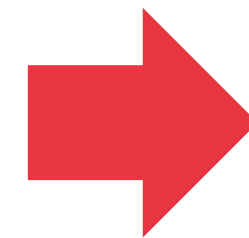


GETTING NGOS READY FOR NON-GRANT FUNDING AND IMPACT FINANCE

Q4|2025 Webinar

About MzN International

We **build better non-profit organisations**. We secure funds, develop smarter strategies and build higher performing organisations.



MEET OUR SPEAKERS



FLORIAN KEMMERICH

MANAGING PARTNER
HUMAAN PLANET



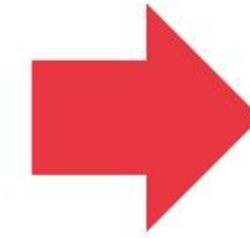
JULIETTE AVERSENG

ASSOCIATE PARTNER
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Funding is Tightening, Expectations Are Rising

The Current Reality

- Grants: Less funding overall, shorter cycles, slower disbursement, tighter restrictions
- Donor priorities shift faster than NGO planning horizons
- Unpredictability undermines program quality and staff retention

The Path Forward

Four practical revenue strategies can launch within 6–12 months

Build predictable, flexible income that strengthens mission delivery

Strategy 1: Develop Mission-Aligned Fee-for-Service

1

Identify Capabilities

Convert existing expertise into structured, paid services

2

Define Service Offerings

Training programs, advisory services, research, implementation support

3

Price for Value

Anchor pricing in buyer outcomes, not internal costs

4

Launch a Pilot

Start small with one focused buyer segment

Fee income strengthens reserves and reduces vulnerability to grant delays



Strategy 2: Forge Corporate Partnerships Beyond CSR



Shift the Relationship

Move from donation-driven to commercial partnership models



Align on Shared Goals

Workforce development, supply chain resilience, community outcomes



Co-Create

Programs

Draw from corporate operating budgets, not CSR alone

Position as a delivery partner with measurable impact in sectors where social outcomes drive business strategy

Strategy 3: Explore Outcome-Based Funding



How it works

Payments tied to verified, measurable results

- **Attract Impact Investors**
Upfront capital reduces NGO financial risk
- **Build M&E Systems**
Clear baselines, verification logic, simple tracking
- **Start Narrow**
One well-evidenced program demonstrates feasibility

