

Annual Report 2022

iMPACT direct



April 2023

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INDEX

- 1. Introduction**
- 2. 2022 in numbers**
- 3. Impact: Lives improved**
- 4. Results: Output & Outcomes per strategy**
 - 4.1. Results: Visibility of locally-led NGOs
 - 4.2. Results: Unrestricted grants to locally-led NGOs
 - 4.3. Results: Capacity strengthening
 - 4.4. Results: Trust-Based Partnerships
 - 4.5. Impact: Contribution to a more impactful aid system
- 5. Summary financial report**
- 6. Our learnings**
 - 6.1. Locally-led NGOs supported
 - 6.2. Donations & realised fundraising
 - 6.3. Number of Lives improved
 - 6.4. Organisational learnings & growth
- 7. Looking forward**

Organisational details

Name:	iMPACT direct Foundation
Date of foundation:	June 12, 2020
Bank account N°:	NL13 ABNA 0105 5215 82
Chamber of Commerce N°:	78278937
RSIN N°:	86 13 28 991

See all: www.impactdirect.eu/about

2022, a year in transition

2022, has been both promising and challenging to us.

Challenging because we lacked sufficient hands, time and budget to realise all of our plans. And at the same time, we were in need of extra hands to be able to successfully transform from a starting initiative with a pioneering organisation structure, towards building the foundation for a professional organisational structure. Another milestone for our organisation, after a 2.5 years' existence!

And so we worked hard, working with volunteers, squeezing available time and hands to try to get everything done. Although not yet a sustainable approach, it resulted in lots of great results that we proudly present below.

And it was also a promising year, as we have strengthened partnerships with 13 NGOs, that are lifting people out of extreme poverty in the projects that were supported through iMPACT direct. In addition, all grants and most partners continued supporting us. And new partners, grants and individual donors started to engage themselves to the impact of locally-led NGOs and our mission.

These partnerships with the NGOs, their updates, stories and testimonials on the impact made, as well as the ongoing engagement of supporters, volunteers, and experts is what kept us going – because despite all the challenges on the road of any starting new approach and so on ours – it is great to see all that all of you and your organisations (see page 37 and 38) believe in our mission and approach in creating impact.

We want to take the opportunity to thank you for your partnership or support! It is because of you that we look back on many successes in 2022 and making new steps together in the coming year, enabling realising our ambitions for the coming year.

Find all our successes and challenges over the past year below.

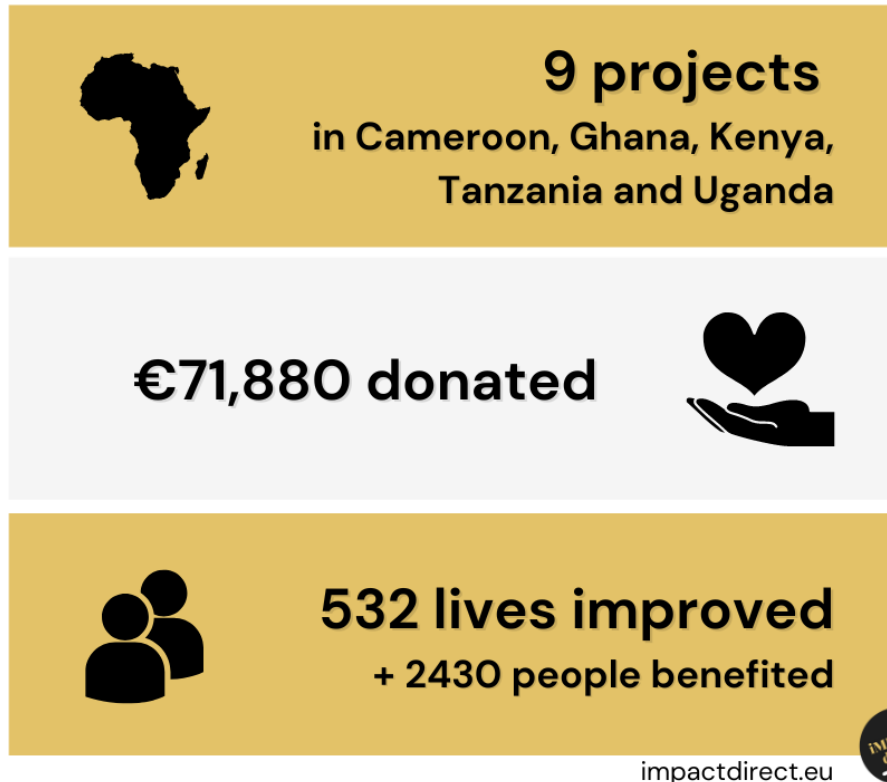
And we do welcome your further questions or suggestions, as we love to keep the conversation going with our partners and supporters!

Inemarie Dekker
Chair & Coordinator iMPACT direct

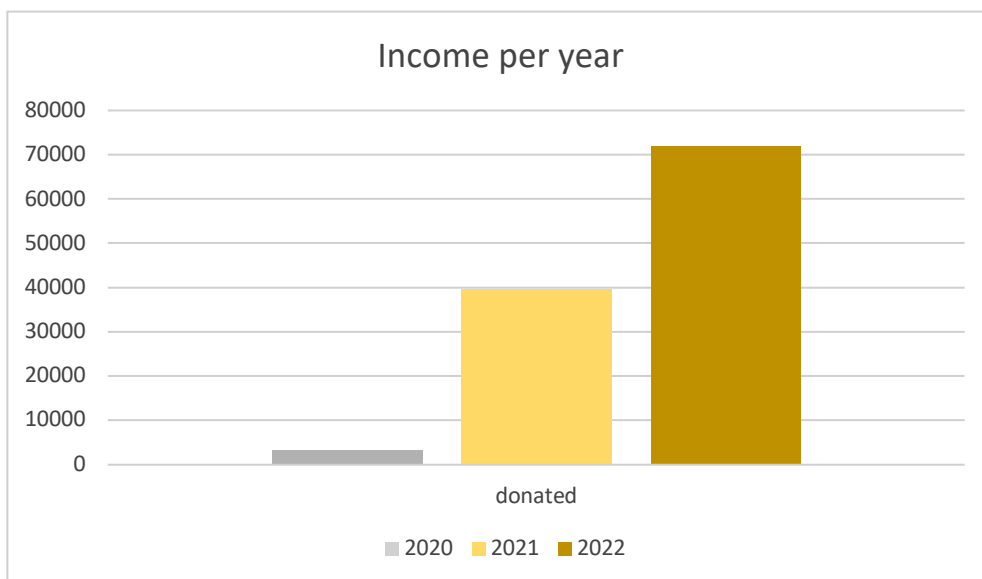
2. 2022 in numbers

In summary, these are our results over the past year.

2022



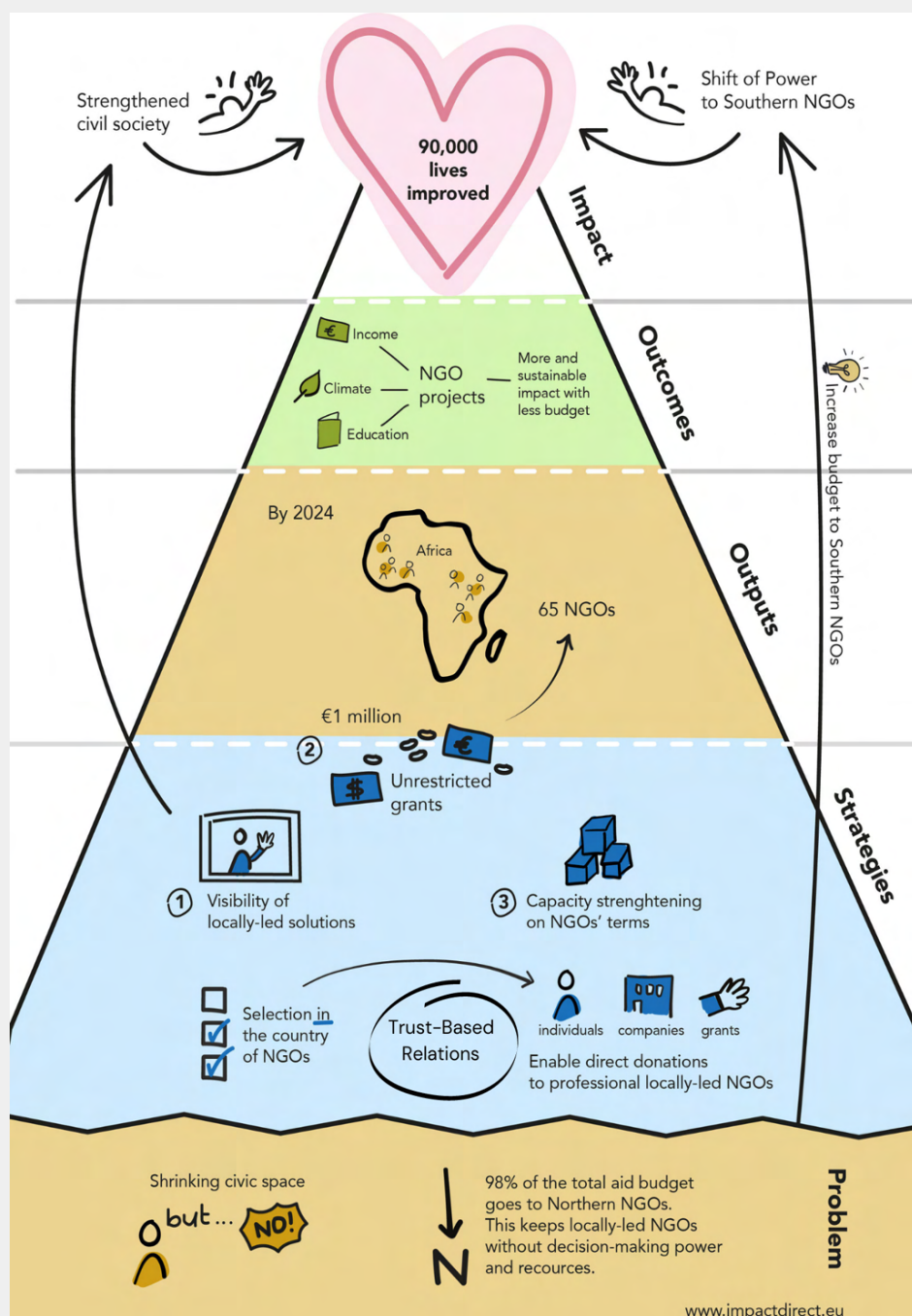
Compared to previous years, our income rose significantly each year:



