



iMPACT direct

Because local expertise matters



In 2023, we work towards 20 stronger locally-led African NGOs working on income, nutrition & climate and education, 15,000 lives improved, and getting ready for scaling.

June 2022

www.impactdirect.eu



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OUR MISSION

We aim to support credible African-led NGOs accessing available resources, to be able to make more impact, reaching more people and improving more lives. At the same time, we support our partnering NGOs with becoming a stronger organisations, to create sustainable change in the communities they work.

Why? In the aid sector, locally-led NGOs – the first to respond and last to leave – create most impact on social and economic justice. However, they directly receive only 2% of the total global aid budget.

Imagine how much impact can be made if we could maximize the funds available for these African NGOs!

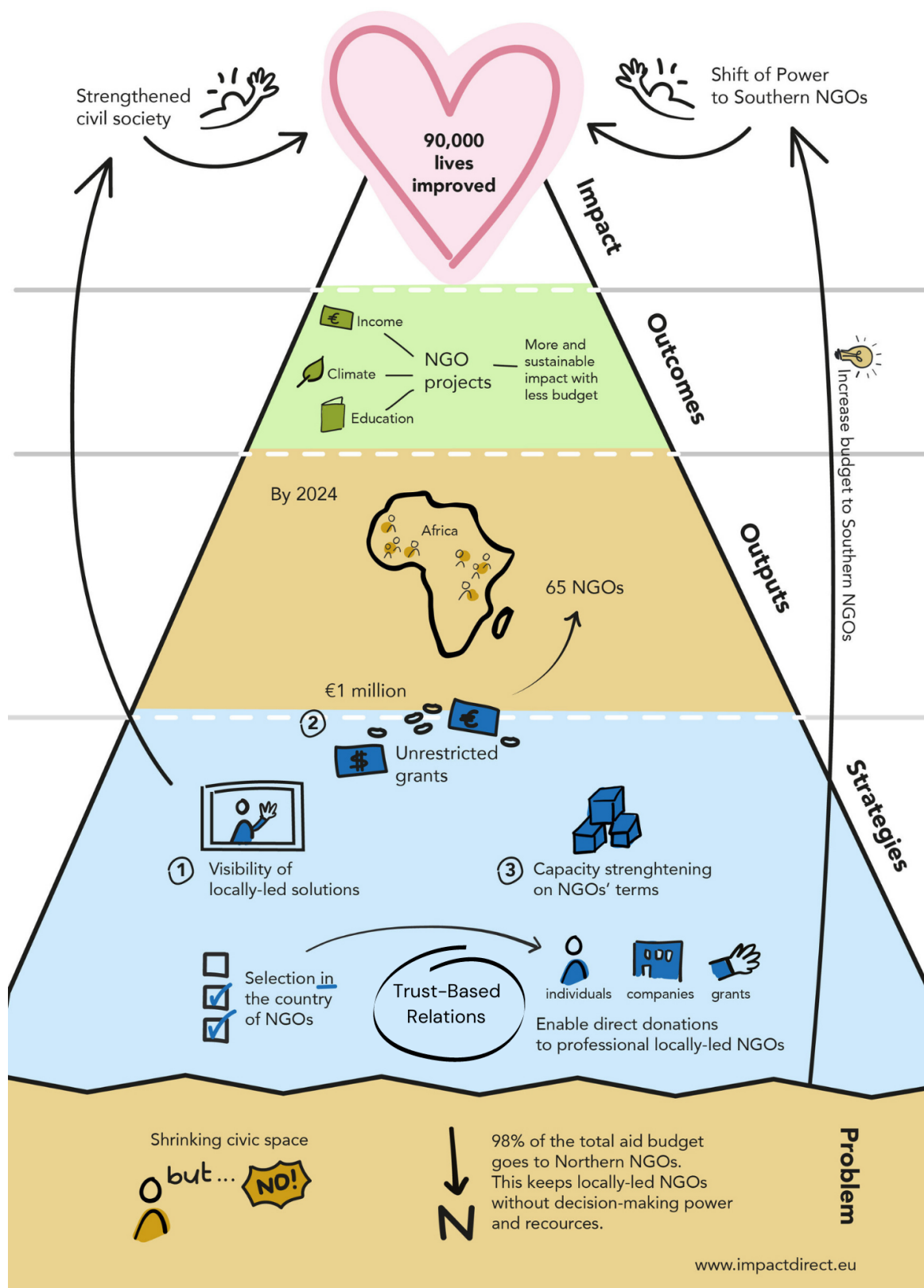
That is exactly our ambition at iMPACT direct. We want to lead by example and contribute directly towards:

- Increased access to resources for great local solutions on income, nutrition & climate, and education. With additional funding, locally-led nonprofits can improve the lives of people living below the poverty line right away. It means more impact for less budget in less time.
- Strong civil society organisations, that can lead socio-economic justice in their communities and countries in the long run.



