

OUR IMPACT SINCE 2009



109,677

ENTREPRENEURS
ENROLLED



451,635

DEPENDENTS
IMPACTED



658,062

TOTAL PEOPLE
REACHED TO DATE



36,559

BUSINESSES
LAUNCHED



5,716+

SAVINGS GROUPS
ESTABLISHED



Q1 Impact Report
January to March
2023

Dear Friends of BOMA,

Vulnerable households throughout Africa are breaking down the barriers put before them by extreme drought, growing inflation, and — in some regions — worsening instability. Bolstered by the support and training that BOMA provides, these households which include women, men, youth, and refugees are breaking free from the most extreme levels of poverty and vulnerability to build prosperity with dignity.

The way that BOMA has achieved this impact, however, is even more fulfilling to me. From the earliest days of our work with pastoral women in the remote regions of Northern Kenya, BOMA has made it a priority to put the people closest to the problem in the driver's seat in designing, delivering and owning the solutions to those problems. Our participants and skilled, proximate staff are the driving force behind BOMA's solution to extreme poverty.

Since BOMA's founding, this grounding belief in proximate leadership has manifested at every level of our organization, from our founding and throughout BOMA's growth. It is staff like the program leaders building new initiatives including LIFT in Northern Kenya, the mentors uplifting participants like Hawo, and our dedicated teams across the continent who truly exemplify the BOMA difference.

This difference is most prominent, however, in BOMA's approach itself. The Rural Entrepreneur Access Program (REAP) was created in close collaboration with the communities we serve. Today, BOMA is taking this localized solution to scale through the direct implementation of REAP by BOMA and national governments as well as through partnerships that prioritize proximate capacity and talent.

The drylands of Africa — where BOMA works — are rich with this capacity and talent. This is proven to me daily by our staff, by our participants, and by our peers. At BOMA, we are proud to prioritize proximate solutions to reduce vulnerability and end extreme poverty. We are grateful to the partners and funders who have embraced this philosophy alongside us to transform the lives of 658,062 people to date.

Together, we can empower 3 million women, youth, and refugees through locally owned, locally led and locally sustained solutions such as REAP by 2027. Thank you for your continued support and partnership in pursuit of this ambitious goal.

In solidarity,

Sam Owilly
Chief Executive Officer



PREPARING FOR LIFT

BOMA AND PARTNERS PREPARE TO LAUNCH LIFT NORTHERN KENYA

Key progress for community entry and, ultimately, participant enrollment, for the Livelihoods and Inclusion for Transformation (LIFT) program in Northern Kenya took place in Quarter One, 2023. LIFT will catalyze opportunities for 15,600 people facing extreme poverty in Northern Kenya. It will focus particularly on women, youth, refugees, and displaced people, supporting them to launch and build 3,650 environmentally friendly enterprises in Samburu and Turkana counties. The program is funded by IKEA Foundation and is being implemented in partnership with Smart Regional Consultants (SRC) and Danish Church Aid (DCA) and respective county governments and local community organizations. LIFT is ultimately expected to benefit more than 93,000 people in Northern Kenya over two years.

During Quarter One, BOMA partnered with SRC and DCA to advance community entry for LIFT in Samburu and Turkana counties. This includes initial meetings with stakeholders like county government officials in each county where LIFT will be implemented as well as pre-launch meetings with peers including UNHCR Department of Refugee Affairs and County Directorates of Forestry services. Community entry also entails participant targeting activities to survey communities and identify those eligible for the LIFT program.

Additionally, BOMA, SRC and DCA recruited key staff for LIFT during Quarter One including Program Director Edwin Siala, Refugee Livelihood Program Manager Chris Sunday, Training and Capacity Development Manager Simon Wangu, and Procurement and Logistics Officer Chrispus Mwadime at BOMA.



Officials from IKEA Foundation, BOMA, and other consortium members meet with REAP participants in Loima Sub-County, Turkana.

LIFT Will Include an Independent Evaluation of Green REAP by Innovations for Poverty Action

Throughout the three-year LIFT program, BOMA and IKEA Foundation will partner with researchers from **Innovations for Poverty Action (IPA)**. IPA is a global research and policy nonprofit that generates evidence from rigorous research and shares it with policymakers to improve the lives of people living in poverty.

The researchers will conduct an independent randomized controlled trial to evaluate the effectiveness of BOMA's climate-focused approach, Green REAP, for future expansion.

The evaluation conducted by IPA will assess how effectively Green REAP lifts participants out of poverty compared to BOMA's standard REAP approach — while delivering additional environmental benefits. Additionally, the study will explore the cost effectiveness of Green REAP as well as whether the program improves the environmental knowledge, attitude, and practices of our participants.

IPA will study 105 groups or “clusters” in the Samburu, Marsabit, and Turkana regions of Northern Kenya. This will include 2,000 participants enrolled in LIFT.

To date, BOMA and our partners have worked with IPA to identify clusters and target potential LIFT participants. Furthermore, IPA has progressed to randomize treatment and control locations as well as randomly sampling participants for a baseline survey to take place in Quarter Two.

