Annual Report 2021

iMPACT direct

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Organisational details

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iMPACT direct Foundation

Chamber of Commerce no.:
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Date of foundation:
June 12 2020

RSIN no.:
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1. Introduction

Looking back, we have made huge steps in 2021.

During our pilots in 2020, we would not have dare to dream to raise €67,906 supporting 14 projects and improving 5014 lives in Ghana and Kenya!

And the best thing is to see that relatively small projects can have huge effects when in the hands of local experts and communities. One of the examples shows in this video:

Watch the entire video: https://youtu.be/nc9XL1xnnEs

What started as a great idea in 2020, became an operational approach with great first successes. Thanks to the partnering NGOs that work towards social change in their communities.
And thanks to all those individuals, companies and grants that supported them through us.

In this annual impact report you will read our results in data and stories, compared to the strategies we set. Genuinely set out what was successful and what wasn't.
And you will also find what we have changed, because of what we learned and improved.

Enjoy your read!

Inemarie Dekker, Chair
Richard Yeboah, Treasurer
Nicky Wakou, Secretary
Isaac Waithaka, Co-Founder

2. Our Mission & Strategies

Mission
iMPACT direct believes that development cooperation creates more impact if we distribute funds and decision-making power more fairly. That is why we connect a large group of donors to underfunded African non-profits with successful local solutions. When local experts and the community members they work with can decide over their budgets, donations reach more people and create more impact.

Our mission as described in our constitution
To contribute to the impact of locally-led NGOs that contribute to economic development / poverty reduction, food security and/or advanced education in low-income countries or to people living below the poverty line; to contribute to strengthening the position of civil society; and to contribute to an equal collaboration between northern and southern organisations; and all that relates to this or facilitates our objectives.

With our approach we want to contribute to a system change in the development sector. Currently, locally-led NGOs directly receive around 2% of total global aid budget – which excludes them from decision-making in the development aid sector. And it results in:

- Donations that locally-led NGOs receive through northern NGOs are almost always conditional, focusing on the priorities and solutions of northern NGOs (and their funders, particularly governments and philanthropic funds)
- And when small and medium-sized local NGOs decide to start fundraising with grants on their conditions, they will find out that they are usually excluded from existing grant opportunities, without a northern partner or reference.
- In addition, locally-led organisations have little space to build a strong independent organisation.

This needs to change.
We want to lead by example and show that equality in collaboration between the North and the South can be immensely improved, and it will bring better results when we do so.

Strategies
To initiate change, to increase the 2% that locally-led NGOs can decide over, and to work toward more independent and sustainable NGOs, iMPACT direct supports local NGOs as follows:

1. **Visibility of locally-led NGOs and the effectiveness and cost-effectiveness of their local solutions.** We do so by showcasing the work of the NGOs and their stories at our website and in promotions. In this way, we tell the story of local experts and communities that – although underfunded – are having the solutions at hand. Concurrently, this provides new images of locally-led NGOs that are professional, effective and cost-effective, besides the one-sides stories on Africa that we usually hear in the North.

2. **Unrestricted grants to locally-led NGOs**. We do so by connecting a large group of donors (individuals, organisations and grants) to locally-led NGOs. It bridges a gap, as we see that several donors want to support locally-led NGOs directly, but fail to find or select them. iMPACT direct finds and carefully selects professional locally-led non-profits in the countries we work.

Partnering NGOs decide upfront where to fundraise for by explaining their main strategy (local solution), short term outputs (lives improved) and longer-term outcomes (community impact) and target amount needed, including organisational costs. In that way we can combine showcasing concrete information for individual donors, as well as have more room for the NGOs to choose how to spend the donations over the year. Three times a year, or on request, we transfer 95% of all donations to the NGOs. The NGO reports back to the supporters through our website on how they spent the budget.

3. **Capacity strengthening on the NGOs' terms**. We do so by exploring together with the NGOs what are the additional needs – apart from grants and visibility – to become more self-sustaining in a period of three- or six-years' time. Capacity strengthening in 2021 included feedback on promotional texts or presentations, tools for impact measurement, and matchmaking with relevant network.

We can identify professional African NGOs

Our unique selling point is that we can identify professional African NGOs – that our (potential) partners wish to support. iMPACT direct has the proximity, as our team members doing the selection are based in Africa. After a first selection on criteria, they will visit the NGOs. It is our first step of building a trust-based relation, once we decide to start a 3-to-6-year partnership.

For us, more independence means that a) NGOs have their own solutions central to their approach (and not the funding opportunities); b)they are not dependent on just one main funder; c) they are more sustainable in terms of financing their projects and organisations; and d) they have a stronger organisation in place.

