



**ITINERA**  
unchaining ways of progress

ANNUAL REPORT

2022

20  
22

## Preface annual report

Out of the frying pan and into the pot, as we went from the pandemic-induced health crisis into the war-induced energy crisis. We were all impatiently anticipating a post-Covid era, hoping to return to our ordinary lives. Alas, 'twas not to be: the year had barely begun when Russia escalated its war in Ukraine. The hostilities are ongoing, the suffering is horrific, and the global economic consequences are dire. Rising gas prices, supply chain shortages, and the painful realisation that Ostpolitik has left us with a terrifyingly vulnerable energy supply. Moreover, it dawned on us all that we were facing an increasingly fickle climate, rampant inflation, a shortage in labour supply, and political uncertainty on multiple issues in this country. In short, 2022 was the year that taught us that our country can no longer ignore the fact that things are not going well in multiple areas.

Nevertheless, born of the belief that optimism is our moral duty, Team Itinera has diligently provided sharp, focused analyses and solutions. Fellow Johan Albrecht was a constant media presence for several months, with clear, evidence-based contributions highlighting the links between these issues. Meanwhile, Ivan Van de Cloot and Marc De Vos had their hands full warning for runaway inflation, Jean Hindriks drove home the necessity of a major pension reform, and Joël Van Cauter partnered with Jean to publish our latest study on poverty. Safaa Charafi, our newest colleague, went from one event or conference to the next and networked tirelessly behind the scenes. This culminated in a personal invitation from the US ambassador to Belgium, and there's more to come in 2023. And finally, none of the fellows could have done all this work without Liesbeth Defrancq, our tireless office manager and all-round back-office virtuoso.

One of our major projects is a joint collaboration on the promotion of youth mental health between Itinera and Jan Toye (Fonds ga voor geluk). Itinera considers mental well-being of uttermost importance, in particular of our youngest generations and is happy that it found in Jan Toye an experienced partner to work on it the next coming years.

2022 was also the year Itinera launched its ambitious Brain Trust programme. Throughout multiple sessions, meetings, and discussions, we dive into the Belgian system's flaws, in order to formulate strategies that can overcome those obstacles. These aren't workgroups or committees that will draft yet another memo on what the distant future should look like.

**There's more than enough talent and skill in this country to help us work out what can be improved today.**

**That's why Itinera sought out and connected with a wide range of people who have skills and expertise in different fields, bringing them around the table.**

The project is running at full capacity, led by Karel Volckaert and Joël Van Cauter, along with several of our associate researchers. We are working hard and will soon share the results of our search for solutions and scenarios to build a better Belgium. There's a reason our baseline is unchaining ways of progress. In 2023 as well, we want to prove that there are multiple pathways to progress. As evidence-based influencers, we believe that identifying and unlocking those avenues is our core mission.



**Prof. Ignaas Devisch**  
CEO

## Mission and vision

Think tank Itinera offers its associates the space and freedom to take a daring and constructive approach to strategic expertise for **a better future** and **better governance** of this country. We work **independently** and **critically** to develop recommendations for the social and economic challenges of our time, carrying on a dialogue with all stakeholders in society.

We develop **long-term solutions and visions**. Because we owe this to ourselves and to future generations. We **aim for an inclusive and sustainable society** that offers opportunities for all.

**We do so based on the assumption of a good society that is based on four main pillars:**

- › Creative entrepreneurship as the foundation for prosperity.
- › A context of good public governance.
- › Civil society as a binding agent for a well functioning democracy.
- › Responsible citizenship for all.

## Board of Directors



**Alexander D'Hooghe**  
President

**Alexander D'Hooghe** is the chair of Itinera's Board. He is an associate professor at MIT and founding partner of ORG Permanent Modernity, a design agency and think tank based in Brussels and New York that operates internationally in the urban planning and architecture space. Alexander has published internationally, notably with 'the Liberal Monument' (Princeton, Fall 2010) and recent papers in journals in Germany, Israel, Spain, the Netherlands, Belgium, the US, etc.

Alexander D'Hooghe is the former director of the MIT Centre For Advanced Urbanism (CAU), which focuses on the large-scale, complex urban issues of our time. D'Hooghe earned his doctorate in 2007 from the Berlage Institute at T.U. Delft. Before that, he earned a Master in Urban Design from Harvard in 2001, and a Master in Architectural Engineering from the University of Leuven in 1996. He has worked with industry leaders like Rem Koolhaas and Marcel Smets.



**Siham Rahmuni**  
Board member

**Siham Rahmuni** is an ambitious young entrepreneur working towards sustainable innovation in every arena. She is guided by her keen sense of social responsibility and inclusion. As a mentor and bridge builder, she inspires those around her to broaden their horizons beyond their own perspective.