PROGRAM NEWS

Since 2009, BOMA has helped more than 658,062 people break free from the vicious, intergenerational cycle of extreme poverty. We are currently working in five countries — Kenya, Uganda, Ethiopia, Cameroon, and Burkina Faso — to foster rural entrepreneurship for prosperity with dignity. Our goal is to transform the lives of three million women, youth, and refugees by 2027.

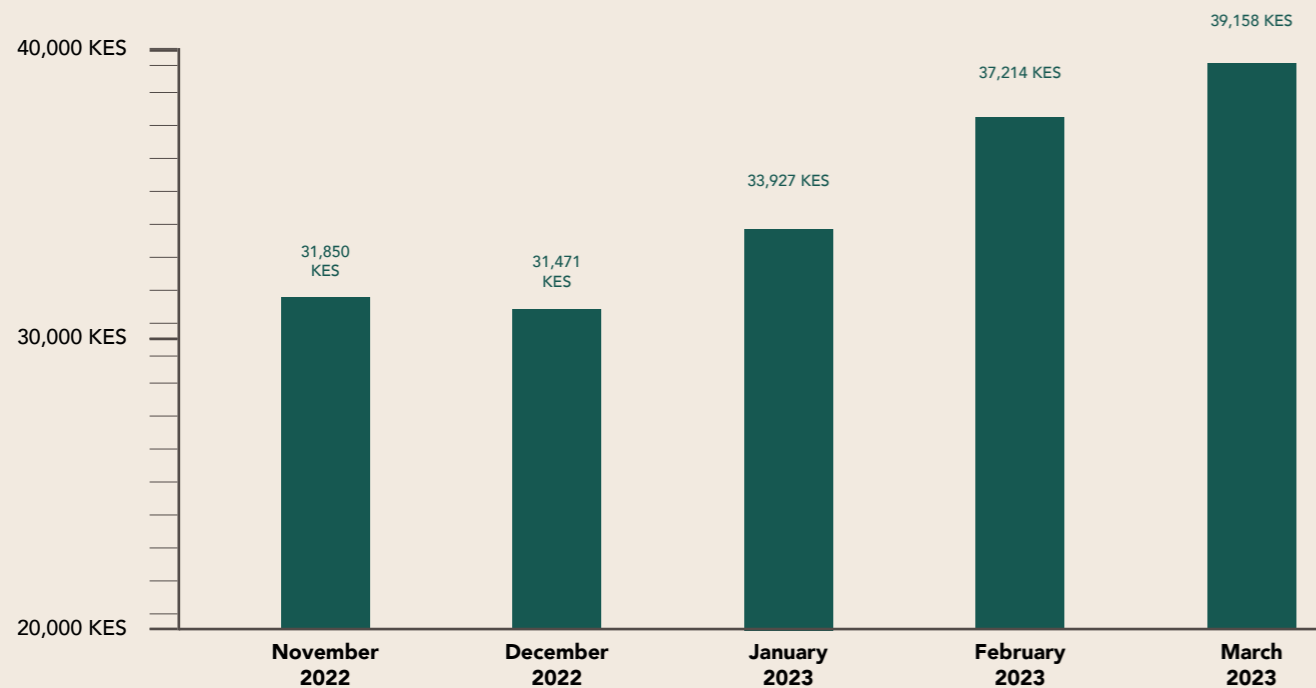
BOMA's approach, the Rural Entrepreneur Access Program (REAP), has now been adapted to serve not just the pastoral women it was created for but also youth, refugees, households facing malnutrition, and populations impacted by the climate crisis. These iterations of REAP are reaching the extreme poor in multiple modalities: through the direct implementation of REAP and adaptations of REAP by BOMA; through strategic partnerships, in which BOMA provides technical assistance to other organizations who are implementing REAP adaptations; and through government adoption, which is being manifested by the Kenya Social Economic Inclusion Project (KSEIP).

KSEIP is a World Bank-funded, Government of Kenya-led endeavor to expand the country's safety net programming for the poor and to test the expansion of the poverty graduation approach. As part of KSEIP, BOMA, in partnership with the Global Development Incubator and Village Enterprise, is helping the Kenyan Ministry of Labor and Social Protection to embed BOMA's model and the graduation approach in the Government of Kenya's social protection program.

This is not BOMA's first foray into Government Adoption, however. Prior to KSEIP, BOMA implemented a pilot program with the Government of Kenya's (GoK) Programme for Rural Outreach of Financial Innovations and Technologies (PROFIT), the International Fund for Agriculture Development (IFAD), and BRAC USA. This pilot took place from 2017 to 2019 to test the effectiveness of REAP in lifting ultra-poor households out of extreme poverty and the viability of integrating the poverty graduation approach into the government's social protection systems, as has now begun under KSEIP. This collaboration prepared BOMA to develop structures and systems that support strong collaboration and partnerships with government. [Learn more about PROFIT and the findings of this pilot.](#)

BOMA Businesses are Growing in Value

The graph below shows the growth in the average monetary value of businesses established by the 1,802 BOMA participants who recently graduated from SEED



News from Kenya

Alongside preparing for the launch of BOMA's new LIFT initiative in Northern Kenya, we are also preparing to pilot an adaptation of BOMA's REAP model that will provide a highly intensive mentoring experience for participants over a shortened 12-month period (as opposed to the 16 – 24 month length of our standard REAP model). This pilot will be implemented in Turkana, Samburu, Wajir, Garissa, Marsabit, and Moyale with a planned launch in May 2023.