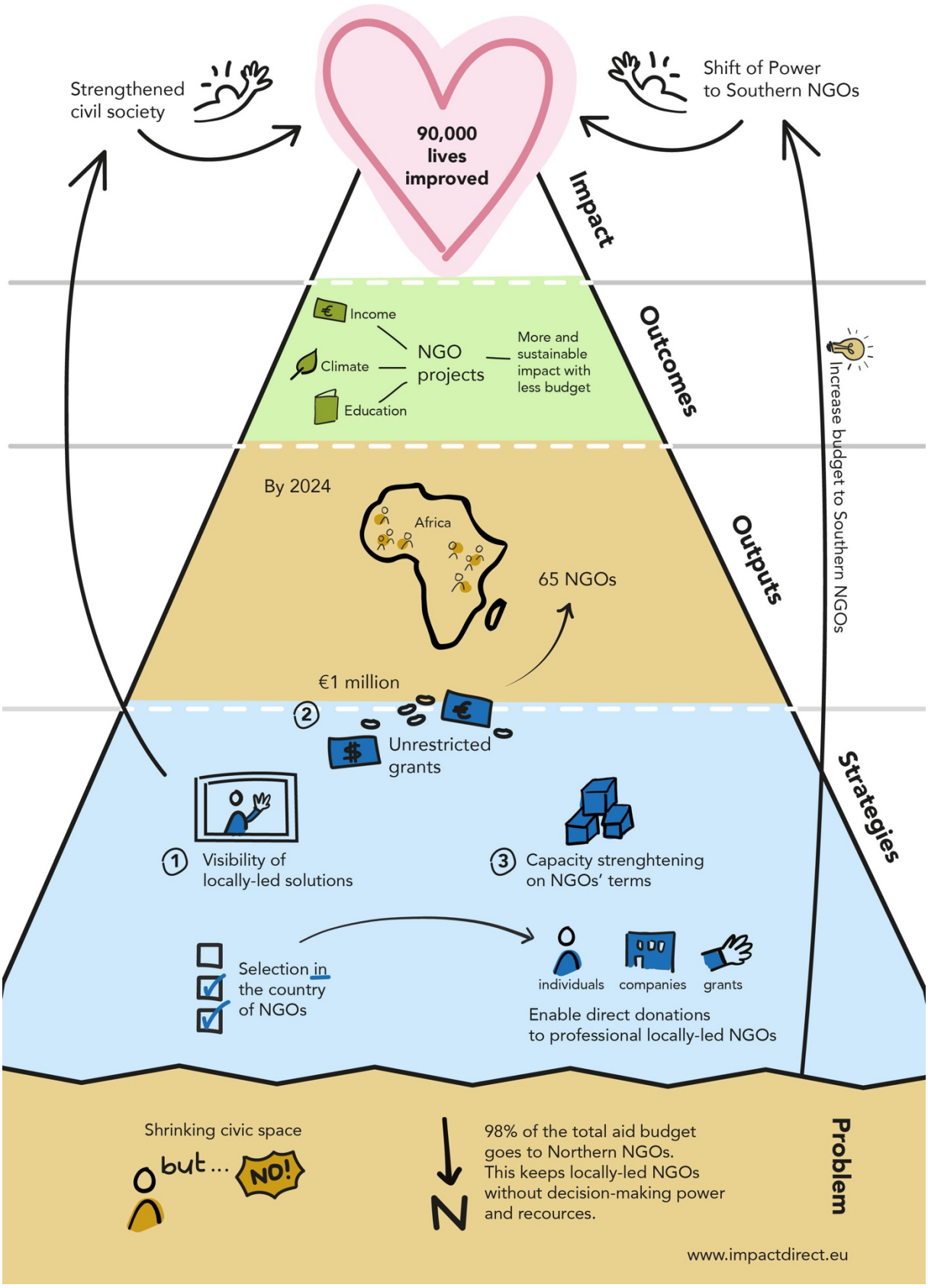
In this way development cooperation can become more effective, more cost-efficient, and more sustainable. Our approach is unique in the Netherlands, and also in Europe, we haven't seen organisations alike.

The NGOs we work with:

- Are locally-found, locally-based and locally-led
- Have annual incomes below €30,000 or below €100,000, so that donations through iMPACT direct make a significant difference for the NGOs. Besides, having two types of NGOs on board facilitates learning between the NGOs and for iMPACT direct.
- NGOs have activities running on one or more of these 3 Sustainable Development Goals (SDGs): No poverty (SDG1), Zero Hunger (SDG2) and Quality education (SDG4).

Find all characteristics of local NGOs we partner with here:
www.impactdirect.eu/partnership

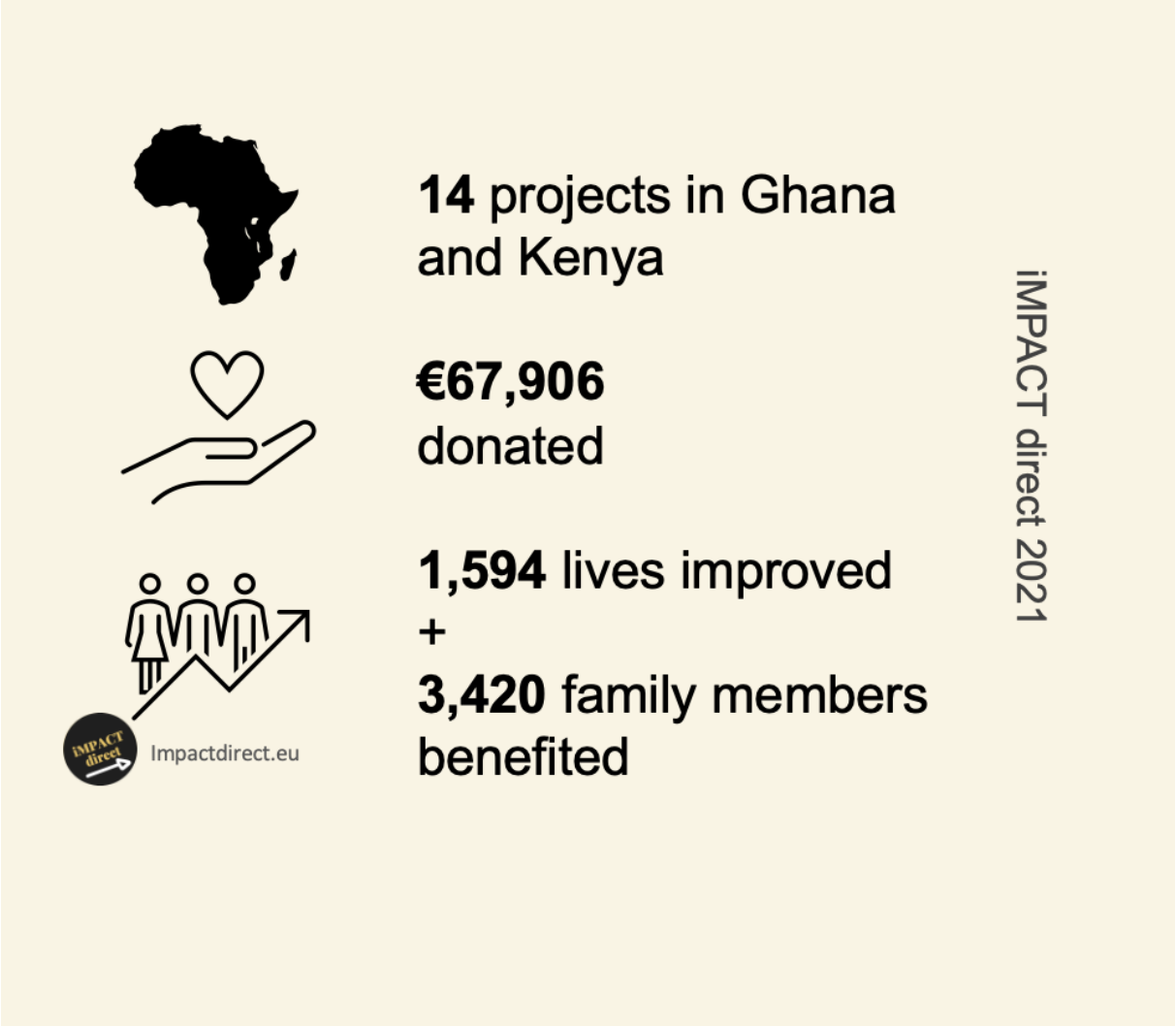
Our Theory of Change
See our strategies and expected results explained in below visual:



