

# **The Value(s) of Civil Leaders**

*A Study into the Influence of Governance Context on Public Value  
Orientation*

## **Appendix 1**

**Overview of Civil Leaders and their Societal Cases (30 cases)**

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## Appendix 1

### Overview of Civil Leaders and their Societal Cases (30 cases)

In this appendix the 30 civil leaders cases that were researched are described, representing 30 cases of added public value and innovative solutions for societal problems, including their leadership role. This population of civil leaders is presented in the next table, table 1.1.

**Table 1.1 The 30 Civil Leaders and their Societal Cases**

Nr	Name	Organization (and Sector)	Societal Case
1	Jeroen Ankersmit	ROC Amsterdam College Hotel (education)	Innovating vocational education by running a hotel
2	Paul Baan	Noaber Foundation (philanthropy)	Pioneering venture philanthropy
3	Jos van Balveren	De Twern (welfare)	Developing methodical (evidence-based) welfare services
4	Hans Becker	Humanitas (elderly care)	Creating elderly care 'Homes for Happiness'
5	Leon Bobbe	Dudok Wonen (social housing)	Empowerment of tenants through (soft) purchase constructions
6	Piet Boekhoud (& Els Lubbers)	Albeda College (education)	Developing streetwise vocational education
7	Ruurd de Boer	ADO Den Haag (soccer)	Creating a socially responsible soccer club
8	Marco Bunge	Hospice Hilversum (palliative care)	Pioneering hospice care
9	Fons Catau	De Woonplaats (social housing)	Emancipating tenants through the housing market
10	Riet van Denderen	G.O.U.D. (care for addicts)	Giving drug addicts a public voice
11	Yolanda Eijgenstein	Iederwijs (education)	Innovating primary education based on a new educational philosophy
12	Jan van de Graaf	Trix (sheltered employment)	Teaching workmanship and work discipline to give youths a new future
13	Herman Hazewinkel	Volker Wessels (construction industry)	Industry leader publicly endorsing corporate responsibility
14	Jan Hoefsloot	DOCK (welfare)	Developing entrepreneurial welfare services
15	Esther Hofstede	Samen voor Zeist (business in community)	Pioneering an exchange in voluntary work Together for Zeist
16	Cees Hovenkamp†	Philadelphia (care for the disabled)	Pioneering small-scale care for the mentally disabled

17	Foeke de Jong	Skewiel Trynwalden (elderly care)	Developing and introducing elderly care provided at home, in and by the community
18	Wim van der Meeren	Elizabeth Ziekenhuis (hospital)	Creating the kindest hospital
19	Hans Nieuwerkerke	Hoenderloo Group (youth care)	Introducing Glen Mills method (strict regime to teach discipline to problematic youths)
20	Camille Oostwegel	Oostwegel Hotels (hotel)	Renovating, maintaining and revitalizing dilapidated monuments
21	Jan Post	Kamer van Koophandel Amsterdam (chamber of commerce)	Locally promoting corporate socially responsible activities
22	Tom Rodrigues	Ordina/Samenleving& Bedrijf (ICT and Promoting corporate social responsibility)	Promoting and creating awareness of socially responsible business
23	Louise Schaapveld	Vensterscholen (education)	Building and organizing primary schools with community functions
24	Arie Schagen (& Esseline Schieven)	Buurt Ontwikkelings Maatschappij Regentesse Valkenbosch (community development)	Community development in the broadest sense, proactive, including services and campaigns
25	Clara and Sjaak Sies	Voedselbanken Nederland (foodbanks)	Pioneering and organizing food banks
26	Mohammed Sini	Islam en Burger (integration platform)	Bridging the gap between Islam and Dutch society
27	Reverend Hans Visser	St. Paul's Church Rotterdam (church; refuge and care for addicts)	Using his church as a refuge and shelter for the weaker in society.
28	Mei Li Vos	Alternatieve Vakbond (labour representation)	Initiating, organizing and promoting an Alternative Trade Union to represent the interests of flexible workers and young people
29	Bas Westdijk	Well Water (food)	Pioneering corporate socially responsible business model by selling bottled water and using the profits to build wells in the third world
30	Sister Giuseppa Witlox	St. Augustine Order (nuns; care for the homeless)	Pioneering and organizing street advertising by and for homeless people

The format of this description is standardized and contains the name of the civil leader, the short description or title of the societal case that was at the heart of their civil leadership, an impression of their personality and personal style that helped to succeed and a summary of the case itself.

The data presented here come from the current research, especially the interviews and public available background information. Of some biographical literature or studies, that were encountered and used in this research and overview, references are given to lead to further information about the person and/or the societal case.

In this overview information is added, where publicly available and relevant, about events since the interview, under the heading: '*later*', in order to give the interviews a somewhat more longitudinal character and give some idea of how leadership and public value develop over time. The cutoff point for use of these additional public data was late 2009/early 2010. This also applies for the data and numbers that are given about the case and organizations where these civil leaders worked.

**Civil Leader**    **Jeroen Ankersmit**

**The Case**        **Created an innovation in vocational teaching by combining preaching and practicing in one professional 'work floor' (The College Hotel)**

### **Leadership Role**

Director of Innovation, pioneer of the College Hotel, part of ROC Amsterdam, a regional vocational training center, a 4-star hotel located in a distinctive monumental building in downtown Amsterdam. Students work in the hotel under qualified management. The hotel is run on a commercial basis while providing traineeships for students. It started as an integral part of the school, but was sold in 2008 to a commercial hotel business at the Ministry's request to reduce its risk exposure. It still has the same educational goals.

### **Personality**

Jeroen Ankersmit is a creative business-like director of regional training center ROC Amsterdam. After a career as a consultant, Ankersmit wanted to put his experience and knowledge to good use. He felt it was his duty to turn it around. He saw the apathy of students in the existing school system, and wondered why kids could focus on computer games for hours on end, but not even five minutes on the teacher in front of the classroom. He felt there had to be better, more effective ways to teach students a profession. He figured there should be more real life experience in the curriculum. That's why he started the hotel project: he actually bought a hotel and ran it successfully on the highest level in the hotel business, giving students the opportunity to gain professional experience. By changing the whole concept of what schools should look like, he managed to motivate both the students and the teachers, who were initially highly skeptical. Since then, this concept has been introduced in several other disciplines, like a fashion academy and a beauty shop. What stands out, are his entrepreneurial skills that allow him to implement new ideas and make them work. Without his keen business sense and his non-teaching background he would never have succeeded in changing the ROC.

*Later*, he set up a similar ROC venture at Schiphol Airport, Schiphol College, a technical college, in collaboration with various corporate partners at the airport. Ankersmit is director of this partnership.

### **Case Summary**

A real innovation in education for young people who increasingly want to be challenged and taken seriously in their pursuit of skills and a career as skilled workers. In the College Hotel they learn real skills in real circumstances and with real feedback. It's tough and challenging at the same time, which is what many students look for in modern education. Starting a commercial enterprise with all the risk involved also was highly innovative for big conservative, risk-averse educational organizations that deal with the most difficult part of the student population in the Netherlands.<sup>1</sup> There was, Ankersmit told us, considerable resistance against this idea among teachers. They first suggested the pupils wouldn't be interested: too lazy, too self-absorbed, too focused on holidays, and lacking in discipline. A survey among students, which showed they were positive and supportive of the concept, disproved that. Ultimately, the teachers admitted reluctantly they were afraid of two things: losing holidays and not being able to cope with the pressure of a business themselves. Were they still up to the job themselves? This was solved by allowing teachers to choose if they wanted to work in the College Hotel or not.

**Civil Leader**    **Paul Baan**

**The Case**            **Pioneered and lead his own Social Venture (Noaber Foundation):  
Private inspirational investment aimed at social goals and returns**

### **Leadership Role**

Paul Baan is chairman of the Noaber Foundation, his social venturing initiative: entrepreneurship with his own private money working on societal problems and impact, concentrating mainly on technology-related solutions.