Siham graduated with a bachelor's degree in tax accountancy and then started as a financial assistant at a company whose international expansion was in full swing. After just a year, she was named department head, and two years later, she was responsible for the global financial side of the company. After a stopover in France as interim CFO, she joined real estate service provider Quares, where she progressed from financial manager to Finance and HR director and finally CEO. As a member of the Board of Directors, she helps chart the company's strategic course.



**Ank De Wilde**  
Board member

**Ank De Wilde** is the founder and CEO of Absolem, an innovative industrial engineering firm she launched in 2010 with Bruno Dejaeghere. Four years later, she shot to fame as a "CSR pioneer": she created a meaningful way to be socially impactful by letting Absolem employees volunteer at non-profits. She is on the Advisory Board for Ethical and Meaningful Business of Etion.

Ank questions existing paradigms about entrepreneurship, growth, and collaboration and believes not only that people and technological innovation really can go hand in hand, but that connecting people with each other, their organisation, and their environment creates sustainable value for both the organisation and society.

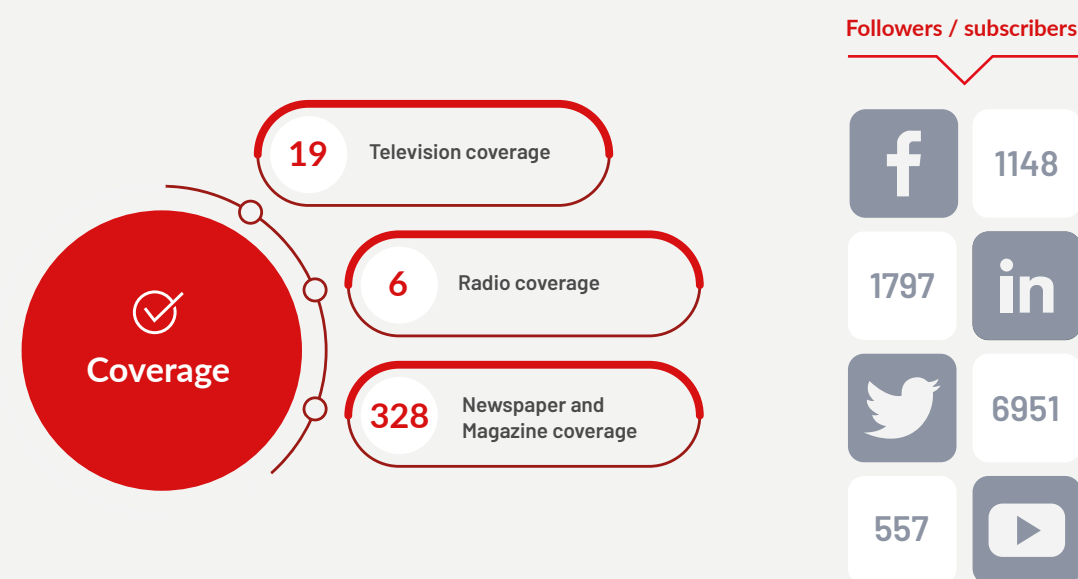
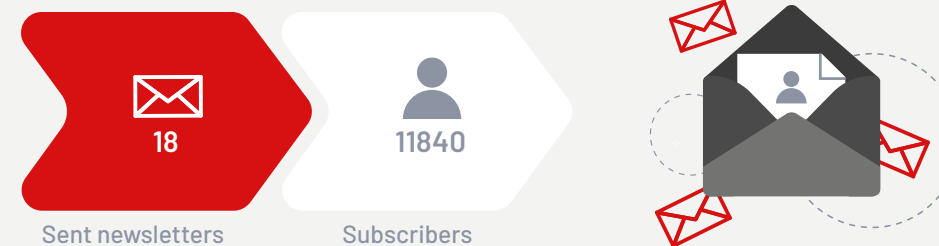


## Financial Partners

Itinera does not receive support from the government, pressure groups, political parties or civil society groups. **We are funded by individuals, families, foundations and companies that believe in our activities and objectives.** You can provide financial support to Itinera free of any obligations, via a one-off donation, by becoming a patron or by including us in your will. You can also opt for multi-year funding that is linked exclusively to the mission of the Institute.