Below we explain more about the outputs, outcomes and impact of our work in 2021.

3. Results 2021

We are very much proud to report the results over the year 2021:

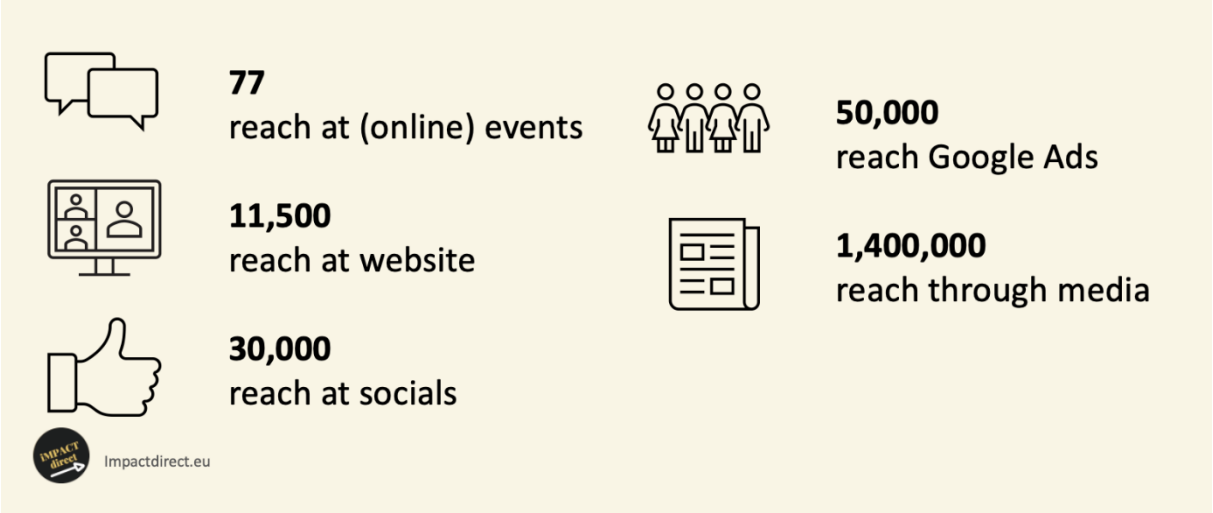


Especially, as only in April 2021 we completed the legal paperwork to work as a fundraising organisation.

Below we explain more on the results in outputs, outcomes and impact per strategy.

Strategy 1: Visibility of locally-led NGOs

Outputs
In numbers



Events

- 9 January: Virtual Tour to Kenya
  Speakers: Dr. Karambu Ringera (IPI)

- 6 June: 2 Virtual Tours to Kenya and Ghana during the Reinvent Tourism Festival
  Speakers: staff and recipients from COSDEP Kenya, and RSS Ghana.

- 25 June: Circle of Giving event at Honig Complex in Nijmegen, co-organised with a team from Starters4Communities Nijmegen.
  Speakers: Dr Karambu Ringera (IPI) and Kwamina Ato Addo (ACEC).

- 30 November: Online Lunch Event during national Giving Tuesday event.
  Speakers: NGO leaders from OLCAP, KAF, Pinasol and Vision of the Blind

- 3 presentations about iMPACT direct for Secondary School Classes working on a social business case, for FutureProof.
  Speaker: Inemarie Dekker

TUE, 30 NOV 2021
Lunch event | Stories from the local experts

FRI, 25 JUN 2021
Huiskamer Event: Idealen in Praktijk
Waalbandijk 14E · Nijmegen, Geld..

MON, 14 JUN 2021
Workshop to prepare for application

SUN, 6 JUN 2021
Take a tiny holiday to Ghana

SUN, 6 JUN 2021
Take a tiny holiday to Kenya

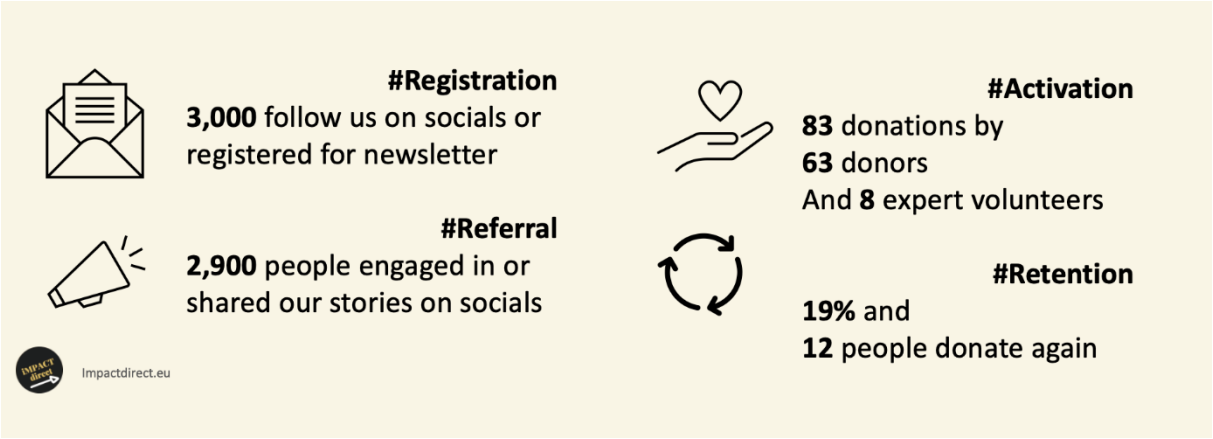
In the Media
iMPACT direct was mentioned in national news articles at the NOS website and in De Volkskrant:

And we had a successful regional (Beuningen-Nijmegen) campaign around the *Warm Hart Actie* from the national TV-channel KRO-NCRV; we had articles in 5 local newspapers and online platforms, reaching thousands of people.