### **Personality**

Paul Baan is a very successful businessman who made his fortune by selling his shares in Baan Company, an ICT firm, when it briefly went public. With this capital he started the Noaber Foundation, which amongst other affairs, funds startup businesses that

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<sup>1</sup> The ROCs were formed following government policy of the 1980s and 90s in pursuit of financial efficiency. Annually more than 500,000 students, approx. half of all the students after secondary education, enroll in ROCs, which offer vocational training and education for the lower levels of the labor market. On average there are 7,200 students per ROC, but some of them are much bigger. These institutions are faced with serious challenges, dealing with the most difficult students hampered by a range of societal problems; see also the cases of Piet Boekhoud and, to some extent, Jan van de Graaf.

pursue mainly social causes. Paul Baan is a religious man, trying his best to make the world a better place and willing to invest not only his money, but also his time and energy. He is guided by very strict principles and rules in this, based on his religious and business values, and also in how he invests his money and involves his children in the foundation. Many of his views and beliefs are founded in what he witnessed as the good side of the American culture of religiously inspired philanthropy.

### **Case Summary**

The diverse projects and the pioneering work of the Noaber Foundation together form the case. The projects range from investing in new ICT-related technologies in the well-established but strongly government controlled and regulated Dutch health care sector to special technology related projects in the developing world aimed at delivering services and care to remote or poor or disabled people. As is often the case in social venturing, he manages these projects very tightly, based on thorough business cases, targets in terms of added public value, financial engineering and by selecting high quality management (which he partly does himself).

**Civil Leader**    **Jos van Balveren**

**The Case**            **Made professional social work more accountable and client oriented through evidence-based programs (De Twern, a welfare organization)<sup>2</sup>**

### **Leadership Role**

CEO of De Twern, a welfare organization operating in and around the city of Tilburg, which he set on a course of describing, evaluating, researching and implementing only methods that are evidence-based or aspire to be.

### **Personality**

Jos van Balveren is a true Brabander, from the southern province of Brabant. A gentle man focused on hard facts and results in his work. He was one of the first to introduce evidence-based working methods into the community service field, traditionally dominated by good intentions rather than hard facts. He stands out with his opinions on how to do a good job and what's right for the community. Jos van Balveren has

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<sup>2</sup> 'Twernen' is a Dutch word that originated in the textile industry, which was the main industry in Tilburg up to the 1960s and 70s, and means 'to intertwine' (a root shared between Dutch and English), 'to connect', 'to weave'. In this context it is used in the more figurative sense of 'connecting and bonding to society'.

worked in community service all his life. After working for the CAD (center for alcohol and drug dependency) in Maastricht, he was appointed as head of De Twern. When he started, the organization was on the verge of bankruptcy. He managed to turn the organization around and introduced a new way of thinking and working, which would increase its external support among stakeholders. In the course of his career he spent some years outside this typically community-oriented welfare work. On his return he felt that little had changed and he concluded that the work was too supply-side oriented and had not adapted to the major societal developments.

### **Case Summary**

He managed to change the organization, overcoming a lot of resistance, both internal and external, and build De Twern into one of the leading organizations in the community service business by conducting studies and working together with researchers to develop more evidence-based working methods, which Jos van Balveren has pioneered in this field. His work has been honored with several awards, such as the national award for social entrepreneurship and, on his retirement, the Tilburg city medal for services rendered. His main public result lies in the (indirect) area of (better) control, for stakeholders, and management. His approach gives clients more say in what professionals do, and provides financial partners - mostly local government - tools to evaluate and assess the effort, costs and results of De Twern's work. It has also enabled De Twern to tell clients and local authorities in other cities what to do to improve their professional methods. He ensured buy-in from professionals to do the methodological research to back up the programs.

### **Civil Leader    Hans Becker**

**The Case            Innovated elderly care (Humanitas): 'Homes for Happiness'<sup>3</sup>**

### **Leadership Role**

At the time of the interview, Hans Becker was president of the Humanitas Foundation Rotterdam, a chain of retirement homes with 25 locations, approximately 4,000 clients, 2,000 co-workers including 500 immigrants and more than 800 volunteers.

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<sup>3</sup> See Becker, 2003.



*Later*, after retiring, Mr Becker became a professor of 'Humanization of Health Care' at the University for Humanistic Studies and still works as an ambassador, nationally and abroad, for this humanistic view on care.

### **Personality**

Hans Becker is small in stature, but hard to overlook. A (hyper)active, creative man who talks as fast as he thinks, throwing in many of the oneliners and soundbites he and his philosophy are famous for. He is the embodiment of his views on the delivery of care: a positive, problem-solving, spirited and friendly attitude, always focused simply on the pursuit of happiness. His office showcases the atmosphere he tries to create in the homes he manages by piling up the statutes and nostalgia artifacts that he will, later, place in his homes. He feels that all he has done was to listen to his clients and try and provide what they want through his care and philosophy. He explains: 'The more innovative your views are, the better your story and accountability must be. A host of conservative forces is working against you. You should in fact challenge and encourage others to investigate and scrutinize what you do.'

### **Case Summary**

One of Becker's first innovations was the concept of 'life course adaptive homes' (Dutch: levensloopbestendig wonen), meaning that by building houses that are flexible and adjustable to these needs people from a certain age onwards can continue to live in the same house as they grow old and their care needs increase. Finding at that time around him merely 'islands of misery', as he calls regular retirement homes, he created public value by changing them to 'savoir-vivre' homes. He brought about a cultural shift among his personnel (with his 'Yes! culture': everything is possible and allowed, his 'Use it or lose it' program for the elderly, his 'extended family' approach and especially his focus on happiness instead of 'care and cure'<sup>4</sup>). He is always on the move, going the extra mile with constant innovation, like setting up internet cafés and beauty parlors in the homes, or a chain of special restaurants. He is currently working on 'memory museums' to be introduced in his homes.

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<sup>4</sup> For more on this philosophy, see Becker, 2011

**Civil Leader**    **Leon Bobbe**

**The Case**        **Reoriented social housing (the corporation Dudok Wonen): Housing and home ownership as an empowerment tool**

### **Leadership Role**

CEO of Dudok Wonen, a housing association in the center of the Netherlands in and around the city of Hilversum. Among its assets - hence the name - are the social housing estates that famous architect Dudok designed and built in Hilversum.

### **Personality**

Leon Bobbe is an elegant and confident man, with a highly varied background. He started his career working for Woonbond, a tenants' interest group, which instilled in him the value of representing these often powerless or poor people. He subsequently worked for the municipality of Almere and was briefly a consultant with a consultancy firm specialized in the field of housing and urban and country planning. After being appointed CEO of Dudok Wonen, he changed its corporate philosophy dramatically. He aims to empower Dudok's tenants and help them become homeowners instead of always being tenants. He called this the 'property ladder plan'. He has also written a book about empowerment together with his wife.<sup>5</sup>

### **Case Summary**

Based on this philosophy he has brought in or backed several innovations that seek to combine the risk averseness and suitability for lower incomes of rent with the sense of ownership and autonomy that comes with buying a property.<sup>6</sup> This makes him an innovator and pioneer in his branch of industry. But his main contribution is the fundamental shift in philosophy he advocates and practices within Dudok Wonen. He aims to get the housing association totally focused on empowering people through home ownership. That might cause the role of the housing association to shift from housing and renting to financial services - a housing association without bricks. He gets people onside because he continues the original mission and values of housing associations, while adapting to new circumstances. His approach is a prime example of 'creative destruction'.<sup>7</sup> He feels the established housing associations adapted too

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<sup>5</sup> This book is called 'Empowerment in de Volkshuisvesting. Brandstof voor bewoners. Markering van een nieuw volkshuisvestelijk tijdsgewricht', (translation: Empowerment in Social Housing. Fuel for inhabitants. Marking of a new social housing era), and was published in 2006 by SEV Rotterdam.

<sup>6</sup> See Zijlstra, 2011. Page 241 ff) is hesitant about this kind of initiatives, again proving that establishing public value often is difficult.

<sup>7</sup> A term first coined for one of the benefits and strength of capitalism by Schumpeter (1942).

slowly and kept in-house much of the increased value of their housing stock (which was not due to good management, but solely to tax incentives which pushed up and inflated house prices) for their own organization and its own existence and were too late (in Bobbe's view) in giving this increased value back to their tenants and their neighborhoods. The original emancipatory arrangement thus became paternalistic.