BOMA graduated 13,607 participants in Kenya during Quarter One, including 1,082 participants from our youth-adapted REAP model. The Sustainable Entrepreneurship and Economic Development (SEED) Project for Vulnerable and Marginalized Youth program is designed to help youth break out of this cycle and build lasting livelihoods. The graduating cohort of SEED participants enrolled in Spring 2022 between Isiolo, Marsabit, and Moyale in Northern Kenya. Since their enrollment, these young entrepreneurs have seen growing business values despite challenges from drought, inflation, and instability.





News from Uganda

BOMA is partnering with Caritas Switzerland (CACH), Agency for Accelerated Regional Development (AFARD), and the International Union for Conservation of Nature (IUCN) in a consortium which aims to holistically strengthen the resilience of 450 refugee and host community households in Yumbe District in northern Uganda through child protection, lasting livelihoods for households, and support for sustainable natural resource management.

The three-year project, known as “Street Children - Prevention through Sustainable Graduation from Poverty” (PSGP), underwent an internal mid-line review to identify challenges and successes for the program, which will conclude in October 2023. The review found that mission of PSGP was as relevant as ever, as households in the region have continued to struggle in the face of drought and inflation. Participants reported high satisfaction with PSGP and its comprehensive approach. The review included areas of improvement and all consortium partners have come together to analyze and implement the actions recommended by the review’s findings. This collaborative work continued through Quarter One of 2023. An end-line evaluation will be conducted for PSGP prior to its completion in October 2023, and the results will be circulated.

Additionally, a final endline report has been approved and released for the six-year Nuyok consortium funded by the USAID Bureau of Humanitarian Assistance (BHA). Nuyok aimed to build resilience to shocks, enhance livelihoods, and improve food and nutrition security for vulnerable rural families in the Karamoja sub-region of Northeastern Uganda. The consortium, led by Catholic Relief Services, reached more than 269,000 direct participants in 548 villages.

Nuyok piloted and adapted BOMA’s REAP approach alongside measures to strengthen governance, promote gender equity, build community capacities to manage shocks and stressors, strengthen traditional and diversified livelihood strategies, and improve nutrition and health. As part of Nuyok, BOMA enrolled 1,635 of the most vulnerable women in Napak district, Uganda.

The report was based on BOMA’s Standard of Living Index (SOLI) survey, administered at enrollment in 2019 and at graduation in 2022, and evaluated participants’ household income, savings, household decision making influence, livestock ownership, enrollment of children in school, food security, healthcare use, and spending.

Results from the endline survey confirmed that since joining REAP in 2019, Nuyok participants have significantly improved their capacity to provide for their families, ensure food security for their households, and respond to shocks. Participants also expressed an increase in their decision-making authority and agency within their households and their communities. Nuyok, and the findings from this program, are informing and evidencing the effectiveness of layered approaches to poverty graduation — such as the layers of nutrition programming added to BOMA’s REAP approach through Nuyok.

From enrollment to graduation, the survey showed that Nuyok participants enrolled in REAP reported an increase in average household income (from 18,620 Ugandan shillings at baseline to 116,704 at endline), a 10-fold increase in savings, and an increased role by women in household decision-making regarding children’s education, medical expenses, and the purchase of household livestock over the course of two years. At endline, about 69% of participants reported having two or more sources of income, an increase from 46% of participants at baseline. While 69% of households had borderline to poor food consumption levels, 31% had acceptable food consumption scores which represented a 12 percent increase from baseline.

The proportion of households owning livestock increased significantly. For instance, the proportion of households owning cattle increased from 11% at baseline to 28% at endline, households owning shoats increased from 16% to 34%, and households owning chickens, ducks, and turkeys increased from 27% to 45%. Additionally, there was an observed improvement of female participation in income-generating activities such as livestock rearing and cash crop farming. Specifically, 40% of surveyed women reported having participated in livestock rearing at endline, an increase from 14% at baseline.