Find all of the most relevant articles about iMPACT direct in the media in 2021 here: www.impactdirect.eu/press

Visibility | Outcomes
We promoted iMPACT direct among an audience as big as we can reach with the resources we had. Reaching people is a first step for us to get more people interested in our work. And once interested we hope to engage people by supporting us by word of mouth, as a donor or as a volunteer.

We monitor donor satisfaction by keeping data for registration, referral, activation and retention:



Apart from the data, these are actions people took after they heard about iMPACT direct and/or one of the NGOs we partner with:

→ Visibility for the NGOs we partner with:
- NGOs reported back to have more reach at their social pages, after they joined iMPACT direct.
- One of the directors was invited to speak on an online Climate Conference, contacted through iMPACT direct.
- The postdoc of International Development Studies at Nijmegen University is planning to invite NGO directors as speakers in their course.
- HAN Social Work, university of applied sciences, invited NGO directors to facilitate a workshop at their annual International Week.

→ Growing network
- We have used invitations for events as an opening for mailing to organisations and people we would love to work with. For example, the event in Nijmegen we promoted amongst local organisations like YouBeDo and the Round Table Nijmegen. With both we have ongoing conversations about collaboration.
- CoResolve trainer, Marien Colijn, offered a free session with him, after attending an online event.

→ (Potential) extra donations
- Future Proof paid €75 per presentation, which is used as donations to the projects.
- Future Proof connected us to a school and Ghanaian-Dutch referent, who might be interested to organise a fundraiser.

Strategy 2: Unrestricted grants to locally-led NGOs

Outputs
In numbers

Individual donors donated on average €30 per donation.

Income per project and income per NGO

Income per project	2021	Income per NGO	2021
1. Mangrove Restoration 1 (ACEC)	€282	ACEC	€853
2. COVID Relief (ACEC)	€375		
3. Mangrove Restoration 2 (ACEC)	€196		
4. Space for Stars (Affecto)	€282	Affecto	€282
5. Green Entrepreneurs (Cerath)	€448	Cerath	€448
6. Kitchen Gardening (COSDEP)	€5,893	COSDEP	€5,893
7. Boys' Dorm (IPI)	€657	IPI	€2,696
8. Water Harvesting (IPI)	€2,039		
9 Community Health (KAF)	€187	KAF	€187
10. Pig Rearing (OLCAP)	€1,341	OLCAP	€1,341
11.Climate-Smart Agriculture (Pinasol)	€1,596	Pinasol	€1,596
12. Literacy School (RSS)	€6,700	RSS	€6,700
13. Fashion Design (Wa Wa)	€4,639	Wa Wa	€4,639
14. Entrepreneurs with Disabilities (Vision)	€234	Vision of the Blind	€234

Notes:

- Two of the partnering NGOs – Cerath in Ghana and Affecto in Kenya – who developed iMPACT direct with us from the start, decided to quit the collaboration. Both NGOs are successful in respectively proposal writing for international grants and local fundraising. And after a while they concluded that the revenue, they received through iMPACT direct did not match the efforts they got out of it, during the phase of building the initiative.
  We are grateful for their partnership in the beginning, and happy that we could finalise our partnership in good understanding.

Unrestricted grants | Outcomes
This year we have started research together with interns social sciences on existing evidence on unrestricted funding and on trust-based partnerships. What we already know from experience is that relatively low budgets can improve lives in a rather short period of time, when it is directly given to locally-led experts; just looking at our data and the reports of NGOs.

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

Funding directly to locally-led NGOs leads to:	• Grants can be used immediately; Local NGOs can rapidly deploy the grant in existing projects, reaching more people with existing solutions. • Local NGOs and communities build a durable relationship – and can be held accountable – and not just for the funding period. • Local NGOs can rapidly respond to changes or new problems that arise.
More value for money because	• Direct donations leave out the average of 6 (!) intermediaries between donor and recipient. • Less budget is needed for office and staff costs in the North. On average around 30% of the aid budget is spend in northern countries. • The costs are relatively low in countries we work, which means that projects and overhead costs are cheaper.
Unrestricted long-term funding leads to:	• Growth and stability of the organisations supported • Increased investments in innovative projects • Increased investments in projects that (individual) donors find less attractive

What's more, as from April 2022 (up to April 2022) we could double each donation, thanks to the support of SAS-P Foundation. An unexpected result is that it helped NGOs with equally good but less attractive topics to finance their projects too. For instance, when:

- Donations were made to 'iMPACT direct', the amount to be equally distributed over all open projects doubled.
- A project got financed by a grant, the match funding could be used for projects that did not reach their target amount yet.

In this way, promotion and fundraising becomes beneficial for all NGOs. And more importantly, less attractive projects in the eyes of the donor, yet important for the community, can still be funded.

Strategy 3: Capacity Strengthening

In 2021, our capacity strengthening efforts for partnering NGOs included:

- Supporting the NGOs with editing project pages and NGO pages for the website. We have a growing team who can do this (on a voluntary basis). We provide feedback, questions and tips, and always ask for consent to publish the final version.

  "I must tell you this is already part of the benefits of the partnership with iMPACT direct. I am happy with the inputs and reviews you made here. We are going to put our heads on to get the necessary updates done as you have highlighted below." (one of the NGO directors)

- Together with the impact expert we interviewed the needs of the NGOs when it comes to impact measurement. We found a wide variety in expertise among different NGOs (from rather new to the topic to expert level). For those who needed a bit of assistance, the reporting formats help to think about measurable results, and how to measure them, and how to report on it to engage existing donors and attract new ones.