- ABSOLEM
- ACKERMANS & VAN HAAREN
- ADENS
- AGEAS
- ALHEEMBOUW
- AXA
- BALTISSE
- BASF
- CARMEUSE
- CEO'S 4 CLIMATE
- CORDEEL
- DENYS
- DIEPENSTEYN
- EXMAR
- FIMACO
- FINN
- GEPHURAS
- GROUP M.A.M.
- JANSSEN PHARMACEUTICA
- KOINON
- LAKESPRINGS
- LA LORRAINE
- LATEXCO
- LOTUS BAKERIES
- MOORE BELGIUM
- ORBIUS
- QUARES
- REVIVE
- SODEXO
- SOUDAL
- VAN BREDA RISK & BENEFITS
- VPK GROUP
- XYLOS
- ZEB

## Itinera 2022 in figures





**Ignaas Devisch** is the CEO at Itinera. He is a widely read philosopher and a regular guest on radio and television programmes, providing commentary on ethical and philosophical issues. He also has a regular column in De Standaard. He is a professor of medical philosophy and ethics (University of Ghent), author, and consultant on ethics and philosophy for companies and individuals. He hosts lectures at home and abroad, to both specialist and general audiences.



**Karel Volckaert** is the COO at Itinera. He is a partner at riverrun, which advises governments, organisations, and companies on strategy, organisation, and value-and-risk management. In the past, he has worked as a strategist and fund manager in asset management, and as a valuation specialist. Karel is a civil engineer in physics (University of Ghent). As a visiting fellow, he partnered with chief economist Ivan Van de Cloot to write the book Taxshift.



**Ivan Van de Cloot** is the Chief Economist at Itinera and Executive Professor of Economics at the University of Antwerp School of Management. He is a sought-after commentator on financial and economic events and has a regular column in the newspaper De Tijd. His research for Itinera focuses on taxation, public finance, and good governance. Ivan studied economics at the University of Antwerp



**Jean Hindriks** is a fellow and founding member of Itinera. He is president of the Economics School of Louvain (UCL) and was part of the 2020-2040 Pension Committee, which later transitioned into the Academic Council for Pension Policy. His research focuses on pensions, good governance, and education. He provides regular commentary on these themes in the French-language press. Jean was co-director of the Center of Operations Research and Economics (CORE).



**Marc De Vos** is a founding director and fellow at Itinera. He has a weekly column in Trends magazine and is regularly asked to provide commentary on labour events. His research at Itinera is focused on labour and inequality. Marc holds a doctor of law (University of Ghent), licencié en droit social (ULB) and Master of Laws (Harvard University). He taught labour law, European law, and introduction to the rule of law at the University of Ghent and the VUB.



**Safaa Charafi** is a Junior fellow at Itinera. Her research focuses on diversity, inclusion, migration, and urban policies. She holds a Master's in Architecture and a joint Master's in Urban Studies from six European Universities. She conducted research at the VUB, Brussels, and York University, Toronto, on the topic of migration, discrimination, and policing. She currently also works as an independent gender consultant for the Brussels Binder and other international organizations. She is an active member and volunteer of several organizations including PICUM, CANADEM, and the Society of Gender Professionals. She is an advocacy and communication officer at the European Network of Migrant Women.



**Joël van Cauter** is a fellow at Itinera. His research addresses the themes of poverty and citizenship. Joël studied philosophy at the Free University of Brussels (ULB) and economics at UCLouvain, where he also obtained a PhD in philosophy. As an independent consultant, he conducts socio-economic research for institutions and private companies. He is a true jack-of-all-trades who has held positions in the political field, the non-profit sector, and the socio-economic sector.



**Johan Albrecht** is a fellow and founding member at Itinera, and professor of environmental economics at the University of Ghent. His research at Itinera is focused on energy and health. Johan studied at the University Ghent and Oxford University and has served as an energy and technology policy advisor for several Belgian and international organisations. Johan Albrecht is the author of several books, including Coronashock (2020) and Investing in a Healthy Lifestyle (2020).

**Associates**

- Simon Ghiotto
- Stijn Ronsse
- Cind Du Bois
- Etienne de Callataÿ
- Kjell Clarysse

**Trainees**

- Kristof De Witte
- Marion van San
- Sam Hamels
- Paul Becue

- Trainees
- Anaïs Bouché
- Simon Rogissart



**Liesbeth Defrancq** is Office Manager. She studied Law at the VUB in Brussels and Journalism at Erasmushogeschool in Brussels. She obtained a bachelor's degree in Law and a bachelor's degree in Journalism. She joined the Itinera-team in October 2016. Previously, Liesbeth worked as an editor for the newspaper Het Laatste Nieuws.



## Reports



- › Brain Trust White Paper
- › The merger of municipalities: 202 Walloon municipalities out of 262 are they too small?
- › Political renewal: What do the experts say?
- › What future for Belgian integration pathways?
- › A well thought-out tax reform



## Webinars

### Entrepreneurs on a mission

In the series Entrepreneurs on a mission: inspirational talks on sustainability, hosts Ignaas Devisch and Joël Van Cauter enter into dialogue with entrepreneurs who make a difference in the field of sustainability. People who do not sit back and wait until it is too late, or until regulations are introduced, but have started working themselves. People who want to inspire others with what they do in this field. People who make a difference.



