

iMPACT direct

MULTI-ANNUAL PLAN 2024-2026



■ Organisational details

Name: **iMPACT direct Foundation**

Short name: **iMPACT direct**

Date of foundation: **June 12, 2020**

Bank account №: **NL13 ABNA 0105 5215 82**

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RSIN №: **86 13 28 991**

iMPACT direct

MULTI-ANNUAL PLAN 2024-2026

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iMPACT direct

MULTI-ANNUAL PLAN 2024-2026

0. Introduction

At iMPACT direct one can directly donate to successful projects of African nonprofits, who support people out of extreme poverty. Besides, we support these nonprofits for three years to become the best impact-makers in their region.

We do it differently altogether:

- Making it possible to directly donate to credible locally-led NGOs, for individuals, companies and grants.
- Creating more value for money, with cost-effective solutions to beat poverty, in the partnerships with our locally-led NGOs.
- And challenging the unequal power dynamics in the aid sector by leading by example.

We look back proudly on what we have already been able to establish. For instance, we see that our strategy of project funding is successful (2 of our project-supporters became partners; and we doubled our income compared to last year!), and our efforts in gaining visibility for local solutions is very much valued by our partner-NGOs as well as our 3-year trust-based partnerships.

This year we also took the time for reflecting on the past three years. We established a team, processes, and policies. And realised that if we really want to become the best impact-makers with our locally-led partner NGOs, we need to know exactly what is our added-value for them. And from there we can grow and scale our impact.

It is our dream and ambition for the coming three years to support 100 locally-led NGOs to become the best impact-makers in their region. So that they can create even more impact in communities in 10 African countries, improving the lives of 100,000 people by helping them out of extreme poverty. But even more importantly, graduating partner-NGOs will be able to continue making an impact for people who need it most, also after our partnership ends.

Our 3-year plan was developed with input from iMPACT direct's team and board, and with the advice from our Advisory Board and the partnering-NGOs. And in this plan we explain how we plan for creating more impact, by getting better in where we are good at: adding-value to our NGO-partners to become healthy and sustainable organisations. And at the same time, building our own sustainable organisation, to enable all of this.

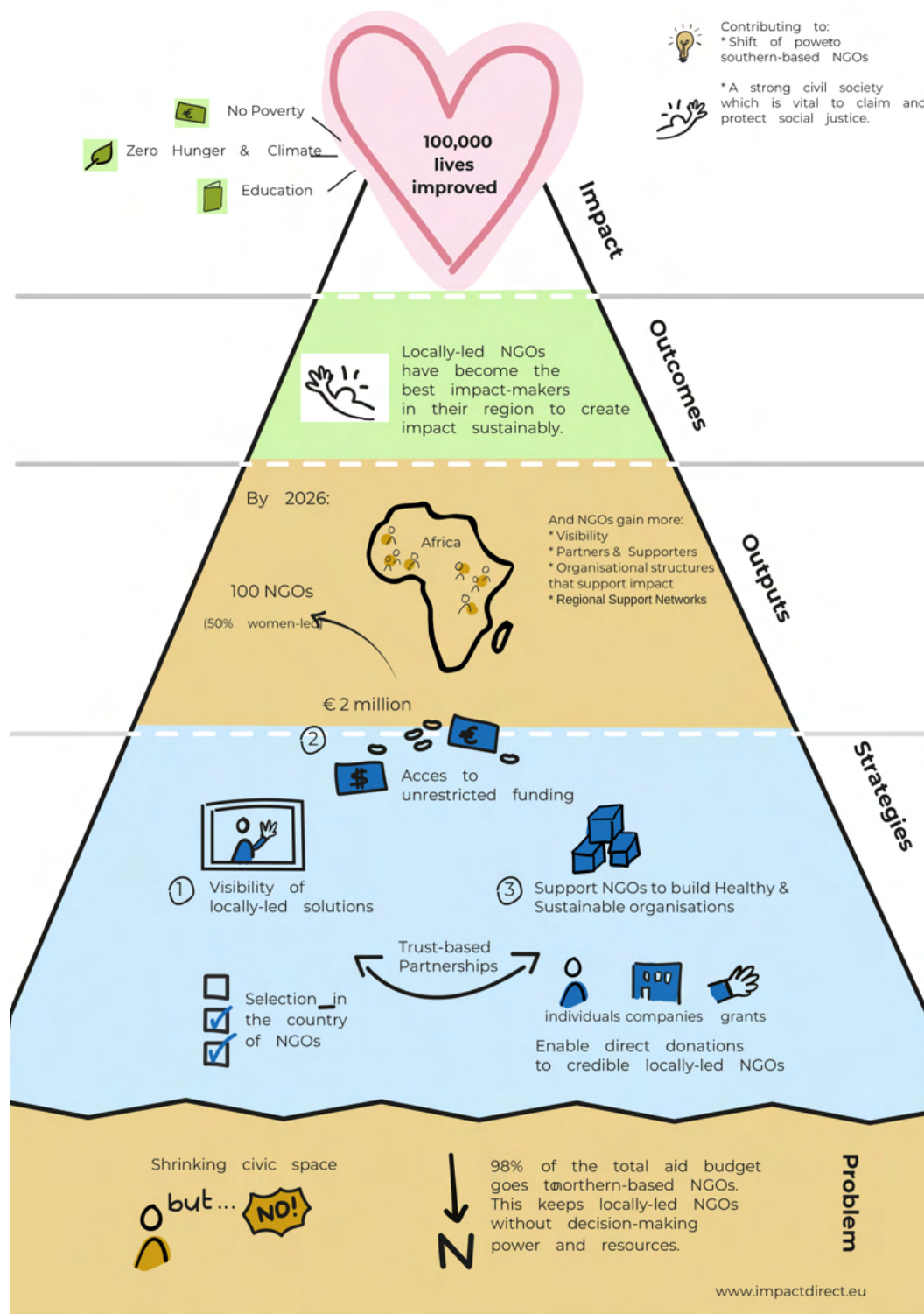
And we're inviting you – our reader and our supporter or partner – to join hands making an impact, and to go and learn together!

Inemarie Dekker
Executive Director
(November 2023)

1. Our Why

We want to create impact by supporting locally-led NGOs to become the best impact-makers in their communities or region (see 'outcome'-level in visual below).

It is how we feel we can make the most impact in poverty reduction in the places we work. As this means, that our partner-NGOs will be able to create impact and help many more people out of extreme poverty with successful projects on Income (or No Poverty), Zero Hunger & Climate, and Quality (Vocational) Education, also after our partnership ends (see 'impact'-level in visual below).



Why is this needed?

Too much aid budget is spent on other things than making impact:

- On average 35% of the budget is spent in northern-based countries.
- On average there are 6 (!) intermediaries between donor and participant, each taking their part of the budget. It is unknown what percentage ultimately reaches people in extreme poverty (or other beneficiaries).
- Southern-based NGOs receive only 2% of the budget. This is the amount of the global aid budget that is directly transferred to locally-led organisations.

And southern-based NGOs are hardly capable of building strong organisations:

- Project budgets and implementation hardly allow for a budget to use for building a more professional organisation.
- Although there is a lot of training provided in the aid sector, it often focuses on 1 or 2 aspects of organisational excellence only, instead of all aspects of a healthy nonprofit. (And lots of this training is not easily shared, freely accessible or affordable for small organisations.)
- From research it shows that training is often used only to have southern-based organisations to align to the northern-based organisations' administrative processes, like learning how to report to the grant-making organisations.

Moreover, the fundraising context for locally-led NGOs is not supportive:

- Many (individual) donors do not often hear about African experts who already have the solutions at hand, which could give the image that there is a need for organisations in the north to come up with solutions.
- And there is a mistrust between donors and good causes, and between NGOs in the south and those in the north.
- CIVICUS reports a shrinking civic space over the past decade, affecting all civil society organisations, losing power to companies or governments, as well as to extremist or militant movements.

All of this makes it really difficult for southern-based NGOs to thrive (*see 'problem'-level in Theory of Change visual*).



See for all the above facts and resources our Theory of Change:
<https://impactdirect.eu/media/Theory-of-Change-Oct2023-1.pdf>

That should change! That is why 3 years ago, our founders started from the idea that if we want to make more impact, we should tackle all of this.

Why is this urgent?

It is of utmost importance to support locally-led NGOs to become healthy & sustainable organisations, because all these organisations together form a strong civil society.

A strong civil society is vital to claim and protect social and economic justice.

It's the best pathway to actual sustainability.

Which is even more important in times of crises (climate, economic, peace, health, migration) when the most vulnerable are hit hardest.

1.1 Our target groups

Our primary target group

Our direct target group are locally-led NGOs in Africa. Our current NGO-partners all come from countries in West and East Africa. See all our partners here: <https://impactdirect.eu/ngos>.

In 2024, we will remain with the relatively small number of 12 NGOs, to be able to focus on quality services to NGOs. Those are:

West Africa	East Africa
Cameroon <ul style="list-style-type: none"> Sustain Cameroon Ghana <ul style="list-style-type: none"> Pinasol Foundation RuGirlz* Song-Ba Foundation* Vulnerable Aid Organization (VAO) 	Kenya <ul style="list-style-type: none"> Kalyet Afya Foundation (KAF)* OLCAP* Rwanda <ul style="list-style-type: none"> Grown to Help* Tanzania <ul style="list-style-type: none"> Young Strong Mothers* Thubutu Africa Initiatives (TAI) TAWEA* Uganda <ul style="list-style-type: none"> Mbeleni Foundation*

* Women-led organisations (67%)

Our target is to have at least 50% women-led NGOs to partner with.

As from 2024, we also start:

- Targeting the locally-led NGOs in our database (currently 900+) with sharing training and opportunities online and via our newsletter.
- Supporting the scaling of solutions of our outstanding partners to multiple NGOs and CBOs in their region.

How we select our partner-NGOs

- Invite locally-led NGOs to apply, in our newsletter, on socials, and through our network
- Check applications on completeness and our basic criteria, which include:
 - NGOs located in West- and East-Africa
 - NGOs that are officially registered and have a bank account.
 - NGOs with an annual income less than €100,000 and that report per financial annual reports.
 - NGOs with running activities for people living below the poverty level on No Poverty (SDG1), Zero Hunger (SDG2) or Quality Education (SDG4) other than primary education.
- Make a first selection based on the aim for an equal representation of:
 - Remote NGOs
 - Women-led NGOs
 - And ultimately also from French-speaking countries.

Because less aid money flows to remote, and women-led NGOs, as well as to French-speaking countries.
- Invite the selected NGOs for our training on Theory of Change and Annual Planning to get to know each other's organisation and motivation.
- In the Visit to the NGO and running projects, we make an ultimate decision to start a partnership.

See all about it here: <https://impactdirect.eu/partnership>

By 2026, we aim to have partners in 10 countries in 3 regions: English-speaking West- and East Africa, and French-Speaking (West & Central) Africa.

Our indirect target group

The target population at our impact level are people living in extreme poverty – below the poverty line of less than \$2 dollars a day – in the countries we work. Our partner-NGOs work directly with this group.

Many of our partner-NGOs work with women in existing or new women groups or cooperations, young women vulnerable to child marriage or teen mums, and in both cases indirectly for their children and families. Some work with small-holder farmers (men or women) and their families.

Supporters in Europe, West and East Africa:

What's more, our target groups also include:

- Representatives of Grants (people working in the aid sector)
- Representatives from (potential) supportive companies or organisations (non-aid-sector supporters)
- (Potential) Individual supporters

Partners

Current partnerships are mainly on supporting our projects or work:

- CAPREA – website development and maintenance
- Doelshoppen – unconditional funding
- HAN University of Applied Sciences – Workshop during annual International Week
- Google Ads – Cloud and mail services and Google Ads
- Radboud University – interns and invitation Masterclass International Development
- YouBeDo, for project funding

In Africa:

- Microsoft Kenya fundraiser
- The Great Ride Along – video and visual making in Kenya

Currently we explore collaboration or partnerships with:

Ghana	Kenya	other
World Vision Ghana African Development Fund	Africa No Filter Cohere KujaLink Stanford University	Dutch embassies in Ghana and Kenya Canva for nonprofits

2. Introduce our strategies

We support our partner-NGOs for 3 years to become the best impact-makers in their region. We have 4 main strategies to support our partner-NGOs, currently all based in West or East Africa:

1. Visibility of locally-led solutions.

We take on a new approach, which is the combination of partnering with credible NGOs (because of our selection method in the country) *and* showcasing NGOs' expertise and their stories that they themselves tell.

“[The visibility strategy] is like shining a spotlight on the NGOs' efforts and getting more people to notice and support them.”

[Aysena, Research Intern Theory of Change strategies]

2. Access to (unrestricted) funding

We support NGOs on their ambitions and plans, with project funding, organisational funding and support, whereby the NGOs decide on how donations are spent, and which parts of their organisation they need support to strengthen. We document these plans in an annual Partnership Agreement. From the project donations, 95% go directly to southern-based NGOs. Getting aid budget to the 'last mile'. It means that project participants get supported faster and cheaper. For the donor it means more value for money.

The idea of direct donations and unconditional grants is not new, but mostly seen in combination with individuals, groups or projects.

3. Training, Sharing Expertise & Matchmaking

We do not look for the very best NGOs, but within our partnership great initiators with existing successful solutions become the best impact-makers in their communities or region. The support is looking at professionalisation of the entire organisation (not just 1 or 2 aspects of it), by working on the 5 elements of a Healthy Nonprofits and sustainable organisations in training and through other means of support. What's more our support is accessible for small NGOs.

4. Support NGOs to build Healthy & Sustainable organisations.

Our Trust-Based Partnerships are based on *trust-based philanthropy*. It is not new, but it is uncommon (especially putting it into practice). We believe it is the only way to be able to get the best impact together.

We explain each strategy in more detail one by one in chapter 3. Action Plan & Milestones. As well as they are explained in the Theory of Change document thoroughly:

<https://impactdirect.eu/media/Theory-of-Change-Oct2023-1.pdf>

With our view on the provision of aid, and the innovative approach we are currently developing, solutions become cheaper, more impactful and more sustainable, so that we can have more people out of extreme poverty in less time and with less expense. Moreover, leading to more impact for people living below the poverty line.

What makes our approach unique

Comparing ourselves to those who are also 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 groups or NGOs (Mama Cash, GFCF); and
- 3) Effective Altruism.