How our intervention works exactly? Read the entire narrative to the Theory of Change here: <https://impactdirect.eu/our-theory-of-change>

Theory of Change - iMPACT direct



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We must change traditional development cooperation, as parts of it are ineffective, inefficient and not sustainable.

The problems:

Lack of access to aid budget leads to a lack of decision-making power for southern-based NGOs, since they receive most of their income through northern NGOs. This results in locally-led NGOs failing to choose their own strategies and how they want to build their organisations. In turn, leading to unequal and inefficient partnerships, and projects that are not effective and local organisations that are not sustainable.

In addition, in our research in 2022, we noticed that traditional aid actors will need much longer to change, as they are in the initial phase of raising awareness and creating change within their organisations on Shift the Power.

The solutions:

We believe (and see!) that directly supporting locally-led NGOs leads quickly and cost-efficiently to an increase in the living standards of people living below poverty level.

Our approach is unique in the Netherlands (and we haven't seen alike initiatives in Europe or Africa either):

Competitive solutions

From those who are innovating in the aid sector, we see 3 types of approaches: 1) Direct Giving to Individuals (e.g. Giving Directly and 100WEEKS; 2) Unconditional Grants to NGOs (Mama Cash, GFCF;) and 3) Effective Altruism, looking for the most effective solutions.

We are inspired by direct giving, and believe real change comes from strong local civil society that can develop themselves to become the best impact makers in their communities. It is the road to actual sustainability!

Note that non of these competitors facilitate direct giving for individuals and organisations to southern-based NGOs.

OUR APPROACH

Our main strategies include:

- 1) **Visibility of locally-led solutions** and the effectiveness and cost-effectiveness of those. We do so by showcasing the work of the NGO (solutions, updates and output and outcome reports) at our website, at events and in promotions.
- 2) **Unconditional Grants** financing carefully selected NGOs' milestones according to their annual plan and annual report. And connecting a large group of donors (individuals, organisations and grants) to underfunded African NGO by facilitating direct donations to impactful projects.
- 3) **Capacity strengthening on the NGOs' terms** to become more self-sustaining in a period of three- or six-years' time.

Our main target groups are:

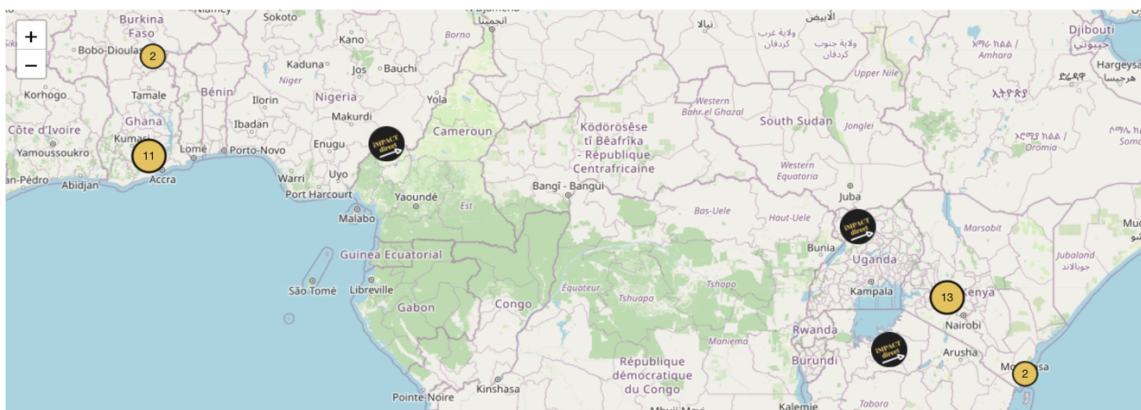
1) Locally-led, locally-based and locally-found African NGOs with annual incomes (during selection) below €30,000 or €100,000, from which the initiators started from a great idea for local projects on one or more of these three Sustainable Development Goals (SDGs): No poverty (SDG1), Zero Hunger (SDG2) and Quality education (SDG4), but fail to get (sufficient) resources from granting donors. We aim for a 50% representation of women-led NGOs.



Find all characteristics of local NGOs we partner with here:

www.impactdirect.eu/partnership

Where we make direct iMPACT



Find the interactive map with all projects here: <https://impactdirect.eu/project/>

Note: Seven more locally-led NGOs will be recruited during a new selection opening in July, focusing on Ghana, Liberia and Sierra Leone in West Africa and Kenya, Rwanda, Tanzania and Uganda in East Africa.