## Webinars

### Itinera Invites

At Itinera Invites, the profiles of our guests are not as important as the questions they ask and want to share with us. The debate is central to this. Sometimes formulating a sharp question is a merit. How should we view certain issues? Do we keep its complexity in mind or do we make it just too complex?



### One Minutes

In one minute, a fellow of Itinera provides more context on a current event such as the budget or the outcome of the climate summit.



## Book

### Sustainable approach to poverty

Poverty is a major problem, as evidenced by the figures: more than two million Belgians are at risk of poverty and social exclusion, and almost 500,000 people are facing severe material deprivation. And these figures do not take into account the impoverishment of the less affluent part of the middle class as a result of the energy crisis. This part of the population, which is already struggling, feels a real risk of slipping further if the energy crisis persists.

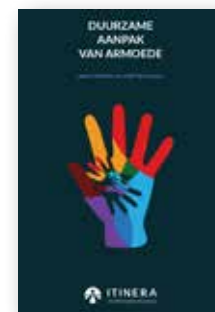
Poverty is also a crucial issue for three reasons:

First, poverty jeopardizes people's autonomy and dignity. It undermines people's lives and prevents children, youth, and adults from realizing their full potential for themselves and others.

Second, it harms society. On the one hand, because poverty, by damaging individuals, deprives the community of the contributions of all: when citizens fall behind, the entire society loses. On the other hand, because it endangers the stability of certain neighborhoods and municipalities.

Finally, poverty questions the role of the state and the community. We believe that the state should not be held responsible for the happiness of individuals. Each of us, not some authority, should be able to decide what we consider a good life. But the state, and more generally the community, must ensure and protect people from accidents and hazards of life. Chance determines our lives, from birth to death, and we are not all equal in that regard. The state and civil society must act to limit the impact of this injustice resulting from chance. They must create the conditions that make a dignified life possible.

Written by fellows  
Joël Van Cauter  
and Jean Hindriks.



## Book

### Climate neutral in 2050? How organizations can make a difference

Europe wants to become climate neutral by 2050. But as time ticks on, the question arises: how can we ever realize those radical ambitions? Europe's complex climate policy has had little impact on CO<sub>2</sub> emissions in the past decade. Nevertheless, we do not question the current policy, which focuses on correcting market forces through pricing instruments, incentives, subsidies and soft regulation. Such an approach assumes that our economic decisions are primarily driven by market forces.

Johan Albrecht shows that a policy that focuses on market forces can never provoke systemic change, but also points out the key role that flexible organizations can play in tomorrow's climate policy.

After all, companies with a Net Zero agenda are today much more ambitious than our governments – just think of the European car sector, which opted en masse for electric mobility, while European policy just seemed to safeguard the future of the combustion engine. This book makes it clear how we can better mobilize flexible and strong organizations to secure our climate future.