- On request, we supported NGOs in how to write attractive updates for donors, to think together what would be interesting to present on events, etc.

- In September, we started to host Open Zoom Calls once in every two weeks, for everyone to 'walk' in when he or she has a question or suggestion. That lead to several talks about additional needs, and we were then able to connect some of the NGOs with experts in our network. Examples are:
  - We keep a list of Grants that can only be applied for by local NGOs and actively share grant opportunities with them when we see them. (Although this did not lead to successful applications by the NGOs yet.)
  - KAF offers basic health care in underserved communities and needs to fundraise every year for their activities (besides the support they receive from the Kenyan Government). We linked them up with the social enterprise Healthy Entrepreneurs, to look at their financial sustainable approach. We also matched KAF with a medical international charity providing surgeries (Medial Checks for Children) beyond basic health care.
  - Pinasol started their Teen Mums project, but also wanted to work on prevention of teen pregnancies. As this is not their core expertise, we matched them with Marie Stopes Ghana for Comprehensive Sexuality Education and access to contraceptives in the communities that they both work.

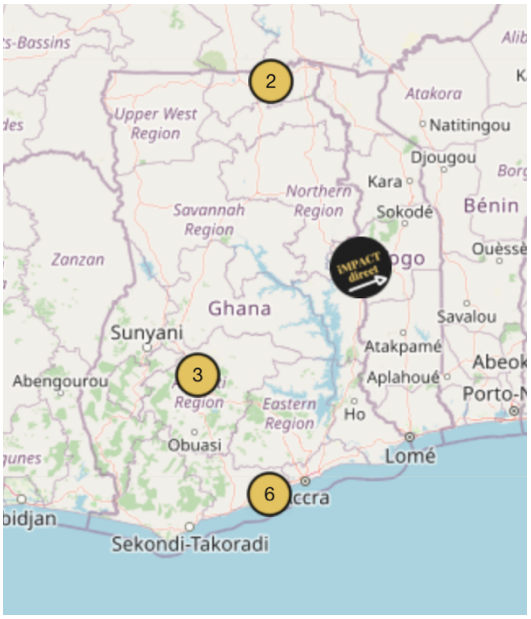
3.4 Impact: Lives Improved

In 2021, we have supported locally-led NGOs in Ghana and Kenya and their projects for people living below the poverty line.

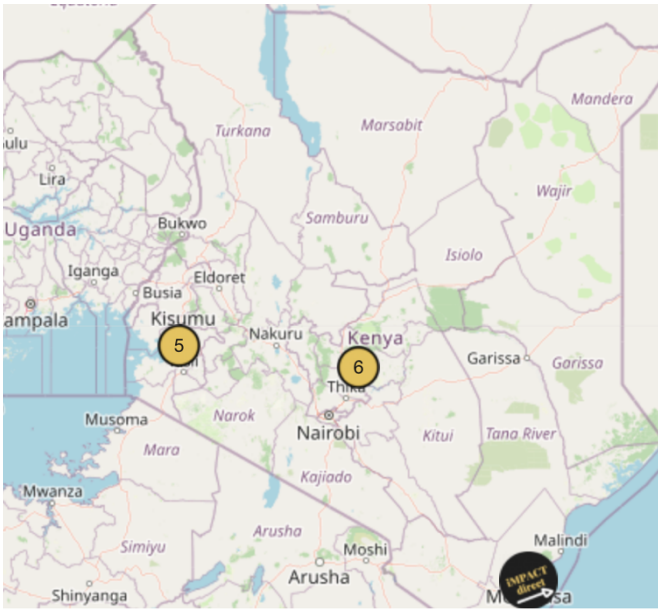
One of the indicators we use to measure impact is 'lives improved'. With that we mean the number of recipients who directly benefitted with a raised income, increased food security or with an extra year of education. Especially, with the projects on income and food security & climate, on average 5 family members benefit from the project too, as indirect recipients.

In 2021, 5014 lives were improved:

With projects in Ghana:



And in Kenya:



Find the interactive map with all projects here: www.impactdirect.eu/projects

To be able to analyse and compare the impact of the results, we separated our 3 main themes: income, climate & food security and education:

Results from projects on Income

Increased income is a significant impact (source: Global Innovation Fund). From the projects we supported it shows it can lift families out of extreme poverty. It means having more budget for basic needs such as housing, food, health and education. Per project it looks as follows:

Project	Lives improved	Community impact
Green Entrepreneurs (Cerath)	200 lives improved 500 family members benefited	50% in employment or entrepreneurship.
	See entire report: https://impactdirect.eu/project/green-entrepreneurs/	
Pig Rearing (OLCAP)	10 lives improved 50 family members benefited	
Fashion Design (Wa Wa)	5 lives improved 25 family members benefited	

Note: The difference in terms of people reached between Cerath and the smaller organisations is that Cerath works in an urban area, connecting to existing businesses, and accessing more financial resources for this project, whereas OLCAP and Wa Wa work in very remote areas with little opportunities for work and education.

Example OLCAP (Isulu, Kenya)

"So far, 10 women have finished preparing pig houses and they have already received two piglets each and supplementary feeds. We did the vaccination for the piglets last week."

All recipients will earn an income from selling piglets and mature pigs. A mature pig sells for around Ksh9,000 (or €70) in the area. If a beneficiary raises all the eight piglets to maturity, the family could earn about Ksh72,000 (or €560) in less than a year, which equals around 5 months of minimum wage in Kenya.

The additional steady income will enable the participating women to afford basic needs, including food (a well-balanced diet), adequate clothing, children's education and family's healthcare. More so, extra income can be used to improve existing housing or construct a new one. And eventually, expanding or acquiring new businesses, helping to eradicate poverty.