2) Project participants (i.e. the people benefiting from the interventions of the NGOs we support) are women, men and children living below the poverty line.

4) (Individual) donors

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From what we have learned (experience and research), we have adapted our strategies as from 2023:

- **Trust-Based Relations** with donors, with partnering NGOs, and between NGOs and project participants, are now integrated in all three strategies.
- **Capacity Strengthening** – according to a developed programme and NGO journey – that builds strong NGOs, and that engages communities in project design.
- **Get ready for scaling** by making the best local solutions widely available, in partnership with expert NGOs.

In this way we support NGOs improving more lives. In addition, with strong civil society we build sustainable solutions beyond our 3-year partnerships.

In 2023 we prepare for replication and scaling. Besides the activities we have been doing in the past two years, we will test our capacity strengthening programme, start measuring the impact that our strategies have on the NGOs, and test a plan for scaling with one of the partnering NGOs.

We plan for another year to get ready for replication and scaling in 2023, as follows:

Build	Pilot	Scale
<p>Our partnerships & team</p> <ul style="list-style-type: none"> • Further develop Trust-based Partnerships with and between partnering NGOs • Build Transparency & Legitimacy: Motivate further engagement of projects' participants in NGOs' project design and budget • Further develop professionalism: a small and dedicated team across Europe & Africa 	<p>Supporting NGOs' organisational strength</p> <ul style="list-style-type: none"> • Start Capacity Strengthening Program: Training, Mentoring, Sharing on Organisational Excellence and Measuring Impact • Financing NGOs' milestones: a % of annual plan & report 	<p>Test Scaling Idea</p> <p>After 3-years partnership, supporting a selection of NGOs to scale their best solution to multiple CBOs and NGOs in the region.</p> <p>Our pilot will be on ecological farming together with COSDEP (one of our Kenyan partnering NGOs) to 10 more CBOs and NGOs in the region</p>



Although we have been replicating some activities, we are still in the phase to proof concept as follows:

- **Get ready for replication**

- Start testing and measuring our exact effect on NGOs, especially when starting a more comprehensive capacity strengthening programme.

As our prior goal is to support locally-NGOs in their work, and to become a stronger and sustainable organisation for sustainable impact, we added indicators to monitor and measure our success in that. On the NGO-level this includes:

- Increased access to funding (also beyond iMPACT direct).
- Increasingly equal partnerships with northern parties.
- Stronger organisation, measured by NGO's self-assessment, reflection, and cost-effectiveness of projects.

- **Get ready for scaling**

- Testing our major idea for scaling in a pilot together with one of our partnering NGOs (COSDEP Kenya). When successful we could work with more NGOs with great solutions, to bring local solutions to more CBOs and NGOs in the region.

Then from 2024, we would be ready to replicate our strategies to more NGOs and more countries, and scale best solutions from locally-led NGOs.

ACTIVITY PLAN

			2022	2023				2024
			Q4	Q1	Q2	Q3	Q4	Q1
Strategy	Activity	By whom						
1. Visibility								
	Audited Financial Annual Report 2022	NGOs						
	>4 Stories following consultation / evaluation meetings with projects' participants (updates on website and socials)	NGOs						
	Outcome videos after projects' end (projects that started in 2022 or 2021)	video makers						
	Measure impact according to adapted Theory of Change	IMPACT direct						
	Annual report 2023 + audited Financial Annual Report	NGOs						
	Annual impact report in Feb + Audited Financial Annual	IMPACT direct						
2. Unconditional grants								
	Fundraising individual donors (Relation Management incl. Newsletter, events), marketing reaching new potential supporters)	IMPACT direct (with input from NGOs' stories and reports)						
	Fundraising organisations (Newsletter, Relation Management)	IMPACT direct						
	Fundraising grants (Proposal writing, Relation management, Pitch at sector platforms reaching new potential supporters)	IMPACT direct						
	Monitoring Milestones for organisational and project funding per Partner Agreement	NGOs						
	Transferring donations 3 times a year to 20 NGOs: March/April, Sept and 31 Dec (or on request - when raised a significant amount)	IMPACT direct						
3. Capacity Strengthening								
	Feedback on annual plans, projects to be promoted on the website, updates and reports	IMPACT direct						
	Regular Expert Talk (externally accesible through Facebook Live) with subsequent Knowledge Sharing Meetings amongst partnering NGOs: sharing best practices and lessons learned	NGO or external expert, facilitated by IMPACT direct						
	Matchmaking NGOs to our network (experts, graduate experts; and organisations) where relevant	IMPACT direct						
	Use CoResolve approach when for co-creation meetings with NGOs	IMPACT direct						