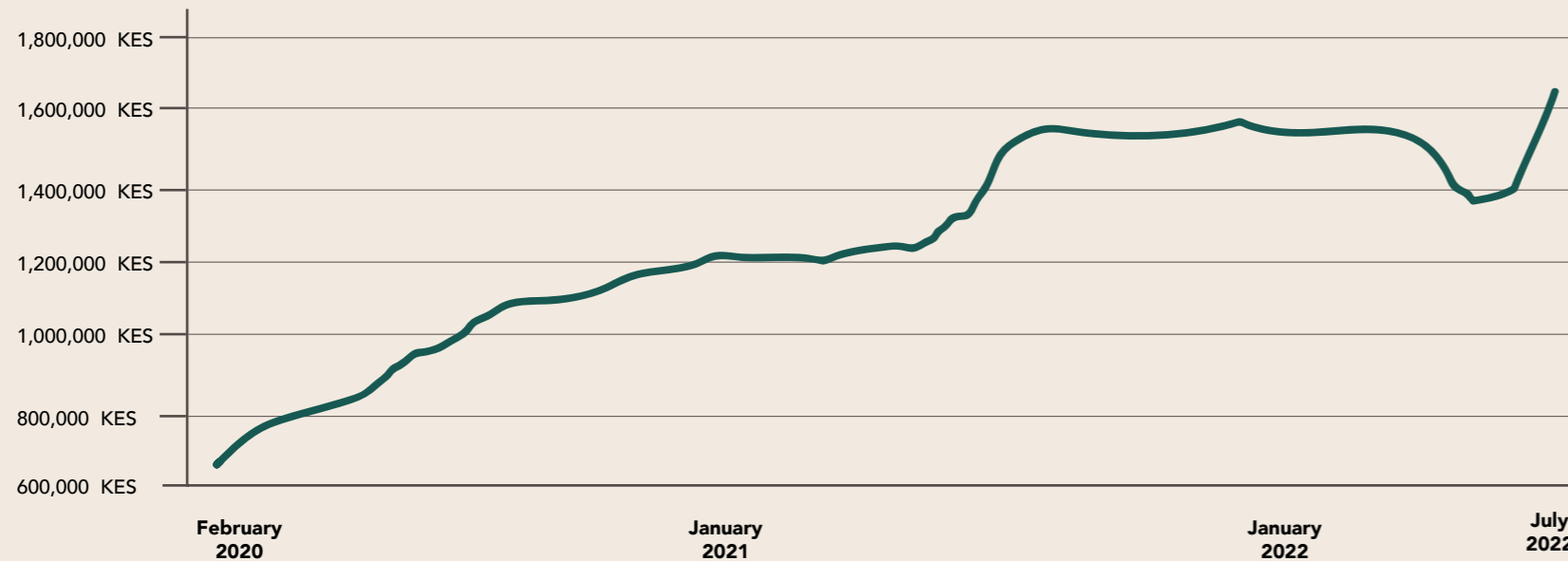
There was also an increase in the number of households with their main source of drinking water close to their homestead. The increased access to improved sources of drinking water can be attributed to Nuyok borehole rehabilitation interventions in the areas of implementation.

The proportion of households that reported having their main source of drinking water close to their homestead doubled (from 7% at baseline to 16% at endline). The proportion of households that had access to improved sources of drinking water increased by 10% from baseline.

At exit, 445 of 545 (81.7%) original businesses were still operating. This demonstrates the commitment of mentors, the value of consistent assistance from mentors, and the unity of the group members. However, the effects of the COVID-19 pandemic and security concerns presented difficulties and 100 businesses stopped functioning. At exit, a majority of groups (54.5%) were running small shops (kiosks/dukas) as their primary business: cereal banking (30.9%), selling livestock (10.8%), clothing business (1.0%). Bars, butchers, grocers, and hotels accounted for less than 1% of the groups’ primary businesses.

The average business value of each group increased steadily over the course of the two-year project, with the months of February 2021 to January 2022 seeing the biggest improvements and subsequent months seeing modest increases.

Nuyok Business Values Over Time



News from Ethiopia

BOMA has partnered with Caritas Switzerland in Ethiopia to enroll 5,100 new participants in REAP and Green REAP in the Oromia region of Southern Ethiopia. The project focuses on addressing the challenges of extreme poverty, climate change and financial exclusion of women and youth in pastoralist communities.

This quarter in Ethiopia, BOMA worked alongside Caritas Switzerland to conduct a Baseline Standard of Living Index (SOLI) survey in the Yabello, Miyo, Moyale, Dire, and Dubluk Woredas regions. This survey helps BOMA to target participants and later report on progress in regards to standard of living. The SOLI survey was administered to 875 participants between Quarter Four of 2022 and Quarter One of 2023.

Following extensive training for enumerators in 2022, program staff organized and facilitated the data collection and the administration of BOMA's Participant Targeting Tool which involves the verification of households' wealth rank as provided by the community. This data helps BOMA to determine which participants to enroll. For the baseline survey, enumerators captured household demographics including income, savings, expenditures, and food security by administering a survey of 167 questions.

Because BOMA's REAP approach places a dedicated focus on uplifting women despite patriarchal norms, disagreements and conflicts can arise at the household level. To collect qualitative data on the major issues faced by women, men, and youth, various norms and beliefs were evaluated. These included practices and participation based on gender roles, patterns of power and decision-making responsibilities, legal rights and status in the society, and the power to make decisions and take actions. This March, baseline data collection was conducted on gender issues, conflict resolution and peace building with 296 respondents overall.

Data was also collected on conflicts at the community level to identify the triggers and causes of conflicts regionally as well as potential conflicts at the household level.

The analysis of this baseline Standard of Living Index (SOLI) survey are forthcoming.



News from Burkina Faso

BOMA has partnered with Caritas Switzerland, APIL and Fondation Hirondelle to provide technical assistance for design, implementation and evaluation of a refugee-adapted REAP cohort in the Sanmatenga Province of Burkina Faso. This program will enroll a total of 3,000 participants to strengthen the resilience of internally displaced persons and host families.