The report is structured along our Theory of Change.

That means that:

- We start reporting on **Lives improved**, which is the impact made by our partnering NGOs (in chapter 3).



And then we follow each strategy and see what outputs and outcomes it delivered in 2022, as follows:

1. **Visibility** of locally-led NGOs (chapter 4.1).
2. **Unrestricted grants** to locally-led NGOs (chapter 4.2).
3. **Capacity Strengthening** (chapter 4.3).
4. **Trust-Based Partnerships** (chapter 4.4).
5. The impact these strategies are having on a **strengthened civil society**, and more equal partnerships between northern and southern non-profit organisations, the so-called **Shift of Power** (chapter 4.5).

Chapter 5, 6 and 7 will respectively report on **finance**, **learnings**, and **looking forward to 2023**.

Research Shift the Power

From January to June 2022, two social science interns conducted research on scientific and evidence-based proof around:

1. Shift the Power
2. Trust-Based Relations; and
3. Unconditional grants

Why? These 3 topics are our desired impact (1) and main strategies (2+3).

In the research we wanted to know, what proof is already out there for these strategies. This research consists of two phases: desk research and interview research.

The interview research contained conducting 14 interviews with African and European scientists and practitioners.

The research was conducted by Renata Heezemans, student at the International Development Studies at CIDIN, Radboud University Nijmegen and Aysena Cinar from Middle East Technical University in Ankara. They have been working as a team, under the guidance of Inemarie Dekker.

With these new insights we have adapted and improved our Theory of Change and the way we measure impact.



See our entire renewed Theory of Change here: www.impactdirect.eu/toc

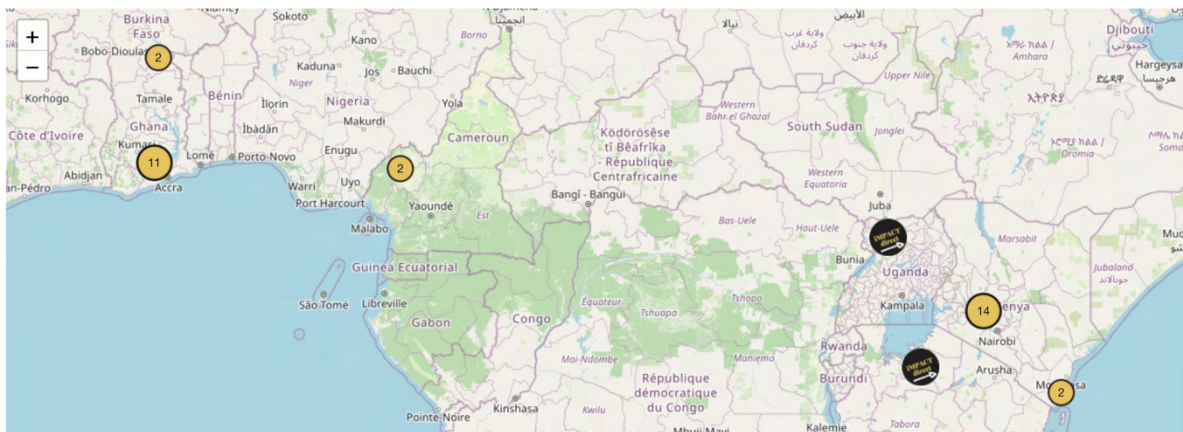
And insights from the research are shared on our LinkedIn account:
www.linkedin.com/company/impact-direct-foundation

3. Impact: Lives Improved

Our partnering NGOs contributed to improving lives 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).

This is where the projects take place:

Where we make direct IMPACT



For interactive map, see: www.impactdirect.eu/project

In 2020, we started supporting locally-led NGOs in Ghana and Kenya.

Although, in every country, we are supporting NGOs working for people living in extreme poverty, middle-income countries like Ghana and Kenya are a bit easier to work in. In 2022, we included several NGOs and their projects reaching out to even more vulnerable groups – contributing to the UN agenda *Leave no one behind*. Those are:

- The projects in Cameroon take place in the conflict area of the anglophone North-West Cameroon. The NGO Sustain Cameroon face regular lockdowns and works for girls and women who fell victim of the armed conflicts in the areas.
- The project in Uganda takes place near a refugee settlement, and the NGO YAEI works with South Sudanese refugee women.
- The projects of Vision of the Blind in Mombasa, Kenya, work on social inclusion of people living with a disability.

Total lives improved

The total number of lives improved in 2022 is 532 lives. Adding all the numbers of lives improved from all three types of projects, one would get to 475 lives improved. We have added 57 persons, who participated in projects that had successfully fundraised in 2021 but made their impact in 2022.

Below we show the impact in numbers, and an example per Sustainable Development Goal (SDG) that projects we're supporting are contributing to.

Results from projects contributing to No Poverty

Projects contributing to the Sustainable Development Goal (SDG) 1, are aiming for project participants to increase their income. Increased income is a significant impact (*source: Global Innovation Fund*).



From the projects we supported, it shows that these projects lift families out of extreme poverty. It means having more budget for basic needs such as housing, food, health and education. Per project it looks as follows:

	Lives Improved	People benefited
Women Greengrocers & Bakers OLCAP (Kenya)	10	60
Start-Ups for Child Brides Sustain Cameroon	35	175

Women Greengrocers & Bakers (Kenya)

Together with the University of Kenya, OLCAP trained and mentored 10 women in running a business. Maureen, director from OLCAP, explains what women have learned during the start of their businesses. For example, which places are good for sale (near schools and hospitals) and that offering a diversity of goods helps to attract more customers. For instance, not to just sell vegetables, but also charcoal and cooking oil. Or freshly baked breads in the morning when all motor cyclists and commuters pass on their way to work.

The project has a huge impact on the participating businesswomen, who now have a daily income:

- They themselves and their family do not go to bed hungry anymore. There is money for nutritious food, for on average 6 additional family members. And it was reported that health improved because of this.
- Some women could start saving for future investments or unexpected events.
- Bracedes and Marble were now able to pay the medical bills of family members. And Norah could afford a kerosine light, so her children can do homework after dark.



The project is still being implemented. In January women could start getting a loan through OLCAP, to expand their businesses.

>> Find all reports from OLCAP here: <https://impactdirect.eu/project/women-greengrocers-bakers> or <https://impactdirect.eu/expert-talk-creating-sustainable-livelihoods>



To see all the NGO's updates and reports per project, please visit our website: <https://impactdirect.eu/project>

Results from projects contributing to Zero Hunger

Projects contributing to the Sustainable Development Goal (SDG) 2, are aiming to have project participants increase their harvest. Increased yield has a significant impact (*source: Global Innovation Fund*).