			2022	2023				2024
			Q4	Q1	Q2	Q3	Q4	Q1
Strategy	Activity	By whom						
IMPACT Academy	Year 1 Train, do, mentor on organisational strength							
	Prepare for training: Develop tools for capacity programme with the two trainers	IMPACT direct						
	Prepare for training (incl: assign 2 people for training (1 management level, 1 implementation level), start 1) Self-assessment: Strength, Weaknesses; Wants and Needs.	NGOs						
	2-day training no.1 in Early Nov (in person): 0) Get to know each other! 1) Reflect on Self-assessment: Strength, Weaknesses, Needs; Wants 2) Dream: Where do we see ourselves in 5/10 years; what are first steps to make the coming year? 3) Share practices on how to engage target group; 4) Annual plan for coming year; 5) Discuss / collect together needs on external expertise, incl. idea of matching with graduates. 6) Simple Monitoring & Evaluation: what and how.	IMPACT direct (1 trainer + relation manager per region: West Africa and East Africa)						
	Consultation with target group to discuss needs and possible solutions --> Annual Plan	NGOs						
	Deliverable: Draft Annual plan 2023 incl organisational milestones and projects (End Nov)	NGOs						
	1-day Training no.2 early Dec (online): 4x Peer reflection with groups of 5 NGOs	IMPACT direct (1 trainer + relation manager per region: West Africa and East Africa)						
	Consultation with target group to discuss project design and budget --> update on website	NGOs						
	Deliverable: Annual plan 2023 (Jan)	NGOs						
	Bilateral meeting with NGOs on what and how to support in 2023 (Jan); % of organisational costs, % on project costs; (for those who did not start and have shown good results in implementation earlier: we can discuss if they want to promote a project online; if they have shown good results in reporting/updates/writing on impact we can discuss support in proposal writing.	IMPACT direct (NGO Relation Managers)						
	2-day training no. 3 in April (in person): Simple Monitoring & Evaluation. Start writing the framework for the annual report, deep dive in what to measure and how to measure incl. doing preparations for annual report.	IMPACT direct						
	Consultation with target group to discuss project progress (May-August) --> update on website	NGOs						
	1-day Training no.4 in September (online): 4x Peer reflection with groups of 5 NGOs on Simple Monitoring & Evaluation; Reflect on self-assessment/5Cs - with (first) learnings - looking forward to next annual plan	IMPACT direct (WA: Joana + trainer; EA: Martha + trainer (Sofina?))						
	Evaluation with target group (Nov) --> annual report	NGOs						
	Year 2 Train, do, mentor on communicating results & income generation							
	Year 3 Train, do, mentor on Proposal Writing							
	Year 4							
	Test two ideas on: Scaling great local solutions to many more CBOs and NGOs							
	In a partnership with NGOs with excellent solutions, bringing their solution to many CBOs/CSOs, starting with COSDEP							
	Invite our entire NGO base (200+ and growing) to (online and offline) Expert Talks / Knowledge Sharing Events - so they can benefit from expertise and network							

			2022	2023				2024
			Q4	Q1	Q2	Q3	Q4	Q1
Strategy	Activity	By whom						
4. Trust-based Partnerships Selection								
	NGO selection + visit	iMPACT direct (NGO Relations manager)						
	Kick-off meetings with NGOs (online)	iMPACT direct						
	Go/no-go decision after 1 year	iMPACT direct						
	Decision on scaling partnership after 3 years (or when relevant)	iMPACT direct						
	At least once a year							
	Bilateral Partnership Meetings to discuss progress and needs & partnership satisfaction	iMPACT direct (NGO Relations manager)						
	Visit NGO	iMPACT direct (NGO Relations manager)						
	Regularly							
	Monitoring Partnerships Overview - transparent for both iD and NGO	iMPACT direct (NGO Relations manager)						
	Bi-weekly Open Zoom Calls	iMPACT direct						
	Mails with updates, news or announcements	iMPACT direct						
	Shared WhatsApp group	iMPACT direct						
	Individual calls when relevant	iMPACT direct						
Supporting Activities	Fundraising							
	Fundraising strategy (secure funding for next year)	iMPACT direct						
	Partnership strategy (long-term partnerships with partners that we share a mission with - and benefit both parties)	iMPACT direct						
	Marketing & Communications strategy (with Sarah Diedro) to reach out to potential supporters	with Sarah Diedro (consultant)						
	Marketing budget	CAPREA Media						
	Keep improving user experience at the website	CAPREA Media						
	Improve access to financial services and simpler donation	with intern EY						
Administration	Coordination							
	Coordination EU & overall	Inemarie						
	Coordination activities East Africa	Martha						
	NGO Relation Management West Africa	Joana						
	2 trainers (West & East Africa)	2 trainers						
	1 paid Communications officer (Europe; pt)	Agatha						
	Research interns	Radboud University						
	Financial administration							
	External auditor for financial annual report incl. incoming donations	MAKSY						

RISKS & MITIGATION MEASURES

What could negatively affect the effectiveness of the initiative?