In Quarter One, BOMA collaborated with our partners in Burkina Faso to prepare for the intensive process of targeting eligible participants from within the community and forming business groups of two to three participants each. In January, BOMA collaborated with partners to hold a workshop to facilitate and supervise the creation of business groups among participants. This was also an opportunity to ensure that the intended percentages of Internally Displaced People (IDP), host communities, women and men are respected. Program staff were also trained on market assessment, business plan development, the components of a business plan and on the development of simplified business plans. As a result, 1,000 business groups were created in January with business plans completed from this group by March, thanks to support from program staff.

Training for staff dedicated to data collection also took place in Quarter One, including guidance on best practices, the scope of their work, and how to assure the quality of data collected. As a result, data on household income was collected for 1,014 participants.

News from Cameroon

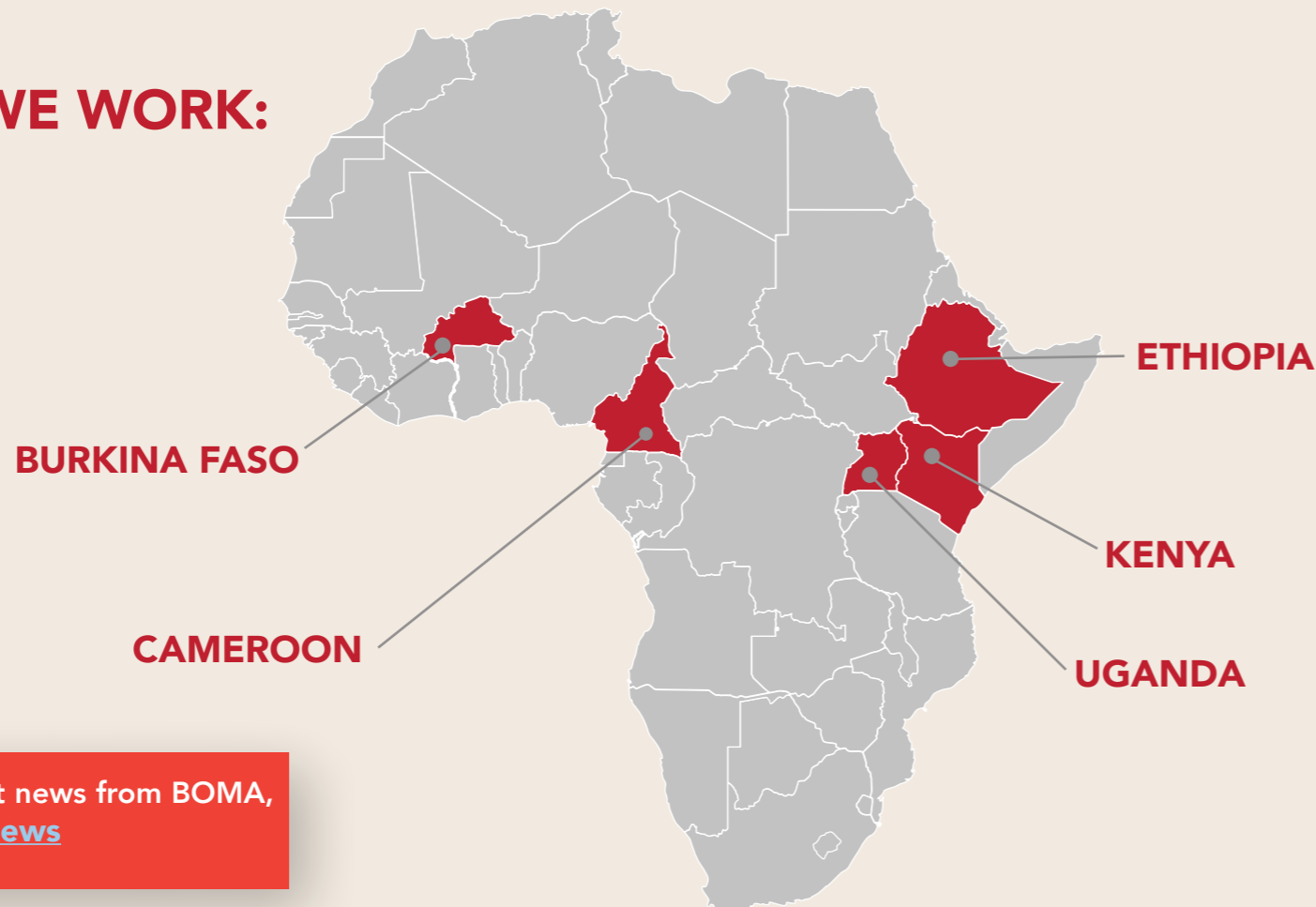
Additionally, BOMA is providing technical assistance to the Danish Refugee Council (DRC) to design and implement a refugee-adapted graduation program in Cameroon. The project aims to reach 2,000 participants including refugees from the Central African Republic and host communities.