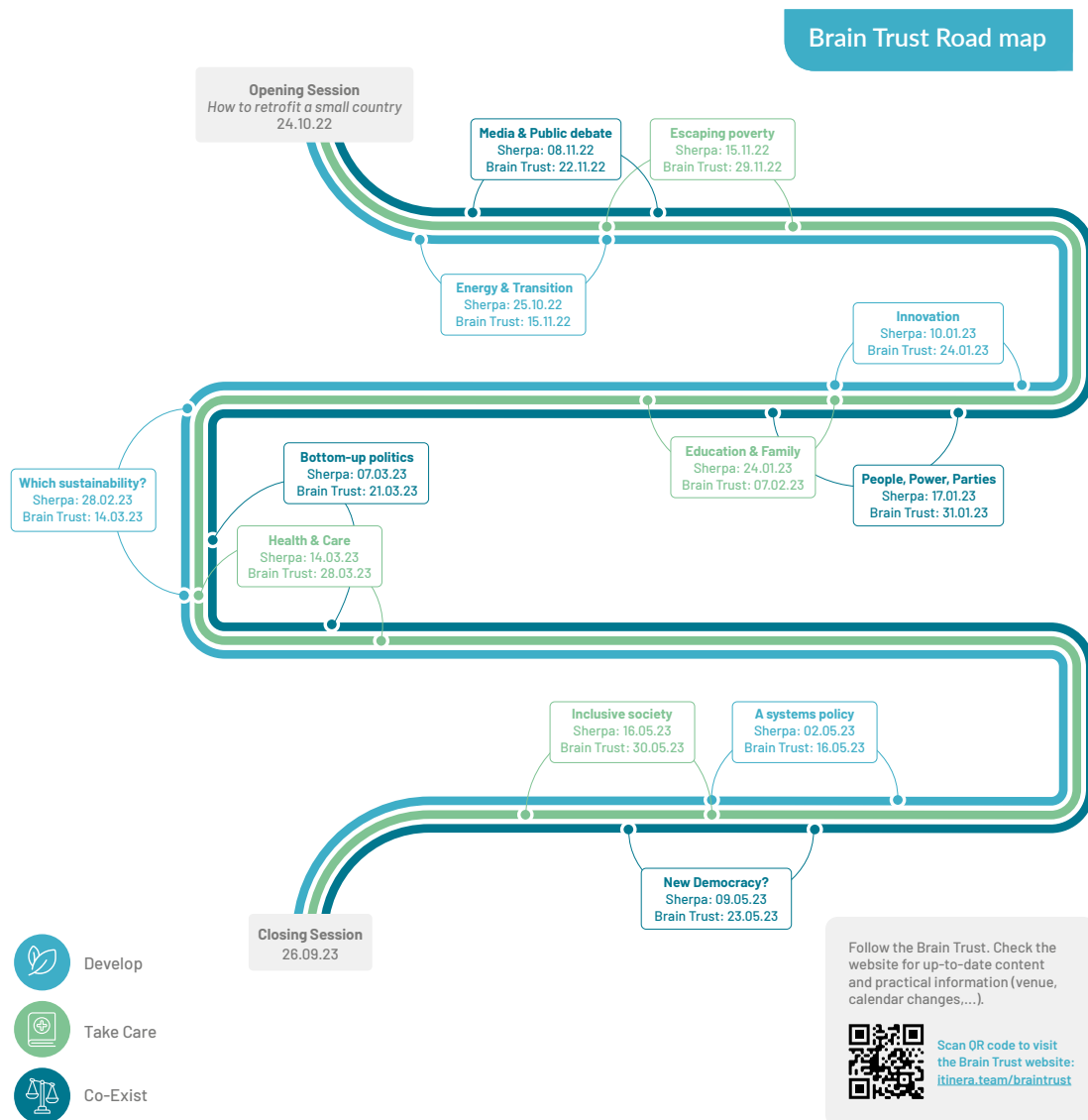


Brain Trust is a unique initiative by Team Itinera to create a road map for a better Belgium. We want to inspire policy makers to do better than today and to overcome polarisation in the lead-up to the 2024 elections.

The Brain Trust therefore aims to unite more than two hundred thinkers and doers from civil society, academics, entrepreneurs, civil servants, and individual citizens to build a constructive, engaging and actionable narrative on how to move forward as a country.

The Brain Trust focuses on three main axes: sustainable value creation, strengthening public debate and democracy's institutions, and realizing the full potential of our care and education landscape. As these axes are interwoven, we consider them to be part of one narrative.

Belgium is stuffed with creative and talented people. We want our country again to be a leading example in Europe and elsewhere.



Team Itinera’s goal is to create an impact through our role as evidence-based influencers. We want to be opinion leaders in our core topics and a standard of reference in Belgium and beyond. Our fellows speak from a place of knowledge and expertise, allowing them to offer well-founded and well-rounded insights in an accessible way, to share those insights with relevant stakeholders, and to engage broader society in dialogue.

Itinera has been a true household name from the start. We represent sound, well-researched speaking and publishing endeavours, and in-depth knowledge with an eye for the long term. That’s something we want to keep doing, continuously growing our impact. It’s why we have an extensive network of partners, sit on numerous committees and councils, and are in high demand as speakers or for debates in our respective fields. For some time now, we’ve been broadening that horizon even further by seeking out more public spaces and with even more people and institutions from our four key pillars:

- > Our partners
- > Civil society
- > Policy makers in Belgium
- > The general public

In 2022, we were able to clearly identify our impact from that perspective. We had a front-row seat for the various crises as well as for policy reforms: the energy supply and climate issue, inflation, pension reform, poverty in Belgium, and the debate on public finance and taxation. Itinera’s fellows were and are consistently sought after as opinion leaders in those arenas.

We can’t make all meetings and speeches public. Itinera enjoys the trust of plenty of politicians and policymakers – but just as much with experienced experts in the field – precisely because we strictly follow the Chatham House Rule: in most of the talks we organise, participants can use and share what they learn but neither the participants nor who said what specifically can be made public.