We are inspired by direct giving. However, we believe that sustainable change comes from strong local civil society that can protect social justice on the long-term. That is why we support locally-led NGOs directly as a pathway to actual sustainability. Also, Effective Altruism is not challenging systemic inequalities.

Moreover, what is unique about iMPACT direct:

- Listing credible NGOs on our website: To ensure credibility our colleagues in the country visit all our potential partners. Partner-NGOs are then showcased on our website.
- By doing that we are great partner to grants who want to support African-led change directly. Making it possible to directly donate to credible locally-led NGOs, for individuals, companies and grants.
- Creating more value for money; 1. Supporting locally-led solutions directly means faster, cheaper and more sustainable solutions.
- In the 3 years of our partnership, locally-led NGOs becoming healthy & sustainable organizations, that can offer solutions sustainably, reaching many more people, also after our partnership ends.
- *And* challenging the unequal power dynamics in the aid sector.

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

2.1 Strategies that showed to be successful

In the past 3 years, we have monitored and measured our strategies, which informs us on those that already seem successful, and what was the added-value of it for our partner-NGOs:

In data / outputs	Added-Value for our partner-NGOs
1. Our reach of 400,000 people through Google Ads, media representation, the website and socials, even with few resources for communications.	<ul style="list-style-type: none"> NGOs report that the visibility that we offer increases locally-led NGOs' (perceived) credibility, and thus it increases their access to partners and grants, beyond our partnership. This is documented in our annual reports. We see that NGO-partners experience the value of visibility when they start working with iMPACT direct, and during the partnership most NGOs increase their efforts starting or building their own online presence with their website and socials.
2. The growth of funding for NGOs' projects has grown from €3,000 in 2020 to an expected €100,000+ in 2023.	<ul style="list-style-type: none"> NGOs also receive grants beyond us, but due to our visibility efforts or references. NGOs report to have decision-making power in joint proposal writing for the first time!
3. In terms of supporting NGOs to build Healthy & Sustainable Organisations, we have not been able to implement the full strategy, because of lack of funding for it. Despite we already see great results: <ul style="list-style-type: none"> One-on-one feedback on proposals and (financial) reports. 6 Expert Talks per year, sharing knowledge amongst our Network of NGOs and supporters. 2023: Needs-Assessment on the 5 elements of a Healthy Nonprofit, as the basics for our organisational support. 	<ul style="list-style-type: none"> In general, multi-year partnerships allow for organisational growth of our partnering NGOs, to become sustainable in terms of their organisation and the solutions they bring to the community. The self-needs-assessment is a mirror for NGOs to see where they are per element and to identify next steps for professionalisation. NGOs report to do more successful fundraising with what they have learned in practice working with iMPACT direct. We matchmade NGOs with our network where relevant for additional expertise. (Examples: Mary Stopes Ghana and East African Associations for organisations working with PLWDs). Although we have not been measuring progress in skills or knowledge, but NGOs report to value the Expert Talks a lot.
4. 2023 is the first year we fully implemented Trust-Based Partnerships, (after the research on best practices in 2022). Activities include: <ul style="list-style-type: none"> Annual visit Bi-weekly Open Zoom Calls to be approachable for chats, questions and discussions. Bi-annual meetings & co-creation where we present our draft annual report or draft annual plan to collect suggestions and feedback from the NGO-partners. Annual survey on partnership satisfaction. Anonymous feedback & complaints form at our website. 	<ul style="list-style-type: none"> The approach works greatly, because we are really able to have open conversations on needs and wishes, where we can jointly work on, which is the basics of getting to the best impact together. NGOs report they do not have these conversations with 'northern-based'-organisations. What we experience is that 1st-year partners sometimes fall back in traditional aid roles (i.e. not taking the lead over their own activities). We do not experience this with 2nd and 3rd year partners. So, we see really a change in attitude during our partnership

We look back proudly on what we have already been able to establish, even with relative few resources.

2.2 Summary Activity Plan

Strategies	Activities 2024	Results 2024	Activities 2025	Results 2025
A. To improve what we do internally				
1. Proof of Concept				
Develop best approach to support locally-led NGOs becoming the best impact-makers.	Finalise Monitoring Tool with guidance of expert.	Approach, results and learnings are documented	Integrate learnings of Proof of Concept in most impactful strategy to support NGOs.	
	Train Proof of Concept team (i.e. 3 times a year: set-up, data collection, progress, data analysis).	Added-value for NGO's is proven		
	Ongoing monitoring the progress of NGOs, using tool (NGOs & Martha).	Transition stories of partner-NGOs		
	Bi-monthly: Check if implementation is according to Proof-of-Concept plan.			
	Per trimester: Measure impact our work has on partner-NGOs (PoC-team with guidance of Suzanne).			
2. Visibility of our mission				
Inspiring actors in the aid sector for (unconditional) direct funding of locally-led NGOs (lead by example).	Sending our different target groups (aid sector representatives, organisational supporters, individuals and African NGOs) relevant information.	Approach is reviewed and improved.	Results of the Proof of Concept are shared with our supporters during event(s) (2024/early 2025).	Grow supporters (<i>see Visibility local solutions</i>)
		Grow supporters (<i>see Visibility local solutions</i>)	Transition stories of NGOs are used in communications	
			Thought-leadership to engage a broader audience by sharing learnings on direct funding, supporting healthy African nonprofits, trust-based partnerships in blogs, media, and round tables.	Improved visibility of our mission
			Council of Recommendation to give us more credibility and reach is established.	
			Engage youth and diaspora are engaged in specific activities (e.g. school programs, exchanges, work-month, particularly for social science and citizenship).	
3. Healthy nonprofit (internal)				
Building a professional organisation that can create impact sustainably.	Long-term planning of activities, and tasks to enable quality and efficiency.	Our team is sustained, in terms of: sufficient income, motivation & satisfaction of the work, and learning opportunities.	Dutch & Kenyan flexible office spaces found in the countries where we have a small team working, that provides for team work, and meeting space.	Professional & learning team.
	Implementing internal processess & continous learning.	Team work is encouraged to achieve best quality and learn from each other, by living easy processes.	Register IMPACT direct in Ivory Coast.	
	Register IMPACT direct in Kenya (with 3 Kenyan board representatives).			
	Open Bank Account Kenya			
4. Financial Sustainability				
Start building a financial sustainable organisation.	Successful programme fundraising, i.e. Capacity Strengthening Programme, and thematic funds for our projects and our support to NGOs, on income/poverty reduction, Food security & climate, or vocational education.	€124,645 was raised for indirect costs	Implement financial sustainable model, build on added-value/USP from proof of concept.	Financial Sustainable model is tested and improved.
	Successful multi-annual fundraising (as a partner) (e.g. Erasmus+ programme on online training)	Develop financial sustainable model, build on added-value/USP from proof of concept.	Successful programme fundraising, i.e. Capacity Strengthening Programme, Communications Campaign, building our website & services for francophone Africa.	€188,220 was raised for indirect costs
			Successful multi-annual fundraising (as a partner)	Financial Reserves from own income are building (based on 3 month averages of operating reserve).
5. Scaling our approach				
1. Reaching more locally-led NGOs with our service	Work with more partner-NGOs	12 partner-NGOs		2025: 20 partner-NGOs 2026: 30 partner-NGOs 2027: 36 partner-NGOs
	Reach out to locally-led NGOs online	900 NGOs with online training		2025: 1,500 NGOs with online training 2026: 3000 NGOs through scaling training
	Scaling partner-NGOs best solutions to multiple NGOs/CBOs in the region	10 CBOs/NGOs through scaling projects with outstanding partner-NGOs		20 CBOs/NGOs through scaling projects with outstanding partner-NGOs
2. Increasing the number of lives improved by the NGOs we support:	Increasing the number of lives improved by the NGOs we support:	2,724 lives improved		10,898 lives improved
	Support NGOs to become Healthy & Sustainable nonprofits	5,306 family members and peers benefited		21,244 family members and peers benefited <i>Lasting solutions for people living in extreme poverty; reaching out to many more</i>
3. Increased quality of NGO projects & NGO organisations	Increased quality of projects	<i>Improved solutions for people living in extreme poverty</i>		
	Multiplying quality of projects & nonprofits by Regional (Alumni) Networks, whereby bigger and smaller NGOs can share and support each other			

Strategies	Activities 2024	Results 2024	Activities 2025	Results 2025
B.Support NGOs to build healthy & sustainable organisations				
1. Visibility of locally-led solutions	Grow visibility	Reach: 1 million	Improve Visibility of locally-led solutions upon learning Proof of Concept	Reach: 2 million
	Socials campaigns on NGOs instead of (only) projects is tested.	Registration: 10,000	Partner-NGOs best practices from training are shared, for learning purposes, as well as visibility.	Registration: 20,000
	Website is made user-friendly for NGOs and NGO Relation Managers.	Referral: 9,000		Referral: 18,000
		Activation: 100		Activation: 1,000
		Retention: 45		Retention: 450
			Website is made ready for French-speaking users.	Website is available in French
	Activities 2024	Results 2024	Activities 2025	Results 2025
2. Access to (unconditional) funding for NGOs	Highlight 12 projects from partners on our website to co-fundraise for	€284,716 raised for NGOs' projects, grants or services for professionalisation of NGOs	Improve Access to (unconditional) grants for NGOs upon learning Proof of Concept	€550,072 raised for NGOs' projects, grants or services for professionalisation of NGOs
	Engage NGOs in their project fundraising & organisational fundraising	Each of the 12 NGO partners has received a project grant in time (between March & June)		Increased middle donors
	Target new supporters	Each of the 12 NGO partners has received a grant to implement part of their professionalisation goals.		Increased non-grant organisations and companies as supporters
				Increased supporters from Ghana and Kenya
	Activities 2024	Results 2024	Activities 2025	Results 2025
3. Training, Sharing expertise & Matchmaking	Upon coc-created plan, training sessions are developed and implemented incl theory and tools/formats for practice, peer review and one-on-one feedback.	Training is developed, implemented and documented (incl. learnings).	Continue (online) training with best-practices.	1st year partners shift from 1-2s to 2-3s 2nd year partners shift to 3-4s 3rd year partners shift to 5-6s
	Hosting 2 regional in-person-training and events, in West and East Africa for our partner-NGOs and an event where they can present their main results.	Theory, tools/formats and assignments developed (e.g. webinars, interviews, explainer documents, formats and graphics through Facebook and YouTube) for online learning for locally-led NGOs for Becoming a Healthy & Sustainable nonprofit.	Setting up online services to locally-led NGO staff based on learnings 2024.	2025: Reach out to 1,500 locally-led NGOs online
	Based on training we develop online learning and test it.	Reach out to 900 locally-led NGOs online.		2026: Reach out to 3,000 locally-led NGOs online.
	Encourage regional sharing of training, learning, peer-reviewing and mentoring, sharing opportunities, etc.	A growing network of NGOs that can support one another.	Start Regional (Alumni) Support Network for partnering-NGOs and Graduates: sharing expertise and knowledge in online training	2025: 2 Regional Support Networks: West Africa, East Africa 2026: 3 Regional Support Networks: West Africa, East Africa, Francophone Africa
	Activities 2024	Results 2024	Activities 2025	Results 2025
4. Trust-Based Partnerships with NGOs	Annual Plans partner-NGOs collected.	12 Partnership Agreements with 6 new and 6 existing partners, based on NGO's annual plan (Feb)	Integrate learnings of Proof of Concept in Trust-Based partnerships.	2025: 20 NGO-partners: 10 in East-Africa and 10 in West-Africa. (50% women-led)
	Endline 2023 / baseline 2024 Partnership Agreement is monitored and evaluated together, 3 times a year (NGO Relation Manager + NGO)	Endline 2024/Baseline 2025	Annual Plans partner-NGOs collected.	Endline 2025/Baseline 2026 NGO-partner satisfaction
	2 co-creation meetings with partner-NGOs			2026: 30 NGO-partners: 12 in East-Africa and 12 in West-Africa, and 6 in French-speaking West Africa (to start with, building up to 12 too in the next year). (50% women-led)
	Continuation of partnership is jointly reviewed and agreed on end of year.			

We explain per strategy below.

3. Action Plan for building more impact

To be able to support our partner-NGOs, and create impact sustainably, we also need to continue building a professional and financially sustainable organisation ourselves.