Event	Risk	Mitigation Measure
Internally:		
Receiving too little income for organisational costs	Unable to build/remain a professional team to get the work done – to enable us to grow	Own investment (as a loan) from board members
(new) NGOs like iMPACT direct have limited access to financial services	Inefficient administration , handling multiple financial services	Tech solutions from web developer with our current PSP; Research with EY intern on best available services to make our work easier and simpler.
Externally:		
War in Ukraine	High inflation and rising prices	This most probable cause adaptations in projects, to be able to work within the available budgets.
Political instability and civil unrest (e.g. in Cameroon)	<p>Though the risk is low, this might influence the implementation in delaying the execution of the activities.</p> <p>Also, it can mean that there is need for helping more people (Internally Displace People), especially women and children.</p>	Currently, there are many international organisations and UN bodies implementing projects within the conflict affected North West and South West Regions of Cameroon, providing a positive environment for the implementation of projects.



EXPECTED RESULTS

		Contribute to a shift of power in international development	Contribute to a strengthened civil society in Africa	By connecting grants and partners (in the aid sector) to locally-led NGOs, we contribute to the grand bargain (SDG17), the increased collaboration between institutions and locally-led NGOs.	
Impact		Increased effectiveness: Our partnering NGOs increased the number of lives improved in Cameroon, Ghana, Kenya, Tanzania and Uganda, of people living below the poverty line in the communities they work, with solutions, improving directly more people's lives with a sustainable solution on: No Poverty (SDG1), Zero Hunger (SDG2); and Quality education (SDG4) Locally-led NGOs have increased decision-making power, capacity and resources to create positive lasting change in communities.			
Outcomes		Partnering NGOs have more equal partnerships, with northern-based parties	Partnering NGOs have improved access to (unrestricted) funding (also beyond IMPACT direct)	Partnering NGOs have stronger organisations	
		NGOs have increased network of partners and supporters	More value for money	A growing network of NGOs that can support one another.	
Outputs	NGO satisfaction	Expertise of locally-led NGOs is visible	NGOs have received (unconditional) grants through IMPACT direct	NGOs have built organisational skills in training and mentoring activities; sharing knowledge activities and peer reflection activities	Best local solutions scaled to multiple CBOs and NGOs in the region (in partnership with expert NGO)
	Donor satisfaction				New partnering NGOs selected (whereas others graduate) - from a growing number of African countries.
					Non-partnering NGOs participated in our Expert Talks
Strategies	0. Trust-based Relations are integrated in each strategy --> with partnering NGOs; donors; and between NGOs and communities	1. Visibility of locally-led solutions	2. Unconditional Grants	3. Capacity Stengthening	4. Successes replicated / scaled

How we measure results:

How we measure (quantitative)	How we measure (qualitative)
Number of lives improved (directly and indirectly)	Outcome reports incl. on lives improved and community impact (in videos, updates and annual reports NGOs)
Cost-efficiency iMPACT direct (Indirect costs / direct costs)	
Access to funding: Data from annual report & in conversation	<i>Equal partnerships: (indicators to be co-created with NGOs, could include decision-making in proposal phase, acknowledgement of expertise, ..., etc)</i>
Cost-efficiency of projects (Project budget/ lives improved)	<i>Self-assessment NGOs on organisational excellence / reflected in annual plan and report, and reflection meetings.</i>
Unconditional grants: Number of NGOs supported; Number of donors; Number of amount donated by individuals, organisations and grants	
Visibility: Numbers of reach people in several (social) media we use	
NGO satisfaction: Data on Retention	Discuss Satisfaction in Partnership Meetings
Donor satisfaction: Data on Registration, Activation, Referral and Retention	Survey (individual donors); or Discuss Partnership (Partnes and Grants)

- Expected nr of people benefited in the coming 3 years

Summary 5 year projection					
Year/ KPIs	scenario	Income	NGOs	Lives improved	family members / peers
2022	Minimum	€150.585	13	6.175	30.875
	Best case	€310.000	20		
2023	Minimum	€300.000			
	Best case	€425.000	30	15.601	137.215
2024		€635.140	60	22.869	241.338
2025		€1.089.168	105	40.223	432.155
2026		€1.628.439	275	72.026	771.186
2027		€2.690.127	530	128.531	942.000

- **Increased effectiveness**

Better solutions, increased accountability

- Local NGOs can rapidly respond to changes or new problems that arise.
- Local NGOs and communities build a durable relationship – and can be held accountable – and not just for the funding period.