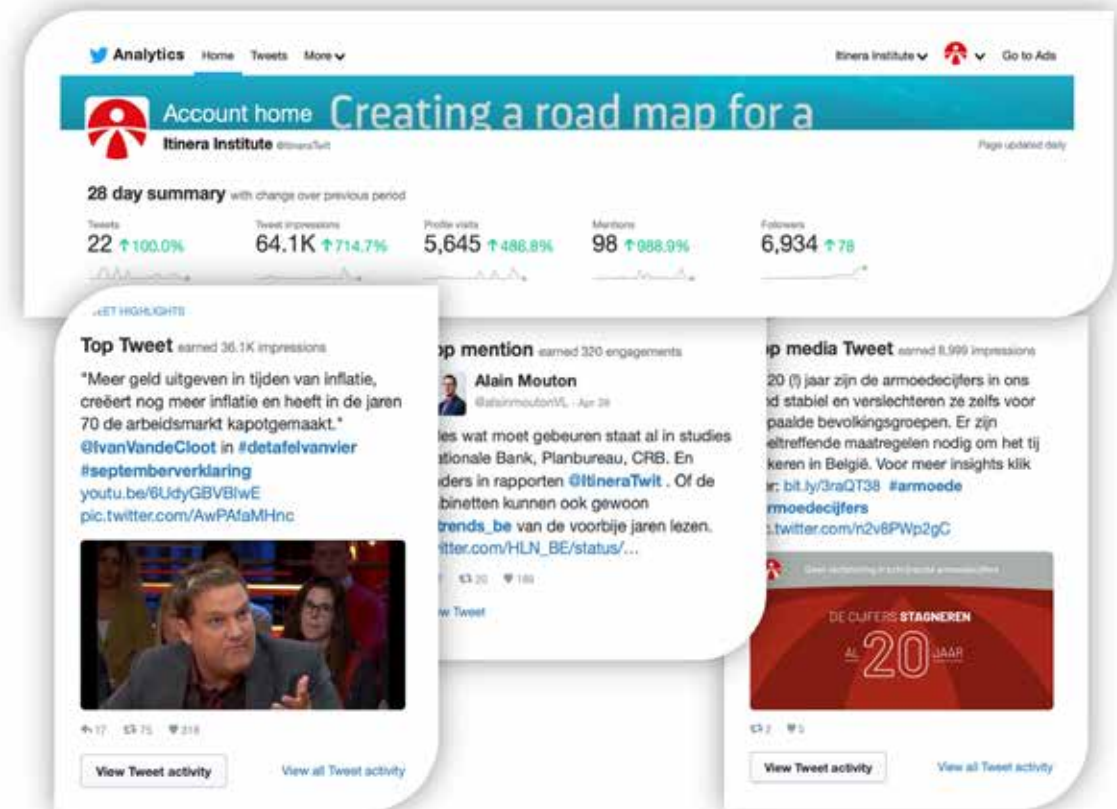
What we can say – by way of example – is that Ivan and Karel were consulted in the run-up to the long-awaited tax reform proposal by Minister Van Peteghem, that Jean maintains a direct line to Pensions Minister Lalieux, that Johan’s speeches on energy and renovation were the subject of parliamentary questions this year, that Ivan’s Accountability Day was included in

the SERV recommendations, and that the study on poverty reduction ensured that Joël is invited to policy preparatory meetings on Itinera’s behalf. Meanwhile, Safaa Charafi, our newest employee, has been attending events and conferences and networking tirelessly behind the scenes. An initial token of recognition for that was a personal invitation from the US ambassador to Belgium.

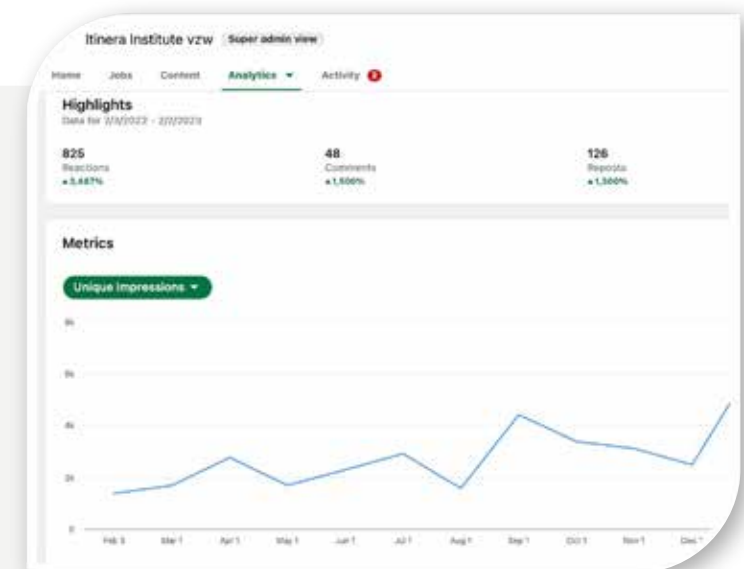
People with impact know how to find us, and see us as a relevant partner. As recently as May, we hosted then Secretary of State Eva de Bleeker as a guest at our Accountability Day. In October, Alexia Bertrand, who would soon thereafter succeed the secretary, was a guest at the opening of our Brain Trust.

We took a prominent position in the public debate with a clear growth in interest.