From the projects we supported 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. Per project it looks as follows:



	Lives Improved	People benefited
Eco-Farming for Employment Heritage Charity Foundation (Ghana)	105	525
She Farms Thubutu Africa Initiatives (Tanzania)	120	600
Innovative Women Farmers Vulnerable Aid Organisation (Ghana)	120	600
Food Forests for Displaced Women YAEI (Uganda)	60	300

She Farms (Tanzania)

A 70 meters borehole was drilled in the mid of 9 acres farm of Walima Mchicha group. The borehole can produce approximately 10,000 litres of water per hour. Unlike the shallow wells they dug that dried up during the dry season, this will help the group irrigate their farms throughout the year. Consequently, the women farmers can produce vegetables in all seasons increasing their productivity.

The women are now relieved from carrying water in buckets for long distances from wells to their farms (see picture). This has been challenging especially to the older women in the group. In addition, it has been time consuming reducing efficiency at the farm.

The project is completed, and it is expected that 120 women farmers will have at least doubled farm productivity and increased their income by 40% within 1 year

Secondly, 600 family members benefit from the increased income.

And in addition, the entire community benefits from the increased food security as there will be healthier and more affordable food that will be made available on the market year-round.

>> Find all reports from TAI here: <https://impactdirect.eu/project/she-farms>



To see all the NGO's updates and reports per project, please visit our website: <https://impactdirect.eu/project>

Results from projects contributing to Quality Education

Projects contributing to the Sustainable Development Goal (SDG) 4, are aiming to provide project participants with knowledge and skills, that they use to improve their income opportunities. Every extra year of education is called a substantial impact (*source: Global Innovation Fund*). Global research shows that with every extra year in school, someone's income and health increases. Per project it looks as follows:



	Lives Improved	People benefited
Skill Training for Teen Mums Pinasol Foundation	10	170
Young Solar Electricians* Pinasol Foundation	15	-
Literacy School (continued)** Restorative Seed Society		

* The project started end 2022 with own investments, people benefited will be integrated in 2023 report.

** We have not yet received RSS's report on 2022.

Skill Training for Teen Mums (Ghana)

With the project Pinasol was able to support 10 teenage mothers (aged 15-20 years) with training in dressmaking and leadership skills, with equipment like a sewing machine, and by linking them to internship places at professional businesses in the neighbourhood. In addition, Pinasol used their network to also offer baby-sitters to enable the young mothers to study.

Once Pinasol had successfully raised the funds for the project, World Vision decided to support another 20 young women going through the same programme.

The internship will take 24 months. Afterwards they are offered a job, or they can choose to start their own business.

In addition, iMPACT direct connected Solomon, director of Pinasol, with Mary Stopes Ghana. Pinasol had the wish to not only work for teenage mothers, but also to decrease the number of teen pregnancies in the community. As they are not an expert on the topic, they started a collaboration with Mary Stopes, who could offer comprehensive sexuality education, to also work on the prevention of teen pregnancies in the community.



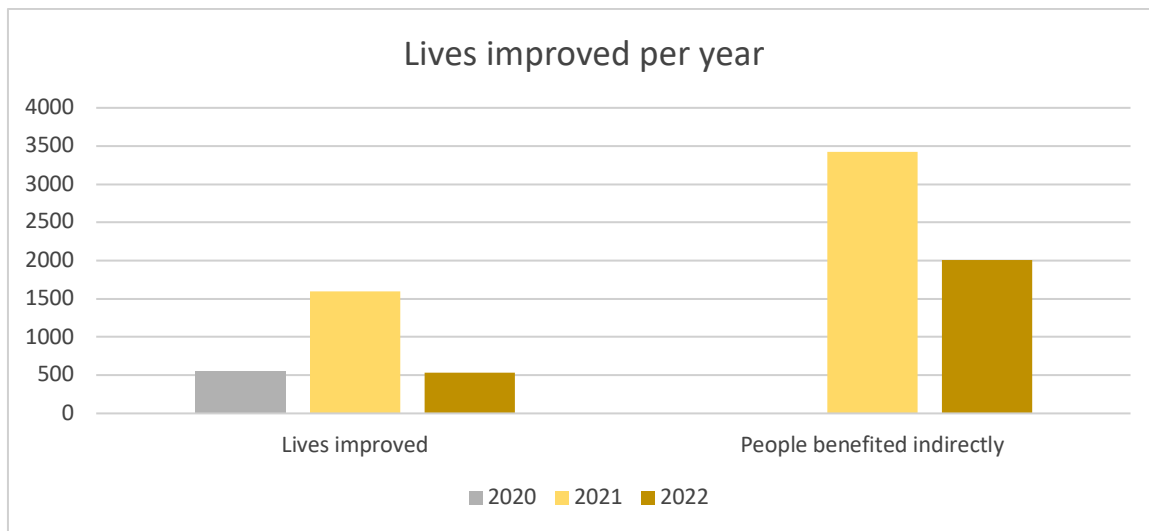
>> Find all reports from Pinasol here: <https://impactdirect.eu/project/skills-training-for-teen-mums>



To see all the NGO's updates and reports per project, please visit our website: <https://impactdirect.eu/project>

Number of lives improved, compared to previous years

Compared to previous years, the numbers for lives improved and people benefited directly are not equally rising, like our generated income did.



This is why: In 2020, we have only supported a few small pilot projects. As you can see we did not calculate the people who directly benefited, because we expected that the projects were too small to make a substantial impact in people not directly participating in the NGOs' projects. In 2021, the number of lives improved and people indirectly benefited increased significantly.

In 2022:

- **iMPACT direct started to invest in organisational growth, not just projects**
We started to offer additional services to NGOs, then just access to funding, which is visibility and capacity strengthening. Moreover, having a paid staff member enabled us to offer reliable services to the partnering NGOs. This means that more budget was spent on NGOs organisational growth, not just projects, according to our Theory of Change. It resulted in relatively fewer numbers on lives improved.

Please note, that – like we mention on the website - from each donation made, 95% is going to projects and project participants. Organisational funding and the 5% are partly spent on supporting NGOs other than project funding.

In 2023, when NGOs can use part of the budget for organisational growth, we expect cost efficiency rates will go up first – investing in organisational growth and professionalisation –before they can be the most efficient. We expect that stronger NGOs are also more cost-efficient.

- **NGOs invested in sustainability**

Project's size grew from around €2,500 to around €6,675 on average. Moreover, the amount per project participant rose from €16 euros per project participant in 2020 to €45 in 2022. That is because in the beginning we started supporting very small projects, because of the available budget – that could not always be sustainable on itself.

Now, NGOs choose to support fewer participants with more services, to ensure lasting impact. Or choose to invest making training possible also for future project participants, like adapting an existing location to a training centre (Wa-Wa for example), which means sustainability beyond the project.

- **Delay in fundraising**

Like last year, some projects successful raised their target amount only at the end of the year, which means the numbers for these projects will be counted in lives improved and people benefited in 2023.

We keep on monitoring and collecting data on project's impact and efficiency, to be able to learn, share new insights with our parenting NGOs and to forecast realistic numbers.

4. Results: Output & outcomes per strategy

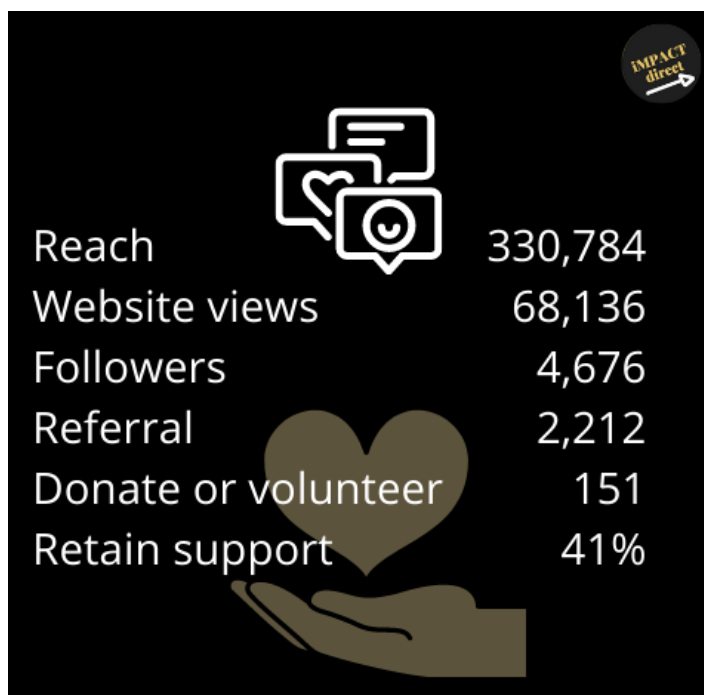
In this chapter, we follow each strategy and report on its achieved outputs and outcomes.

4.1 Results: Visibility of locally-led NGOs

By showcasing the work of the NGOs and their stories at our website and in promotions, we tell the story of local experts and communities that – although underfunded – are having the solutions at hand.

On an output level, we achieved again better results than last year.