Unrestricted long-term funding leads to more innovation and sustainability

- Growth and stability of the organisations supported
- Increased investments in innovative projects
- Increased investments in projects that (individual) donors find less attractive

- **Increased cost-efficiency (budget/ lives improved)**

Match-funding to the NGOs' own resources into established community interventions means more impact with less budget

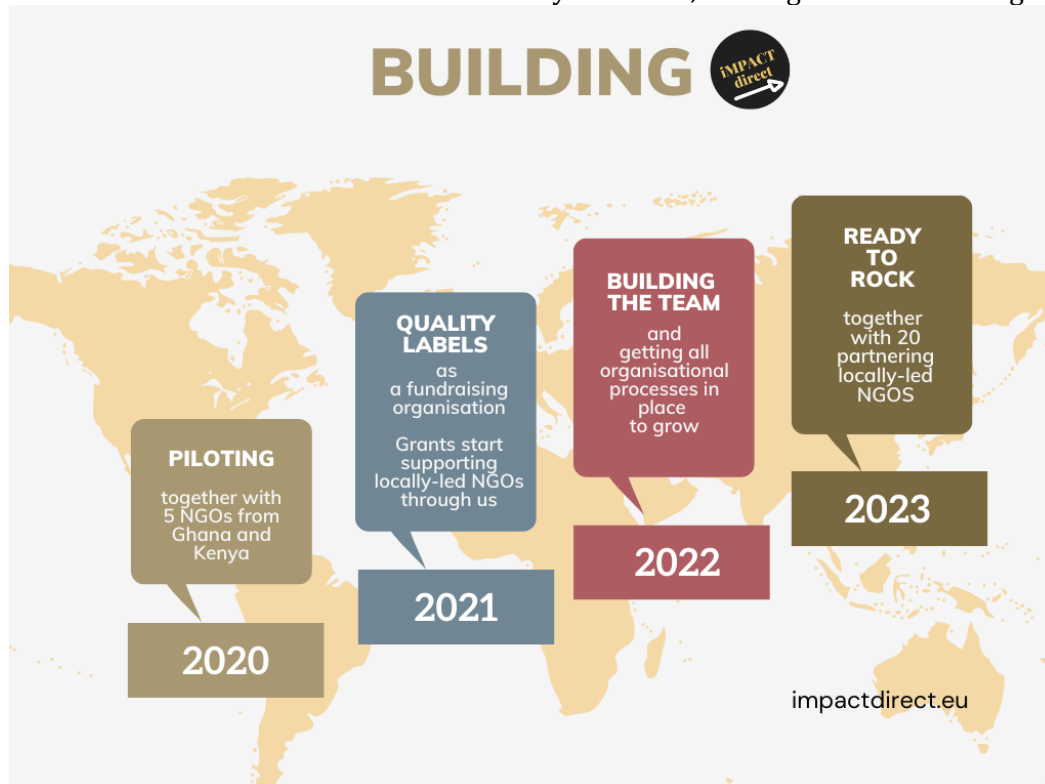
- Grants can be used immediately; Local NGOs can rapidly deploy the grant in existing projects, reaching more people with existing solutions.¹

More value for money because

- Direct donations leave out the average of 6 (!) intermediaries between donor and participant.
- Less budget is needed for office and staff costs in the North. On average around 30% of the aid budget is spend in northern countries.
- The costs are relatively low in countries we work, which means that projects and overhead costs are cheaper.

PAST RESULTS

We have shown to be able to deliver in two years' time, starting from a zero-budget:



In our first two years of existence, we have tested, adapted and build our idea and strategies:


See video: <https://youtu.be/NYPvvopIudE>



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And most importantly, first results from the NGOs on lives improved for relatively low costs are very promising.