Below you see our main milestones for the coming three years:

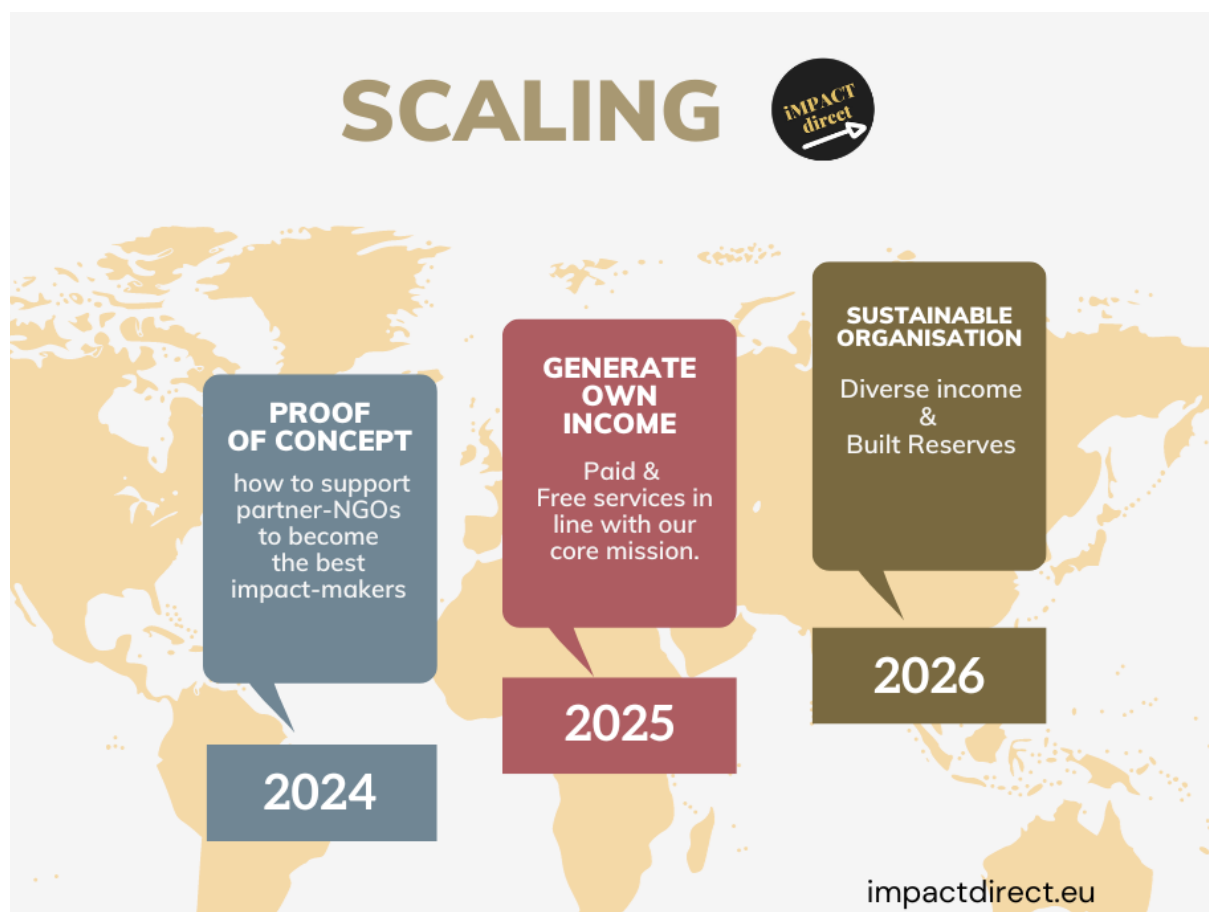


Figure 2 Milestones 2024-2026

Based on the fact that our added-value is on supporting locally-led NGOs to become the best impact-makers in their communities or region, we plan to improve the coming years as follows:

1. Measure our impact and improve our approach in a Proof of Concept (2024)
2. Proven results will help the visibility of our mission
3. Building a healthy nonprofit organisation
4. Including financial Sustainability to be able to create impact sustainably
5. All of this together will allow us to scale our approach

We explain per strategy below.

3.1 Proof of Concept on our added-value for NGOs

If we really want to become the best impact-makers together with our locally-led partner NGOs, we need to know exactly what our added-value for them is. And from there we can grow and scale our impact.

That is why as from next year, we develop the best approach to support locally-led NGOs becoming the best impact-makers, by focusing all our efforts on adding value for healthy & sustainable partner-NGOs.

And to be able to verify our approach, we need to test it, monitor and measure, and analyse the impact it has on our partner-NGOs. So that we can document our approach, results and learnings, and improve, creating more impact.

The Proof of Concept ultimately allows for:

- 1) Building the most impactful approach;
- 2) Scaling our approach from there; and
- 3) Developing income generation with our proven added-value (beyond partnerships with NGOs).

Activities we perform and expected results include:

Strategies		Preparatory Results 2023
A. To improve what we do internally		
1. Proof of Concept		
Develop best approach to support locally-led NGOs becoming the best impact-makers.		Healthy & Sustainable Organisation is defined
		Draft monitoring tool is developed
		Proof of Concept team is established
		Tools available to monitor and measure impact are mapped (student assignment)
		1 tool to Monitor and Measure impact is selected (PoC-team)
Activities 2024		Results 2024
		Activities 2025
Finalise Monitoring Tool with guidance of expert.	Approach, results and learnings are documented	Integrate learnings of Proof of Concept in most impactful strategy to support NGOs.
Train Proof of Concept team (i.e. 3 times a year: set-up, data collection, progress, data analysis).	Added-value for NGO's is proven	
Ongoing monitoring the progress of NGOs, using tool (NGOs & Martha).	Transition stories of partner-NGOs	
Bi-monthly: Check if implementation is according to Proof-of-Concept plan.		
Per trimester: Measure impact our work has on partner-NGOs (PoC-team with guidance of Suzanne).		

3.1.1 Proof of Concept set-up for measuring impact

To be able to achieve that, in 2024, we will be testing our approach on how to support our partner-NGOs to become the best impact-makers in their communities or region during a 3-year partnership (see table below). The partnering NGOs will be a mix of 6 existing and 6 new partner-NGOs, which is great for both testing as for mutual learning purposes amongst NGOs.

Table 1: Proof of Concept set-up for measuring impact

Starting point:

- Partner-NGO start working with us score 1 or 2 (out of 6) at at least 3 aspects
- Partner NGO has running projects on SDG1, 2 or 4 and promising initiator/ team

How we define a healthy nonprofit:

- Partner-NGO complete the partnership score 5 or 6 (out of 6) on every aspect
- Partner NGO increases creating impact (i.e. reaching more people and/or creating sustainable impact)

How we define a sustainable nonprofit:

- NGO can continue making impact (with multiple supporters & own income) after partnership ends.

Our assumption is that our partner-NGOs – after 3 years of partnership - excel at:

- Defining, monitoring and reporting impact.
- Financial & Fundraising planning, monitoring and mitigate financial risks.
- Communication plan to engage all audiences, implementation and review.
- Building the infrastructure of the organization.
- Effective leadership to support policies, culture and resilience.

And that these NGOs became Financial Sustainability of Organisations:

- Increased funding for projects in 3 years (through & beyond iD)
- Increased funding for organizational building and running costs (through & beyond iD)
- Diversified income through multiple supporters and/or own income
- (Start building) Financial Reserves
- Quality Comms & Fundraising Plan

Tools we use:

- 5 aspects of a Healthy Nonprofit Needs Assessment that NGOs do once a year (to determine support & measure progress) (see figure 5 for an example)
- Matrix to cross-check data from both NGOs and NGO Relation Managers (that we can easily know and collect by working with the NGO (observations) or see from their annual plans and annual reports.

See all details in our Proof of Concept Matrix.

Activities and results planned for the Proof of Concept (PoC) are developed, co-implemented, and analysed by our Proof-of-Concept team, consisting of Inemarie Dekker (strategy), Martha Mwangi (data collection) Sofina Merinyo (analysis), and a research intern, guides and trained by Suzanne Hoeksema (impact expert).

3.2 Visibility of our mission

We want everyone to know about our approach and our learning along the way. Growing a movement that inspires actors in the aid sector for (unconditional) direct funding of locally-led NGOs (lead by example).

First of all, we are improving communication on what is our added-value for the NGOs we support, including showing our entire approach on how we support partner-NGOs. (Compared to what we did in the first years of our existence, we mostly communicated on our approach of direct funding, and the impact that our partner-NGOs make, that is improving lives of people living in extreme poverty.)

And we plan to share the learnings from our Proof of Concept to our (potential) supporters: showing and experiences, our added-value from the results from the Proof of Concept, and the transition stories from partner-NGOs.

Activities we perform and expected results include:

activities we perform and expected results include:			
Preparatory Results 2023			
2. Visibility of our mission			
Inspiring actors in the aid sector for (unconditional) direct funding of locally-led NGOs (lead by example).	Website texts and bios at socials and other platforms are adapted to showcase our full approach.		
Activities 2024	Results 2024	Activities 2025	Results 2025
Sending our different target groups (aid sector representatives, organisational supporters, individuals and African NGOs) relevant information.	Approach is reviewed and improved.	Results of the Proof of Concept are shared with our supporters during event(s) (2024/early 2025).	Grow supporters (<i>see Visibility local solutions</i>)
	Grow supporters (<i>see Visibility local solutions</i>)	Transition stories of NGOs are used in communications	
		Thought-leadership to engage a broader audience by sharing learnings on direct funding, supporting healthy African nonprofits, trust-based partnerships in blogs, media, and round tables.	Improved visibility of our mission
		Council of Recommendation to give us more credibility and reach is established.	
		Engage youth and diaspora are engaged in specific activities (e.g. school programs, exchanges, work-month, particularly for social science and citizenship).	

And ultimately, becoming a thought-leader on our approaches (i.e. direct funding, supporting professionalisation and trust-based partnerships).

3.3 Healthy nonprofit (internal)

We aim for building a professional organisation that can create impact sustainably. The first three years of our existence we have built the organisation from the ground. With available hands and resources, we have built, tested and improved our strategies of visibility, direct funding to projects and trust-based partnerships (NB: not yet the training aspect).

When we successfully raise sufficient income, iMPACT direct can be the success we envision, so that we can really build on everyone's responsibilities, on teamwork - and do not work with short contracts etc. - providing the best services to NGOs and collaborating with NGOs to get to the best results. Standing out in terms of both approach and quality.

Bi-annually, we do the needs assessment on the 5 elements of a healthy nonprofit ourselves, and see what our next steps are to further build a professional organisation. This is reflected in the milestones below:

Activities we perform and expected results include:

Preparatory Results 2023			
3. Healthy nonprofit (internal)			
Building a professional organisation that can create impact sustainably.	A team was built where team members work from strengths (not from filling the gaps)		
	Internal processes, built in 2022, are tested and improved.		
	Basic HR-matrix developed to review and monitor progress of team members.		
	Basic policies for organisation written out		
Activities 2024	Results 2024	Activities 2025	Results 2025
Long-term planning of activities, and tasks to enable quality and efficiency.	Our team is sustained, in terms of: sufficient income, motivation & satisfaction of the work, and learning opportunities.	Dutch & Kenyan flexible office spaces found in the countries where we have a small team working, that provides for team work, and meeting space.	Professional & learning team.
Implementing internal processes & continuous learning.	Team work is encouraged to achieve best quality and learn from each other, by living easy processes.	Register iMPACT direct in Ivory Coast.	
Register iMPACT direct in Kenya (with 3 Kenyan board representatives).			
Open Bank Account Kenya			

Below we elaborate on how we build a healthy nonprofit ourselves:

Teamwork

Each staff member (so far all on consultancy basis) is responsible for quality and in-time deliverables as per contract (and annual planning of tasks), including the request of support from other team members, advisors and team members where relevant.

Our Project Management Tools encourages strategy meetings, to bring all expertise together before starting a task or project, after which everyone can perform her/his tasks, and it is finalised by reviewing the final draft deliverable. This way we make sure that we collaborate well, and to get to the best quality as a team.

Moreover, we have developed guides on NGO-Relation Management, Communications and Fundraising.

Team-up for learning

We make sure we learn from each other across continents as follows:

- Measure progress and growth of team members. So that we can support staff to learn and progress.
- Room (time and budget) for learning according to needs staff and ambitions of team members. For example, Martha Mwangi could attend the Masterclass International Development at Radboud University Nijmegen in 2023.
- Train African-based junior staff members into social impact expertise like impact measurement, NGO Relation Management and Fundraising.

Moreover, our organisation is benefitting from the learning of our individual team members, because:

- Staff members working from their strength, offer more expertise to the team, and become better the more they perform their expertise.
- Pair-up African + European team member (for at least 1st year) - to support learning on e.g. specific expertise; pro-activeness; and seeing things from different perspectives.
- We try to as much as possible to divide the tasks over the people already working for us, creating fulltime jobs as much as possible.

Registration of NGO in Kenya and Ivory Coast

Because of our legal registration in the Netherlands, we are always considered a 'northern organisation' by grants and partners – although we do not feel we tick that box in practice, with our mixed team and leadership.

To enlarge our opportunities, and financial possibilities (e.g. Kenyan donors to transfer to a Kenyan account for instance), we plan to register our foundation in Kenya in 2024. In 2025, followed by a registration in Ivory Coast.

Ivory Coast would be a great basis for starting our work for French-speaking Africa as from 2026. In addition, Abidjan is like Nairobi a central point where many iNGOs and grants are based.

Office spaces

Up to 2024, our office is online, which means very limited office costs. Although a lot can be done online, (young) people need to meet up to be able to learn and share, and thus to collaborate better together. We think of exploring possibilities to hire a space in Nairobi and Nijmegen, to meet up regularly, and where we can have external meetings – this can still be cost-efficient when it's a donated space, rented room within a company or shared space.

As from 2026, we foresee to have a flexible office space in Ivory Coast as well.

See more about our current team in annex 2.

We will review the plan on how to build our team over the years, end of our Proof of Concept year.

3.4 Financial Sustainability

We aim to start building a financial sustainable organisation.

Although we are already quite successful in project funding, getting sufficient income to run our own organisation remains a challenge. That is why we plan as follows:

Preparatory Results 2023			
4. Financial Sustainability			
Start building a financial sustainable organisation.		Cashflow overview in order during entire year.	
		At least €65,600 was raised for costs basic team 2024 & for our Proof of Concept in 2024.	
Activities 2024		Results 2024	
Successful programme fundraising, i.e. Capacity Strengthening Programme, and thematic funds for our projects and our support to NGOs, on income/poverty reduction, Food security & climate, or vocational education.		€124,645 was raised for indirect costs	
Successful multi-annual fundraising (as a partner) (e.g. Erasmus+ programme on online training)		Develop financial sustainable model, build on added-value/USP from proof of concept.	
Activities 2025		Results 2025	
Implement financial sustainable model, build on added-value/USP from proof of concept.		Financial Sustainable model is tested and improved.	
Successful programme fundraising, i.e. Capacity Strengthening Programme, Communications Campaign, building our website & services for francophone Africa.		€188,220 was raised for indirect costs	
Successful multi-annual fundraising (as a partner)		Financial Reserves from own income are building (based on 3 month averages of operating reserve).	

To explain a bit more:

Generating own income

Although we started mapping income generating ideas since 2022, the exact plan will depend on the Proof of Concept year. We will be looking at opportunities to have iNGOs and governmental institutions paying for our services, because of a joint mission to strengthen civil society. Since they often lack time and hands to work with lots of small organisations, we can actually handle that, for example with a good database on our website, quality online training and support, and (a growing) team of NGO Relation Managers (working on a consultancy basis at the moment) in the countries available.

Building financial reserves

The goal for building a reserve is sustainability, the ability to resist shocks and a cash reserve is a vital part of any sustainability strategy. The reserve rate should be 3 months of operating reserve. We start building it as from 2025, using around 50% of our own income for that.

As from 2026, we expect to have fully built the reserve to cater for organisational costs. The organisation can then be sustained of the 5% income from project funding and own income. (See also forecast in Excel).

When feasible we will explore low risk opportunities, including opening a savings account, to profit from interest of savings.