To monitor and measure our progress engaging audience to our mission, we identify different levels of engagement, those include:



- Reaching people who do not yet know us, using Google Ads and socials, press releases and articles in (online) media and (online) presentations.
- People who get interested in what we do, will visit our website, start following us on socials or subscribe to our newsletter.
- People who love what we do, start sharing stories or calls to action to their network (i.e. 'referral'). And/or make a donation or offer their time supporting our mission.
- If people are satisfied with the way we work, they will re-donate or retain their support in time or expertise.

Compared to last year, our online reach has grown significantly, through Google Ads campaigns and increased reach using social media. Moreover, the total number of registrations has grown with around 1200, mostly followers on socials and locally-led NGO subscribers to our newsletter. In addition, activation in the form of making a donation or volunteer more than doubled (from 71 to 151).

The number for referral remained more or less the same as last year.

Increased online presence thanks to communication volunteers

These great efforts, without a significant budget for communications in 2022, is all thanks to the efforts of our volunteer communications team, who substantially improved the communications plan, visuals, website and Google Ads. All communication results, we have achieved in 2022 are thanks to these efforts.

The greatest wins came from efforts in developing Google Ads campaigns (as from April) and several socials' campaigns (mostly between April and September), and the website

now referring visitors and NGOs who want to apply for partnership to our newsletter to be kept updated on all opportunities.

We also experienced the challenges working with a volunteer team, as volunteers cannot always commit to the work, and logically prioritise paid work or assignments. These caused our volunteer socials officer to leave the team in October 2022 and the website, although hugely improved, was not finalised.

Decreased media presence due to lack of comms budget

On the other hand, we have gained little media presence in 2022 and only did few presentations, which directly relates to the lack of budget and staff for communications. Looking at the 2022 plan, we could make far less marketing efforts and results than planned for.

Events

Still with our (online) events we reached around 160 people.

- A presentation and workshop for students Social Work of the University of Applied Sciences in Nijmegen (HAN) from Dr. Karambu on her regeneration approach, and the need to take the context into account. Facilitated by Inemarie.
- A presentation for around 60 NGOs and CBOs at an event in Nairobi organised by LightUp Impact. Our partnering NGOs IPI and COSDEP presented their expertise. And our colleague Martha showcased the work of iMPACT direct (see picture). Some of the present NGO-directors applied for partnership.
- A presentation of Maureen Shileche, director of OLCAP, on their entrepreneurial solutions for women living below the poverty level around the Women Entrepreneurs Day.



Watch all our events here:

https://www.youtube.com/channel/UCw_5C-KQMzlvGMbH8x3EnOg

In the media

Our media presence in 2022, was focused in and around Nijmegen, reaching around 7,400 people:

- A press release and several local media publications in and around Nijmegen about the collaboration between iMPACT direct and YouBeDo.
- An article in BEP Magazine, a magazine for and by women from Nijmegen (see picture), that resulted in an invitation to speak at International Women's Day.

MEER IMPACT MET DIRECTE DONATIES

Wij willen de hulpsector op zijn kop zetten, omdat het beter kan. Nicky Wakou en Inemarie Dekker, hebben allebei jarenlange ervaring in de samenwerking tussen Europa en Afrika. Nicky als diplomaat en Inemarie in het werken voor goede doelen.



NICKY EN INEMARIE

See all: <https://impactdirect.eu/press>

Outcome level: Exposure supports the work of NGOs

Increased visibility with new and more images of locally-led NGOs that are professional, effective and cost-effective, besides the one-sided stories on Africa that we usually hear in the North. We'd expected that these images contribute to how people perceive the role of experts and communities in the South. And ultimately, it should result in that the expertise of southern-based NGOs is recognized and acknowledged by our donors and supporters, and beyond.

9 out of 10 NGOs, participating in the partnership satisfaction survey, reported that working with iMPACT direct has helped in:

- Exposure to new partnerships and donors.
- Opportunity to easily share online project to network.
- Increased access to and presence on social media, and more audience on their socials.

One of the NGO directors mentioned: *"The partnership with iMPACT direct has given us visibility and access to support."*

Visibility helped several NGOs to attract more requests on training assignments and visits with potential donors:

- "Some potential partners reached out to us because of our project showcased at the website of iMPACT direct."
- Cavin from Wa-Wa Kenya adds: "The promotion through iMPACT direct for our Fashion & Design Academy, attracted requests to become a trainer in other projects for rural women, as well as we have received potential donors from the north to our project."
- Also, COSDEP experienced a growth of interested potential partners to their demonstration farm, because of their increased reach on social media.
- And Genesis from SUSTAIN Cameroon mentions to be admitted into the ECPAT International Network, because of the gained exposure.
- Because of the fundraiser event at Microsoft Kenya, an officer at Microsoft applied to volunteer to support IPI.

Increased visibility also attracts swindlers

With more visibility, we also experienced more and more swindlers connecting to us with scams. For instance, an individual donor from UK offered to donate laptops to one of our Kenyan locally-led NGOs. After we connected him to one of the NGOs, he requested to prefinance a total amount of €5,000 in little bits for customs, VAT, and sending.

We learned to be more careful with offers made online, and notified our partnering NGOs of it, and asked them to always keep us updated when receive peculiar requests.

4.2 Results: Unrestricted grants to locally-led NGOs

In 2022, we have supported our partnering NGOs mostly with project funding. It is unrestricted in the sense the project plans (i.e. budget, strategies and adaptations) are all developed by the local experts and the local communities. After a project is discussed and edited – if relevant – iMPACT direct facilitates connecting a large group of donors (individuals, organisations and grants) to the showcased projects at our website, so that underfunded credible locally-led NGOs can increase their budgets and their impact.

Outputs: Project support to NGOs

15 projects of 13 partnering NGOs started co-fundraising in 2022 with individual project pages at our website. In total 11 projects received successful funding:

- 4 projects successfully fundraised and finalised their project in 2022.
- 4 projects successfully fundraised and are still implementing in 2023.
- 1 project is still fundraising in 2023 AND started implementation in 2022.
- 2 projects successfully fundraised & just started implementation early 2023.

See table below for the amounts per project transferred:

Income per project and income per NGO

PROJECTS STARTED IN 2022	START-UPS FOR CHILD BRIDES (SUSTAIN)	8320
	Eco-Farming for Employment (HCF)*	5928
	Skills Training for Teen Mums (Pinasol)	5020
	Literacy School continued (RSS)*	377
	Innovative Women Farmers (VAO)*	2375
	Water Pans for Sustainable Farming (COSDEP)	808
	Championing for Community Health (KAF)	376
	Women Greengrocers and Bakers (OLCAP)	11063
	Girls Reclaim their Lives (IPI)	566
	Beauty Parlour (WA-WA)	843
	Livelihoods for children with severe disabilities (VOB)	376
	Food Forests for Displaced Women (YAEI)	3150
	She Farms (TAI)	6581
	Subtotal	45783
	Subtotal projects started in 2021 – fully funded in 2022	12635
TOTAL PROJECT COSTS		58418

* The amount collected for NGOs from Ghana was actually higher, but since it was not possible to transfer money to Ghana with WISE at 31 December 2022 due to volatile exchange rates, transfers were delayed to early 2023 (see reserved amounts for these projects in the financial annual report under ‘projects payable’).

So, it also means that in total 4 projects were not successful in fundraising. Reasons for that include:

- 2 projects lacked sufficient capacity or efforts from the NGO. One project proposal appeared to be of insufficient quality. Another project proposal came in only after six months, and the NGO did not put any efforts in co-promotion. For instance, a proposal to an identified donor has never been given input by the NGO, and so we could not successfully fundraise for these projects.

Consequences will be thoroughly discussed in the partnership evaluation and agreement for 2023. If the partnership is assessed positively during a visit and conversation, we plan to offer smaller organisations more support in organisational development, that will enable them to improve future project plans according to their own annual plan.

- 2 other projects – both focusing on different topics than our core topics – were harder to link to suitable funders. Three proposals were declined, one is still under assessment. Part of the reason could also be that our network is not so much into the topics of health and support to people living with a disability, although both also related to the SDGs we focus on. In addition, it is great to see how KAF is making huge efforts in promoting its work on social media.

In general, projects that donors prefer, come with:

- A great and concrete plan, that align to the NGO's and community's needs and wishes. For example, OLCAP always does a small pilot project first, and with its learnings they start fundraising for projects with successful approaches.
- Great visuals and texts. It is something that we can easily help with, when showcasing projects and NGOs. AFAS Foundation donated a smart phone, that is shared among the Kenyan NGOs to be able to improve the quality of photos and videos.
- Co-promotional activities: updates and reports on the website or on socials, support our opportunities to showcase a project. Co-promotion by NGOs is a prerequisite for collaboration with us.