The projects on increased income and/or produce already give very promising impact

<p>The locally-led NGOs we support, realise projects on:</p> <p>No Poverty (SDG1)</p> <p>Increased income make a significant impact. From the projects we support it shows it can lift families out of extreme poverty. It means having more budget for basic needs such as housing, food, health and education.</p> <p>Zero Hunger (SDG2)</p> <p>Increased yield is a significant impact. From the projects we support it shows it can lift families out of extreme poverty. Increased produce means more and healthier food at the table and surplus that can be sold.</p>	<p>Quality Education (SDG4)</p> <p>Every extra year of education is called a substantial impact. Global research shows that with every extra year in school, someone's income and health increases</p> <p>In Cameroon, Ghana, Kenya, Tanzania and Uganda</p> 
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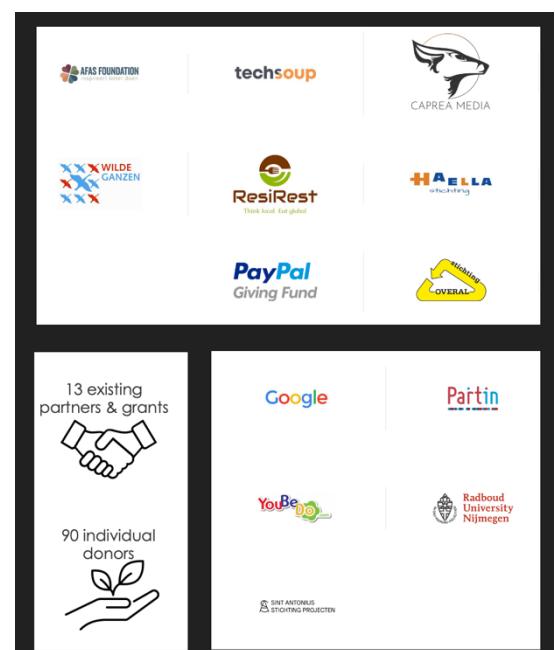
results on a short term, because it immediately lifts families out of extreme poverty.

Realised added value per SDG:

Our greatest assets to thrive include:

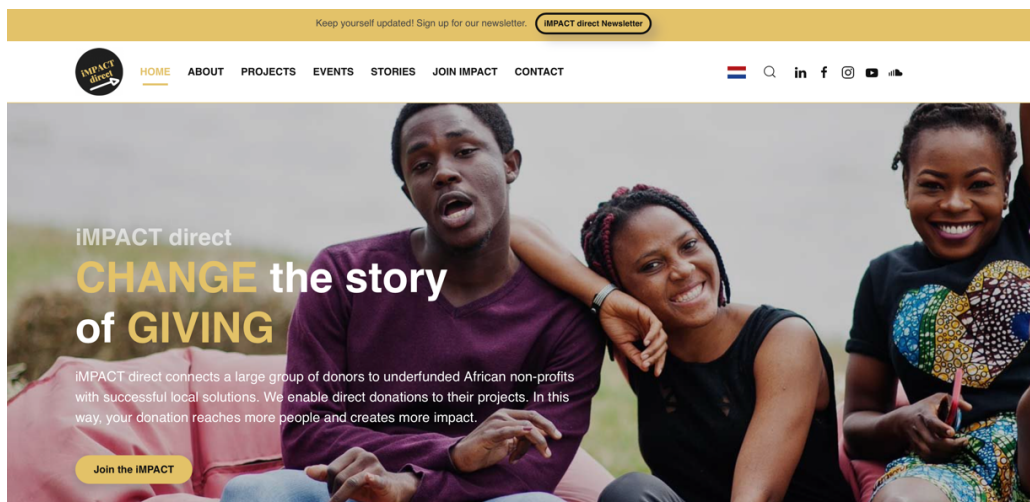
- **Our Team** is our greatest, with a passion for our mission, and bringing in a variety of perspectives, and thus bringing better solutions. And we have shown to be very capable to engage supporters, volunteers, and interns.
- **Our Supporters** make the difference. That so many individuals, organisations and grants believe in what we do, makes us believe that we are on the right track in offering an alternative approach in development cooperation. It keeps us motivated, and makes us eager to thrive in what we do.

Moreover, what we think is really promising, is that we speak to a group of people who have the same mission at heart. Our social media audience is between 20 and 30 years' old, which is very young compared to the audience of traditional development aid organisations.





- **Our Website.** Thanks to the great efforts of CAPREA Media from the start, we rely on a professional platform to engage NGOs and supporters.



Visit: <https://impactdirect.eu>

Past Financial Results

Annual organizational budget for the past 3 years (in table)

	2020	2021	2022
Indirect Costs			
Organisational costs	0	7.993	2.000
Fundraising	25	2.351	1.000
Staff/Consultants			8.150
Administration	634	758	1.435
Other cost	0	310	
Total indirect costs	659	11.412	12.585
Total direct costs	1.843	24.869	140.000
Total expenditures	2.502	36.281	152.585
Ratios			
Indirect Costs	26%	31%	8%
Fundraising	1%	6%	1%
Administration	25%	2%	1%
Other		23%	7%
Cost-efficiency iMPACT direct	0,36	0,46	0,09

What was the Boards financial reward in the previous 2 years (in table)

Board Annual Reward			
Year	2020	2021	2022
Reward	0	0	0
Total Reward	0	0	0



OUR TEAM

The team of board members and founders have a wealth of experience and bring their diverse expertise and experiences to build and steer iMPACT direct. This variety of perspectives helps us to get to the best solutions.