3.5 Scaling our approach

There are 3 main ways we will increase our impact in the coming years. That is by:

1. Reaching more locally-led NGOs with our services:

- Supporting more partner-NGOs: from 12 to 30 by 2026, and 36 by 2027.
- Reach out to locally-led NGOs with online services, up to 3,000 in 2026.
- Scaling great local solutions: With some graduating partners, we want to continue collaboration, by scaling their solution to multiple NGOs and CBOs in the region. We start a pilot (<https://impactdirect.eu/project/scaling-ecological-farming-in-east-africa>) upon successful funding.

2. Increasing the number of lives improved by the NGOs we support:

- Partner-NGOs reach more people living in extreme poverty, because with an increased income they can reach out to more people living in extreme poverty.
- Scaling great local solutions with graduating partners also realises more lives improved.
- By supporting partner-NGOs to become healthy and sustainable organisations, in turn leads to NGOs that will be able to create impact for people living below the poverty line, also after the project ends. And thus increasing the number of lives improved.

3. Increased quality of NGO projects & NGO organisations

- Increased quality of projects probably leads to increased impact per project participant.
- By taking on a regional approach, that allows for a multiplier effect; Team-up smaller NGOs with strong NGOs in the region to support each other in becoming a strong organisation. (See also 4.3 Regional Networks.)

We will measure quality in our Proof of Concept research (i.e. the 5 elements of a Healthy Nonprofit & indicators on sustainability, see also 3.1 Proof of Concept).


Activities we perform and expected results include:

Activities 2024	Results 2024	Activities 2025	Results 2025
Work with more partner-NGOs	12 partner-NGOs		2025: 20 partner-NGOs 2026: 30 partner-NGOs 2027: 36 partner-NGOs
Reach out to locally-led NGOs online	900 NGOs with online training		2025: 1,500 NGOs with online training 2026: 3000 NGOs with online training
Scaling partner-NGOs best solutions to multiple NGOs/CBOs in the region	10 CBOs/NGOs through scaling projects with outstanding partner-NGOs		20 CBOs/NGOs through scaling projects with outstanding partner-NGOs
	2,724 lives improved		10,898 lives improved
	5,306 family members and peers benefited		21,244 family members and peers benefited
Support NGOs to become Healthy & Sustainable nonprofits			<i>Lasting solutions for people living in extreme poverty; reaching out to many more</i>
Increased quality of projects	<i>Improved solutions for people living in extreme poverty</i>		
Multiplying quality of projects & nonprofits by Regional (Alumni) Networks, whereby bigger and smaller NGOs can share and support each other			

4. Action Plan & Milestones per strategy

NGOs lead and develop their impact and implementation (relating to their annual plan and organisational needs assessment), and iMPACT direct supports where need be. This is how we do that:

Annually, we collect our partner-NGO's annual plan. During a Partner Visit, the NGO Relation Manager discusses with the initiator, the NGO-team and project participants organisational needs and goals (using the needs-assessment, see visual below), and how we can best support part of their annual plan.



Name NGO: ...
Date: ...

Five Elements of a Healthy Non-profit
Self-assessment tool for NGOs - See your progress and take a next step!
Circle all your elements by circling all the boxes that comply to your NGO.
Be fair. It's not about being the most perfect NGO, but to provide you insights in learning and next steps to become even better!

1. Governance & Boards						
1.1 Defining, monitoring and reporting impact	DEFINE SOCIAL IMPACT (1) Our NGO has a clear objective, knows what impact it wants to make, and it is easily understood.	DEFINE SOCIAL IMPACT (2) Our social impact objective(s) include: * The problem our organisation exists to solve * What we do and who we serve * What results we are trying to achieve	MONITOR IMPACT Our NGO defined indicators to measure success and effectiveness towards the envisioned impact, and monitors the progress of it. (e.g. by using a Theory of Change).	MEASURE IMPACT Our NGO measures impact and reports about it in our annual report.	LEARN & STRATEGIZE We reflect and learn from monitoring and measuring impact, by continuing or increasing successes' and adapting unsuccessful activities. (Or in other words, impact measurement guides our decision-making.)	REVIEW SOCIAL IMPACT OBJECTIVE Our NGO's social impact objectives are regularly reviewed by the leadership. It has been reviewed no longer than 2 years ago.
1.2 Efficient Board	COMPLEMENTING EXPERTISE Our board represents a variety in expertise and experience. When recruiting new board members we look for people who add expertise that we are missing in our organisation.	BOARD POLICY IN PLACE Our NGO has written board policies and processes on decision-making including clear responsibilities per board member (chair, treasurer, secretary and general board members), that are followed closely.	BOARD SUPPORTS NGO Our board members provide organisational support to the executive(s). For example, by promoting and representing our NGO, or by assisting in fundraising.	BOARD WORKS EFFICIENT Board members organise their work so that they can understand organisational performance (e.g. our board review key data or reports before meetings) to be able to oversee and make strategic decisions.	BOARD SUPPORTS EXECUTIVES Based on the strategy, our board effectively delegates day-to-day decisions to executive(s). The executive(s) are evaluated annually using clearly defined performance measures that are agreed upon in advance.	BOARD REVIEW & DEVELOPMENT Our board has a committee that is actively engaged in board development. For example, ongoing board recruitment, review board policies periodically, and annual self-evaluation.
2. Financial Management & Fundraising						
2.1. Financial planning, monitoring and mitigate financial risks.	FINANCIAL PLAN Our NGO prepares and works with an annual budget, based on past performance and learnings.	MITIGATE RISKS Finances are handled by at least two persons, for checks and balances. Our annual financial report is audited by an audit committee (for small organisations), or by an external auditor.	FINANCIAL REPORTING Our NGO has the capacity to produce financial reports as needed for the overall organisation and for each project.	MONITOR FINANCIAL PERFORMANCE Our NGO monitors cash flow and forecast the cash we will have available in the months ahead. And our leadership has a clear understanding about the NGO's fiscal health and performance.	REVIEW STRATEGY Our NGO has a financial projection beyond one year. And our board, management and staff regularly discuss the NGO's business model / fundraising plan to guide budget development and management decisions.	FINANCIAL RESERVES Our NGO has reserves appropriate to the needs of the organisation (e.g. around 3-6 months of upcoming expenditure).

Self-assessment questions

- Where do you think you are per element (i.e. row)?
Why do you think so? How does it show?
...
- What does a next step look like?
What can you do to reach that step?
...
- Have you integrated this goals and steps in your annual plan?



Figure Partner Visit Meru, Kenya (2023)

This informs us in how to best support. Ultimately, the Partnership Agreement with our NGOs reflect the part that iMPACT direct can support their annual plan.

So, each single Partnership Agreement for the upcoming year, consists of:

- The project to highlight and co-fundraise for on our website;
- The support (grant, training, sharing expertise or matchmaking) that iMPACT direct can offer to support professionalisation goals; and
- How we want to collaborate.

What's more, the needs assessment also serves as a baseline and endline to measure progress of our partner-NGOs.

4.1 Visibility of locally-led solutions

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.

This is important for our work, and the NGOs work, because:

- These stories aim to change the old image of helpless people and helpers that lots of people in the north have on aid. A changing narrative is in turn supportive to an environment where locally-led NGOs can be in the lead and get that role in partnerships with northern organisations too.
- Gaining positive experiences on being visible within our partnership, lead to NGOs start focusing more on communicating on their approach and results.
- Because we have a method of selection, whereby we visit our partner-NGOs annually, and speak to them regularly, we provide our partner-NGOs with credibility when they approach supporters and grants. We serve for instance as a reference.

Activities we perform and expected results include:

Activities 2024	Results 2024	Activities 2025	Results 2025
Grow visibility	Reach: 1 million	Improve Visibility of locally-led solutions upon learning Proof of Concept	Reach: 2 million
Socials campaigns on NGOs instead of (only) projects is tested.	Registration: 10,000	Partner-NGOs best practices from training are shared, for learning purposes, as well as visibility.	Registration: 20,000
Website is made user-friendly for NGOs and NGO Relation Managers.	Referral: 9,000		Referral: 18,000
	Activation: 100		Activation: 1,000
	Retention: 45		Retention: 450
		Website is made ready for French-speaking users.	Website is available in French

To improve visibility of locally-led solutions, we are:

- Encouraging year-1 partner-NGOs to practise using our comms tools (or their own if they have them): project page, NGO page, social posts etc. within training/mentoring on socials, with the goal of increasing reach among relevant audiences.
Also encourage engaging their own network, and relevant audiences in their own country/region to position themselves (to engage both supporters and funders).
- Inviting year 2 & 3-partners with locally-led solutions and experts from (West and East) Africa to speak on events.
- Making sure that our partner-NGOs are *always* credited for the impact created 'improving lives' out of extreme poverty, for example using their tags or logo.

Our website and social channels are a great tool where we can highlight project, stories and results of our partner-NGOs. All our partner-NGOs can easily upload projects, updates and reports to the website. And we guide NGOs on what works in the co-promotion of their work and projects. NGOs can use our website as a platform to showcase one of their projects and co-promote it with us for project funding (i.e. by explaining their main strategy (local solution), short term outputs (lives improved) and longer-term outcomes (community impact) and target amount needed.

We encourage trust-based relations with donors, by ensuring:

- **Reliability:** We find and carefully select credible locally-led non-profits in the countries we work, and provide (potential) donors with an overview of credible locally-led NGOs per country and per theme or Sustainable Development Goal.
- **Transparency:** NGOs directly publish unfiltered updates (stories) and reports at our website or speak at (online) events.
- **Communicating impact:** iMPACT direct and the NGOs show how donations are used and show the impact of it.

4.2 Access to (unconditional) funding for NGOs

We believe that locally-led NGOs and the communities involved have the expertise and knowledge to tackle the social injustices in their local setting. Professional locally-led NGOs – that are the first to respond, last to leave – are responsible for creating most of the impact in development cooperation. That is why we apply the following strategies:

- **By facilitating direct donations** and connecting a large group of donors (individuals, organisations and grants) to locally-led NGOs – through our website showcasing projects and results – we can collect funding for underfunded credible African NGOs and increase their budgets.
- **By providing unrestricted funds** to our partnering NGOs, we ensure that they have the decision-making power over the budget, strategies and adaptations, according to their expertise and the project participants' experience.

Activities we perform and expected results include:

Preparatory Results 2023			
2. Access to (unconditional) funding for NGOs	Improve fundraising efforts		
	1 overview for project and programme fundraising opportunities established, especially listing grants that align to our mission (by volunteer)		
	1 overview for supporters' history developed to follow-up pro-actively and timely.		
Activities 2024	Results 2024	Activities 2025	Results 2025
Highlight 12 projects from partners on our website to co-fundraise for	€284,716 raised for NGOs' projects, grants or services for professionalisation of NGOs	Improve Access to (unconditional) grants for NGOs upon learning Proof of Concept	€550,072 raised for NGOs' projects, grants or services for professionalisation of NGOs
Engage NGOs in their project fundraising & organisational fundraising	Each of the 12 NGO partners has received a project grant in time (between March & June)		Increased middle donors
Target new supporters	Each of the 12 NGO partners has received a grant to implement part of their professionalisation goals.		Increased non-grant organisations and companies as supporters
			Increased supporters from Ghana and Kenya

We explain more below:

4.2.1 Project funding per NGO

Supporting projects of our partner-NGOs remain equally important as part of supporting NGOs to build healthy & sustainable organisations. That is because:

- Projects lead to lives improved of people living in extreme poverty. This is part of our core mission, and that of our partner-NGOs.
- Project funding allows to practice and learn for NGOs to grow towards the best impact-makers in their region.
- Communicating on projects in promotional activities reaches a group of supporter to an audience less familiar with supporting civil society organisations or the aid sector's learnings.

Project fundraising is quite successful, because:

- We have established a small fundraising team for project fundraising. At the start of the year, information for NGO-pages and project texts will be collected and checked by the NGO Relation Manager(s). Then a text editor will write attractive texts for our website, with a representative of the NGO as the proofreader. These texts now form the basis for project fundraising, Martha and a small team of (volunteer) fundraisers will prepare draft proposals, for the NGO's fundraising-representative to add and proofread.

Project fundraising can be further improved by:

- Engaging the NGOs (more) in their project fundraising & organisational fundraising to improve the quality of those project proposals, that are currently hard to get funders for because of its quality. Moreover, it is an opportunity to improve fundraising skills of NGOs' staff.

It will increasingly lead to quality proposals, smooth proposal writing processes, and supporters engaged.

NGO Projects are always:

- Along the core expertise and ambitions of the NGO, as mentioned in their multi-year plan and annual plan.
- On the needs and wishes of the project participants.
- Related to SDGs No Poverty (SDG1), Zero Hunger & Climate (SDG2) and Quality (Vocational) Education (SDG4).

Amount of projects

New partners: First project to fund is max €3,500.

Can have new project, once 1st is successfully reported upon & assessed by Martha.

Existing partners: Project should not exceed €15,000

1st year partners: max 20% of annual income prior year

2nd year partners: max 25% of annual income prior year

3rd year partners: max 15% of annual income prior year

(and of course, aligning to our expected income)

4.2.2 Funding professionalisation of NGOs

Whereas project funding is already carried out quite successfully, fundraising for unrestricted grants or grants to professionalise the NGO's organisation is much harder. It will need:

- 2023: Finding more financial supporters to align with our mission.
- 2024: Fundraise for max. 5% of NGOs' indirect costs in NGOs' project fundraising.
- 2025: Start advocating for increased budget to unrestricted funding to NGOs.

For programme fundraising, Inemarie is leading writing & partnerships. She works together with (advisory) board members and/ or fundraising volunteers for proofreading.

Funding organisational goals

NGOs will prepare a multi-annual plan including milestones and measurable KPIs on how they want to see their organisational become healthy and sustainable. They will make a suggestion on how iMPACT direct can support that with both unconditional grants and training. During the partner visit, it will be discussed on which parts of the plan iMPACT direct can support and how.

Amount of

The maximum amount for organisational support is 10% of the annual income of the year before. (Or an average of the 2 years before, if the amounts differ a lot).

In total, we expect locally-led NGOs to benefit from a total amount of €1,672,668 in the coming 3 years (see all details in 6.1 Results in outputs).

4.3 Training, Sharing Expertise & Matchmaking

To be able to become the best impact makers, locally-led NGOs should be able to build a healthy and sustainable organisation.