Followers	2018	2020	2022
LinkedIn	795	1064	1797
YouTube	168	149	557
Twitter	5708	5538	6951



Itinera’s publications this year included a plea for thoughtful tax reform, a new approach in the fight against poverty, position papers around energy measures and pension reform, quantified analyses of the energy home renovations, and Johan’s book *Climate Neutral in 2050? How organisations can make a difference*. Meanwhile, our studies are also being adopted by the World Economic Forum where we are a Content Partner with their Strategic Intelligence Group.





IGNAAS DEVISCH · KAREL VOLCKAERT (ITINERA)

# “Un Etat idéal sur le papier, cela ne nous intéresse pas”

Les responsables du think tank bruxellois Itinera lancent Brain Trust, une opération visant à déboucher les trop nombreux blocages du système belge. Objectif: trouver des solutions pragmatiques pour qu'émerge en 2030 un pays en bonne santé. **PROPOS RECUEILLIS PAR OLIVIER HOUSTON**

Ignas Devisch et Karel Volckaert sont respectivement CEO et COO d'Itinera, l'un des plus importants think tank belges. Ils présentent à *Trends-Tendances* leur vaste opération de réparation du pays en vue des élections de 2024 et du bicentenaire de 2030. **Nom de code: Brain Trust. TRENDS-TENDANCES. En quoi consiste l'opération Brain Trust? Comment**

beaucoup mieux qu'aujourd'hui. Nous voulons donc nous entourer de personnes qui travaillent au cœur de la société pour nous aider à déterminer précisément ce qui ne fonctionne pas et y trouver des solutions. Il ne s'agit pas d'une énième tentative de rédiger une note théorique sur la Belgique en 2050 mais bien de gérer les problèmes de façon très concrète et évaluer le tout avec des indicateurs très précis. **Vous allez vous entourer**

pelle “les élections”. Mais ne réunir que des académiques, cela s'appelle “l'élite”. Ce, nous voulons mettre autour de la table des gens qui sont concrètement confrontés au quotidien aux problèmes de la Belgique d'aujourd'hui, que cela soit un commissaire de police, un entrepreneur, une infirmière ou un travailleur de rue. **KAREL VOLCKAERT**, l'idée, c'est aussi que toutes ces personnes soient précisément sélectionnées en fonction des questions que nous nous posons, pour déterminer où se trouvent les blocages dans le système belge et où se trouvent les contournements possibles. Ce sont des “experts du vécu”. Nous ne

**IGNAAS DEVISCH**

- CEO d'Itinera
- Philosophe, professeur à UGent
- Chroniqueur permanent au journal *De Standaard*



## Les mots d'arsenic

Les mots sont essentiels. Les gouvernants devraient le savoir.

«L'histoire présente une succession de révolutions. Mais, si on les regarde avec un peu de recul, on voit qu'il y a eu quelque chose de continu, quelque chose de profondément humain. C'est la lutte pour la justice, pour la liberté, pour la dignité. C'est la lutte pour un monde meilleur. C'est la lutte pour un monde où tout le monde a sa place. C'est la lutte pour un monde où tout le monde a ses droits. C'est la lutte pour un monde où tout le monde a sa voix.»

**Jiel Van Center**  
Docteur en philosophie et économiste



## OORLOG IN OEKRAÏNE ECONOMISCHE GEVOLGEN

### Gert Peersman en Ivan Van de Cloot over de impact op onze financiën

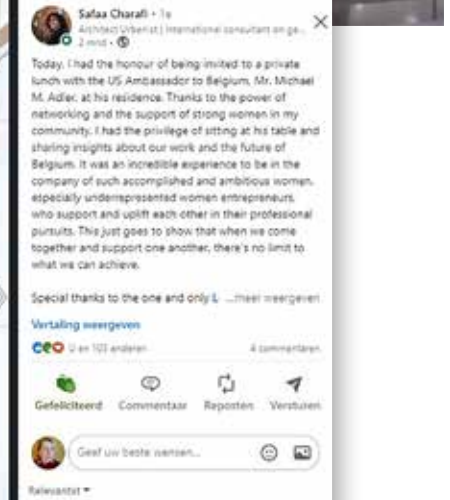


**IVAN VAN DE CLOOT**  
“Het sociaal energietarief kan ervoor zorgen dat mensen er netto zelfs op vooruitgaan. Maar dat hoor je te weinig”

**Peersman: “Het probleem is niet de economische schok, wél hoe de politiek erop reageert”**

**Van de Cloot: “In het sociaal energietarief zit een politiek statement. Het kan er zelfs voor zorgen dat die mensen er netto op vooruitgaan. Maar dat hoor je te weinig.”**

**Peersman: “We zijn met een heel klein beetje bezig te herstellen. Het kan er zelfs voor zorgen dat die mensen er netto op vooruitgaan. Maar dat hoor je te weinig.”**



We weigh in on the public debate in both parts of the country, on social media and in traditional media. In addition to regular columns by several fellows, we publish opinion pieces in various newspapers and magazines almost weekly. Itinera is also a regular guest on television programmes, radio and podcasts. Amongst others, Marc and Ignaas took part in *De Afspraak* and *De Zevende Dag*, Ivan made a talked-about appearance at the *Tafel van Vier*, and Jean was interviewed several times on issues ranging from local government finances and good governance regulations to the teacher shortage in Wallonia or the uneven impact of energy measures and lack of pension reform.