We are (clockwise):

Nicky Wakou, secretary, has 10 years of experience in international development as a diplomate in South Sudan and Belgium. She now works as an advocacy manager.



Wanjiku Jean Munyaka, Representative East Africa in Board since June 2022, with over 2 years of experience working for Technology companies, and since the last two years she is engaged in Technology for Social Impact supporting Nonprofits in Africa.



Inemarie Dekker, chair, has over 15 years of experience in international development and social business as a consultant in several African countries and in the Netherlands.

Richard Yeboah, treasurer, has 20 years of experience in social business and international development, from the Netherlands and Ghana. He's the director of MDF Consultancy West Africa and co-owner of MDF group.

The board members work on a voluntary basis.

iMPACT direct does not have a head office as such but is legally registered in the Netherlands to be able to work as a fundraising organization in Europe.

We are an international organization, with most of our paid staff (on a consultancy basis) in Ghana and Kenya. Moreover, our partnering locally-led NGOs in Ghana and Kenya have an experience between 2 and 20 years. Our network further consists of currently 13 locally-led partnering NGOs, and around 16 international supporting companies and grants.

In the past year we have been really building small teams around specific strategies and tasks. Our team is located in Africa and Europe. Below is the composition of the team and their locations, that shows our international orientation:

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<i>Name</i>	<i>Position</i>	<i>Location</i>
<i>Strategy & Decision-making</i> Inemarie Dekker* Richard Yeboah Nicky Wakou Wanjiku Jean Munyaka	<i>Chair</i> <i>Treasurer</i> <i>Secretary</i> <i>Representative East Africa</i>	<i>Netherlands</i> <i>Ghana</i> <i>Netherlands</i> <i>Kenya</i>
<i>Advisory Board</i> Lori Cajegas Naomi Wanjiru Njeri Balt Leenman	<i>Chair</i> <i>Member</i> <i>Member</i>	<i>Netherlands</i> <i>Ivory Coast</i> <i>Netherlands</i>
<i>Day-to-day management</i> Inemarie Martha Mwangi	<i>Coordinator</i> <i>Programme manager</i>	<i>Netherlands</i> <i>Kenya</i>
<i>Relations NGOs</i> Martha Joana Ohene	<i>East Africa</i> <i>West Africa</i>	<i>Kenya</i> <i>Ghana</i>
<i>Capacity Strengthening</i> Richard Inemarie & Lori 2 trainers NGOs	<i>Trainers</i> <i>Expert partners</i>	<i>Ghana</i> <i>Netherlands</i> <i>Ghana / Kenya</i> <i>Africa</i>
<i>Fundraising</i> Inemarie & Martha		
<i>Marketing & Communications</i> Nicky & Inemarie Sarah Diedro (consultant) Remco Rhee (CAPREA Media) Karsten Albers (volunteer) Agatha Levi (volunteer) Saskia Berends (volunteer) Team of volunteer editors (vol)	<i>Strategy / Relation-building</i> <i>Marketing expert</i> <i>Web developer</i> <i>Google Ads & Design</i> <i>Social Media</i> <i>Volunteer expert media</i> <i>Editing texts</i>	<i>Netherlands</i> <i>Belgium</i> <i>Netherlands</i> <i>Netherlands</i> <i>Netherlands</i> <i>Netherlands</i> <i>Netherlands</i>
<i>Finance</i> Martha Inemarie Richard Amalia Widnasyingrum (vol) Karen Kammeraat (vol) Jan-Wouter Broekhuis (MAKSY) Intern EY	<i>Financial admin</i> <i>Payments</i> <i>Checks</i> <i>Advice & Audit Commission</i> <i>Audit Commission</i> <i>External audit</i>	<i>Kenya</i> <i>Netherlands</i> <i>Ghana</i> <i>Netherlands</i> <i>Netherlands</i> <i>Netherlands</i> <i>Netherlands</i>
<i>Research & Impact Measurement</i> Intern(s) Radboud University Lori & Suzanne Hoeksema	<i>Partnership with Radboud University for interns</i> <i>Impact experts</i>	<i>Netherlands</i> <i>Netherlands</i>

* It is planned that Inemarie will leave the board before the start of 2023, to focus on the management position only.



For more information about the team, see <https://impactdirect.eu/about>



REFERENCES

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