**Civil Leader Piet Boekhoud**

**The Case Changed Vocational Education (The Albeda College) to focus on the weakest pupils and their social problems**

**Leadership Role**

Managing director (or principal) of the Albeda College Regional Training Centre in Rotterdam (in Dutch: ROC Albeda College). The College has 2,400 employees and 25,000 students at 61 locations in the region, especially in the south of Rotterdam. He is politically active in the Christian Democratic Party and was in charge of the emotionally charged formation of a new governing coalition on Rotterdam city council after the political party Leefbaar Rotterdam,<sup>8</sup> an offshoot of the party of Pim Fortuyn who was murdered in 2001, lost the elections in 2006 to the PvdA, which caused a political storm.

I also interviewed his policy assistant **Els Lubbers** to complete my information on his initiatives.

*Later* he retired and went on to advise on several thorny issues in the youth labor market in Rotterdam and to convey strongly his message of a better fit between education, welfare and work for 'youths'. Around the time of his retirement, rumors emerged of financial problems in the Albeda College organization, as well as controversy about his considerable personal pension package, which was to compensate him for his pension shortfall. The first issue was certainly a serious problem: it started when he was still in charge and followed him into retirement. Solving it required savage cutbacks and additional financial injections from the government. The pension issue soon died down.

**Personality**

Boekhoud is an inspirational 'headmaster', a typical and authentic 'Rotterdammer' who will turn his hand to anything, and an uncomplicated god-fearing man who talks

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<sup>8</sup> This program and the history and influence of this local political party are explained in the portrait of Hans Visser and in the public debate on public value analysis of his case in appendix 3.

straight and gets things done. Highly respected by his peers, rough and rugged, his Rotterdam accent unmistakable.

### **Case Summary**

Piet Boekhoud's case centers on the Albeda College. The children who attend this school (mostly secondary vocational education) are among the poorest and most problematic youngsters in the country. For many, school is the only safe haven in their life. Some sleep rough, are addicted to drugs or are victims of abuse. Piet Boekhoud has been the driving force behind numerous initiatives, like the Rebound Centre, which tried to educate and re-socialize teenagers with a criminal record or mental problems. Another example of public value is 'Rooms with Chances', an initiative to provide youngsters who can't manage by themselves a roof over their head, education and job prospects. His willingness to go the extra mile for his students is illustrated by the fact that, if teenagers skip classes Boekhoud brings the classes to their favorite hangout, like a shopping mall, of course with a fitting work and education program.

### **Civil Leader    Ruurd de Boer**

**The Case            Rebuilt trust in ADO Den Haag (the pro soccer club of The Hague) through sport, social programs and discipline**

### **Leadership Role**

Ruurd de Boer is chairman of the supervisory board of ADO Den Haag, a professional soccer club that plays in the Premier League of the Netherlands. The Hague is the third largest city of the Netherlands. Earlier, Ruurd de Boer was chairman of the national Dutch Tennis Federation.

### **Personality**

Ruurd de Boer looks like an older gentleman, calm and thoughtful, but he speaks passionately, persuasively and inspiringly about the undervalued role of sports in society and in The Hague in particular. I interviewed him in a port cabin on the building site of the new stadium for ADO Den Haag, just outside the city, from where he supervised the project's operations. After the interview he put his hard hat back on and went outside to talk to the builders.

*Later*, after his contract ended, ADO went through yet more difficult times, including more financial problems, which had already come up during his time in charge, and

relegation to the second division just when the club moved into the new stadium. Miraculously the club recovered and is now stable; the new stadium functions well and there are new private financial backers. The club has even become an example of good citizenship, with its tough action on hooligans on the one hand and social programs on the other.

### **Case Summary**

Ruurd de Boer took on the job of chairman of the supervisory board of ADO Den Haag at a very difficult time in the history of the club. ADO became infamous for its hooligan violence, insulting choruses from the terraces (which caused matches to be abandoned) and financial problems. It had lost public support and was on its last legs. It was a new challenge for De Boer, who had been in charge of the tennis federation, and came at a time when he was considering retirement. He certainly knew how critical and often negative the world of football he was voluntarily getting himself into would be. In his words: 'Leadership in soccer is not for the fainthearted.' 'You must constantly build up your reputation, but also be willing to put it on the line in a good cause.' As a socially committed citizen and in his new role, Ruurd aims to create public value by investing in kids, providing safety for the supporters, using soccer to improve social cohesion, drawing businesses to the new stadium and countering hooliganism with sophisticated crowd control. A grandfather himself, Ruurd has set himself the personal goal of achieving that every ordinary fan can safely and proudly take their grandchildren to see a home match of 'their' ADO Den Haag.

### **Civil Leader    Marco Bunge**

**The Case            Pioneered Hilversum Hospice, a non-medical hospice for terminally ill patients**

### **Leadership Role**

Founder, fundraiser and first chairman of the Hilversum Hospice, a non-medical, homely place run by volunteers (although with a medical staff), where terminally ill people can spend their last remaining days surrounded by family and friends, in tranquility and with dignity.

### **Personality**

Marco Bunge is a gentle and almost shy man. Originally a publisher, he sold his publishing business some years ago to move on to a new period in his life. He started the Hilversum Hospice, a palliative care home providing care for the terminally ill in

the last phase of their lives. As a publisher he was already interested in the subject and published a number of books on it. Together with a team of volunteers he set up one of the first hospices in the Netherlands on the back of a growing movement to take care of terminal patients in the mid-1990s and became chairman of the foundation in 1998. Bunge dedicated himself not only to finding suitable accommodation and volunteers, but also funding, which is vital for the continuity of the organization. His long experience in the publishing business gave Bunge the knowledge, business skills and the network to raise enough funds to secure and maintain sufficient private cash flow to keep the organization independent from government subsidies or funding by health insurance companies.

*Later*, after some ten years setting up and working for this non-profit organization, Marco decided to move on and started other initiatives both in publishing and in care.

### **Case Summary**

When Bunge started his initiative, the concept of end-of-life care was still very new and somewhat alien to the treatment-oriented health care sector. As a result, a range of issues had to be tackled: funding, the relationship with insurance companies, quality standards, the staff, how to deal with patients and families, etc. More of these initiatives have since been set up, demonstrating increased attention to end-of-life and palliative care, including pain control. He managed to change the perceptions of health insurers and at the same time succeeded in generating more private funding, which was at that time unusual in Dutch health care systems and caused a lot of debate in general. The most important task he had to accomplish to get this hospice off the ground as a new and necessary 'service' in health care though was to design and implement the right quality rules and control procedures. On the one hand a hospice is very much born from informal, family based care, but at the same time he strived to give 'hospices' in general a more fixed and recognized place in the regulated health care system, because that would generate trust and stability for clients and their families. This social entrepreneurship is not only about the bright 'idea' and vision on unaddressed needs, but also on legitimization and institutional connections.

**Civil Leader**    **Fons Catau**

**The Case**        **Taking tenants seriously: Investing in people and their emancipation**

**Leadership Role**

Managing director of housing association 'De Woonplaats' and initiator of Usus, a housing consultancy firm and network organization, which would later be privatized.

**Personality**

Has the kind, neighborly demeanor of the average man in the street. He speaks either in a slow measured tone, which can become more passionate and persuasive. A man with a positive attitude, and a generous smile. Although his communist background still shines through, he says: 'New times require new ideologies and vision. You have to have the right stories and arguments when you try to modernize such an old institution.'

**Case Summary**

The case of Fons Catau is named 'De Woonplaats' after the housing association and the innovation he brought about there. He pioneered selling social housing properties to the tenants (after first upgrading the deprived neighborhoods, providing jobs and helping people to be autonomous) and buying other houses in deprived neighborhoods as a social investment and for rebuilding programs. He believes the goal of a housing association is not to focus purely on bricks and mortar, but to rebuild neighborhoods, actively develop people's autonomy and ability to fend for themselves, and give support and care where necessary. He creates public value by building innovative service clusters, by making long-term investments in social housing and by signing personal development contracts with unemployed tenants that enable them to find a job and, eventually, buy (part of) their house.

**Civil Leader Riet van Denderen**

**The Case Gave a voice to drug addicts and homeless people in the city of Utrecht (GOUD Foundation)<sup>9</sup>**

**Leadership Role**

Founder and first manager of the GOUD foundation, and volunteer in the world of alcoholism and drug dependency.

**Personality**

Riet van Denderen is a woman with a huge heart for vulnerable people. She has dedicated most of her life to working with drug addicts and homeless people. Having been trained as a nurse, Van Denderen knows when to be tough and strict, although she never loses her compassion. In her own words, she was addicted to the addicts of Utrecht. She bonded with this group decades ago and gradually became the group's spokeswoman and champion. She takes her work very personally; far beyond the purely professional. Together with politicians and institutions she has managed to improve the situation of most drug addicts in Utrecht, especially in the areas of social security, housing and work.