In addition, early 2022, the final transfers have been made for projects that started in 2021:

PROJECTS STARTED IN 2021	KITCHEN GARDENING	2083
	Water Harvesting (IP)	1321
	Community Health (KAF)	2454
	Pig Rearing (OLCAP)	1421
	Climate-Smart Agriculture (Pinasol)	1371
	Literacy School (RSS Foundation)	1296
	Entrepreneurs with Disabilities (VOB)	2689
	Subtotal	12635

Note: The numbers for lives improved in 2022, from projects started in 2021, are integrated in this report.

Too few hands to reach target income

On average, each NGO has received €4,494, compared to €2,763 last year. Although it is a significant increase, it is only half of the €10,000 per NGO that we had targeted for.

The two main reasons we have identified are:

- A major obstacle was that donors were looking at our annual report 2021 and considered us too small for bigger funding for multiple projects on a similar theme.
- Another reason can be found in us having few hands for fundraising and proposal writing. Our paid staff member could spend on average one day a week on project funding (starting from April). Furthermore, organisational fundraising and supporting fundraising for projects was all done by volunteers.

Partners retained their support & New opportunities

Despite limited time and hands, successes from 2022 are in the retention of most of our donors and partners, plus adding new donors and partners.

Main **grants'** donations received are:

Name grant	Purpose	Amount
SAS-P Foundation	Match funding to all open projects, plus €5,000 for organisational costs	€28,279
Stichting Overall	To projects	€19,551
AFAS Foundation	To project, plus €500 for organisational costs	€12,146
Haella Foundation	To project	€2,500
	Subtotal	€62,476

In 2021, SAS-P Foundation committed to a total donation of €50,000. Of that amount we received the remaining €28,279 early 2022.

Main **partners'** donations received are:

Name Partner	Purpose	Amount
Microsoft Kenya	To all open projects	€1,874
Hogeschool Arnhem Nijmegen (HAN) University of Applied Sciences	Project IPI	€100
Other	Organisational costs	€76
	Subtotal	€2,050

Besides we received support from the following partners:

- **CAPREA Media** offers us pro bono web development, worth €40,000.
We have paid a courtesy fee of €2,500 for all the hours of work done to improve our website.
- **Google** provides us with free email, cloud and ads, worth €72,000.
- **Techsoup** helps us with reductions when buying a professional Zoom account and an Excel course.
- **Radboud University** connects us to several interns and volunteers.
- And memberships at **Partin** and **CIVICUS** help us with knowledge and connections to potential funds.

Moreover, in 2022 we started collaboration with:

- **YouBeDo** receiving a percentage of their book sale. Although first income from that will be received in 2023, in 2022 already more than 500 employees donated after buying a book at YouBeDo, including employees from ABN AMRO, Refugee Team, and OGD.
- **Doelshoppen.nl** receiving a percentage of their sale. First income through that is expected in 2023.

Two donors who declined a proposal in 2022, are interested to receive another proposal early 2023. In addition, some proposals or partnerships are still under assessment.

Outcome level: Donor satisfaction

Donors are satisfied with contributing to impact through iMPACT direct, as shown from the retention rates, meaning donors re-donate or keep on sharing their time and expertise.

- **41% of individual donors have retained their support** with an average donation of €40. A great achievement, looking at our retention rate of last year (19%) and our target rate of 45%.
- **71% of our partnerships** (organisations and companies who donate money, time or expertise) continued their support.
 - We stopped two partnerships: In April 2022 with EarthToday, who have been untransparent on their business model (<https://www.quotenet.nl/zakelijk/a39688712/goede-doelenproject-earthtoday-winston-gerschtanowitz-kees-zeger-honderden-miljoenen>). And we stopped the collaboration with a Kenyan partner, about whom we have received multiple complaints on mismanagement.
 - Another partner stopped financial support, because of a lack of income on their side.
 - And we started 5 new partnerships.

Upon our experiences with great partnerships and mismatches, we have developed a partnership policy to improve partner selection and prevent partnerships with organisations where missions do not align.
- **For grants the retention rate was a 100%**, compared to our target rate of 90%.

Outcome level: Increased access to grants for NGOs

For NGOs to be showcased on our website (and have gone through a credibility check and visit by iMPACT direct colleagues in the country) helps to show credibility towards other donors.

Moreover, some NGOs report that the feedback and editing support from iMPACT direct, increased their capacity in proposal writing, and that they have submitted several proposals themselves.

Sometimes NGOs ask us to be a referent for another donor. For example, HCF gained the support from *De Vliegende Meubelmakers* (i.e. the Flying Carpenters) this way. Unfortunately, due to lack of carpenter-volunteers the project was postponed to 2024.

For Pinasol, the Skills for Teen Mums project that was already successfully fundraised for through iMPACT direct, gained the support from World Vision Ghana, who sponsored the participation of an extra 20 young women to the project.

From there, a follow-up partnership on this project was secured for 2023/2024, including the funding to sew 500 to 1000 uniforms for the children related to World Vision programmes.

4.3 Results: Capacity Strengthening

We are supporting not just projects, but also organisational growth of the partnering NGOs.

Output level: Capacity Strengthening Activities

Within our general NGO-relations activities, we could provide NGOs with:

- **Feedback** on projects, promotion activities, updates, and reports.
- **Bi-monthly Expert Talks** to share knowledge on a specific topic, which is accessible for any NGO through Facebook Live, and afterwards at YouTube. After the Expert Talk there is room for NGOs to share their experiences and challenges with the topic, to facilitate learning amongst each other.
- **Workshops** to learn skills around a specific topic (see more below).
- And **matchmaking NGOs to our network** (experts, graduate experts; and organisations) where relevant. For example, iMPACT direct connected Pinasol, working for teen mums, with the Mary Stopes Ghana, who offer comprehensive sexual education to the teens participating in Pinasol's projects, to also work on the prevention of teen pregnancies.

Expert Talks

Expert Talks that took place in 2022 are:

- Ecological Farming by Anthony from COSDEP (27 May)
- Water Harvesting by Paschalia from TAI (24 June)
- Job Skilling / Income Generation Projects by Cavin from Wa Wa (9 Sept)
- Inclusion of People Living with a Disability by Hudson from Vision of the Blind (7 Oct)
- Creating Sustainable Livelihoods by Maureen from OLCAP (25 Nov)

You can find all recordings here:

www.youtube.com/channel/UCw_5C-KQMzlvGMbH8x3EnOg

Moreover, we have started conversations with **8 Kenyan and Ghanaian NGOs or donors on partnering on capacity strengthening and/or selection of NGOs**. We hope that some of the conversations, especially those with whom we share a mission, leads to actual partnership s in 2023.

Lack of budget for Capacity Strengthening Programme

In 2022, unfortunately we were not yet successful in raising funding for a capacity strengthening programme.

We plan to start supporting NGOs, along the new types of partnership that we will have with NGOs in 2023 (see chapter 7.). So that we could really support them in annual planning and annual reporting to start with.

Workshops

Fortunately, a small budget and voluntary expertise allowed us to organise three workshops in 2022:

- **CoResolve around Trust-based partnerships Workshop** by Marien Colijn & iMPACT direct 15 July. CoResolve is an approach in joint decision-making – and leading groups to do so – in which everyone can add his or her experience and expertise to come to legitimate and useful decisions. In the workshop we used it for joint decision-making on Trust-Based Relations. NGOs can also use it in project development and implementation together with the participants.



- **Workshop on how to best make use of social media.** Tips & tricks by Agatha Levi.
- **Workshop** at COSDEP's demonstration farm in Kiambu, Kenya about **ecological farming** by COSDEP, and **storytelling & video making** by iMPACT direct. Because the iMPACT direct team and board could meet in Nairobi in September, it was a great opportunity to facilitate a low-budget meeting and workshop. COSDEP arranged the meeting place, a tour around the demonstration farm and an ecological lunch. Besides we had time to get to know each other and do a storytelling & videomaking workshop. All but one of all our Kenyan partnering NGOs were able to join and took the opportunity to come to Kiambu (see picture).

Outcome level: Skills & Network

Several partnering NGOs mentioned to have grown their network and gained more skills:

- “The partnership provided us with an impeccable exposure to the donor world diversifying the resource base of the organization. It has help built the competences of staff for growth and development.”
- “The support of iMPACT direct stir the atmosphere for further partnerships and exposure for our organization and thus increasing our social media presence. We are getting stronger.”
- And: “Pinasol is now growing to have capacity to support other small NGO to develop strategic plans.”

And as mentioned before, some partners see that they are now stronger in proposal writing.