We have already seen (see problem analysis, page 5) that locally-led NGOs have very little opportunities to professionalise. Yet, we feel it is the best pathway towards a strong African civil society, and sustainable impact.

In accordance to creating most impact, we will focus everything we do on supporting our partner-NGOs to become healthy & sustainable organisations. Concretely, in 2024 we will develop all our Training, Sharing Expertise & Matchmaking activities so that it supports Healthy & Sustainable Nonprofits in every aspect. This way our strategy will become more focused and impactful.

That is why iMPACT direct supports its partnering-NGOs with:

- Information and reflection to build skills in training sessions.
- Time to professionalise within a 3-year partnership.
- And resources needed to professionalise (i.e. grants or network).

Activities we perform and expected results include:

Preparatory Results 2023			
3. Training, Sharing expertise & Matchmaking	Existing training for locally-led NGOs is mapped on training skills and knowledge on organisational aspects, as well as on expert topics relating to the Sustainable Development Goals (SDGs) we focus on. (by intern)		
	Training programme 2024 co-created with partner-NGOs.		
	Training sessions Theory of Change and Multi-Annual Planning developed and implemented.		
Activities 2024	Results 2024	Activities 2025	Results 2025
Upon coc-reated plan, training sessions are developed and implemented incl theory and tools/formats for practice, peer review and one-on-one feedback.	Training is developed, implemented and documented (incl. learnings).	Continue (online) training with best-practices.	1st year partners shift from 1-2s to 2-3s
			2nd year partners shift to 3-4s
			3 rd year partners shift to 5-6s
Hosting 2 regional in-person-training and events, in West and East Africa for our partner-NGOs and an event where they can present their main results.	Theory, tools/formats and assignments developed (e.g. webinars, interviews, explainer documents, formats and graphics through Facebook and YouTube) for online learning for locally-led NGOs for Becoming a Healthy & Sustainable nonprofit.	Setting up online services to locally-led NGO staff based on learnings 2024.	2025: Reach out to 1,500 locally-led NGOs online
Based on training we develop online learning and test it.	Reach out to 900 locally-led NGOs online.		2026: Reach out to 3,000 locally-led NGOs online.
Encourage regional sharing of training, learning, peer-reviewing and mentoring, sharing opportunities, etc.	A growing network of NGOs that can support one another.	Start Regional (Alumni) Support Network for partnering-NGOs and Graduates: sharing expertise and knowledge in online training	2025: 2 Regional Support Networks: West Africa, East Africa
			2026: 3 Regional Support Networks: West Africa, East Africa, Francophone Africa

We explain the details below:

4.3.1 Training

It was in 2023 that we realised that most NGOs are not yet capable of getting clear strategies to paper (which relates to the system they find themselves in that never requires from locally-led NGOs planning their own desired impact and strategies, although they are very experienced in project proposals and project planning).

That is why, in preparation of 2024, we started with online training in Theory of Change and Multi-Annual Planning. In addition, both the West-African and East-African partners have indicated topics they want to focus on in the coming year.



Training & support Objectives

For reasons of sustainability, we plan to have a specific focus each year:

Year 1:

- NGOs develop skills to communicate expertise and results externally (locally and internationally) and use iMPACT direct's website and socials as a practising tool.
- Develop fundraising skills: working on basics: applications, reporting, engaging supporters (locally and internationally) – use website as practicing tool.
- Starting up the trust-based partnership.

Year 2:

- Start focusing on other elements of Healthy & Sustainable nonprofit. For example, on diversifying income, start building income generation projects & reserves.

Year 3:

- NGO to develop an Exit / Transition plan.
- Focus Partnership Agreement on support still needed to build healthy 7 sustainable organisation.

Principles that we always apply in training & support include:

- In the training we apply an approach of learning by doing, including theory, practice, reflection and (peer) review.
- NGO (alone or in a group) lead their own development and progress, and we are supporting that:
 - Vital for becoming a healthy & sustainable organisation.
 - Allows for practising and learning for NGOs using our platform and tools.
 - Growing decision-making role in partnerships with 'northern-based' partners

- In the co-creation on training, we agreed on a time-effort of maximum 1 day a month, for at least 2 NGO staff.

Note

There is a lot of overlap in what our partner-NGOs want to build. Therefore, training and peer review will be a group activity, whereas feedback and matchmaking can be according to individual needs. Two times a year we have organised a feedback & co-creation session with NGOs.

For 2024, the following topics have been selected in co-creation with the partner-NGOs:

Topics (online) training:	Topics online learning:
<ul style="list-style-type: none"> • Monitoring & Evaluating impact (with project participants) • Annual reporting • Fundraising & Marketing incl. fundraising in own community, country, region 	<ul style="list-style-type: none"> • Tips, tools and explainers around communication & socials • incl. How to make a great visual • Tips, tools and explainers around Board Structure & Succession

Part of our Proof of Concept 2024, will be to see how the training & support is supporting NGOs to become healthy and sustainable, or that we need to adapt our approach.

4.3.2 Sharing Expertise

Expert Talks

The topics for Expert Talks are co-created with the NGOs. Expert Talks are sessions we facilitate, whereby NGOs share expertise amongst each other. For example, NGOs picked the following topics for that:

- Saving Groups
- Self-help groups
- Vocational skills (best approaches)
- Farming practices (best approaches)
- Self-care tools that NGOs can implement for project participants come from very vulnerable positions, and it is a vital addition to the services given.

When we have budget available, we plan to also ask (local) experts for specific topics, outside our expertise within our network, for example on financial issues.

Regional Supporting Network

As from 2025, we wish the Support Network can also function for sharing of training, learning, peer-reviewing and mentoring, sharing opportunities, etc.

Currently we have one Support Network for all partner-NGOs. When we grow, we envision to have 3 Regional Support Networks (West- and East Africa, and French-speaking (West and Central) Africa), so that starting or smaller locally-led NGOs can be supported by more professional peers in their region.

Graduating NGOs – those that remain part of our network, after 3 years of partnership – can still join as alumni:

Services include: <ul style="list-style-type: none"> • Still rely on our reference in fundraising for grants • Share grant opportunities • Finding NGOs for taking part in NGO's scaling programmes. • Online training for employees 	Roles include: Can have an advisory role: <ul style="list-style-type: none"> • Advisors in bi-annual NGO meetings Or can have paid function as: <ul style="list-style-type: none"> • Mentors to new NGOs • Trainers in Training Programme
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4.3.3 Feedback & Matchmaking

We regularly have contact with each NGO and provide where relevant:

- One-on-one feedback on proposals and (financial) reports by NGO Relations Manager.
- Matchmaking with experts (on request).
- Or matchmaking with mentors where relevant.

See all our methods to discuss and get to the best plans together under 4.4 Trust-Based Partnerships.

4.3.4 Scaling expertise (and impact)

With some outstanding partner-NGOs we are looking to see if we can scale their solution to multiple CBOs and NGOs in the region.

In 2024, we will start testing this approach with COSDEP Kenya. COSDEP trains small-holder farmers in ecological gardening. With increased harvest, small-scale farmers and their families have more and healthier food at the table, and more income by cutting costs on chemical fertilizers & pesticides and by selling the surplus.

In this project we support COSDEP training 10 CBOs and NGOs in the region to uptake their approach.



See all about the project here: <https://impactdirect.eu/project/scaling-ecological-farming-in-east-africa/>

4.4 Trust-Based Partnerships with NGOs

Building trust from the first visit brings openness that we need to be able to support in the best way, and for NGOs to become the best impact makers in their communities.

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.

In the past 3 years we have developed a successful approach to have locally-led NGOs in the lead.

Activities we perform and expected results include:

Preparatory Results 2023			
4. Trust-Based Partnerships with NGOs		Approach and Trust-Based Partnership guide for NGO-Relation Managers developed – based on research 2022 – and implemented 1 full year.	
		Annual Plans partner-NGOs collected.	
		Partner Visits & discuss and score NGOs' Needs assessment on 5 elements of healthy NGO (Dec-Jan)	
		A clear annual plan for NGOs is create, shared and is kept updated.	
		Partner Satisfaction survey has been carried out, and learnings are taken into the Partnership Guide for 2024.	
Activities 2024	Results 2024	Activities 2025	Results 2025
Annual Plans partner-NGOs collected.	12 Partnership Agreements with 6 new and 6 existing partners, based on NGO's annual plan (Feb)	Integrate learnings of Proof of Concept in Trust-Based partnerships.	2025: 20 NGO-partners: 10 in East-Africa and 10 in West-Africa. (50% women-led)
Endline 2023 / baseline 2024 Partnership Agreement is monitored and evaluated together, 3 times a year (NGO Relation Manager + NGO)	Endline 2024/Baseline 2025	Annual Plans partner-NGOs collected.	Endline 2025/Baseline 2026 NGO-partner satisfaction
2 co-creation meetings with partner-NGOs			2026: 30 NGO-partners: 12 in East-Africa and 12 in West-Africa, and 6 in French-speaking West Africa (to start with, building up to 12 too in the next year). (50% women-led)
Continuation of partnership is jointly reviewed and agreed on end of year.			

Guiding principles of the trust-based partnerships include:

- 1) **We take the time to get to know each other very well** from the start, by:
 - a. Selecting new partner-NGOs not just from paper, but by visiting them, and relate to leadership, team and project participants. So that we do not rely just on a paper application.
 - b. Annual visit to our partner-NGOs.
 - c. Be approachable for chats, questions and discussions 11 year round, for example in our WhatsApp group, one-on-one communications and bi-monthly Open Zoom calls.
- 2) **Building equal partnerships**, even though a certain extent of unequal power relations exist, because of money flowing through us to the partner-NGOs. We counteract on this, to ensure open partnerships to the maximum, as follows:
 - a. Bi-annual meetings & co-creation where we present our draft annual report or draft annual plan to collect suggestions and feedback from the NGO-partners. This amplifies equal power relations, because one can speak as a group.
 - b. Annual survey on partnership satisfaction.
 - c. Anonymous feedback & complaints form at our website.
- 3) **NGOs always have the ultimate decision-making power**, because we are:
 - a. Building our support on NGO's annual plan; and
 - b. Supporting with unconditional grants (where we have the opportunity).

- 4) **NGOs get the time and space to learn and professionalise, by:**
- a. Multi-annual partnerships.
 - b. Saving precious time of NGOs, that should be spend mostly on making impact, by creating the least paperwork, by:
 - i. Shaping our support around the annual cycle of nonprofits, so they can send their own annual plan and annual report, and there is no need to create new paperwork for us.
 - ii. Where we do need additional paperwork (depending on the completeness of the annual plan or report: a project proposal to highlight on the website, and project updates and reports) we provide simple formats.
 - c. Providing NGOs with a clear annual plan from our side, with training and events planned, and reminders for reports for specific grants.

2023 is the first year we fully implemented Trust-Based Partnerships, (after the research on best practices in 2022). And our NGO Relation Managers work according to our trust-based partnership guide.

Some of our partner-NGOs that will graduate in 2023, will be asked to join an advisors during the 2 annual co-creation meetings we hold with NGOs to collect ideas and receive feedback. Because they are no longer receiving money through iMPACT direct, they will be able to speak out 100% freely, and so can amplify the voice and power of our partner-NGOs in developing our approach and services. At the same time – by asking them jus 2 times a year – we are also do not take too much of these advisor’s precious time.

5. Risks & Mitigation Measures

Risks	Effect	Mitigation Measures
Insufficient funds insufficient funds to run the organisation in 2024 Likelihood: High → Medium	<p>Effect positive scenario: We raise > €65,600, which enables planning our work and contracts for the entire year. This will be a great win in terms of efficiency and quality of our work, and thus in getting all tasks done around our ambitions to make iMPACT direct to become successful in both the impact we create, as in terms of minimum organisation it needs to achieve this.</p> <p>Effect negative scenario: Insufficient funds mean insufficient hands, which we try to solve with:</p> <ul style="list-style-type: none"> • Working with short-term contracts and plans. • Working with volunteers and experts who can think along now and then (actually that is a great strength of iMPACT direct, all these supporting hands!), but you can never be sure if they have the time when need be. <p>Short-term planning is inefficient and time-costing. And working with volunteers at times means delays or unfinished tasks. Time we use to guide and solve, is sometimes at the expense of core tasks to be done like strategizing and fundraising.</p> <p>In short, with insufficient funds we are getting less work done / getting work done but with lower quality, including being less successful in fundraising & training.</p>	<p>2023:</p> <ul style="list-style-type: none"> • Prepare our Proof of Concept plan and fundraising for it. • Most grants are willing to sponsor projects, but organisational costs to a lesser extent. Find donors to support our Proof of Concept and learn together. These are most probably donors that align to our mission. And ask our supporting network to connect us with potential supporters. <p>2024:</p> <ul style="list-style-type: none"> • More hands and more efficient organisation of fundraising. • Focus for fundraising: 1) Engage more donors that align on mission, 2) successful programme fundraising covering around 20% indirect costs, and 3) engage more multi-year donors. • Build income generation idea with the outcomes of Proof of Concept (and thus proof on our added-value and USP). <p>2025</p> <ul style="list-style-type: none"> • Income generation plan is tested and improved. • Financial Reserves from own income are building (based on 3 month averages of operating reserve).