*Later*, after leaving the GOUD foundation she has stayed in touch with many of her drug addicts and she still helps them where possible. She has become, as it were, a 'mother' to many drug addicts in Utrecht.

**Case Summary**

The public case is that giving a voice to people who live on the streets in their dealings with the police, institutions and local government, was unique (and in many cities still has not happened). The responsible alderman and the policy developers for these groups felt it was necessary to give them a voice, to hear their opinions and experiences, but that it was hard to make it happen. Riet van Denderen's unique quality was that she was accepted by the homeless people and able to bridge the gap with policy makers and establish good practices, like specialized hostels, improving police treatment (while at the same time tackling the real public safety problems), 'clean needle programs', etc.

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<sup>9</sup> In Dutch, G.O.U.D. means GOLD and spells: Users union (G), Independent (O), Utrecht (U), Drug addicts (D)



**Civil Leader Yolanda Eijgenstein**

**The Case**      **Founded the Iederwijs School (rough translation: ‘Everyone Wise School’<sup>10</sup>), a new (primary and secondary) school system in which pupils are in charge of their own education processes**

**Leadership Role**

Co-founder and marketing director of Iederwijs, a parent-based initiative for a new form of education offering pupils an inspirational context and freedom to learn in the tempo and direction they wish.

**Personality**

Yolanda Eijgenstein is a businesswoman par excellence: creative, intelligent, feminine but tough, enterprising, socially aware and influential. Yolanda started several businesses and was the 1997 Dutch business woman of the year. She started her career in marketing, where she soon set up her own company, to make money, but also to make the world a better place. Yolanda now owns a consultancy firm called the Why Company, which provides coaching for senior management. Outside her busy career Yolanda spent her time well, amongst other things chairing the non-executive board of Fair Trade Netherlands. She combines her business experience with an ambition to do good works for the world. She is always looking for new opportunities.

*Later*, after her time with Iederwijs she started another venture, also partly based on insights she gained from her own children, selling Magic Stones ([www.miyu.nl](http://www.miyu.nl)). The business creates a magic atmosphere around gemstones, which it packages and sells, teaching children values like friendship, hospitality, sympathy.

**Case Summary**

Eijgenstein’s sister has a background in educational theory. Both sisters had children in primary school at the time of their new educational initiative, and both were dissatisfied with the way regular schools worked and taught the children. Yolanda’s motivation was also rooted in her coaching of top executives, where she saw much fear, discomfort, distancing and conformism among her clients, which she blamed on the old-fashioned standard teaching methods these executives did receive in their youth. The initiative’s main public aim was to deliver pupils who had confidence, self-

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<sup>10</sup> It is not possible to translate the term 'Iederwijs' because it is a made-up word. 'Ieder' means 'every' (like in everybody) 'Wijs' has two meanings: 'wise' on the one hand and 'education' in Dutch is called 'onderWIJS' on the other.

respect, good learning skills, and an awareness of and sense of responsibility for what goes on in society. They both felt that the Dutch school system did not yield this and that a new method was needed. So they set up their own educational initiative, which is fully legal in the Netherlands. Yolanda put in her entrepreneurial and marketing expertise. They succeeded in setting up several schools in the face of serious opposition from the public, media and politics. By the time they had gained recognition, also from the government and the Inspectorate of Education, they stepped back because the criticism had worn them down, but also because the name was increasingly being misused by others who were not prepared to put the quality control and standards in place that had helped to gain the confidence of the public and Inspectorate. Several schools still embrace their teaching methods, but they no longer use the lederwijs name.

**Civil Leader    Jan van de Graaf**

**The Case            Founded and managed Trix Foundation: Workmanship on restoring ships to create jobs, instill discipline and provide personal coaching**

**Leadership Role**

Project leader/director of the TRIX Foundation in The Hague, a social project aimed at rehabilitation and social reintegration of problem youths (homeless, jobless, delinquents, second generation immigrants, etc.) by giving them jobs in a small shipyard in Scheveningen, a port city on the North Sea.

**Personality**

Jan van de Graaf's local roots in The Hague not only shine through in his accent, choice of words and down-to-earth nature, but also in his approach to the interview ('Come anytime you want, I am always at the shipyard and maybe I'll have time for you, maybe not') and his work ethic. He is a man of action rather than words. He started this project in 1998 and it owes its success to his drive and dedication. He wants to achieve goals in the way he thinks is right, by following his dedication to the welfare of vulnerable young people. When all normal institutions fail, e.g. mental health care, jails, police or youth care, he is the last station and hope for young people to get their lives back on track. He takes his work very seriously but also very personally, trying to solve all kinds of problems for them, not just work or diploma related. Much of what he tries to achieve with them, is about discipline, proper work methods, loyalty and taking pride in what you do. But he is also a trained metal worker and can teach that to the pupils. He feels other programs are either too

expensive or smothered in bureaucracy. His main achievement can be measured in terms of reoffending: despite working with the 'worst possible cases', reoffending rates are much lower among his pupils than in other programs. He maintains that despite his strict discipline, former clients often spontaneously touch base with him and gratefully tell him how they did after leaving the project.

### **Case Summary**

The Trix foundation is now recognized as a successful reintegration program for problematic youths in The Hague. In 2008 it was nominated for the 'Heroes of The Hague' award for the city's best social projects. The foundation combines various goals for youths: getting them back on track for regular work, instilling discipline and self-esteem, teaching them the value of work by building and restoring beautiful old ships, learning a trade, and hopefully gaining a diploma in some of the skills involved in working with metal and boats. The project has achieved many of these goals, not least because it really is a serious business under serious management. That was not how the project started: it started as a regular project to give the jobless work in order to prepare them for the labor market. But when the general economy grew, the population changed completely and saw a major influx of urgent cases and kids with multiple problems. It took Jan van de Graaf's personal style and commitment to successfully adapt the organization to a very different task and population.

**Civil Leader**    **Herman Hazewinkel**

**The Case**        **Pro-active and responsible leadership in an industry under media attack and public scrutiny (Volker Wessels, a construction company)**

### **Leadership Role**

At the time of the interview, Hazewinkel was CEO of Volker Wessels, one of the biggest building contractors in the Netherlands.

### **Personality**

Hazewinkel is an accountant by trade. He learned to work hard by paying his way through university and so feels at home in the building industry. He really tries to understand what his workers feel and think, so he is present at building sites even at night or on weekends.

### **Case Summary**

In the 1990s the law changed on public tender procedures in the building industry. Not long after, it was exposed that old practices of pre-arranged proposals and secret agreements between construction companies continued, which caused a big media and political scandal and even led to a parliamentary inquiry. While part of the industry was in denial and another tried to keep its head down, Hazewinkel stepped up to the plate and showed leadership, both in his own company and to the general public, by explaining responsibility and introducing transparency. He formally made himself internally responsible for this strategy and public representation and became a public spokesman for the industry to counter its negative media image. This was partly due to his view on the role of business leaders, and partly because he felt it was the only way to weather the media storm. Because of this changed attitude and the size of Volker Wessels he became to some extent the face of the industry and was often in the public eye, while many of his colleagues just tried to wait out the storm. His motives were a combination of the duties of his position, his own values that were challenged and the future of the company. In his view the sheer size, exposure and societal impact that Volker Wessels had made it impossible to avoid this public debate, so it was better to meet the challenge head on. Internally, he made changes to the company's structure, mission, value statements and compliance procedures to guarantee more responsiveness and transparency.

*Later* he stepped down as CEO of Volker Wessels after the storm had died down (although the fallout of the scandal is still ongoing in terms of regulations and government inspections) and entered the third phase of his career with a range of high-profile non-executive directorships and membership of investment committees.

### **Civil Leader    Jan Hoefsloot**

**The Case            Created an entrepreneurial, hands-on welfare organization (DOCK)**

#### **Leadership Role**

CEO of Dock, a welfare organization based in Rotterdam that has won many community care contracts in other cities by being more transparent, methodical and entrepreneurial.

### **Personality**

Jan Hoefsloot has worked in community care all his life. As a true Rotterdammer, he likes to get on with the job. Hoefsloot slowly but surely transformed the Dock Foundation into a more forward looking organization.