Results from projects on Climate & Food Security
Increased yield is a significant impact (source: Global Innovation Fund). From the projects we supported it shows it can lift families out of extreme poverty. Increased produce means more and healthier food at the table and surplus that can be sold. Per project it looks as follows:

Project	Lives improved	Community impact
Mangrove Restoration 1 (ACEC)	40 lives improved 200 community members benefited	42 mangrove seedlings were replanted to restore the environmental ecosystem of the coastline. Small fishes returned. It resulted in bringing back income opportunities for 40 women and men.
	See entire report: www.impactdirect.eu/project/community-mangrove-restoration	
Kitchen Gardening (COSDEP)	64 lives improved 320 farmers benefited	64 families have started to use self-made organic compost as bio-fertiliser for their crops. Eco-farming reduces negative health effects such as stomach-aches, as families are no longer exposed to harmful chemicals. Already 45 families befitted from reduced costs and increased income. 320 more farmers were informed or trained at the demonstration sites that each farmer group started.
	See entire report: https://impactdirect.eu/kitchen-gardening-outcome-report/	
Boys' Dorm (IPI)	40 lives improved 100 community members benefited	The land used for the dorm and a food forest used to be a wasteland. Already the youth harvested 10 bags of beans from this land. It will ensure food security for the home. Community members come to help and learn.
	See entire report: https://impactdirect.eu/project/boys-dormitory-childrens-home/	
Climate-Smart Agriculture (Pinasol)	80 lives improved 200 family members benefited	
Water Harvesting (IPI)	250 lives improved 500 school children benefited	

Example from COSDEP (Kiambu, Kenya)

- Each farmer group started a demonstration farm. Around 70% of the first 4 groups have already replicated the techniques on their own farm.
- The farmers now have fresh supply of vegetables from the kitchen gardens. And they have different vegetable varieties that offer nutrition value, like indigenous vegetables, kales, spinach and cabbage. Remarkably, in the group discussions we heard about reduced instances of hospital visits due to food contamination!
- The project has helped the farmers to save costs of purchasing fertilisers which is very expensive. They are using locally available materials to make compost manure, biofertilizers and bio pesticides.

Results from projects on Advanced Education
Every extra year of education is called a substantial impact (source: Global Innovation Fund). Global research shows that with every extra year in school, someone's income and health increases. Per project it looks as follows:

Project	Lives improved	Community impact
Space for Stars (Affecto)	4 lives improved	Donations were used for school fees for secondary school students. The ripple effect of educating and empowering students every year cannot be underestimated. Students will make a change for their families and communities once they graduated.
	See entire report: https://impactdirect.eu/project/affecto-stars	
Literacy School (RSS)	402 lives improved 1500 family members benefited	

Example from RSS Foundation (Nabdam, Ghana)
We are on track at reaching our target of 2,000 students. However, it may take us more time than estimated.
Increase of income because of the adult education is also a longer-term impact. But interestingly in some groups, some of the beneficiaries have started saving money collectively. This is giving them some more financial power.
In addition, some trainees come together in similar trades to collaborate on work. The classes have become a rallying point for inter-sales among themselves which is giving them some income.

Other

Project	Lives improved	Community impact
COVID Relief (ACEC)	64 people reached directly 300 family members benefited	

Notes:

- The grey-marked areas don't have an outcome report yet, because they are still in the implementing phase. Their output reports – and all other reports – are to be found under each single project: https://impactdirect.eu/projects/
- Numbers of lives improved for 2021 are lower than expected. Firstly, because 8 out of 14 projects didn't reach the target amount. Especially from the campaign in early 2021 (when we were a 100% dependent on individual donations). We do expect 3 more projects to reach the target amount early 2022. That'll make 9 out of 14 projects to be successful in terms of fundraising. Secondly, the first bigger donations for projects came in as from 9 July 2021, which means that 100% funded projects started only since then. And that means again that part of the impact from funds raised this year will take place in 2022.
- 3 out of the 14 projects financed in 2021, only started in 2022, because the NGO started working with iMPACT direct in September 2021 and/or their funding came in later. Those are: Community Health (KAF), Entrepreneurs with Disabilities (Vision of the Blind) and Mangrove Restoration 2 (ACEC).

More impact

Ultimately, we want to contribute the decision-making power of locally-led NGOs on a larger scale and inspire on an actual shift of power within the development sector, and simultaneously contribute to a stronger civil society in the countries we work.

Strengthened civil society

With iMPACT direct we aim to strengthen civil society in Africa, as a vital power besides government and private sector to claim and to protect the rights of the people in their communities.

For us this starts with the locally-led African NGOs we support. In the coming years we want to grow our impact in terms of the number of NGOs we support, amount of unconditional grants per NGO and in capacity strengthening to NGOs. We hope that with that, we support a larger democratic space that people and NGOs benefit from, in the countries we work.

Shift of power in international development

We aim for a so-called shift of power from Northern NGOs towards having local experts and communities included in decision-making on an equal basis. We do so by showing one of the solutions on how it can be done differently. Leading by example – with unconditional donations and trust-based partnerships.

Ultimately, our initiative leads to more unrestricted funding available for locally-led NGOs. We plan to scale our approach either through 1) more and more grants using our network; or 2) are inspired to replicate our approach.
One of the grants that supports us – Stichting Overal – is exactly interested in this: to use iMPACT direct for selecting projects, because they lack the time and proximity to do that. In 2021, they supported 3 of our projects.

4. Our learnings

Learning is an integrated approach at iMPACT direct, using the *Human Centred Design approach.* We start from what is our greatest asset; our diverse and dedicated team, that brings in a variety of expertise and perspectives. In our regular meetings this helps to bring us to develop the best solutions, that we can test and then adapt according to learnings and feedback. We're continuously improving as we go.

And that resulted in:

- In April 2021 we completed after 1 year our paperwork as a fundraising organisation and access to a combination of financial services to realise a donation button. We received our ANBI-status of the Tax Institution and the CBF Quality Mark for professional fundraising organisations.

- After the first tests and pilots, we have improved our selection process that started in December 2021. We now know better what kind of NGOs we want to support, and for whom we can make a difference. Those are:
    - 2 types of small NGOs (with annual incomes below €30,000 and those below €100,000)
    - NGOs that started from a great idea for their community and started doing that - irrespective of grant objectives. For instance, the NGO OLCAP started with the investment of all co-founders.
    - Rather support NGOs in remote areas than in places where already so many NGOs are located, because they can really make a difference in their community.
    - We aim for at least 50% women led NGOs (and we did not manage to do that yet in 2021).