Outcome level: Cost efficiency of NGOs

On average, every €90 improved a project participants life significantly. Per project, cost efficiency (total budget divided by the direct project participants) looks as follows:

No Poverty projects

	Budget in €	Lives Improved	Cost efficiency
Women Greengrocers & Bakers OLCAP (Kenya)	11063	10	1106
Start-Ups for Child Brides Sustain Cameroon	8320	35	238

Zero Hunger projects

Eco-Farming for Employment Heritage Charity Foundation (Ghana)	5928	105	56
She Farms Thubutu Africa Initiatives (Tanzania)	6581	120	55
Innovative Women Farmers Vulnerable Aid Organisation (Ghana)	2375	120	20
Food Forests for Displaced Women YAEI (Uganda)	3150	60	53

Quality Education projects

Skill Training for Teen Mums Pinasol Foundation	5020	10	502
Young Solar Electricians* Pinasol Foundation	0	15	NA
Literacy School (continued)** Restorative Seed Society	550	?	?

* Started in 2022 with own contribution.

** No report received yet.

There is a big variety in project costs. Where OLCAP project includes investments for 10 businesswomen, and Pinasol provided training and equipment for 10 teen mums, the agricultural projects are relatively low-cost, with high impact if a farmer and a family are indeed lifted out of extreme poverty.

We will keep monitoring data and learn from best approaches for small-scale and large-scale projects, to be able to share with our partnering NGOs and donors.

4.4 Results: Trust-Based Partnerships

By initiating trust-based partnerships with partnering locally-led NGOs, we want to restore, build and improve effective and supportive north-south relations within our partnerships. Partnerships in which both parties can complement each other for the best results, because of Trust-Based Partnerships, as it provides the space to discuss openly on the best way to go, to listen to why adaptations were made, and how we can support best.

Moreover, Trust-Based Partnerships allows for failing, solving and trying again, which is a prerequisite for learning and innovation. We aim for NGOs that will increasingly be able to work more effectively and efficiently. So that ultimately, NGOs perform at their best.

Output level: Deliberate encouraging trust-based partnerships

Including:

- Kick-off meetings with NGOs starting to work with us, after a eligibility check and visit to check credibility.
- Mails with updates, news or announcements
- Shared WhatsApp group
- Bi-weekly Open Zoom Calls, where NGO partners can come in for a chat or a question, to prove accessibility.
- Individual (online) meetings to discuss specific questions, progress and needs.
- Two joint meetings to discuss iMPACT directs strategies and collect input, feedback and suggestions from our partnering NGOs.

In a satisfaction survey, 10 out of 10 NGOs that filled in the satisfaction survey mentioned working with iMPACT direct has helped in:

- (Strongly) agree that partnership matches expectations.
- Partnership was well-managed.
- Want to continue collaboration.

Even though not all NGOs had successfully fundraised for their project yet.

From our side, we always explain the good results, our challenges, and our shared Drive provides the NGOs with transparency on incoming donations, transfers, and progress and appointments made per NGO. In turn, we also feel that most NGOs do not hesitate to report challenges and adaptations and discuss alternatives.

In 2023, we will keep focusing on trust-based relations, building upon the research around the Theory of Change.

Outcome level: Retention rate partnering with iMPACT direct

93% of all NGOs continued the collaboration. One out of 14 NGOs stopped the collaboration early 2022, because of too little results compared to efforts. It's unfortunate that after the start of 2022, we became more successful to get significant budget to most of the projects.

Outcome level: More equal north-south partnerships

During a joint online meeting with all NGOs, we discussed if they felt that partnerships with northern parties have become more equal. In October we defined equal partnerships together, including: decision-making in proposal phase, acknowledgement of expertise, cross-communication on partnership from north-based and south-based partner.

How our approach is different shows from the following quote from our partner COSDEP in Kenya:

"What is new to us in developing a proposal together [to scale to more civil society organisations with their solution], is that this is our first partnership in which we have decision-making power in developing the proposal."

[Instead of asked as an implementer after the proposal has been developed.]

Although most NGOs now have established new connections with northern parties through iMPACT direct, one NGO director already feels that *"my organisation has become more strong and trusted by individual donors from the north."*

We expect that after more years of partnership, there will be more connections between south-based and north-based NGOs, beyond iMPACT direct.

4.5 Impact: Contribution to a more impactful aid system

Innovative approach

We are inspired by direct giving and believe that real change comes from strong local civil society. It facilitates locally-led NGOs to develop themselves to become the best impact makers in their communities. In addition, a strong civil society is vital to claim and protect social and economic justice. It's the best pathway to actual sustainability.

Looking at innovative approaches in the aid sector, we have identified three types of innovations in the aid sector:

- Direct giving to individuals (for example Giving Directly, 100WEEKS).
- Unconditional Grants to NGOs (Mama Cash, Global Fund for Community Philanthropy).
- Effective Altruism, looking for the most effective solutions.

We have integrated the direct giving aspect, and that of unconditional grants. Both provides that decision-making power is with locally-led NGOs and the project participants.

A difference with direct giving, is that our focus is on strengthening civil society organisations, not individuals, as a way to support the sustainable development and protection of social and economic justice.

What is unique about iMPACT direct

We offer donors something unique:

- **Individuals can now directly donate to credible locally-led NGOs.** We have not come across any other organisation in the Netherlands or Europe offering that. (Although, people tend to compare us with crowdfunding platforms, they usually do not thoroughly check the organisations you can donate to).
- Organisations and grants who want to directly support locally-led NGOs, can make use of our selection and network of locally-led NGOs. **We do not rely on paper** for the selection of our partnering locally-led NGOs. Our colleagues in the country visit all our potential partners.
- **95% of each donation is transferred directly to project**, which saves 25 to 35% compared to the average percentage that traditional aid organisations use for office, staff and fundraising costs. Moreover, it cuts out the on average 6 intermediaries between donor and recipient.

We offer locally-led NGOs with a package of services that genuinely supports the strengthening of civil society organisations:

- **Visibility** of solutions already at hand by local experts and communities, at our website and in promotional activities.
- **Unconditional grants**, whereby experts from our partnering locally-led NGOs to decide about their project strategies and objectives. And improved **access of locally-led NGOs to international funding**, beyond iMPACT direct.
- **Capacity Strengthening** is focusing on building organisational strength of locally-led NGOs, beyond fundraising only.

From our research it shows that most organisations offer one or two of these services, which means for example that locally-led NGOs in other partnerships do not have full decision-making power over the budgets, or training is focused on a few aspects of a strong organisation, or training is even fully focused on becoming compatible to the northern NGO's administration systems.

Our organisational USPs include:

- **An entrepreneurial spirit:** We are building iMPACT direct as we go - piloting, learning and adapting – towards a financial sustainable model.
- **On online office.** With that we save management and office costs: a minimum of management is done in Europe – mostly relating to promotion and partnerships.
- **We have a mixed board and team with colleagues from Ghana, Kenya, the Netherlands and African diaspora** with the huge benefit of these different perspectives bringing better solutions.

More impact on poverty reduction

Also, research shows that the way we work contributes to the following improvements in international development:

Funding directly to locally-led NGOs leads to:	<ul style="list-style-type: none"> • Grants can be used immediately; Local NGOs can rapidly deploy the grant in existing projects, reaching more people with existing solutions. • Local NGOs and communities build a durable relationship – and can be held accountable – and not just for the funding period. • Local NGOs can rapidly respond to changes or new problems that arise.
More value for money because	<ul style="list-style-type: none"> • Direct donations leave out the average of 6 (!) intermediaries between donor and recipient. • 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.
Unrestricted long-term funding leads to:	<ul style="list-style-type: none"> • Growth and stability of the organisations supported • Increased investments in innovative projects • Increased investments in projects that (individual) donors find less attractive

Impact: Contribution to a Strengthened Civil Society Organisations

We expect that our results from visibility, access to grants, capacity strengthening and multiple-year trust-based partnership, directly contribute to our partnering NGOs having increased decision-making power, capacity and resources to create positive lasting change in communities.

Ultimately, we support locally-led NGOs to become stronger organisations with increased decision-making power, capacities and resources to create positive lasting change in the communities they work, which is vital for sustainable solutions and for long-term social justice.

Our core strategies directly build on stronger NGOs. Indicators we use to measure our progress on impact include:

- Partnering NGOs have a growing network and reach
- Partnering NGOs increased income from diverse sources through iMPACT direct and beyond
- Self-assessment capacity (as from 2023)
- Partnering NGOs have more equal partnerships with northern-based partners (see chapter 4.4)

Impact: Inspire others to Shift the Power

Concurrently, we hope to inspire others in the aid sector to either follow our example to directly support locally-led NGOs or use our infrastructure to do so. In this way we contribute to a Shift of Power that is a prerequisite for equal partnerships between Northern and Southern NGOs, and thus for improving the impact of development cooperation.

One of the grants that supports us – Stichting Overal – is exactly interested in this: to use iMPACT direct for selecting projects, because they lack the time and proximity to do that. In 2022, they supported 5 of our projects. Also SAS-P is directly supporting our mission from the start, supporting both projects and costs to build our organisation.