### **Case Summary**

Jan Hoefsloot is a CEOs in welfare who lead the way of DOCK to deliver welfare services in the city of Amsterdam, which was all the more remarkable because of the intense rivalry between Rotterdam and Amsterdam. For many city aldermen he proved to be a more reliable partner with a better and more evidence-based program to solve community problems than most in his field. One of his key achievements is that he managed to get a grip on the working style and attitude of the workers in his organization, so he can rely on them to deliver what he promises his principals. They were always very independent, claiming much professional autonomy, but therefore also leant towards their own perspective and, in Hoefsloot's view, middle class value systems.<sup>11</sup> With his determination and creativity he put the Dock foundation on the map nationally. He has won many awards for his work, including 'social entrepreneur of the year'. The public value in this case is in an improved relationship with financiers and contracting institutions, mostly local governments, showing that it is possible that this important work for vulnerable people can be managed according to the principle 'deliver what you plan and promise' and, ultimately, the dedication and focus of its professional staff on the needs of citizens and society.

### **Civil Leader Esther Hofstede**

**The Case**            **Founded and managed Samen voor Zeist (translation: Together for Zeist): A market place to bring together societal needs and corporate responsibility**

### **Leadership Role**

President and founder of the 'Samen voor Zeist' Foundation and owner of consulting company Alianza focused on social entrepreneurship. As a kind of 'market maker', Together for Zeist promotes the exchange of knowledge and competences between commercial businesses, social enterprises and social needs in the city of Zeist. The main resource to realize this is a website where volunteer supply and social demand

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<sup>11</sup> See also the case of Jos van Balveren, De Twern.

can be matched. Secondly, it tries to 'organize commitment to the common good' and encourages social involvement in the city of Zeist.

### **Personality**

She is the epitome of a 'broker' in social involvement. In her work and approach she combines the commercial market maker type and the professional social service worker. With a background in for-profit and still operating as a business consultant, she knows the language of the market and at the same time the principal social needs in Zeist that require a new approach. She is a natural communicator and networker with a keen understanding of and ability to take advantage of the benefits and shortcomings of both the private and the public sector and build bridges between them. Her personal drive is to make people's work more valuable and significant.

### **Case Summary**

The case is entitled 'Together for Zeist' (Samen voor Zeist). A variety of ingenious (public value creating) projects have come into being under the flag of Together for Zeist, a broker in social involvement: socially active teambuilding, knowledge and expertise transfer workshops by private companies for public service companies, coaching of school drop-outs by business people. A key aspect of its approach is trying to strengthen the social fabric in Zeist by promoting that people get to know their neighbors in a range of social settings. A typical project is its annual 'fair' where businesses, schools, associations, volunteers and Zeist council workers meet to discuss and close deals and real contracts to help one another with resources, money or work.

**Civil Leader**    **Cees Hovenkamp**<sup>†12</sup>

**The Case**        **Invented and pioneered small-scale professional care for the mentally disabled (Philadelphia Care)**

### **Leadership Role**

At the time of the interview, Hovenkamp was CEO of the Philadelphia Care foundation, a nationally operating care foundation for disabled people, especially with mental disabilities. Although it is a large company, it has the philosophy and structure to operate in small units and small homes, partly due to his pioneering work, and

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<sup>12</sup> Cees Hovenkamp died on 15 July 2012.

partly due to many takeovers of and mergers with other care foundations with a small-scale structure.

### **Personality**

Cees Hovenkamp started working in intramural mental health care at a very young age, as an undertaker's assistant, dealing with the deceased's family and their grief. He learned a great deal about their emotions and why it is so hard for people to leave their children in the care of others. But also about the absence of family: many patients had long been abandoned by their family and died alone. This instilled in him a drive to try to care for patients as if it was family. He then became a group leader in mental care, and worked his way up. He was a Christian, whose faith strongly influenced his motivation, and indeed Philadelphia has a Christian mission and object. He also learned that we must abandon a strictly medical approach in long-term care. Placing patients in care homes specialized in their disability works against maintaining a normal life for them; that requires working in small scale homes with a great deal of personal attention. His key assets were his extensive high-level network and his 'shameless' appeal to all kinds of private and public parties to support special initiatives for his disabled patients. He was very successful in getting TV celebrities, government ministers and commercial companies to donate money, jobs or other forms of support. This was an unusual approach in Dutch health care: it is in essence a private attitude aiming for private, personal support, contrasting with the prevailing attitude in the sector that the government pays and is the main financier. He legitimized himself by saying: 'You must be shameless about things that society should be ashamed of.'

*Later*, after his retirement, he became involved in citizen's initiatives and associations, often church or faith-based, and held several non-executive positions in health care. He died in 2012.

### **Case Summary**

At the end of 2009, the Philadelphia Care foundation had over 800 small-scale homes, divided into 14 regions. Some 8,000 personnel provided care to around 8,000 mental patients. The head office is in the countryside, in the Veluwe region, where many people are still observing Christians. The origin of the organization is in the client initiatives of (groups of) parents who wanted to create small-scale homes, away from the big intramural institutions and more integrated into society and neighborhoods. The philosophy is that care should be given by parents and patients, allowing them to lead as normal a life as possible, instead of caring *for* them. In his final years in charge,

Hovenkamp added (which as usual he managed to get almost for free from the then Minister of Agriculture Van Aartsen) a big compound to the company, Parc Spelderholt, which has the motto: 'learning, staying, conferencing'. There he created a learning, caring community with clear tasks and responsibilities. All these elements, largely based on his personal philosophy, combined - the small-scale groups, the search for an adult and serious approach to the kids in care, the philanthropic donations from all kind of parties for his initiatives, the explicit Christian culture and motives - made Philadelphia Care a unique care provider in its field.

*Later*, after his retirement, the new management got many things terribly wrong: it got involved in real estate projects, but on a commercial basis, rather than being donated property for the good cause, like Spelderholt. The company merged with others into the biggest real estate and care provision organizations in the country. In time, the merger was reversed because Philadelphia proved to be in financial trouble. These problems sapped the attention and energy of the executive board, as critics had predicted. As a result, the care for patients got worse, patients and parents complained and this led, together with the mismanagement of real estate, to major financial problems. Ultimately, Philadelphia Care had to be bailed out by government, top management was dismissed and the non-executive board entirely replaced. The media and government agencies investigated the process that led to the organization's decline, each of these public and well-researched reports corroborated that the problems had started after Hovenkamp stepped down.

**Civil Leader    Foeke De Jong**

**The Case            'Destroyed creatively' home and elderly care (Skewiel Foundation):  
Care in the Community**

**Leadership Role**

Director of the Skewiel foundation in the town of Trynwalden in the province of Friesland in the north of the Netherlands. He turned an organization that owned and ran elderly homes and provided some home care into an organization delivering care related services for people living in the villages, mainly personal ICT, care and community services, with the aim to help people (either individually or by strengthening community ties) stay independent as far and as long as possible.



## **Personality**

Foeke de Jong is, by his own admission, an intractable character. Impeccably and elegantly dressed and proud to be a Friesian (who claim to be typically contrary and obstinate; De Jong says he is no exception). He talks easily, frequently quoting theoretical studies, about his new concept in elderly care and the resistance he encountered. Another character trait he confesses to is that when he has got things on track and he gets recognition, he gets uncomfortable and wants to turn his hand to something new. He operates very individually, independently and confidently on the basis of a clear vision, expressed charismatically and passionately.

*Later* he was dismissed as executive director by a court ruling, at the request of his supervisory board. The court ruled that he was guilty of several offences, mainly unacceptable out of pocket expense claims and failure to keep proper financial records. At the root of this conflict and problems at that time lay a fundamental change in the health care system which caused the initiative and the organization serious financial problems. In the new national long-term care system<sup>13</sup> his concept of extramural care received less funding and faced more competition through tenders than before. Skewiel was taken over by another care delivery organization, which claims it will try to keep the innovative concept alive.