  Find all criteria of the local NGOs we partner with here: www.impactdirect.eu/partnership

- Testing with what we have learned from crowdfund initiatives; doing 4-month campaign per project made us realise that this imposes a great workload on both the NGOs and on the iMPACT direct team to start and finalise all in a short period. It also doesn't match the main work and most important work that NGOs are doing; making impact for people in their communities. That is why from 2022, we work with 1-year projects on the website.

- Related to that, with one-year projects, NGOs have more room than before to spend part of the budget for organisational needs and growth.

- Working with a marketing expert, improved our communication and marketing goals and tools a lot. The implementation will still take time and extra hands, we didn't always have in 2021. But we gained clear and simple knowledge to market iMPACT direct much better for different target groups (individuals, companies, grants and NGO staff).

- Because of the growing workload we started to work more and more in teams per topic, for instance, communications, finance, fundraising, capacity strengthening and impact measurement.

Measuring impact
In addition, we have been developing our Theory of Change and accordingly tools to measure impact more accurately – together with experts on the topic. It greatly improved our impact monitoring and helps the less experienced NGOs to report more easily and with more quality.

Together with university students in social sciences we are further researching this topic. The results are helping us to proof our approach with evidence, to learn and improve from evidence and to find out what is still left for us to measure in terms of effectiveness of our approach.

What we measure:

Organisation wide:	Per NGO:
● No. of lives improved ● € donated ● Cost-efficiency iMPACT direct: budget/transferred to NGOs ● Donor satisfaction: No. of registrations, donations, referrals, and recurring donations), plus a survey on how user-friendly they find the website. ● NGO satisfaction, through regular contact moments	● Cost-efficiency per project (budget/ lives improved) ● Output report on number of lives improved per project and an activity video. ● Outcome report measuring longer-term results per project and a video or story with observed changes by recipients.

How and when we report:

- NGOs update directly on the website's stories page, which is not edited or filtered.
- NGOs report three times a year (2 output reports and 1 outcome report). We help with impact measurement through given formats and advising on indicators. The reports are valuable for communicating results and learnings for iMPACT direct and for the NGO.
- iMPACT direct publishes an annual impact report every February.

5. Our organisation

Our leadership of board members and founders are based for 50% in Europe and 50% in Africa and is 50% women-led. The board members and founders have a wealth of experience and bring their diverse expertise and experiences to build and steer iMPACT direct. We are:

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

Isaac Waithaka, co-founder, has over 10 years of experience as a consultant in international development and as a social entrepreneur in Kenya. He's the director of Goblis Foundation.

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

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

We are an international organisation, with most of our paid staff (on a consultancy basis) in Ghana and Kenya. Our network further consists of around 16 international supporting companies and grants. iMPACT direct does not have a head office as such but is legally registered in the Netherlands to be able to work as a fundraising organisation in Europe.

In 2021, the board and co-founders of iMPACT direct came together every two weeks to discuss progress and for decision-making.

Financial checks and balances are done by:

Audit commission	**External financial administrator:**
• Amalia Widnasyingrum • Karen Kammeraat	MAKSY (formerly Cijfermeester Beuningen) checks incoming donations after every campaign.

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

Thanks to the support of SAS-P Foundation we were able to hire a few crucial consultants to complement with their expertise.
Our team is located in Africa and Europe. Below is the composition of the team and their locations:

The board and founders work on a voluntary basis.

Our team members in Africa are paid on a consultancy basis.

Team Europe consists of three paid consultants and around 10 expert volunteers.

Name	*Position*	*Location*
Executive Board		
Inemarie Dekker	*Chair & Co-founder*	*Netherlands*
Richard Yeboah	*Treasurer & Co-founder*	*Ghana*
Nicky Wakou	*Secretary*	*Netherlands*
Isaac Waithaka	*Co-founder*	*Kenya*
Team Africa		
Emmaculate Kanyuiro (Goblis)	*Selection East Africa*	*Kenya*
Joana Ohene (Consultant & MDF)	*Selection West Africa*	*Ghana*
Martha Mwangi (Goblis)	*Proposal writing*	*Kenya*
Mitchel Juma (Goblis)	*Outcome videos*	*Kenya*
Abolnab Azantilow	*Volunteer*	*Ghana*
Team Europe		
Sarah Diedro	*Marketing expert*	*Belgium*
Alba Léon, Malou Tichelaar	*Communication experts*	*Netherlands*
Lori Cajegas, Suzanne Hoeksema	*Impact experts*	*Netherlands*
Team of volunteer editors		*Netherlands*
Intern(s) Radboud University	*Impact research*	*Netherlands*

Our partners
Our first campaign led to 10 potential partnerships. Concretely for 2020:

- **CAPREA Media**; web developer who is supporting us mostly voluntary for development and hosting (CAPREA Media).
- **Goblis Foundation**, donates 5% of their income at their euro account; does paid consultancies on a low rate; provides trainees to learn and to support iMPACT direct in grant writing and video making.
- **ResiRest BV** could not donate as they said earlier, because the entire tourism sector was not performing well due to COVID.
- **Partin (Dutch association for smaller NGOs)** – as a member we're benefitting from basic tools for foundations, promotion and access to a small grant of Wilde Ganzen.
- **Starters4Communities Nijmegen.** Three professionals learning on social entrepreneurship organised a Giving Circle in June in Nijmegen, preceding a research on the target group.
- **Radboud Universiteit Nijmegen** links interns to iMPACT direct. Renata Heezemans started her research in November.
- **Earth Today**. We started a partnership with Earth today on Earth Day in April. Despite the pleasant partnership and efforts we made at their platform, we did not see any results in more promotion for iMPACT direct yet.
- **Tech Soup & Google**. We receive free access to email Google Drive and a budget of $10,000 to spend on Google Ads.

6. Financial report

The total income committed in 2021 was €67,906.
Main grants received are:

- SAS-P Foundation: €50,000
- AFAS Foundation €4,889
- Stichting Overal €4,263
- Wilde Ganzen €2,990
- Haella Foundation €2,500

SAS-P Foundation committed to a total donation of €50,000 (within their criteria). Of that amount €21,721 was transferred in 2021, and we expect the remaining €28,279 early 2022. Of that remaining amount, €23,279 is reserved for projects and €5,000 for organisational costs.