In addition, 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.

5. Summary financial report

Income

The total income committed in 2022 was €71,880.

Grants	€62,476
Crowdfunding	€4,348
Partners	€2050
Other	€3,006
TOTAL INCOME	€71,880

List of income per grant and partner, see chapter 4.2, p.18.

Income from **crowdfunding**:

Crowdfunding	Purpose	Amount
1-time donations	To all open projects or one specific project	€1,317
Recurring donations		€3,031
	Subtotal	€4,348

Other income	Purpose	Amount
Loan from Board Members	Organisational costs	€3,000
Interest		€6
	Subtotal	€3,006

To ensure continuation of our staff working for iMPACT direct, three board members provided iMPACT direct with a loan, to be paid back within two years.

Direct costs and indirect costs

Direct costs are all costs related to the NGOs' projects, as well as to all services to NGOs, because this relates to our mission to support organisational growth of NGOs, as well as their projects.

Indirect costs are all the costs made to facilitate this, for example fundraising costs, or costs for our financial service providers.

Direct costs	Project costs	€58,418	
	All other activities that directly support NGOs*	€11,763	
	subtotal		€70,181
Indirect costs	Fundraising	€3,038	
	Administration	€509	
	Other	€556	
	subtotal		€4,103
	TOTAL	€74,284	

* i.e. visibility of projects and organisation, impact of projects; capacity strengthening; and trust-based relations.

In percentages - and compared to the first two years - this means that we have spent 94% to support of the NGOs and their projects, and 6% on facilitating activities:

		2022	2021	2020
Direct costs	Project costs	79%	69%	74%
	All other activities that directly support NGOs*	16%	22%	0%
Indirect costs	Fundraising	4%	6%	1%
	Administration	1%	2%	5%
	Other	1%	1%	NA

Although, iMPACT direct can keep the costs low we also had insufficient hands to handle all the work. Ideally, indirect costs have been a little higher in 2022.

Please note that from every regular donation only 5% is for indirect costs.

To be able to cater for all costs, we rely on additional organisational funding, up to the break-even point whereby 5% is sufficient to cover all costs.

Cost-efficiency

At iMPACT direct we measure cost-efficiency, as it is one of the indicators to monitor if Our approach to directly benefit locally-led NGOs and local communities is successful.

	2022	2021	2020
Indirect costs	€4,103	€11,412	€2,502
Transferred to NGOs + services (i.e. direct costs)	€70,181	€24,869	€2,609
Cost-efficiency	0.06	0.46	0.96

With cost-efficiency we mean the costs we made divided by the amount we transfer to the NGOs or spent to NGO-services for organisational growth. So, in 2022, every euro donated to the NGOs, costed €0.067 cents.

We made a huge improvement compared to 2020. Even with sufficient organisational budget, we feel it is feasible to get towards the ideal cost efficiency of 0.05, once scaled.

6. Our learnings

On page 4 we have compared donations over the years, and on page 11 we have compared lives improved over the years. Below we compare also our achieved targets with the planned target.

Goals set for 2022 (see annual plan 2022)

	2022 (planned)	2022 (actual)	difference
Locally-led NGOs supported	20	13	7
Donated	€285,317	€71,880	€213,097
Lives improved	15,000	532	6,060
People benefited		2,430	
+ lives improved expected from 2022 projects in 2023		4,420 1,558	

In order to have achieved our targets for 2022, it had needed to have a small paid core team, and sufficient budget for that to have the time and expertise to be able to offer quality services in time.

We discuss specific reasons below per item:

5.1 Locally-led NGOs supported

Instead of 20 locally-led NGOs, we worked with 13 partnering NGOs in 2022. Why? We faced the boundaries of a voluntary team with a limited budget.

Mid 2021, 8 new NGOs joined, up to a total of 14 partnering NGOs. One NGO quit the partnership in early 2022. We planned that we will be selecting another couple of NGOs early 2022, and in October to make a total of 20 NGOs.

However, visiting the NGOs was coinciding with the expert's own travels, to overcome lacking budget. And it was delaying the planned schedule with months. Because some potential NGO partners got a visit and other did not, we informed them that they will be part of next selection in October 2022.

In October 2022, we had a second delay because the website was not ready for selection. In the first two years, selection was something that we could easily do using documents at our Drive.

In 2022, this changed – we receive multiple requests per day from NGOs that want to collaborate – and our web developer had some great solutions to make the website ready to simplify the application process, for us and the NGOs. With one click we would find all the women-led NGO applicants, or all those from Ghana for instance.

Unfortunately, the web developer, who started the work already in April, could not finalise in time. Also, he and his company offer the web development support on a voluntary basis, which means that paying clients have priority. And since their business is doing well, it means lots of delays for us.

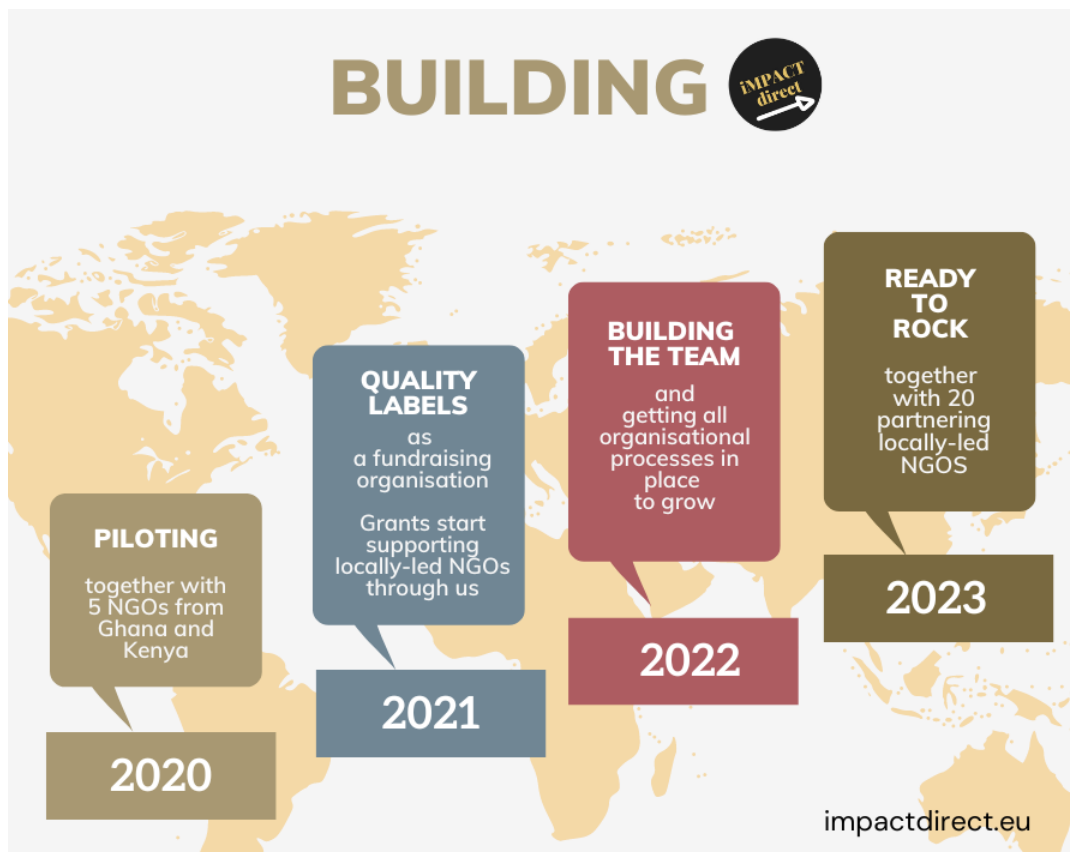
Still, we figured it is worth waiting – to be able to work more efficiently afterwards.

5.2 Donations & Fundraising

The rather huge discrepancy in total fundraising has multiple causes:

- Although we started to fundraise for organisational costs from bigger donors early in the year, these potential supporters were hesitant to sponsor with bigger amounts, looking at our annual income over 2021. So, it meant that we could grow slower than we had expected.
- Lack of organisational funding caused that we had limited hands for proposal writing (as mentioned before) and for marketing.
For marketing we mostly worked with volunteers. After setting up the team, we also lost team members again to paid work, which causes a discontinuity of the work.
- Besides efforts on fundraising for both NGOs' projects and organisational costs, we put lots of efforts of professionalisation of internal organisational processes. It was needed to be able to grow, but simultaneously caused less available time for proposal writing in 2022.

We expect to overcome these hurdles in 2023:



What's more, our achievements over 2022, also means that the coming year will be more promising for attracting bigger funding, for instance for a capacity strengthening programme.