## **Case Summary**

Foeke de Jong calls 'Skewiel-Trynwalden' his personal public value creating laboratory for civil society experiments. He advocates an emancipation policy for the elderly: we are out of our minds to store the elderly away in homes! They are the glue of our society. After gaining the trust of the rural Friesian villagers with one of the first quality certificates for a retirement home, he went into overdrive, literally tearing the whole place down the next day. He rebuilt it into a service center focused on strengthening civil society that has become the cornerstone of the rural community for sport, (health) care and leisure. There is no longer any demand for retirement homes: elderly people now receive care at home and have a personal advisor, an 'omtinker'<sup>14</sup>, who guides them through the overregulated and complex world of care and social security. Shortly after the interview De Jong came up with a new initiative: 'the digital community worker'. Besides that, he is busy promoting his concept in other places. His innovative approach has been widely praised, and has featured in

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<sup>13</sup> In Dutch called AWBZ, literally: Exceptional Medical Expenses Act, one of the Dutch public health care insurance schemes, especially aimed at long-term care and care for patients with incurable conditions, which are impossible to privately insure.

<sup>14</sup> A new Friesian word, meaning something like: upside down thinker/advisor.

almost every innovation report on long-term care of the past few years and he has had visits from several State Secretaries, who were all very supportive of his initiative and philosophy.

**Civil Leader    Wim van der Meeren**

**The Case            Refocused hospital care on patients' feelings (St. Elizabeth Hospital in Tilburg) to make it 'the kindest hospital in the country'**

**Leadership Role**

At the time of the interview, Van der Meeren was CEO of the Elizabeth Hospital, a big hospital in the city of Tilburg, where he endeavored to teach the hospital staff, from doctors to nurses to service staff, to be pleasant, kind and considerate to patients, because: 'We do terrible things to our patients to cure them, so we had better compensate for that in our behavior and communication.'

**Personality**

Wim van der Meeren, a dignified, gentle man with flair. He is keen to improve the atmosphere in the hospital and especially the way patients are treated. He wants his hospital to become 'the kindest hospital' and started a campaign under the motto 'Liever St. Elisabeth' (a pun on 'kinder' and 'rather'). He cares deeply about his patients and the way they feel and are treated in the hospital. Van der Meeren has tried to change the attitude of doctors and nurses towards focusing more on service provision and patient care, not only in medical terms, but also at the human level.

*Later* he became CEO of one of the major health insurance companies in the Netherlands, where again he championed his vision of health care by publicly claiming for his company the right to select hospital care for his policyholders, not only on price and efficiency, but also in terms of medical expertise and quality, based on its corporate responsibility to purchase the best cure for his clients. Until then, this had been considered a strictly medical issue and it caused a lot of public and political uproar.

**Case Summary**

The health care system in the Netherlands is changing rapidly. One of the main challenges for hospitals lies in the introduction of competition and the corresponding need for differentiation (diverging from the previously prescribed universal standards) on all kinds of levels: medical care, quality guarantees, patient contact, image of the

building, food, hotel facilities, etc. Wim van der Meeren was one of the first to stress the intimate, personal and emotional effects of hospitals on their patients and made the St. Elisabeth hospital stand out in that respect, while most hospitals were focused on more traditional areas of excellence, like quality, treatments, patient handling procedures or commercial activities. As his program is a scientifically monitored long-term project, results (apart from the evident reputational impact) are not yet available.

**Civil Leader    Hans Nieukerke**

**The Case            Introduced The Glen Mills Treatment: A controversial innovation in youth care to teach ‘troublesome youths’ discipline**

**Leadership Role**

Managing director of the Hoenderloo Group, an organization that provides care and education to youths who need specialized care including juvenile delinquents (aged over 10) and tries to give them a new chance. Nieukerke holds many secondary formal and informal positions, mostly in the social and political sphere (as a conservative). *Later*, he retired when he reached pension age, although he would definitely have liked to stay on a little while longer. The Hoenderloo Groep later merged with other organizations.

**Personality**

Nieukerke looks like a cross between a distinguished gentleman - perhaps a mayor - and a slick marketing director. Someone who thinks fast, reads the game, doesn't do trivial details and has no time for people who don't commit or have negative attitudes. He loves to devise new projects to uncover and develop hidden and new talents in his favorite subject and object of care: human beings, in particular 'his children'. To make this possible, he makes clever use of marketing techniques.

**Case Summary**

The case of Hans Nieukerke is entitled 'Glen Mills School'. His eye for marketing and his right-wing method were a revolution in the (left-leaning) youth welfare sector. Although severely hindered by the vested interests and solidified culture of detention centers and the Ministry of Justice, he introduced, transformed and improved the method of the Glen Mills School imported from the USA (a program to discipline and reeducate juvenile delinquents, using peer group pressure and street youth culture). It caused an outrage. It gradually achieved some success in terms of public value: cost

savings (compared to regular detention) and in the beginning some signs of reduced reoffending rates. A public investigation was launched after allegations of excessive restraining methods used by the staff.

*Later.* The program has now been brought in line with the regular quality control standards of the Hoenderloo Group and figures less prominently in its methods of care provision.

**Civil Leader    Camille Oostwegel**

**The Case            Invested in his home region (the Chateau Hotels): Revitalized crumbling monuments and a region**

**Leadership Roles**

Camille Oostwegel is the pioneer, manager, owner and director of Camille Oostwegel Chateau-Hotels, a company that owns and operates several hotels and restaurants in the region of Limburg.

**Personality<sup>15</sup>**

Camille Oostwegel is a classic gentleman with flair and good taste. He is a hotelier through and through, having developed a passion for history, culture and gastronomy in his childhood. After working abroad for some years he returned to his birthplace, Houthem in Limburg, where he set his first steps in a career that would make him a famous entrepreneur in the hotel trade. Starting with four employees and a restaurant, he built up a business that now has 400 employees, and runs four hotels and seven restaurants. He is very much 'a local boy' in his methods, his culture, his style and his network. All this adds to the regional rootedness and importance of his company.

**Case Summary**

Rebuilding dilapidated monuments in the south of the Netherlands and turning them into unique hotels and restaurants, giving them a new lease of life and improving the region's image and attractiveness to tourists, while at the same time taking away the blemish of building ruins and restoring the proud heritage of the region.

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<sup>15</sup> There is an authorized biography of Oostwegel in Dutch, see Sprooten and Hoenen (2007).

**Civil Leader    Jan Post**

**The Case            Turned industry towards society and stimulated its social responsibility (Amsterdam Chamber of Commerce)**

**Leadership Role**

Jan Post is chairman of the Amsterdam Chamber of Commerce.

**Personality**

Jan Post is a former CEO of Philips Pakistan, Spain and the Netherlands. After a successful, high-flying international career with Philips, Post became CEO of the International Red Cross organization in the Netherlands at his own request for a more social job. He took on the job from a desire to be more grounded in the society he works and lives in. Subsequently, and with the same motivation, he took on the job he held at the time of the interview with the Amsterdam Chamber of Commerce, where he focuses on building and consolidating social projects to create opportunities for the city's youth. This is how he tries to be more involved in society and do more for society. With his international and business experience he can build bridges between the public and private sectors.

*Later*, he took on several non-executive roles, especially in international development aid in the Eindhoven region. He says that after serving his 2-year term with the Chamber he didn't seek a second term because of too much bureaucracy and time lost on internal meetings and affairs. He chairs the University of Amsterdam's special unit on 'Entrepreneurship with a societal goal'. He was recently honored for his services to the community, citing his tireless efforts for emancipation, youth talent development, and dedication to culture and diversity. His particular talent is getting results through stimulating others.

**Case Summary**

He initiated several social projects that link business with societal problems, like in youth unemployment, and the integration of second generation immigrant youths. He also started the debate about the role of business in this respect, but his time was too short to see definite results.

**Civil Leader Tom Rodrigues**

**The Case** Co-founded and chairs 'Samenleving en Bedrijf' (Society and Business), a private association of like-minded corporate leaders focusing on promoting sustainability and corporate social responsibility (CSR) strategies and promoting CSR as a key policy in a public listed company (Ordina)

**Leadership Role**

At the time of the interview, Rodrigues was an advisory member of the executive board of Ordina and Chairman of the business association of 'Society and Business'.

**Personality**

Tom Rodrigues initially appears a typical board level businessman. He is funny, talkative, well-dressed, charming and always going places. Though he is a busy man, he certainly does not have a short-term mindset. Tom Rodrigues is a man with a vision and the will to make it happen. First of all, he is prepared to take risks within his company Ordina. Of course he is no fool; he is going for win-win situations only. He has molded his views on CSR into a business strategy, as he does not want CSR to be a sideshow, but in the core of his company's mission. He is so convinced of his CSR business strategy that he has co-founded and chairs Society and Business, an association which promotes CSR among other companies, politics and society.