Risks	Effect	Mitigation Measures
<p>Demotivation partner-NGOs if project funding comes in late</p> <p>Likelihood: Medium → Low</p>	<p>Effect: lower impact</p> <p>If project funding comes in late, NGOs can be less motivated for the partnership, and thus we achieve a lower impact</p>	<p>2023:</p> <ul style="list-style-type: none"> • Most of our partner-NGOs remain motivated, because of the set of services we offer, which they really appreciate. • Successful project fundraising (doubled compared to the prior year!), although only at end of year. • Successful in visibility for NGOs, with relating positive effects for them. <p>2024:</p> <ul style="list-style-type: none"> • The team and internal processes are now ready to keep deadlines for project fundraising with NGOs. • Testing how we can have best added-value for partner-NGOs (all our 4 strategies together) and thus improve services to them. <p>2025:</p> <ul style="list-style-type: none"> • Providing quality services to our partner-NGOs and NGOs online, based on proof of concept.
<p>Partner-NGOs that do not put an effort in developing own NGO and/or the partnership.</p> <p>Likelihood: Medium → Low</p>	<p>Effect: less added-value on our entire approach</p> <p>If NGOs only partner with us for the project funding, the impact of the implemented project may still be good – but there will be little effect of our entire approach.</p>	<p>1) Selection:</p> <p>We have now selected new partners on:</p> <ul style="list-style-type: none"> • NGO-leadership's motivation to develop into a Healthy & Sustainable NGO. • Willingness to partner and share expertise with fellow locally-led NGOs. <p>(And therefore, eliminated potential partners that only want grants for projects, or only go for own wins – instead of wins for the entire network of NGOs.)</p> <p>2) Collaboration with NGOs, so to allow them to be active in the partnership as agreed on (balance between us being supportive, and them taking the lead in their own projects & professionalisation):</p> <ul style="list-style-type: none"> • We provide clear expectations in onboarding process and Partnership Agreement. • We provide a clear annual planning for all tasks around Partnership Agreement (e.g. sharing annual plan and annual report, updates on website, and reports for particular project grants, training and Expert Talks). • 3 times per year, we Monitor & Review Partnership Agreement together (NGO Relation Manager + NGO). <p>3) If an NGO does not meet agreement as per Partnership Agreement (e.g.: like no transparency: no updates, no efforts in quality proposals or (financial) reports), or reaching out to our donors without prior consent – both risking opportunities for other NGOs in the network), we can take the following actions:</p> <ul style="list-style-type: none"> • First of all, get to understand why this is the case (in review meetings) • Agree on solution to solve the issue

		<ul style="list-style-type: none"> • No funds can be transferred - until the issue is solved. <p>4) In case we do not see efforts / progress NGO in terms of a Healthy & Sustainable NGO,), we can take the following actions:</p> <ul style="list-style-type: none"> • In the next Annual Partnership Review (did both parties live up to PA, and does iD has an added-value for NGO). Upon the discussion, a partnership can continue or stopped. • In case we want to give an NGO a 2nd chance in a new Partnership Agreement (i.e. Annual partnership), we do as follows: <ul style="list-style-type: none"> ○ Reduce amount - have an extra half-way evaluation. ○ If no significant improvement, we stop collaboration. <p>Note: Reasons to terminate the partnership with immediate effect (as in Partnership Agreement with NGOS): violation of our Terms & Conditions (incl. misuse of money), or negative media attention. Also, because both will be negatively impacting all NGOs in our network. (see also next point).</p>
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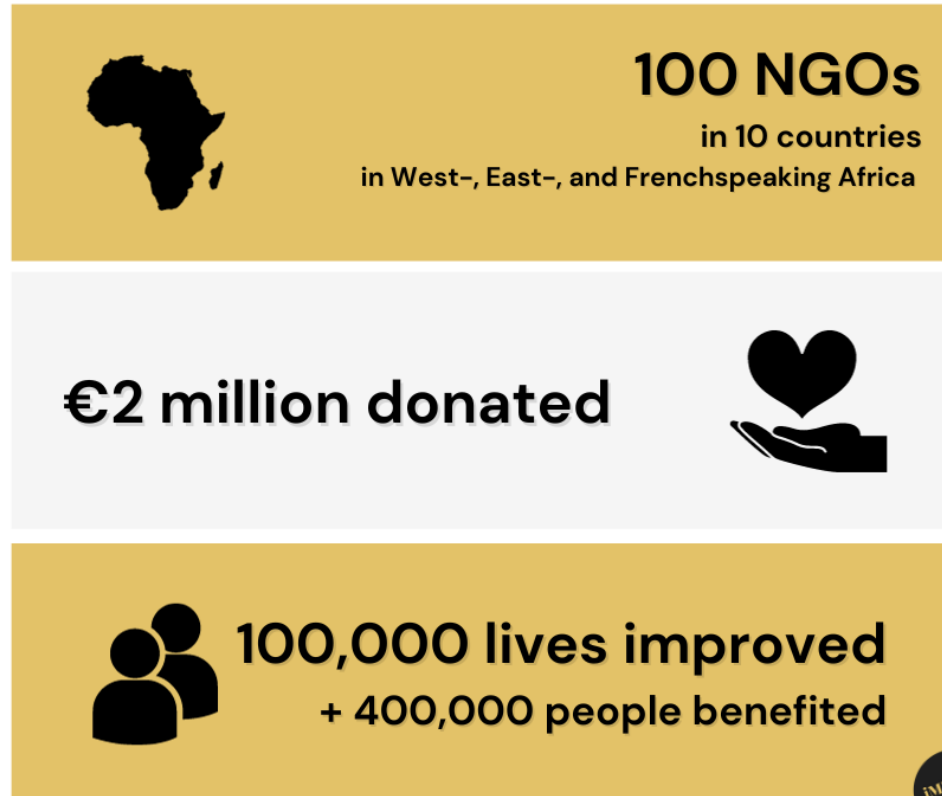
Risks	Effect	Mitigation Measures
<p>Too heavy control systems</p> <p>Likelihood: Low for us / High (for traditional aid organisations)</p>	<p>Effect: less/no impact and high costs.</p> <p>In traditional aid 30-40% of the budget is spent in the north for office & staff costs. According to an officer working for one of the biggest Dutch NGOs, around 50% of their budget is spent on control only.</p> <p>Control also means that NGOs are not open about (any) failures, because in unequal relations, a failure can mean an immediate stop of funding, which means relations based on control do not lead to learning, joint solutions and thus not to the best impact possible.</p>	<ul style="list-style-type: none"> Trust-based partnerships that provide space for open conversation on adaptations needed, room to fail, learn and grow, for becoming the best impact-makers together. We feel this is the only way to sustainable change.
<p>Misuse of money by partner-NGOs</p> <p>Likelihood: Low</p>	<p>Effect for impact NGOs create: Less/no impact made by NGOs</p>	<p>We have basic checks & balances in place to minimize the opportunity for misuse of money, by:</p> <p>1) Really getting to know NGOs well, and their challenges. With great partners we have open conversations, as flows:</p> <ul style="list-style-type: none"> Selecting new partners through a visit to the NGO to check what is in the ground, check motivation of leadership, and start trust-based partnership from there (and not rely just on paper applications). First project to fund is relatively small, max €3,500. Because if partners cannot be trusted, we can already track it in the first project. We speak to NGOs regularly in Open Zoom Calls, Training, and in case any issue arise in joint efforts, for example in co-promoting and fundraising for a project. We visit partners every year (speak with leadership, team <i>and</i> project participants). <p>2) Our staff working with NGOs are our ears and eyes. In our Progress Review Meetings with staff, we discuss (potential) integrity issues that they might have come across – also in working with the NGOs.</p> <p>3) Minimize untransparency in NGOs' budgeting and expenditures, as follows:</p> <ul style="list-style-type: none"> Make sure NGOs budget also for staff and volunteer costs in their projects (to prevent the 'need' taking it from project budget in an untransparent way). Make sure NGOs develop Checks & Balances within their organisation (if

Likelihood: High (if anything happens)		<p>they don't have it yet), as part of becoming a healthy nonprofit.</p> <ul style="list-style-type: none"> • Make sure that project budget is transparent for participants/community (or even have a say in it), as part of becoming a healthy nonprofit. • Also, Martha tracks easily flaws in budgeting and if incorrect, and supports NGOs to improve in one-on-one feedback.
	<p>Effect on donors: Sparks mistrust and will lead to less donors and donations if not managed well.</p>	<ul style="list-style-type: none"> • Serious misuse of money by partner-NGOs means a direct termination of the partnership. • Be transparent to our donors, and report the % of money being misused (inspired by Giving Directly), and explain why we choose for trust-based instead of heavy and costly control systems. • <i>(also see 'partner-NGOs that do not make an effort')</i>

6. Our Envisioned Results

In summary:

2020-2026



impactdirect.eu



These numbers are cumulative as from 2020, meaning that this is calculated using actual and forecasted figures.

We elaborate on results per outputs, outcomes and impact below.

6.1 Results on output level

6.1.1 Visibility of locally-led solutions

We expect visibility to gradually grow, because the content becomes more and more relevant for our different target groups (Locally-led NGOs in Africa, aid-sector representatives and non-sector supporters, and individual supporters). Moreover, we plan to scale our efforts on communications and marketing, while we grow.

Therefore, our visibility target amounts are forecasted as follows:

2024		2025		2026	
Reach (total)	500,000	Reach (total)	1,000,000	Reach (total)	2,000,000
Registration (total)	25,000	Registration (total)	50,000	Registration (total)	100,000
Referral	9,000	Referral	18,000	Referral	27,000
Activation (total)	250	Activation (total)	500	Activation (total)	1,000
Retention (total)	125	Retention (total)	225	Retention (total)	450

What we mean by these different terms:

- Reach: Number of people reached through Google Ads, socials, media and presentations.
- Registration: Number of people who register for our newsletter on our socials channels. On average 10% of reach.
- Referral: Number of people who refer our work to their network, for example by sharing or liking posts. On average 90% of registration number.
- Activation: Number of people who take action by donating expertise, time or money (e.g. volunteers and donations). On average 1% of registration number.
- Retention: Number of people who retain supporting iMPACT direct (i.e. the number of donors that re-donate, the number of volunteers that keep on volunteering in the next year.) On average 45% of those who took action before remains supporting.

We use this to be able to monitor and evaluate the different journeys per target group, to see how successful they are, and how to improve (Source: The Lean Startup).

6.1.2 Access to (unrestricted) funding for NGOs

We expect to support our partner-NGOs in the coming years as follows:

	2020-2022	2023 (expected)	2024	2025	2026	TOTAL
Projects NGOs	€114,707	€85,000	€116,000	€223,333	€335,000	
Organisation Funding NGOs	NA	€25,000	€58,000	€120,000	€180,000	
Scaling Projects of graduate partner-NGOs	NA	NA	€50,000	€100,000	€150,000	
SUBTOTAL	€114,707	€ 110.000	€ 224.000	€ 443.333	€ 665.000	€ 1.557.040

Financial support to NGOs through iMPACT direct can differ per NGO, depending on the following four aspects:

1) The NGO's prior annual income

NGOs receive a maximum of 10% organisational funding, and a percentage on project funding.

Currently, the average NGO has a size of around €43,000 annual income. Most of the in 2023 parenting- NGOs in West Africa seem very experienced, though are very small (below €20,000). And those in East Africa are often 'younger' with less experience and have an income between €30-60k each.

2) The year of partnership (i.e. the 1st, 2nd or 3rd year)

First year partners receive a max. of 30% of their prior annual income, 2nd year partners max. 35%, and 3rd year partners max. 25%

Moreover, new partners start with a small project of max. €3,500, as part of our policies to minimize the misuse of money. This allows for getting to know each other very well on a practical note, by starting to collaborate practically. After a successful project, they can highlight a new project on our website, with the maximum total amount that we have set for that year.

Consequently, a first year's partnership amount is probably smaller than the 2nd year amount. Moreover, the final year we start reducing the percentage of support, to encourage NGOs to attain more funding from other supporters directly.

3) The exact Partnership Agreement (PA)

Since iMPACT direct only supports the NGO's annual plan, where we have an added-value, the amount and PA can differ per NGO.

Also partner-NGOs that did not perform well in the prior year of the partnership – but with whom we still see potential – will receive a smaller amount.

4) The total maximum amount per NGO we set each year that we feel is realistic to fundraise for in that year. Currently that is €10,000 per NGO per year.

Here is an example of an NGO that has an income of €30,000 the year before it starts partnering with us, is expected to receive the following funding:

Financial support through iD depends on prior annual income. Example:						
	Per NGO		Project funding from iD		Organisational funding from iD	
	Annual income (prior year), ex:	Total max. % per NGO	Max. amount	Max %	Max. amount	Max %
Year 1	€30,000	30%	€6,000	20%	€3,000	10%
Year 2	€50,000	35%	€12,500	25%	€5,000	10%
Year 3	€100,000	25%	€15,000	15%	€10,000	10%

With some graduating partners, we want to continue collaboration, by scaling their solution to multiple NGOs and CBOs in the region.

For an example of a scaling project, see: <https://impactdirect.eu/project/scaling-ecological-farming-in-east-africa/>.

6.1.3 Training, Sharing Expertise & Matchmaking

Outputs include:

- Training in at least 3 topics relating to Healthy & Sustainable NonProfits each year; this includes training sessions, peer review, and individual feedback of maximum 1 day a month, for at least 2 staff per NGO.
- At least one physical meeting in each region we work, which we believe encourages learning and creates opportunities to present results together regionally.
- At least 6 online Expert Talks per year, with topics co-created by the NGOs.
- Sharing our main take-aways from training to online audience of locally-led NGOs.
- In 2025, we have created 2 Regional Networks (i.e. English-speaking West-Africa, and English-speaking East Africa) for training, sharing expertise and matchmaking. In 2026, followed by another one, that is a French-speaking network.

Total income for NGOs (direct costs), and income to manage all activities is forecasted as follows:

	Subtotal 2020-2022	Expected 2023	Forecasted 2024-2026	TOTAL
direct costs to NGO (NGOs' projects, and grants or services incl. training for professionalisation of NGOs)	€85,896	€110,000	€1,672,668	€1,868,564
indirect costs	€28,811	€30,000	€364,157	€422,968
TOTAL	€114,707	€140,000	€2,036,825	€2,291,532
% indirect costs of total	25.12%	21.43%	17.88%	

6.1.4. Trust-Based Partnerships

By 2026, working in at least 10 countries in 3 regions: English-speaking West Africa, East-Africa and French-Speaking Africa (West & Central).

For the coming 3 years we foresee the number of NGOs we reach, as follows:

	2020-2023	2024	2025	2026	TOTAL
Number of partner-NGOs	15	12	20	30	45
CBOs / NGOs that join scaling projects	NA	10	20	30	60
Number of online NGOs	NA	900	1,500	3,000	3,000
Women-led partner-NGOs	25%	67%	>50%	>50%	

In 2024, we remain with a relatively small number of 12 partner-NGOs:

- 6 existing partners
- 6 new partner-NGOs (started with a training on Theory of Change and Annual Planning in October 2023)
- 40% women-led NGO-partners

The advantage of having a mix of existing and new partner-NGOs, is that it allows for mutual learning and sharing. And the proof of concept has both graduating NGOs in 2024, as well as starting ones, which gives us the most information to learn from.