5.3 Lives improved

The number of lives improved relates to the amount donated to projects.

For the planning of 2022, we worked with calculation of €15 per lives improved (from data over 2020). With a higher income, you would then easily get to 15,000 lives improved.

Now that our database is growing, we have learned that a more realistic amount per person is €45, which is an average between more expensive projects (for instance those require equipment for instance) and cheaper projects (for instance training in improvements of agricultural methods).

5.4 Organisational learnings & growth

We managed to improve internal management processes, including on how to track progress on impact, fundraising, communications and projects.

Moreover, we have been able to build on our foundations and team, in terms of:

- **Establishing an Advisory Board**

When looking for a new board member, to replace the leaving co-founder and board member Isaac Waithaka, we welcomed Wanjiku Jean Munyaka as our new board member from East Africa.

Moreover, we got so many great applications, that the idea came up to have an Advisory Board, that advises on our learnings (upon the annual report) and our strategies and plans (upon our annual plan). We do the same in two meetings with our partners NGOs every year.

Some other applicants became advisors (on legal issues) or potential staff for training.

- **Paid staff**

Martha Mwangi started with providing some free hours per week for project fundraising, in return of learning and coaching on proposal writing. In April she started working for iMPACT direct 3 days a week on NGO relations, fundraising and finance.

- **Voluntary communications team**

We recruited two volunteers to our communications team, with great achievements made on communications without having a budget for it.

- **Research team**

Two students conducted a desk research and interviews on our strategies, that gave input to improve our Theory of Change and indicators to measure impact.

- **Co-founder & coordinator on leave**

Because of all the above, our organisation kept on running, during the 3-month leave of the coordinator, Inemarie Dekker.

Unfortunately, we have not managed to realise the following planned activities for 2022:

- Marketing to be able to reach more individuals and organisations.
- Capacity Strengthening Programme, planned to star in October 2022
- Proposal writing to secure sufficient funding for 2022.

In short, 2022 has been a challenging and promising year, with lots of opportunities created, that we can build on in the coming years.

7. Looking forward

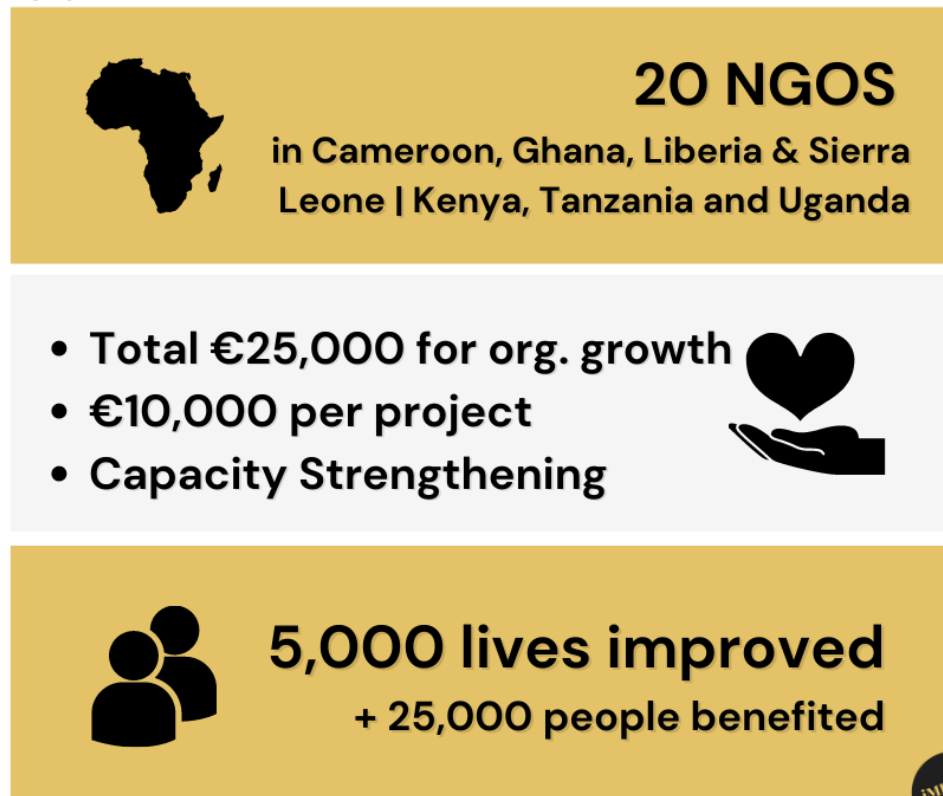
In 2022 we met the limits of what a starting initiative can achieve. We have learned that when we want to achieve our ambitions, and enable growth of impact, we need to not only build a basic professional organisation, but also a sustainable one, with sufficient income for professional staff and organisational costs. It will be our main challenge for the coming year.

Adapting goals

Furthermore, we learned that there is a need to adapt our goals. The longer we exist, the more data we have to be able to learn from and become better in planning goals for the future. Although we also want to remain ambitious, as we are confident that step by step we're growing towards our desired impact.

In 2023, our ambitions is to achieve the following results:

2023



impactdirect.eu



In Q1 already more than €65,000 was donated, which makes us confident to reach our goals this year. Moreover, we can use part of it to build a small core team of professionals.

Organisational objectives

A small team of professionals responsible for planning and implementing our four main strategies as a team.

The biggest challenge we foresee is to secure sufficient organisational funds to build and remain our team beyond 2023, to be able to achieve our ambitions for change and increased impact.

Keep on creating impact along our Theory of Change

And we remain working on our four strategies:

1. Visibility

Keep on spreading the message of solutions at hand by locally-led NGOs and experts, and communities.

2. Unrestricted grants

Grants for projects and organisational development to all of our partnering NGOs.

3. Capacity Strengthening, including:

- Provide training and mentoring upon needs of NGOs.
- Best local solutions scaled to multiple CBOs and NGOs in the region (in partnership with expert NGO)
- Non-partnering NGOs participating in our Expert & Network Meetings or Events.

4. Trust-based Partnerships with NGOs, including:

- Visiting all our partnering NGOs.
- By the end of the year, we have 20 partnering locally-led NGOs, of which 40% is women-led.

We have created impact in 2022, thanks to you:



And all our individual donors.

And thanks to you:

Team iMPACT direct

<i>Name</i>	<i>Position</i>	<i>Location</i>
Strategy & Decision-making <i>Inemarie Dekker</i> <i>Richard Yeboah</i> <i>Nicky Wakou</i> <i>Wanjiku Jean Munyaka</i>	<i>Chair</i> <i>Treasurer</i> <i>Secretary</i> <i>Board member</i>	<i>Netherlands</i> <i>Ghana</i> <i>Netherlands</i> <i>Kenya</i>
Advisory Board <i>Lori Cajegas</i> <i>Naomi Wanjiru Njeri</i> <i>Balt Leenman</i>	<i>Chair</i> <i>Member</i> <i>Member</i>	<i>Netherlands</i> <i>Ivory Coast</i> <i>Netherlands</i>
Day-to-day management <i>Inemarie</i> <i>Martha Mwangi</i>	<i>Coordinator</i> <i>Programme manager</i>	<i>Netherlands</i> <i>Kenya</i>
Relations NGOs <i>Martha</i> <i>Joana Ohene</i>	<i>East Africa</i> <i>West Africa</i>	<i>Kenya</i> <i>Ghana</i>
Capacity Strengthening <i>Richard</i> <i>Inemarie & Lori</i>		<i>Ghana</i> <i>Netherlands</i>
Fundraising <i>Inemarie & Martha</i>		
Marketing & Communications <i>Nicky & Inemarie</i> <i>Sarah Diedro (consultant)</i> <i>Remco Rhee (CAPREA Media)</i> <i>Karsten Albers (volunteer)</i> <i>Agatha Levi (volunteer)</i> <i>Team of volunteer editors (vol)</i>	<i>Strategy / Relation-building</i> <i>Marketing expert</i> <i>Web developer</i> <i>Google Ads & Design</i> <i>Social Media</i> <i>Editing texts</i>	<i>Netherlands</i> <i>Belgium</i> <i>Netherlands</i> <i>Netherlands</i> <i>Netherlands</i> <i>Netherlands</i>
Finance <i>Martha</i> <i>Inemarie</i> <i>Richard</i> <i>Amalia Widnasyingrum (vol)</i> <i>Karen Kammeraat (vol)</i> <i>Jan-Wouter Broekhuis (MAKSY)</i>	<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>
Research & Impact Measurement <i>Renata Heezemans</i> <i>Aysena Cinar</i> <i>Suzanne Hoeksema (consultant)</i>	<i>intern Radboud University</i> <i>intern Ankara University</i> <i>Impact expert</i>	<i>Netherlands</i> <i>Turkey</i> <i>Netherlands</i>