DE VLAAMSE BREDE HEROVERWEGING ALS OPSTAP NAAR EEN STRUCTUREEL EVALUATIEBELEID



In elk geval vraagt de SERV dat het Vlaams Parlement hierin een veel grotere rol opneemt. Een startpunt is het organiseren van een jaarlijks moment in mei waarop het gevoerde regeringsbeleid besproken en geëvalueerd wordt (naar het voorbeeld van de jaarlijkse verantwoordingsdag in Nederland) als keerzijde van de Septemberverklaring (of de Prinsjesdag in Nederland). Dat moet zorgen voor meer evenwicht tussen de huidige grote politieke aandacht voor de aankondiging van nieuw beleid (plannen, intenties) en de beperkte aandacht voor de uitvoering (realisaties, effecten).

#VISAPOURLAFLANDRE



HÉLÈNE DEVAUX EDITORIALISTE DE CREG

La responsabilité publique ? Cela ne s'improvisait pas, cela se construit et gérer un parlement, c'est un vrai travail, pas une sinécure. Avertissement aux nouveaux président et Bureau politique.

# Pauvre Magnette...

“

**L'usage du socialisme cavalière à nouveau, et cette fois alors que les électeurs font attention à leurs sous suite à la hausse des prix de l'énergie**

**Par Bart Struyven** (traduction de la traduction)

Autres socialistes, accablés encore les problèmes pour Magnette. Mais c'est l'usage qui est souligné avec un Premier ministre qui ne pourra plus compter sur la sympathie des socialistes francophones pour la fiscalité, le chômage ou les pensions, vu la concurrence accrue désormais sur leur base électorale.

Le message fort de Jean Hindriks. La réponse dans cette chronique vient d'un professeur de l'UCL, expert des affaires sociales et spécialiste des questions de gouvernance publique. Dans une cartouche publiée par Le Soir, Jean Hindriks renvoie à un article qu'il avait publié en 2015 (1) et dans lequel il propose une analyse du problème de la responsabilité publique, jugée aussi essentielle que la responsabilité sociale des entreprises. Dans ce travail éminent, il analyse les déficiences qui induisent de graves lacunes en matière de gestion : conflits de loyauté, confiance ébranlée, organisation déficiente, absence de contrôle de gestion, recrudescence d'abus, comptabilité défectueuse, etc.

« Que faire, docteur ? Pour le problème, une chose est claire : les institutions comme les commissions pour sauvegarder l'honneur ne règlent pas du tout les problèmes de responsabilité publique, qui ne se règlent pas à court terme et dont les conséquences sont souvent irréversibles. La mise en place rigoureuse d'une série de conditions indispensables, dans l'ordre des choses, est le seul moyen de garantir la confiance dans le système des mandats publics. »



DR HINDRIKS LA UNIVERSITE CATHOLIQUE DE LOUVAIN, LE JOURNALISTE ET LE CREG

Finally, 2022 was the year Itinera launched its ambitious Brain Trust programme. In more than twenty expert sessions and broader conversations, we have been and are still pinpointing the flaws in the Belgian system, and working out strategies to break through the bottlenecks. This project is moving at full speed, and we're continuing to refine our diagnosis of the obstacles that prevent our country from reaching its full potential. In our multi-disciplinary 'sherpas' sessions, we bring together a wide range of experts from the field and academia, from energy transition to community building. The 'Brain Trust' sessions examine the Belgian system with a balanced

panel of generalists from every different corner and sector of our country. Tech investors sit alongside former diplomats, engineers, lawyers, social workers, or marketing professionals. Together, we look for the pressure points in the system where we see the greatest leverage for improvement.

There's a reason our baseline is *unchaining ways of progress*. In 2023 as well, we want to prove that there are multiple pathways to progress. As *evidence-based influencers*, we believe that identifying and unlocking those avenues is our core mission.



**Itinera Institute VZW-ASBL**

Alphonse Vandenpeereboomstraat 164/4

B - 1080 Sint-Jans-Molenbeek

T +32 486 98 31 17

[www.itinera.team](http://www.itinera.team)

[info@itinera.team](mailto:info@itinera.team)

 @ItineraTwit

 /ItineraInstitute

 /ItineraInstitute