In 2025, we expect to grow to 20 partner-NGOs

- 10 in English-speaking West Africa
- 10 in English-speaking East Africa

In 2026, we expect to grow to 36 partner-NGOs

- 12 in English-speaking West Africa
- 12 in English-speaking East Africa
- 6 NGOs in French-speaking Africa (to start working in a new context, growing it to 12 in the next years)

Number of online NGOs:

With online services to locally-led NGOs, upon our Proof of Concept, we expect to reach:

- In 2024 we start testing sharing online tools to build a healthy and sustainable NGO to our at least 900 locally-led NGOs in our database, through newsletters, Facebook and YouTube.
- At least 1,800 NGOs (and multiple NGO officers) in 2025
- We expect to reach out to minimum of 3,000 (1,000 per region) in 2026

On average, we aim to reach out to a total of 100 NGOs (as from 2020): 40 directly in partnerships, and 60 indirectly through graduating NGOs.

We aim for 50% women-led NGOs in 2026. In 2024, 67% of our partner-NGOs is women-led. In 2025, this is >50%.

6.2 Results on outcome level

NGOs have become the best impact-makers in their region creating impact sustainably. Meaning that after the partnership ends, NGO-partners are a healthy and sustainable nonprofit.

The direct added-value of our work is in supporting our partner-NGOs to thrive in:

- Making their projects and expertise visible.
- Access funding through iMPACT direct.
- Building organisational structures that support their impact.
- Leading their impact and projects in the partnership with iMPACT direct.

These now Healthy & Sustainable locally-led NGOs are therefore now able to access funding, have decision-making power in partnerships with northern NGOs, and create impact sustainably for people living in extreme poverty.

Partner-NGOs that are Healthy & Sustainable contribute to two more impact levels, that is:

- Sharing decision-making and budget on an equal level between southern- and northern-based organisations, the so-called **Shift of Power** to locally-led organisations or **localisation**.
- Contributing to a **strong civil society**.

Although our current size may be too small to contribute to significant change in these to topics, we believe we already can make a difference by showing our approach and learnings as an example of how aid can actually take a different approach towards equality, sustainability and more impact.

6.3 Results on impact level

By 2026, our partner-NGOs help 100,000 people out of extreme poverty with successful projects on Income (or No Poverty), Zero Hunger and Quality (Vocational) Education, also after our partnership ends.

Increasing the number of lives improved, in numbers:

	Subtotal 2020-2022	2023 (expect)	2024	2025	2026	TOTAL
Project Participants in NGOs' projects	-	1,385	2,407	4,635	6,953	-
From projects that scale solutions of NGOs to other CBOS/NGOs in the region	-	NA	900	1,800	2,700	-
Lives improved (direct)	2,681	1,385	2,977	5,792	8,687	21,522
People benefited (indirect)	5,850	4,985	11,907	23,166	34,749	80,657
TOTAL per year	8,531	6,370	14,884	28,958	43,437	102,179

As from 2024, we forecast these numbers as follows:

- Based on our experience in the first 3 years, we expect that 90% of the project participants will have his or her life improved.
- From gained income, an entire family benefits by accessing to basic needs as food, housing, health care and school fees. An average family size is 5, including the project participant. So we calculate 'people benefited' as 4 times the number of project participants.
Unless we know the number of 'people benefited' is smaller (e.g. a single mum with a disabled kid; or the project is about accessing secondary school whereby the impact for indirect beneficiaries will be long-term only), we calculate as expected.

6.4 Summary envisioned results per strategy (or KPIs)

Strategy	Target	Indicator
Visibility	2024 <ul style="list-style-type: none"> Reach: 1 million Registration: 10,000 Referral: 9,000 Activation: 100 Retention: 45 2025 <ul style="list-style-type: none"> Reach: 2 million Registration: 20,000 Referral: 18,000 Activation: 1,000 Retention: 450 	<ul style="list-style-type: none"> Reach of audience Registration “ Referral “ Activation “ Retention “
Access to Funding for NGOs’ projects, grants or services for professionalisation of NGOs	2024 <ul style="list-style-type: none"> €284,716 2025 <ul style="list-style-type: none"> €550,072 	<ul style="list-style-type: none"> Amount directly transferred to locally-led NGOs or for services directly beneficial to NGOs (i.e. direct costs)
Training, Sharing Expertise & Matchmaking	<ul style="list-style-type: none"> 1st year partners shift from 1-2s to 2-3s 2nd year partners shift to 3-4s 3rd year partners shift to 5-6s A growing network of NGOs that can support one another. 	<ul style="list-style-type: none"> Baseline and endline needs-assessment on 5 elements of healthy non-profit (per indicator the NGO can score from 1 to 6) Transition stories NGO-initiators Number of NGO staff reached
Trust-Based Partnerships	2024 <ul style="list-style-type: none"> 12 Partner NGOs 10 CBOs/NGOs through scaling projects with outstanding partner-NGOs 900 NGOs reached online 2025 <ul style="list-style-type: none"> 20 Partner NGOs 20 CBOs/NGOs through scaling projects with outstanding partner-NGOs 50% women-led 3,000 NGOs reached online 	<ul style="list-style-type: none"> Reach of locally-led NGOs Registration “ Referral “ Activation “ Retention “
Impact	2024 <ul style="list-style-type: none"> 2,724 lives improved 5,306 family members and peers benefited 2025 <ul style="list-style-type: none"> 10,898 lives improved 21,244 family members and peers benefited 	Annually: <ul style="list-style-type: none"> Number of lives improved per SDG (1, 2 and 4) Family members and peers benefited Cost-effectiveness (indirect costs / direct costs) per project we support + from annual plan

7. Monitoring, Measuring impact & Learning

We monitor and measure our impact according to our Theory of Change, and related indicators. Moreover, we are shifting monitoring and measuring impact towards the added-value that we have on partner-NGOs.

Output data can be easily collected, according to the indicators mentioned above.

Indicators include:

- Visibility data
- Access to funding (beyond iMPACT direct)
 - Number increased
 - Total amount increased
- Number of NGOs supported

In addition, we measure our own effectiveness using the following indicators:

- Donor satisfaction (i.e. the retention rate of donors)
- Partner-NGO satisfaction (i.e. the retention rate of partnering NGOs)
- Cost-effectiveness (indirect costs / direct costs)

The outcome, which is the progress of NGOs in terms of a healthy & sustainable nonprofit:

- In 2023, we started measuring the 5 aspects of a healthy NGO, using the needs assessment as a baseline and endline.
- As from 2024, we start measuring our added-value for our partner-NGOs (the Proof of Concept year), for which we use a Matrix to track NGOs progress with information from both the NGO, and the NGO Relation Manager(s). In that way we can cross check progress and collect evidence-based proof.

The matrix is to collect basic data around progress per NGO (which is the regular work of the NGO Relation Manager):

Key assumption we will test in the coming year include:

Our services (strategies and the way it is implemented) during our 3-year partnership enables NGOs to become healthy & sustainable nonprofits that remain providing quality, cost-effective solutions sustainably to people living in extreme poverty after our partnership ends.

After 3 years of support partner-NGOs excel at:

- Defining, monitoring and reporting impact.
- Financial & Fundraising planning, monitoring and mitigate financial risks.
- Planning, implementing and reviewing Communication Plan that engages all audiences.
- Building the infrastructure of the organisation.
- Effective leadership to support policies, culture and resilience.

(Source: the 5 elements of a Healthy Nonprofit)

And the NGOs became Financial Sustainable Organisations:

- Increased income in 3 years: project funding (through & beyond iD)
- Increased income in 3 years: org funding (through & beyond iD)
- Diversified income through multiple supporters and own income
- Started building Financial Reserves
- Quality Comms & Fundraising Plan

Analysing the data is planned to do as follows:

1. **Analysing per Element of Healthy NGO** (comparing scores 1-5)
Analysing all baselines, and all endlines as per chart - just after when they are filled in.
Where do we see significant changes?
Can we say this is because of iMPACT direct's efforts?
Where is little progress made? Do we know why?

2. **Analysing per NGO**
Compare baseline and endline per NGO.
Where do we see significant changes?
Can we say this is because of iMPACT direct's efforts?
Where is little progress made? Do we know why?
Do you find anything else important, relevant or regularly re-occurring? A case of reviewing responses and identifying commonly made points across each project.

3. **Conversation with NGO**
Cross-check if the information from the baseline & endline correlates, by:
 - Checking with records kept by NGO Relation Manager
 - Do the information we have from stories, participatory video, group discussions or project management reports?
 - Do the NGO-leadership recognize the outcomes with what they see on the field?
 - Do the project participants recognize the outcomes with their experiences with the young people participating?

Note that we have a draft plan for the Proof of Concept ready, but it still needs to be polished with the input of our impact expert(s).

Additional outcome indicators include:

- Transition stories from partner-NGOs' leadership

Impact on lives improved is measured by the NGOs (we support in this where need be), and we bring their data together in our annual report per SDG (No Poverty, Zero Hunger, Quality Education). Indicators include:

- Lives improved (by the partner-NGOs)
- Impact stories from project participants
- Cost-effectiveness (indirect costs / direct costs) (from annual reports)

And in addition, we collect information on:

- Equal partnerships with northern-based NGOs (beyond iMPACT direct)

See table at the next page, showing the indicators that we have been using in the past years. We report annually in our annual report.

Learning

We are shifting monitoring and measuring impact towards the added-value that we have on partner-NGOs. We do this, as well as research the assumptions we make, like we have just explained.

We use the outcomes for learning, and adapting next year's plans, together with our Advisory Board and NGO-Partners. Especially the Proof of Concept year, will be focused on learning and adapting our approach to become most impactful.

7.1 A summary of our Monitoring & Evaluation tools

Strategy	Quantitative	Qualitative
Visibility	<p>Donor satisfaction by monitor data monthly (per donor type: individuals, companies and grants):</p> <ul style="list-style-type: none"> • Reach • Registration • Activation • Referral • Retention 	<p>Ongoing:</p> <ul style="list-style-type: none"> • Donor Survey after donating • Donor satisfaction (retention rate of donors) • Anonymous feedback form at website
Access to Funding	<ul style="list-style-type: none"> • Monitored real-time (donations through website) or monthly (manual updated donations). • Amount directly transferred to locally-led NGOs or for services directly beneficial to NGOs (i.e. direct costs). 	<p>From feedback / conversations with NGOs:</p> <ul style="list-style-type: none"> • Number and € of examples of additional funding because of promotion by iMPACT direct • % of references by us that were successful to gain funding beyond iMPACT direct
Training, Sharing Expertise & Matchmaking	<ul style="list-style-type: none"> • Annual baseline and endline using needs-assessment on 5 elements of healthy non-profit (per indicator the NGO can score from 1 to 6) • Three times a year, monitoring progress as per 5 elements of a healthy nonprofit. • Cost-effectiveness of NGO (lives improved / costs) • Cost-efficiency: (indirect costs / direct costs) 	<ul style="list-style-type: none"> • Annual reports NGOs • Annual conversation on needs-assessment during annual partner-visit (reporting format) • Transition stories of NGO-initiators.
Trust-Based Partnerships	<ul style="list-style-type: none"> • Number of partner-NGOs • Number of CBOs/NGOs reached through scaling projects with outstanding partner-NGOs • % of women-led NGOs • Number of NGOs reached online • Partner-NGO satisfaction (i.e. the retention rate of partnering NGOs) 	<ul style="list-style-type: none"> • Annual survey on partnership satisfaction • Partner-visits to discuss partnership • 2x per year feedback & co-creation meetings • 3x per year monitoring meeting • Anonymous feedback form at website
Organizational	<ul style="list-style-type: none"> • Total income • Cost-efficiency: (indirect costs / direct costs) 	<ul style="list-style-type: none"> • Bi-annual needs-assessment on 5 elements of healthy non-profit
Impact	<ul style="list-style-type: none"> • Number of lives improved • Number of people benefited • Cost-effectiveness of iD (lives improved / costs) 	<ul style="list-style-type: none"> •
Contributing to a Shift of Power in the aid sector	<p>Annually:</p> <ul style="list-style-type: none"> • Number of financial supporters increase 	<p>Annually:</p> <ul style="list-style-type: none"> • Equal partnerships (indicators co-created with NGOs) incl. decision-

	<ul style="list-style-type: none"> • Amount received from financial supporters increase. • % of organisational income (compared to project funding) increases to at least 20%. 	making in proposal phase, acknowledgement of expertise, cross-communication on partnership from northern-based and southern-based partners.
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We retrieve these data from our monitoring system, and reports from NGOs, and triangulate that with quantitative measures (surveys, visit, discussions).