This quarter, DRC and BOMA continued to refine and implement elements of BOMA's REAP model for the specific context of refugee populations in Cameroon. In January, BOMA presented the findings of a feasibility study that was meant to determine the relevance of REAP to refugee and host community livelihood programming in Cameroon, and specifically in the five target districts, to better adapt REAP to their needs. This study also provided valuable insights into existing commercial sectors and the scope of resources needed.

Additionally, the feasibility study identified factors that may affect the implementation of REAP in Cameroon including existing programs and policies, the dynamics of integrating participants of varying nationalities, religions, and ethnicities into the same program, and the potential shift in household and gender dynamics as the program progresses. The need to address these factors will inform how REAP is adapted for the specific context of refugee, IDP, and host community participants in Cameroon.

Our teams are now preparing to launch staff training and a mid-term evaluation in Quarter Two.

WHERE WE WORK:



To see more of the latest news from BOMA, visit boma.ngo/boma-news

FIND US AT BOMA.NGO

Since our work began in 2009, BOMA has become a leader in proximate poverty graduation programming. We've embraced an ambitious strategic plan to transform the lives of 3 million people facing extreme poverty by 2027 — and BOMA's brand has also evolved to reflect our growing, global organization.

If you've been alongside us on this journey, you may know us as The BOMA Project. In 2023, our organization is evolving to simply, "BOMA," to reflect our growth. Our website has also moved to BOMA.ngo.



We are excited to continue BOMA's journey and mission into a new era of scale and impact. Find us on social media at:



@BOMA.ngo



@BOMA_ngo



BOMA



BOMA.ngo



@BOMA.ngo



A BRIGHTER FUTURE

YOUTH PARTICIPANTS BREAK THROUGH BARRIERS TO PROSPERITY

Young men and women like Kabale Hawo Godana, who goes by Hawo, are facing an unemployment crisis. In Kenya, youth account for 60 percent of the unemployed. Each year, 10 to 12 million young men and women join the workforce to compete for just 3.1 million jobs. The demand for work often exceeds the supply of available jobs — but this is only half of the story.

Kenyan youth are also facing threats and attempts at radicalization from extremist groups including Al Shabab and ISIS. In Isiolo alone, more than 200 people have been recruited by terrorist organizations. Most join for financial reasons. According to a 2023 United Nations Development Programme report, hope for finding work is now a main driver of recruitment to extremist groups.

Young women like Hawo, who lives in a town called Merti within Isiolo county, are especially more constrained than men in the face of unemployment and radicalization. Safety concerns prevent them from entering the job market at all, or limit job options if they do. Extremists often target young women and girls for kidnapping and attacks and, in some cases, young women are radicalized through the male members in their family.

On top of this, regions like Merti are also facing increased drought and flooding as a result of climate change with severe impacts on livestock and other livelihoods. In Isiolo, the barriers to prosperity are numerous and severe.

Young people like Hawo, however, have broken through these barriers to develop prosperity with dignity. Though she too once felt constrained by circumstance, Hawo has taken full advantage of the opportunity to enroll in BOMA's program and become an entrepreneur. In fact, **Hawo and her business partners have utilized the skills and knowledge learned through BOMA's youth-adapted REAP model to launch the only electronics shop in Merti — and it is run solely by women.**

While both men and women are enrolled in BOMA's SEED program, all participants are encouraged to break down gender stereotypes and barriers. Hawo and her team are doing just that by providing a vital service in their community, and customers have flocked to the kiosk. As she prepares to graduate from BOMA's SEED program, Hawo's electronics shop is now bringing in up to 6,000 KES in a day. As her business grows, Hawo is committed to providing employment opportunities for other young people in her community — especially young women facing the same barriers she has broken through.

"We started our shop after receiving a grant of 30,000 KES from BOMA," Hawo explained. "From the beginning, we were taught everything we need to know. While starting a business on a budget is challenging, it's not impossible. With careful planning, creativity, and hard work we have been able to grow what we've been given."

Beyond building opportunities for her community, Hawo says that she hopes the tech-savvy women working at her electronics shop can serve as role models for young girls in Merti. She wants them to see that, though the challenges ahead of them are real, they are not unbeatable. Even in a traditionally male-dominated pursuit, they can find success if given the chance. Hawo exemplifies the SEED program's goal to expand economic opportunities for Kenyan youth in ways that develop their leadership capabilities and encourage them to exercise agency, especially for young women living in a patriarchal society.

Hawo participated in BOMA's Sustainable Entrepreneurship and Economic Development (SEED) program for youth. To learn more about BOMA's youth-adapted approach, visit boma.ngo



STRATEGIES TO FUND FOR IMPACT AT SCALE

Lessons from the Skoll World Forum 2023
Authored by Spring Impact

The Skoll World Forum 2023 was an incredible week of connection and inspiration, and left us buzzing with energy. We were delighted to co-host a side event at the Forum alongside Co-Impact, IKEA Foundation, BOMA and the Foundation for Ecological Security (FES), exploring how to fund for impact at scale, with a focus on the climate/gender/poverty nexus. This blog summarises key take-aways from our event.

What is impact at scale?