Besides we received support in kind from two main sponsors:

- Web Development (CAPREA Media) €40,000
- Google email, Drive and Ads €72,000

Cost-efficiency
At iMPACT direct we measure cost-efficiency, as it is one of the indicators to monitor if we are successful in getting more donated euros to directly benefit local communities.

Cost efficiency		**2021**	**2020**
	Costs	€11,412	€2,502
	Transferred € to NGOs	€24,869	€2,609
	Cost efficiency	**0.46**	**0.96**

With cost-efficiency we mean the costs we made divided by the amount we transfer to the NGOs. So, in 2021, every euro donated to the NGOs, costed €0.46 cents.
Considering that we still have costs for starting-up and are relatively small, we made a huge improvement compared to 2020. We feel it is feasible to get towards the ideal cost efficiency of 0.05, once scaled sufficiently.

In percentages the amount transferred was 69%.
Although, iMPACT direct can keep the costs low (because we save management and office costs: a minimum of management is done in Europe – mostly relating to promotion and partnerships) in 2021, we had more organisation costs. These costs reflect our organisation growth of having paid consultants on board.

Ratios		**2021**	**2020**
Direct costs	Project costs	69%	74%
	Organisational costs	22%	0%
Indirect costs	Fundraising	6%	1%
	Administration	2%	25%
	Other	1%	

Please note that from every regular donation only 5% is for overhead. Since it is not yet feasible to cover our start-up costs, we currently use grants to cover organisational costs.
By 2024, we hope we do achieve our ideal of 5% overhead.

Cost efficiency of NGOs
Cost efficiency for NGOs means the budget of projects divided by the number of lives improved significantly – as far as we already know to date:

Income projects	**Budget**	**Lives improved**	**Cost-efficiency**
Cerath	448	100	€ 4
OLCAP	1341	10	€ 134
Wa Wa	4639	10	€ 464

Food Security & Climate projects		**Lives improved**	**Cost-efficiency**
ACEC	853	40	€ 21
COSDEP	5893	64	€ 92
IPI	2696	290	€ 9
Pinasol	1596	80	€ 20

Education projects	**Budget**	**Lives improved**	**Cost-efficiency**
Affecto	282	4	€ 71
RSS	6700	402	€ 17

Local projects can realise impact with far less budget than it would cost through international NGOs.

And as already mentioned before, most of the project grants came in after July, and so many of the projects are still implementing. From the project plans, it is expected that another 2,875 lives will be improved significantly in 2022, within the current projects.

Notes:
- Why do some amounts stand out?
    - The Green Entrepreneurs project of Cerath was part of a much bigger project in the city of Sekondi-Takoradi. Both are reasons that costs could be low.
    - Wa Wa with their Fashion Business Academy had a project that was both on education (training and setting up a training centre) as well as supporting trainees to start a business. Moreover, their project is in a very remote area of Rusinga Islands, Homabay. Both are reasons that costs are higher.
    - COSDEP did not spend the full amount of money on the Kitchen gardening project yet, and reserved quite a bit for the implementation for another 85 farmers in 2022.
- The NGOs KAF and Vision of the Blind are not in this overview, as they didn't start implementation in 2021 yet.

7. Looking forward

Our ambition for 2022 is to secure the support for 20 locally-led NGOs that make the change in their communities and to secure (wo)man power for the job, which will enable us to grow towards a more sustainable organisation that makes the change on a global level.

Supporting locally-led NGOs
In 2022, we will support 10 smaller locally-led NGOs (with an annual income of less than €30,000) and 10 larger locally-led NGOS (with an annual income of less than €100,000) in Cameroon, Ghana, Kenya, Liberia, Sierra Leone, Tanzania and Uganda, with an average of €10,000 of unconditional funds per NGO.

Looking at past results, the NGOs will improve the lives of around 20,000 people in their communities with solutions on income, food security & climate and advanced education:

	2022	**By 2024**
Amount raised	€285,317	€1 million euro
Locally-led NGOs supported	20	65
Lives improved	20,000	90,000

Trust-based partnerships
In addition, unrestricted grants need trust-based relations. We are building such relations with the partnering NGOs as follows:

- **True partnering** requires mutual respect. "We listen with intent and curiosity and challenge where relevant. We aim to listen more than we advise, and we provide feedback on what we have understood." And we act on the feedback we receive.
- **Being transparent and responsive** (for example we're available through email, WhatsApp, calls and regular Open Zoom Calls) and being open for other perspectives and changing circumstances.
- **Simplifying and streamlining paperwork**. Together with the impact expert we made an effort in simplifying reporting and making easy processes.

These are similar to the main principles of *trust-based philanthropy*. In 2022, we plan to collect more scientific and evidence-based proof on trust-based partnerships and co-create the partnership contract together with the partnering NGOs.

Start Capacity Strengthening training for NGOs
In 2022, we start a capacity strengthening programme for NGOs we partner with, on their terms. We do so by exploring together with the NGOs what are the additional needs – apart from grants and visibility – to become more self-sustaining in a period of three- or six-years' time. In general, the capacity strengthening programme consists of online training and mentoring. And we currently explore if we can match young graduates with a specific expertise to NGOs to have extra hands in implementing specifical organisational improvements, as well as to have youth experience nonprofit work for a small salary.

Team iMPACT direct
To be able to scale in 2022 we need to build a paid core team. Although we can rely on great committed volunteers, it does not build a sustainable organisation in the future. Paid team members are important to allocate time and expertise to the minimum of tasks need to be done.

Fundraising & Marketing
Furthermore, we work towards continuation of partnerships and support of grants in 2022. And our focus will be on marketing to be able to reach to more individuals and organisations, proposal writing to secure sufficient funding and simplifying our donation tools and financial administration for incoming donations.

Find all about it in our annual plans for 2022: www.impactdirect.eu/about

And most of all we continue, step by step, to change the story of giving, and make more impact for those living below the poverty line. And we hope it is again together with you!