**Case Summary**

Society and Business is a learning, connecting national network that acts as a spokesman on corporate social responsibility for a number of large Dutch companies. The participating companies see CSR as a business investment in sustainable solutions. Bringing together business leaders to convince them their companies and their strategies must take account of society and societal problems for all kinds of reasons: innovation, legitimization, political support, values, HRM attractiveness, sustainability, and future challenges. He gives them a message and a challenge that is not soft or just well-intentioned, but really goes to the core of their future and leadership. The association also provides a platform for contact and negotiation with government and other national institutions. He is chairman of the association because he also has a position in the board of a company (Ordina). Within the strategic discussions in this board and the actions they take, he promotes the benefits of corporate social responsibility programs.

**Civil Leader Louise Schaapveld**

**The Case**      **Pioneered and expanded the Vensterscholen (Window Schools): schools that take on a neighborhood role combining primary education with other neighborhood and youth services**

**Leadership Role**

When Schaapveld was appointed as the program coordinator of the Venster Scholen public initiative in the city of Groningen, forty percent of children in Groningen had considerable learning disadvantages. She was employed by the council, but could operate as a free and independent agent to bring parties together.

She emphasizes that she was not the real pioneer of the project; it was her predecessor who really had the power and drive to shake things up and make a lot of noise, and who really laid the groundwork; in her view and description he was the classic (social) entrepreneurial pioneer, but he also created conflicts, and he resigned after two years. She says that someone like that was necessary and that she could not have done it. Her role was to build on the foundations laid in this initial controversial and pioneering phase.

**Personality**

When I interviewed her, Louise Schaapveld had retired and was living in South Africa, but she still looked like a go-getter and a bridge builder. Above all, she was fiercely proud of her project and of the people she had worked and accomplished so much with for the future of children and neighborhoods.

**Case Summary**

Schaapveld's case is entitled 'Vensterscholen' (translation: Window Schools). Vensterscholen, internationally usually referred to as community schools and in the Netherlands increasingly as 'broad school', are a collaboration program between schools, youth health care, youth social work, sports clubs, playgroups, libraries and recreational (after school) institutions, preferably and frequently housed under one roof. As project leader, Schaapveld had the difficult task to coordinate between the partnering institutions with different agendas, the local authority and community leaders. She brought the concept to maturity and increased the number of Vensterschools to ten. The program was considered so valuable and exemplary that two of its projects received funding from the European Social Foundation (ESF).

**Civil Leader    Arie Schagen**

**The Case            Founded Neighborhood Development Regentesse Valkenbosch Inc.  
(in Dutch: Buurt Ontwikkelings Maatschappij, BOM ReVa for short):  
Organized Civil Society with Teeth.**

**Leadership Role**

Active citizen and chair of the BOM ReVa Association.

**Personality**

Arie Schagen is another truly original The Hague character, an icon of the city who was especially active in local government at the time of the interview. As a former communist party member he is a man of action dedicated to his community. Despite his unconventional appearance and behavior, Schagen is an astute political expert and knows how to influence others, be it the man in the street, the mayor or city officials. They all put up with his style because of the unique way he presented his message. As he puts it: 'If you follow your heart, people will follow you.' He is the driving force behind the BOM ReVa organization, and although he is now retired, his voice still carries weight in The Hague.

**Case Summary**

The Regentesse Valkenbosch neighborhood has one of the highest housing densities in The Hague, with rows and rows of four-storey apartment blocks, and scarce green space. Of a population of 12,000 or so, about 38% are second generation immigrants from backgrounds as diverse as Surinam, the Dutch Antilles, Turkey, and Morocco, with a recent influx of economic migrants from Eastern Europe in search of work in the now open EU labor market. Galvanized by this development and the failure of local government to recognize the far-reaching social impact of this, Arie Schagen stood up and organized civic initiatives. Starting with community street cleaning drives, they later extended to the redevelopment of neighborhood eyesores that were abandoned or left to speculators. He mobilized the neighborhood through provocative actions (dumping bags of street garbage in the garden of the responsible alderman), political actions (speaking out from the public gallery of the city council) and proactive actions (making plans to convert an old building into a swimming pool), and eventually managed to convince local government to support him. Later on this support was formalized into a community organization, which he chaired for several years. At this time, he was himself on welfare, and much of the organization's work



was done by people on welfare, who have a statutory obligation to do social work or subsidized work on their way to a regular job.<sup>16</sup>

**Esseline Schieven**, his successor as chair of BOM ReVa, was also interviewed. She added some information on the fragile nature of these kinds of initiatives and the importance of people like Arie Schagen.

### **Personality**

Esseline Schieven is very much a professional. Her regular job is as a civil servant in the department for urban development of the city of Rotterdam which is, you might say, 'a million miles' from BOM ReVa, a civic initiative run by citizens. In her spare time she chairs the neighborhood committee. Coming from a 'hardcore' communist party background she is proud of her social activism, but fun and entrepreneurship are top of her list of important values. She explains how over time BOM ReVa got more and more estranged from its activist roots established by Arie Schagen, and lost its soul in the political and bureaucratic agenda of city hall. And that's where it ended: she actively pulled the plug on the initiative because increasing civil servant interference, bureaucratic reporting requirements, and the subsidy system they became involved in took the heart out of the civic action. She blames the changing attitude in the city of The Hague, which was partly due to changing political attitudes towards these kinds of initiatives, but also her own professional education and management style, which she shared with others on the board, which was less activist than in Arie's time.

### **Civil Leader Clara and Sjaak Sies**

**The Case**            **Pioneered Dutch Foodbanks: A necessary service in a rich welfare state**

### **Leadership Role**

A married couple, both living on social security and with no formal employment, who pioneered, managed and operated a large national network of 24/7 foodbanks.

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<sup>16</sup> See for more information Hendriks and Tops, 2002; Tops and Cornelissen (2006)(Dutch), 'Vitaliteit en vitale coalities in het openbaar bestuur. Een verkenning' (translation: 'Vitality and vital coalitions in public administration. An exploration').

### **Personality**

Clara Sies is extraverted and does most of the talking: she has excellent PR skills. She's open and a little fussy, sometimes strict, but always with the tender touch of a mother figure, and an open ear for anyone's problems. She is the one who appears in the media and deals with most external contacts. Her partner Sjaak is more contemplative, thoughtful, carefully weighs his words; he has the same open ear and is very good company, someone you feel you can trust. He deals with the complex logistics of the organization.

### **Case Summary**

They pioneered 'the Dutch Foodbanks',<sup>17</sup> starting in a vacant shed in the port of Rotterdam, first using surplus stock from small shopkeepers and later food discarded by bigger companies, like Ahold and Unilever. Some years ago, they themselves lived on welfare after their shop failed. The courts declared them unfit to run a company. Both of them had done voluntary interreligious work for the poor before; using their experience they first started MinusPlus, a foundation that collected surplus goods from stores and rich people (the 'plus') for poor families (the 'minus'). They knew what it was like to be poor and had personally experienced financial hardship. They were inspired by Christian values to help the poor. They created a 24/7 organization, initially collecting food in their bedroom.

*Later* their pioneering organization became part of a national federation of local foodbanks, of which their organization is still the biggest member providing food to (recently estimated<sup>18</sup>) more than 27,000 families that get caught in the system and have fallen on hard times. They both fulfilled management roles in that process. They have lived to see their innovation be accepted and having a clear role in the current economic crisis, and both received recognition and awards for their pioneering work. Sjaak Sies was elected as honorary chairman of the Federation of Food Banks.

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<sup>17</sup> See De Jong, 2012.

<sup>18</sup> Annual Report Stichting Voedselbanken Nederland 2012: 11,  
[http://voedselbankennederland.nl/bestanden/pdf/Voedselbank\\_jaarverslag\\_2011.pdf](http://voedselbankennederland.nl/bestanden/pdf/Voedselbank_jaarverslag_2011.pdf)

**Civil Leader    Mohammed Sini**

**The Case            Built Islam & Citizenship Platform: Bridging cultures in a divided country**

**Leadership Role**

President and founder of the Islam and Citizenship Platform; member of the National UNESCO Committee; board member of the The Foundation Encounters of Worldviews; board member of the Association of Dutch Volunteer Organizations. His day job was as a board member of the Regional Educational Center (ROC, secondary vocational education) 'Midden Nederland' (Central Netherlands) as urban policy director, where he dealt with the typical problems of multiculturalism and emancipation of minorities in the bigger cities of the Netherlands. In the past he has been a councilor on the Utrecht city council for the Labor Party.