We know that 'impact at scale' involves dramatically increasing impact to match the size of the world's social and environmental problems. But even at Spring Impact, an organisation focused exclusively on scaling impact, we acknowledge that there is no universal definition of this phrase, and it can mean very different things to different people.

At our event, we asked changemakers in the room to share how they think about 'impact at scale'. There was widespread agreement that impact at scale is sustained, transformative, evidence-based, and has people at the centre. Participants also agreed that impact at scale involves addressing root causes in a way that can interrupt vicious cycles or reduce the prevalence of problems in the long-term, and this in turn requires thinking about the interconnectedness of issues.

"Climate, gender and poverty seem like different things, but when you go to the ground you're confronted with the fact that this is the same issue," said BOMA CEO Sam Owilly. "So we have to build and design something to address the scale of not just one challenge, but many challenges."

Five strategies for funders to achieve impact at scale

The co-hosts at our event shared their perspectives on strategies that work (and don't) to fund for impact at scale, and we crowdsourced further input from event participants. These insights can be summarised in five main strategies.

1. Find a balance between trust-based funding and co-creation, which recognises the power disparity between funders and implementers

Many of our event participants drew a distinction between trust-based funding, a la MacKenzie Scott grants which are effectively blank cheques for implementing organisations, and funding that involves funders working intimately with their grantees or investees to co-create interventions to solve problems.

Trust-based funding is much beloved by implementing organisations, who describe it as utterly freeing. But co-creation is not the antithesis of trust-based funding; indeed, it can build greater levels of trust between funders and implementers, and create champions of funding partners. It can also push organisational thinking, forcing implementers to be clearer about their mission and strategy. As Sanjay Joshie from FES reflected on his experience of co-design with collaborative fund Co-Impact: "We have to be able to communicate what we do and answer fundamental questions. If our funder doesn't understand it, how can a government partner?"

But to do co-creation effectively, funders must be cognisant of the inherent power dynamics. As an audience member noted: "If you're a funder, you're the smartest and most beautiful person in the room". Funders that do co-creation well are focused on listening and learning, as well as asking hard questions. They are open to failure – not just in words but in actions – and fund implementers for the time and resources they invest in the co-creation process.

2. Recognise that systems change often requires a different scaling pathway to scaling delivery of a solution, and requires different metrics for success

It's hard to talk about impact at scale without talking about systems change. If funders are serious about impact at scale, they must support and fund implementing organisations to consider systems change. But as we well know, systems change is slow, uncertain, complex, and hard to control. It often involves working with government and nearly always involves working in coalitions. What's more, striving towards systems change often requires a radically different way of working for implementers, which they have to figure out while simultaneously scaling up their core intervention.

Funders who want to support systems change have to be comfortable with emergence, and support organisations to test, learn and fail. This means moving away from 'vanity metrics', ie how many people reached, which overwhelmingly incentivise implementers to focus on proving they are doing good work. Instead, funders must prioritise metrics that encourage testing and learning for systems change, focusing for example on 'what have you learnt?' and 'what different mindsets are we seeing among influential stakeholders?'

3. Encourage organisations to identify their comparative advantage and open themselves up to collaboration with other implementers

Naturally, implementers tend to focus on how they can scale a solution through their own organisations. But as Hannah Barker from Spring Impact stated: "No single organisation can solve a problem at scale. Thinking about who in the system is best placed to get a solution to scale – even if that means letting go yourself – can sometimes be the best way forward for systems change".

Funders can support organisations to understand where they can best contribute to solving a problem, be that in ideation, research, implementation, influencing, or something else. Funders can also help implementers to identify who else in the system can help scale a solution, and broker potential partnerships. These partnerships take time to develop, and require a shift in mindset from competition to collaboration. Funders can support this mindset shift, including by paying implementers for their time in forging ecosystem initiatives. As Sam Owilly from BOMA put it: "If we can all understand our greatest value add, we'll make it easier to build partnerships that put capabilities to use where they matter most".

4. Collaborate with other funders to shift mindsets from funding projects to solving systemic problems

As Mitali Wrocynski from Co-Impact put it: "To solve the scale of the deep rooted problems we face today in the world, we need to fund at scale. No single funder or donor can do this; funders cannot achieve impact at scale by operating in isolation. We need to come together to provide the scale of funding to match the scale of the problem, and to learn together about what works, and what doesn't work, in tackling systemic boulders".

When funders work to bring together coalitions, they not only streamline funding processes and unlock larger amounts of capital, but they increase learning, avoid reinventing the wheel, and shift mindsets. According to Vivek Singh from IKEA Foundation, "This is when multi-year funding happens, because funders have bought into a vision rather than an individual project".

5. Meet implementers where they are, recognising that the journey to scale is a long and messy one – and build their capacity to get there

Funding for impact at scale requires patience and a long-term perspective, and means giving implementing organisations the flexibility to adapt to and exploit emerging opportunities. This is obvious in theory, but the funding practices that correlate to the theory – ie providing organisations

with core, multi-year, flexible funding that allows for continuous review and iteration – rarely show up in practice.