8. Budget and Financial Forecast

8.1 Budget 2024-2026

Description	Unit	No. of units	Unit Cost	Frequency	total 2024	2025	2026
Cost Types							
DIRECT COSTS							
Projects NGOs	per NGO per year	20	€11,167	1	€116,000	€223,333	€335,000
Unconditional Organisation Funding NGOs	per NGO per year	20	€6,000	1	€58,000	€120,000	€180,000
Scaling Projects NGOs	per NGO per year	1	€50,000	1	€50,000	€100,000	€150,000
Proof of Concept	monthly	3	€400	8	€9,600	NA	NA
Programme Costs							
1. Visibility							
Awareness Programmes	lumpsum	1	€25,000	1	€2,500	€25,000	€50,000
inc. Great visuals & video impact stories							
Event/Exchange/Comms interns or juniors	monthly	1	€190	12	€2,280	€4,560	€6,840
Impact Measurement	consultant fee	1	€200	12	€0	€2,400	€4,800
Website development	per year	1	€4,196	1	€1,696	€2,619	€0
Website costs	per year	1	€2,500	1	€2,500	€2,500	€5,000
Tech tools for measuring & showing impact	per year	1	€720	1	€720	€1,440	€2,160
2. Access to Funding							
Fundraiser Nairobi & Abidjan /text editors EN/FR	consultant fee	1	200	12	€2,400	€7,200	€12,000
3. Capacity Strengthening Programme							
Online trainer(s) for online training of max 1 day / month	monthly	1	€200	12	€2,400	€4,800	€7,200
Online learning through tools & webinars at Facebook (for the 900+ NGOS)	weekly	52	€50	1	€2,600	€2,600	€5,200
Expert Talks / External Trainers	per session	1	€250	6	€1,500	€1,500	€3,000
Mentors	per NGO	12	€25	12	€3,600	€6,000	€9,000

1 physical training per year per region							
Trainers 3-day Regional Training & Event	3-days	2	€250	3	€1,500	€1,500	€750
Training Location incl. Foods & Drinks	per location per day	2	€750	3	€4,500	€4,500	€6,750
Training Materials like new tools, guides, handbooks, overview	lumpsum	2	€350	1	€700	€700	€1,050
Travel costs trainers & NGO Relation Manager	per location per day	4	€500	1	€2,000	€2,000	€3,000
Per diem trainers & NGO Relation Manager		4	€35	3	€420	€420	€630
Travel (50% for participants)	2 persons per NGO	24	€350	1	€4,200	€7,000	€10,500
4.Trust-Based Relations							
NGO Relation Manager (1 per region)	monthly	1	€1,000	12	€12,000	€24,000	€36,000
Annual NGO visits (travel and accommodation)	annual	12	€250	1	€3,000	€5,000	€7,500
Contingency (incl. all direct support to NGOs)	average per NGO	12	50	1	€600	€1,000	€1,500
INDIRECT COSTS							
Fundraising costs							
Comms Team	monthly	1	€1,250	12	€7,500	€15,000	€22,500
Comms (tech) equipment, materials, events and Ads	lumpsum				€1,000	€5,000	€10,000
Financial Service Providers Costs		1	€75	12	€900	€900	€1,800
Management costs							
Management	Fees/Salaries monthly	1	€3,000	12	€36,000	€50,400	€57,600
(advisory) Board Meeting costs / representation costs	lumpsum	1	€500	1	€350	€500	€750
External auditor	lumpsum	1	550	1	NA	€750	€1,250
Office Nairobi	yearly	1	€2,500	1	NA	€2,500	€2,500
Office Nijmegen	yearly	1	€6,000	1	NA	€3,000	€6,000
Office Abidjan	yearly	1	€2,500	1	NA	NA	€2,500
Team building & Learning budget for team	yearly	2	€350	1	€700	€1,400	€2,800
Team Travel and accommodation	lumpsum	2	€1,500	1	€3,000	€6,000	€9,000
Health benefits	per staff per year	4	1000	1	NA	€4,000	€8,000
General costs							
Memberships	annually	2	€181	1	€362	€575	€3,000
Bank account costs	monthly	1	€30	12	€360	€400	€450

Software	<i>lumpsum</i>	1	€570	1	€570	€570	€570
Legal Expert	<i>annually</i>	1	250	1	€250	€750	€1,250
Legal support insurance	<i>annually</i>	1	€300	1	€300	€400	€500
Reserves	<i>from own income</i>				NA	€32,500	€57,750
TOTAL DIRECT COSTS					€284,716	€550,072	€837,880
TOTAL INDIRECT COSTS					€51,292	€124,645	€188,220
GRAND TOTAL					€336,008	€674,717	€1,026,100
% direct costs					85%	82%	82%

Note that in the expected indirect costs, will decrease as we grow:

INDIRECT COSTS	2023	2024	2025	Indirect costs as percentage of total expenditures:		
Fundraising costs	€8,500	€20,000	€32,500	3%	3%	3%
2. Access to Grants	€900	€900	€1,800	0%	0%	0%
Management costs	€40,050	€68,550	€90,400	12%	11%	9%
General costs	€1,842	€2,695	€5,770	1%	0%	1%
TOTAL				15.23%	14.51%	13.64%

Notes:

- The consultancy fee for the Executive Director will be no longer a voluntary fee as from 2024, but a monthly fee of €3,000 incl. VAT.
- No (Advisory) Board member is remunerated, nor one of their companies.

8.2 Financial Forecast 2024-2026

Forecast 2024-2026 iMPACT direct

	2024	2025	2026
<i>Beginning cash balance</i>	€ 5.500	€2.380	€34.881
Income			
Crowdfunding	€ 10.080	€ 20.242	€ 51.305
Partner financial support	€ 23.521	€ 80.966	€ 153.915
Grants	€ 302.407	€ 506.038	€ 697.748
Interest			
Own income	NA	€ 67.472	€ 123.132
Total Income	€ 336.008	€ 674.718	€ 1.026.100
Expenditures			
DIRECT COSTS			
Projects NGOs	€116.000	€223.333	€335.000
Unconditional Organisation Funding NGOs	€58.000	€120.000	€180.000
Scaling Projects NGOs	€50.000	€100.000	€150.000
Proof of Concept	€9.600	NA	NA
Programme Costs			
1. Visibility	€9.696	€38.519	€68.800
2. Access to Grants	€2.400	€7.200	€12.000
3. Capacity Strengthening	€23.420	€31.020	€47.080
4. Trust-Based Partnerships	€15.600	€30.000	€45.000
INDIRECT COSTS			
Fundraising costs	€9.400	€20.900	€32.500
Management costs	€40.050	€68.550	€90.400
General costs	€1.842	€2.695	€5.770
pay back loan to board	€3.120	NA	NA
Total expenditures	€339.128	€642.217	€966.550
Ending cash balance	€2.380	€34.881	€94.431
Reserves	NA	€32.500	€57.750

ANNEXES:

1. Our Story

Three years ago we started developing an innovative approach, because we wanted to see more impact in the aid sector. Since all founders have experienced how traditional approaches did not bring the change needed (as we have seen on page 5).

Find some of our founding stories here:

- NL: <https://gevenisleven.nl/het-verschil-door-inemarie-van-impact-direct/>
- EN: <https://femalechangeagents.org/2021/01/06/inemarie-dekker/>

In the media

All Dutch English

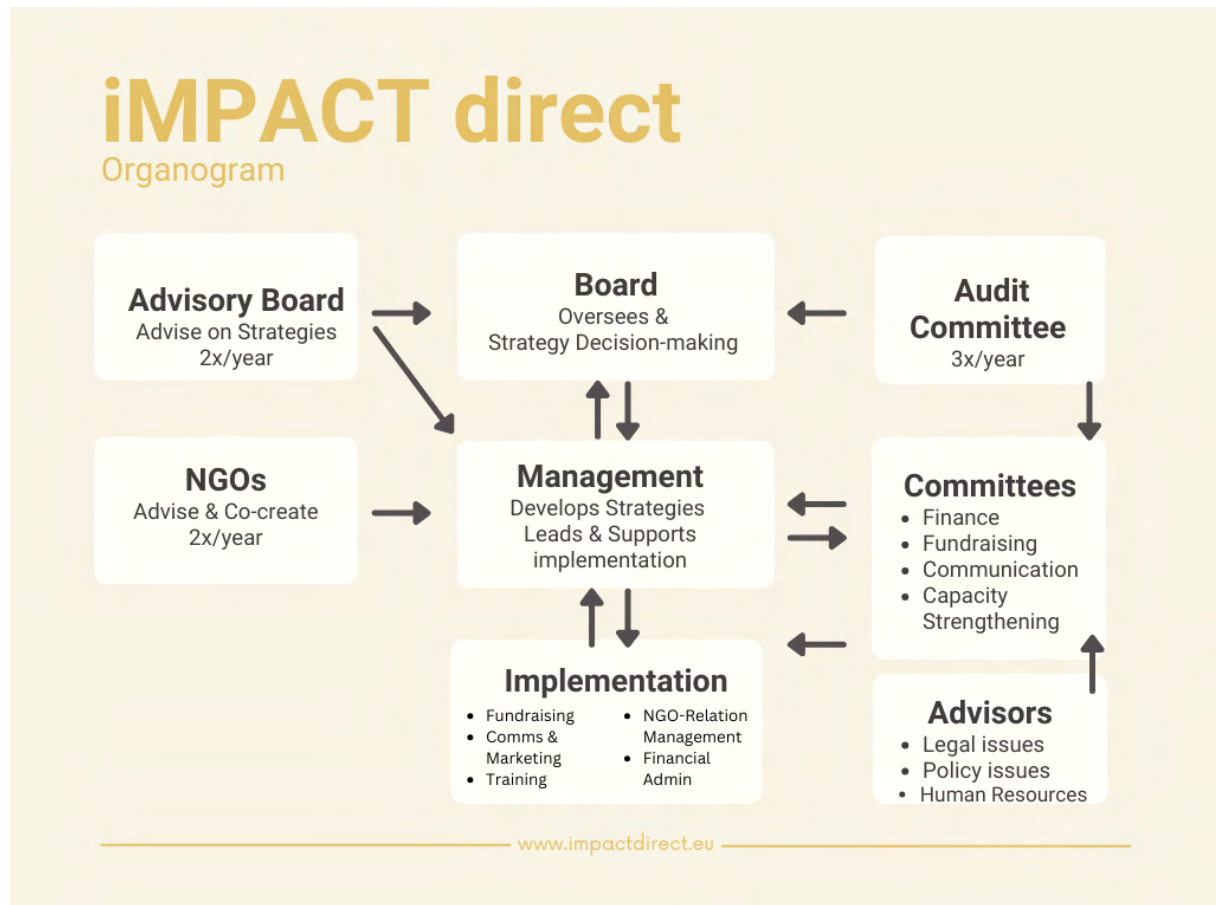


See also: <https://impactdirect.eu/press>

2. Our Team

Unique about our team & leadership:

- The mix of where we are based, background and expertise. Having different perspectives to the team, ensures getting to the best solutions.
- We have a mixed board and team of Europeans, Africans and diaspora with the huge benefit of different perspectives bringing better solutions.



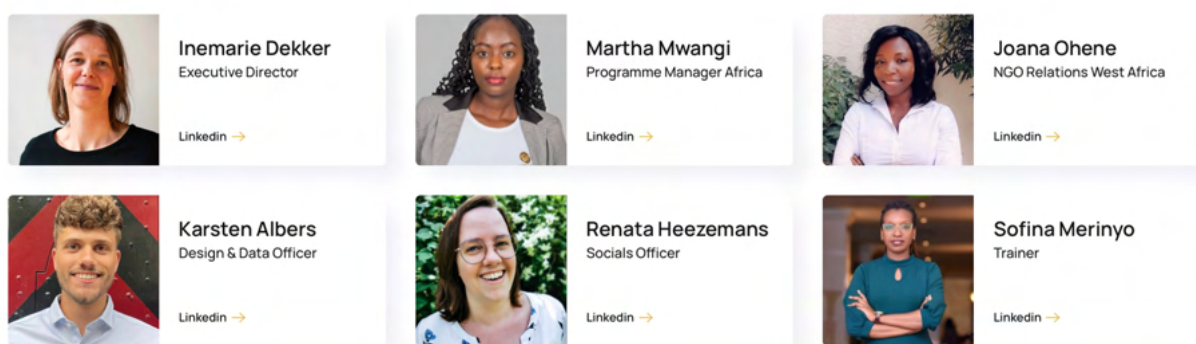
Although our organisation is registered legally in the Netherlands, most of our team is based in the countries we work. We're planning to register our NGO in Kenya and Ivory Coast in the coming years.

Team iMPACT direct

Our stellar team – in the developing countries we work, as well as on the supporting side in the Netherlands are:

- Inemarie Dekker – 80% director and co-founder (based in the Netherlands)
She has 17+ years of experience in international developer in programme design, fundraising and training.
- Martha Mwangi – 100% NGO Relations & financial administration (based in Kenya)
- Sofina Merinyo – 20% Training NGOs towards healthy nonprofits (based in Kenya)
- Joana Ohene - Partner Visits & Selection West Africa (on consultancy basis, based in Ghana)
- Gaston Ngochembo - Partner Visits & Selection Cameroon (on consultancy basis, based in Cameroon)
- Frederic Adou – 40% Fundraiser & Text Editor 2024 (based in Ivory Coast)
- Renata Heezemans – 10% socials on volunteer fee (based in the Netherlands)
- Karsten Albers - 10% Google Ads & Design on volunteer fee (based in the Netherlands)
- Volunteer advisors on legal issues, fundraising and communication.

Team iMPACT direct



Board Composition

			To support diverse selection when recruiting new and/or succeeding board members:		
Role	Name	Since	M/F	Location	Expertise
Chair	Dieuwertje Damen	Jan'24	F	Netherlands	<ul style="list-style-type: none"> • Guide entrepreneurs increase making impact • Experience in nonprofit & marketing
Treasurer	Richard Yeboah	Aug'20	M	Ghana	<ul style="list-style-type: none"> • Supporting / Starting social businesses • Capacity Strengthening
Secretary	Nicky Wakou	Feb'21	F	Netherlands	<ul style="list-style-type: none"> • Diplomacy • Nonprofit Advocacy
Board Member	Wanjiku Jean Munyaka	Jul'23	F	Kenya	<ul style="list-style-type: none"> • Tech for nonprofits • Scaling impact

Advisory Board Composition

			To support diverse selection when recruiting new and/or succeeding board members:		
Role	Name	Since	M/F	Location	Expertise
Chair	Lori Cajegas	Sept'22	F	Netherlands	Nonprofit sector Fundraising
Member	Balt Leenman	Sept'22	M	Netherlands	Supporting social & tech enterprises in NL & Africa
Member	Naomi Njeri	Sept'22	F	Ivory Coast	Policies, Finance International Institutions (AfDB)

Board iMPACT direct



Dieuwertje Damen
Chair
Profession
Director Rainbow Collection
[LinkedIn →](#)



Richard Yeboah
Treasurer
Profession
Director MDF West Africa in Ghana
[LinkedIn →](#)



Nicky Wakou
Secretary
Profession
Manager Géant in the Netherlands
[LinkedIn →](#)



Wanjiku Jean Munyaka
Board member
Profession
Technology for Social Impact at Microsoft in Kenya
[LinkedIn →](#)

Advisors iMPACT direct



Lori Cajegas
Chair Advisory Board
Profession
Consultant INGOs in the Netherlands
[LinkedIn →](#)



Balt Leenman
Member Advisory Board
Profession
Social & Tech Entrepreneur in the Netherlands
[LinkedIn →](#)



Naomi Wanjiru Njeri
Member Advisory Board
Profession
Budget Officer African Development Bank in Ivory Coast
[LinkedIn →](#)



Karen Kammeraat
Member Financial Committee
Profession
Founder Brilliant Entrepreneur
[LinkedIn →](#)



See also: <https://impactdirect.eu/about>