process with an incremental involvement of stakeholders (coaches, funders, supported structures, prescribers, etc.) within the different circles
- Reexamining the concept of repayable advances to better address the structures' financial tensions
- No communication before the first results are effective

FURTHER RESOURCES

<https://www.banquedesterritoires.fr/le-fonds-i>

CONTACTS

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