Moreover, the skills and mindsets needed to start and maintain an organisation are completely different from the skills and mindsets needed for scale. As Sanjay Joshie at FES said, impact at scale requires a "fundamental shift in mindset from scaling what works, to scaling what works at scale". Indeed, the user testing we've done at Spring Impact has indicated three key capabilities that organisations need to develop to scale effectively: impact measurement, fundraising, and strategy/change management. As Hannah Barker from Spring Impact put it: "Funders that want to achieve impact at scale recognise the need to invest in building these capabilities, and to invest in leaders that will adapt and solve problems in the future, not just scale what they're doing in the here and now."



Conclusion

To achieve impact at scale, we need true partnerships between funders themselves, between funders and implementing organisations, and we need coalitions of implementing organisations. As Vivek Singh from IKEA Foundation stated, this means "partnerships that have not only mission alignment – but alignment on values, mutual trust and respect, and keeping the big picture in mind without ego."

And while this blog post is full of advice for funders, there was also advice in the room for implementing organisations: to stay the course. There is power that resides with implementers to resist pressure for restricted funding that constraints the growth and innovation needed to scale. As an audience member stated: "It's your cause, you pick your funders."

Thank you to the Skoll Foundation and Marmalade Festival for bringing together so many incredible leaders and change-makers for a week in Oxford, to our brilliant co-hosts, and to everyone who made the time and effort to join our event at the Forum. We look forward to working with you, cheering you on, and learning from you on your journeys to scale.

TEAM BOMA

BOMA made key additions to our proximately led team this quarter including LIFT Northern Kenya Program Director Edwin Siala and Technical Director of Graduation and Livelihoods Roseirene Githige. We are excited to continue growing our teams in Kenya, Ethiopia, and Burkina Faso to continue BOMA's legacy of local leadership and community collaboration. From the origins of REAP among the pastoral women of Northern Kenya, our team has been led to success by the people who understand these problems best — mentors from the local community, regional partners and peers, and experts from within the African continent. With a total of 418 staff members at the end of Quarter One, more than 98 percent of BOMA's staff is based in Africa.

This quarter, BOMA hired 12 new team members for a total of 418 staff.

Visit boma.ngo/team-boma for more.



Edwin Siala
Program Director - LIFT NK



Rose Irene Githige
Technical Director
Graduation and Livelihoods



Chris Sunday
Program Manager, Refugee
Livelihood - LIFT NK



Simon Wangu
Training and Capacity
Development Manager - LIFT NK



Chrispus Mwadime
Procurement and Logistics
Officer - LIFT NK



Merab Gesiora
Finance Officer - LIFT NK



Kadija Kadiro
Training Officer



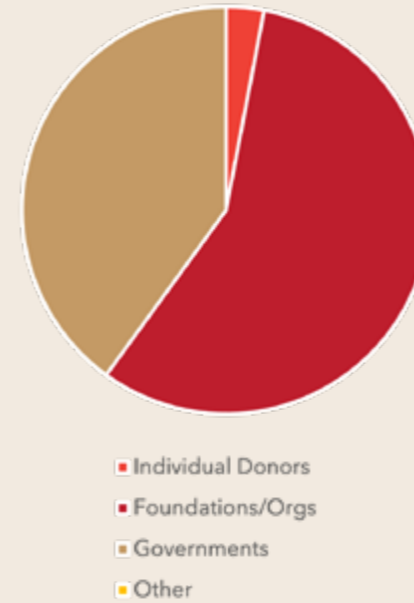
Derrick Kinoti
People Operations Officer
- LIFT NK

FISCAL YEAR Q1 REVENUES & EXPENSES

For the three months ended March 31, 2023, revenues recognized were \$3.0 million and total expenses were \$2.3 million.

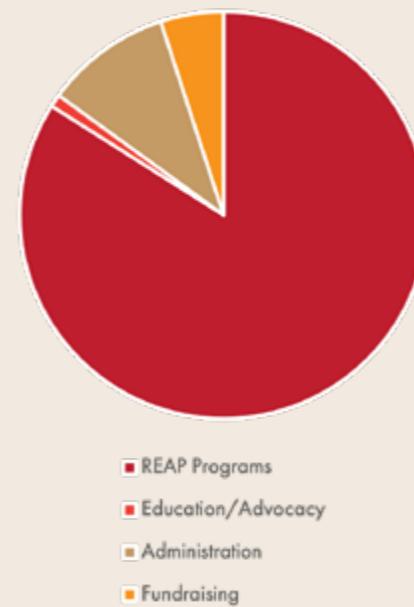
Revenues for the three months ended March 31, 2023

INDIVIDUAL DONORS	\$81,906	3%
FOUNDATIONS/ORGS	\$1,710,916	57%
GOVERNMENTS	\$1,195,533	40%
OTHER	\$10,202	0%
Total Revenue	\$2,998,557	100%



Expenses for the three months ended March 31, 2023

REAP PROGRAMS	\$1,889,559	84%
EDUCATION/ADVOCACY	\$31,563	1%
PROGRAM EXPENSES	\$1,921,122	85%
ADMINISTRATION	\$226,468	10%
FUNDRAISING	\$118,111	5%
Total Expenses	\$2,265,701	100%



NEW FUNDING THIS QUARTER