**Personality**

Distinguished in appearance, soft spoken and diplomatic, Sini is a shining example of the successfully integrated and educated immigrant who has become a Dutch citizen. Like many of his generation he was born in Morocco and emigrated in his youth, at the age of 15. His father had gone ahead as what was then called a 'guest worker', and had to find his way as a stranger in a strange land. Sini was a fast learner and one of his first jobs was to help fellow immigrants - many of whom couldn't read or write Dutch - deal with paperwork, writing letters to institutions and filling out tax returns, like a kind of clerk. He trained as a social worker and made it a professional career. He has the ability and background to build bridges in crisis situations and has been a stabilizing factor at crucial times for Dutch Muslims.

**Case Summary**

He founded the Contactorgaan Moslims & Overheid (translation: Liaison Committee Muslims & Government) and the first Imam School in the Netherlands. The aim of the platform was to strengthen the ties between Muslim organizations and other religious, social and political organizations and people. Generally respected in the Muslim community, Mohammed Sini has not shied away from breaking down taboos or calling Muslims to account for their actions or statements, even in the fraught political climate with populist right-wing politicians blaming many social problems on Muslims and their failure to assimilate into Dutch society. He has been honored by the queen for his work.

**Civil Leader**    **Rev. Hans Visser**

**The Case**        **Took the church back to its true mission (Church of St. Paul): An inner city church as a refuge and shelter**

**Leadership Role**

Vicar of St. Paul's Church in Rotterdam, belonging to the Reformed Church.

**Personality**

Reverend Hans Visser is a common-sense, down-to-earth man. He walked with a stick at the time of the interview. He is powerfully built and has a deep voice that booms through his crowded church. He is a tough customer, with a clear distaste of all kinds of authority. He brought as it were a touch of contrariness and stubbornness to his position as a man of the cloth.

*Later*, reverend Visser retired after ensuring against stiff political resistance that a new church would be built in the same location, although its work as a shelter for homeless people and drug addicts will be less prominent. He has written a book about his life.<sup>19</sup> One of the issues he continues to fight for, again controversially, are the Palestinians and their cause.

**Case Summary**

Hans Visser turned the church in the heart of Rotterdam where he was appointed vicar into a home and shelter for homeless people and drug addicts. He also helped refugees, prostitutes, unemployed people, and illegal aliens and even took pity on pedophiles driven out by their community. Almost everything he did caused controversy. He fought rigid politicians, civil servants and city hall on behalf of the forsaken. One of his many public value creating projects was the crisis center for drug addicts 'Perron Nul' (translation: Platform Zero) in Rotterdam Central Railway Station. It was meant to reduce nuisance from addicts around the railway station, but was so successful that it came to provide care to over a thousand drug addicts. He is famous not only for providing spiritual and material help, but also for fighting the cause of all victims of society: 'The church should be on the streets with its fists clenched!'

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<sup>19</sup> See Visser, 2009.

**Civil Leader**    **Mei Li Vos**

**The Case**        **Founded the Alternative Trade Union (AVV), challenging the traditional trade unions**

**Leadership Role**

Co-founder and first chair of the Alternative Trade Union.

**Personality**

Vos is an energetic and stylish woman, who is passionate about her goal to create an alternative Dutch trade union. Her background is in political science, which has given her a keen understanding of national institutions. Both when working for the University of Amsterdam and the Ministry of General Affairs, she came up against the typical Dutch labor market system in which older people have strong legal protection and good contracts, while young people and people at the start of their working life doing small jobs or contract work, have to make do with temporary contracts with less rights and protection.

**Case Summary**

Together with other young people, who experienced similar discrimination in their work, she started a new union, competing with the existing unions and putting them under pressure. She exposed their failure to represent new generations and new types of work, although they vehemently denied this and pointed to union branches specially aimed at young workers. But within the democratic structure of these unions younger people did not have enough votes to force issues through. The foundation of AVV was also a typical Dutch kind of industrial action: not by striking, but by trying to get a place at the negotiation table of the current institutional order. Her actions followed on from her own experience, but were not aimed at her own benefit. Based on her political analysis that this was an institutional problem, she sought a more general and comprehensive solution and took a pioneering initiative into the national arena, for which she took a lot of heat.

*Later* it became increasingly clear that such institutional change takes a great deal of time and how unusual her efforts were to instigate institutional change ‘from scratch’. The AVV still isn’t formally represented in negotiations, although it is on some committees and occasionally invited to join debates.

Mei Li Vos also experienced this personally: at the eleventh hour the Labor Party gave her a place on the electoral roll below a candidate from the biggest union who was

'their man' in the party. When she was then elected, she wasn't made spokeswoman for employment issues. For the elections after that, she was given a place on the list of candidates below the expected number of seats for the Labor Party and at first she didn't get a seat in parliament. Her next public action was to write a book about her experience in parliament, having returned to being self-employed.<sup>20</sup> Eventually she was reelected as an MP again and now has a clear brief in parliament.

**Civil Leader    Bas Westdijk**

**The Case            Founded a new company (Well Water) selling bottled water, which devotes itself to a development aid program focusing on water wells**

**Leadership Role**

Inventor and CEO of Well Water, a retail company in bottled water.

**Personality**

Bas Westdijk is a hands-on, down-to-earth marketing man and entrepreneur focused on societal goals and corporate responsibility, coming from the private banking sector. His educational background is in small business/entrepreneurship studies.

**Case Summary**

From this background he developed the Well Water concept: selling bottled water, but with a guarantee to customers that 25% of turnover is donated to projects bringing water wells to developing countries in Africa. This guarantee is part of his success. A percentage of turnover is hard to manipulate, and the money goes to a reliable aid partner, Simavi, which invests it with little overhead in water wells in Africa.

One of the best and easiest ways of making good on CSR promises is by giving away money within the same realm as your expertise, in this case drilling for and bottling water. Westdijk calls his practice 'commercidealism', combining a profitable business with idealism. Because of the idealism the profit margin may be smaller than by purely pursuing short-term shareholder value, but the profit objective must be in place because it makes the initiative sustainable, independent and innovative. On the other hand: he doesn't need to spend money on marketing. His charitable objective is

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<sup>20</sup> This book is called 'Politiek voor de leek' (translation: 'Politics for the layman') and was published in 2011 by Prometheus, Amsterdam.

his marketing concept; he gets lots of free publicity because the benefits for poor countries are obvious and measurable. Many companies, especially those pursuing ethical business operations, buy this product because of the societal message this sends to *their* clients. It creates a business community of companies who act on their customers' desire for social responsibility.

**Civil Leader Sr. Giuseppa Witlox**

**The Case Initiated Streetvertising: Improving self-respect among homeless people through innovations in commercial sponsoring**

**Leadership Role**

Works for and is a member of the Order of St. Augustine of Santa Monica. Her role in the case was as leader of a project to care for homeless people in Amsterdam. Shortly after the interview she became a member of the executive committee of the order.

**Personality**

Modest, quiet, deliberate, spirited when she talks about 'her men' (the homeless) and inspired when talking about the good works of the religious order.

**Case Summary**

The case of sister Witlox is entitled 'Streetvertising'. During the time when she worked in Amsterdam helping homeless people and care for women in distress, she initiated an innovative sponsoring program. She actively approached and committed businesses to buy advertizing space on the back of jackets, that could this way be handed out free to homeless people, raising money for them and for refurbishment of their shelter at the convent. She used her networking skills and proved to possess 'commercial' talent, 'selling' her ideas to executive boards in industry to create public value: keeping hobos warm in winter with free sponsored jackets, raising private money (staying independent from government) for the Order and improving the social status of the homeless. They also felt they were being taken seriously and they took pride in 'doing a job' for the nuns.

*Later*, the Order found it increasingly difficult to continue its inner city work because the nuns were getting old. They asked the council for help, which brought in a local professional welfare organization, ending the project's independence. It took the council a long time to find a new use for the building the sisters had used. The 'streetvertising' project soon ended, without sister Witlox' drive and skills.