Best suited for interventions with time-bound, measurable outcomes

Strategy 4: Embrace Blended Finance and Catalytic Capital



De-Risk Investment

Use grants or concessional capital to attract larger commercial funding



Blend Capital Sources

Combine philanthropic, public, and private funds to scale proven models

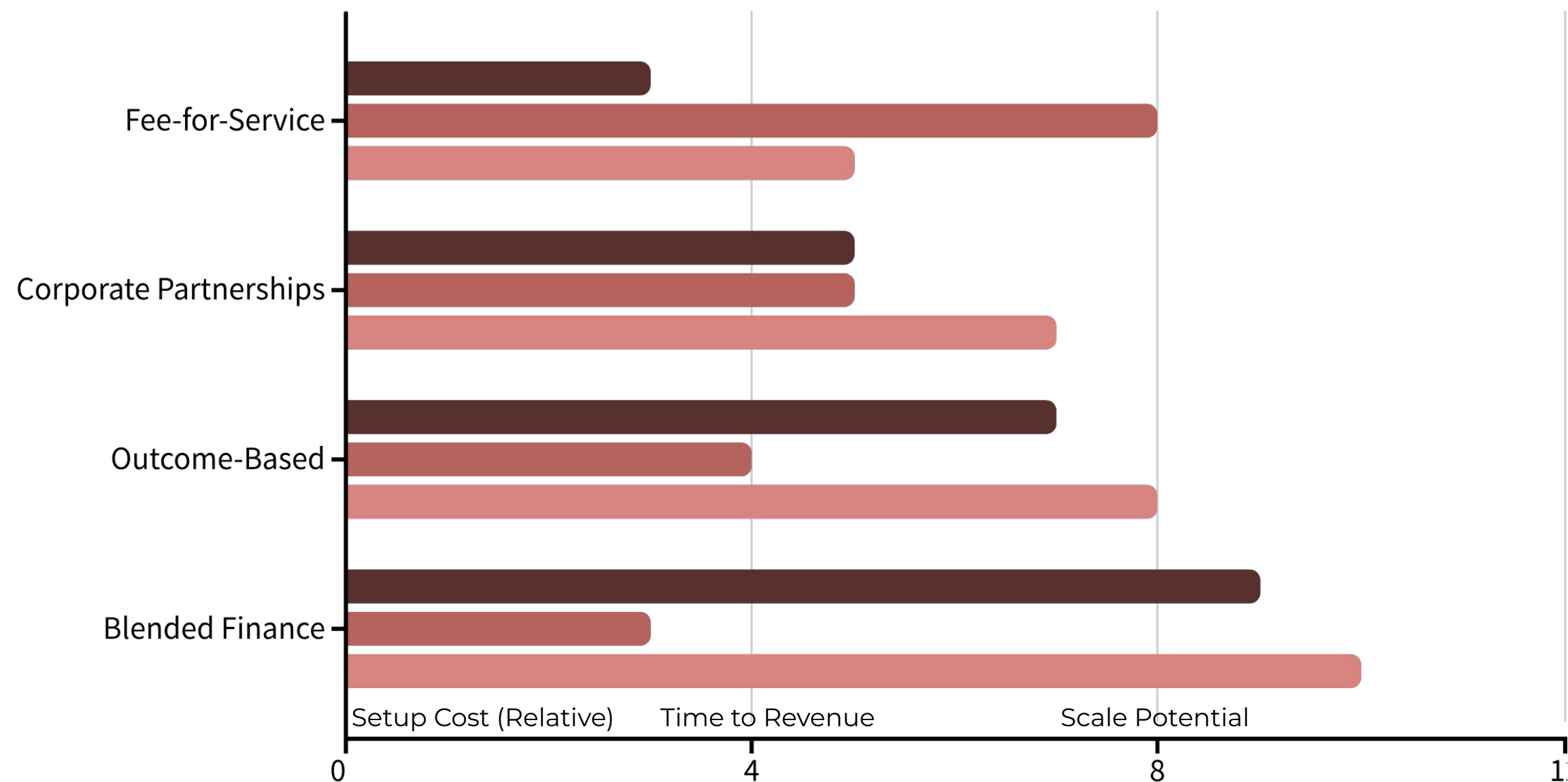


Position as Investable

Develop clear investment cases: need, outcomes, capital structure

Unlock multi-year, scalable funding rather than one-off grants

Choosing the Right Path: Time, Cost and Payoff



Key Insight

Faster launch and lower cost typically mean smaller long-term upside

Recommended Approach

Run one quick-win model and one long-term capital model in parallel

The Window to Act is

Funding Pressure Will Continue

Grant dependency constrains strategic flexibility and weakens organizational resilience

Four Models Create Options

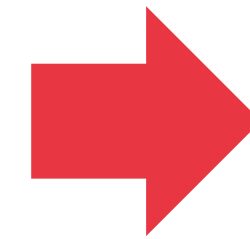
Predictable, flexible income streams aligned with mission delivery and impact goals

The Next 6–12 Months Matter

This is your window to diversify revenue and strengthen financial independence

Build resilience. Maintain quality. Sustain impact.





JULIETTE AVERSENG
ASSOCIATe Partner
HUMAN PLANET

Why partnerships matter

Blended finance is fundamentally about coordination, not instruments. Solving complex global challenges requires more than any single actor can provide.



The scale of the problem

- **Traditional aid** is insufficient for the UN SDGs.
- **Trillions in private capital** are needed.



Bringing diverse strengths together

- **Public/Philanthropic:** Mandate, impact focus, risk absorption, local context.
- **Private Sector:** Capital at scale, efficiency, innovation, market discipline.



Creating "more than the sum of its parts"

- **Synergy:** Each actor fills critical gaps:
 - Risk
 - Information
 - Incentives
 - Capacity
 - Market Solutions
- **Impact Multiplier:** Unlocks larger-scale, more sustainable solutions.

The Partnership Frictions

Successful blended finance partnerships must reconcile inherent tensions between actors. Understanding these divergences is essential—partnerships are built by acknowledging and bridging fundamental differences.

Different languages

- **Private sector:** Focus on **financial returns** (IRR, cash flows).
- **Donors/ Governments:** Focus on value for money, cost-effectiveness, policy alignment.
- **NGOs & Foundations:** Focus on **impact**, beneficiary reach, and social value creation.

Different time horizons

- **Investors:** Seek **3-7 year returns** with clear exit strategies.
- **Donors:** Operate on **annual budget cycles** with political pressures.
- **NGOs:** Have **project-specific timelines** tied to programme delivery.

Different success metrics

- **Investors:** Prioritise **financial returns** and portfolio performance.
- **Government:** Value **service delivery** and **political accountability**.
- **Foundations:** Seek **systems change**, long-term transformation.
- **NGOs:** Seek **beneficiary wellbeing** and sustained outcomes.

Different risk appetites

- **Commercial investors:** Prefer **low risk** with **predictable returns**.
- **DFIs:** Accept **moderate risk** for development additionality.
- **Philanthropy:** Fund **high-risk** innovation and proof of concept.

Ecosystem map: who does what in Blended Finance?

Blended finance involves a complex ecosystem where each actor plays distinct, interconnected roles. Beyond asking "who funds?", the key questions are: "who de-risks/ who bears the risk?", "who delivers?", "who verifies?" to understand the full value chain.



Donors

Provide grants, technical assistance, first-loss and policy support to enable market entry, innovation and systemic change.

01



Governments

Create enabling environments and policy frameworks. Act as regulators and sometimes as outcome payers or co-funders in national blended finance programs.

02



NGOs

Deliver outcomes, generate impact data, and build investable pipelines. Provide local insights, trust, and accountability within communities.

03



DFIs/MDBs

Provide concessional debt, equity, and guarantees to crowd in commercial investors. Blend public and private finance while ensuring financial sustainability and policy alignment.

04



Philanthropic organisations

Deploy catalytic and flexible capital, pilot new models, and fund high-risk, early-stage interventions that can later attract investors.

05



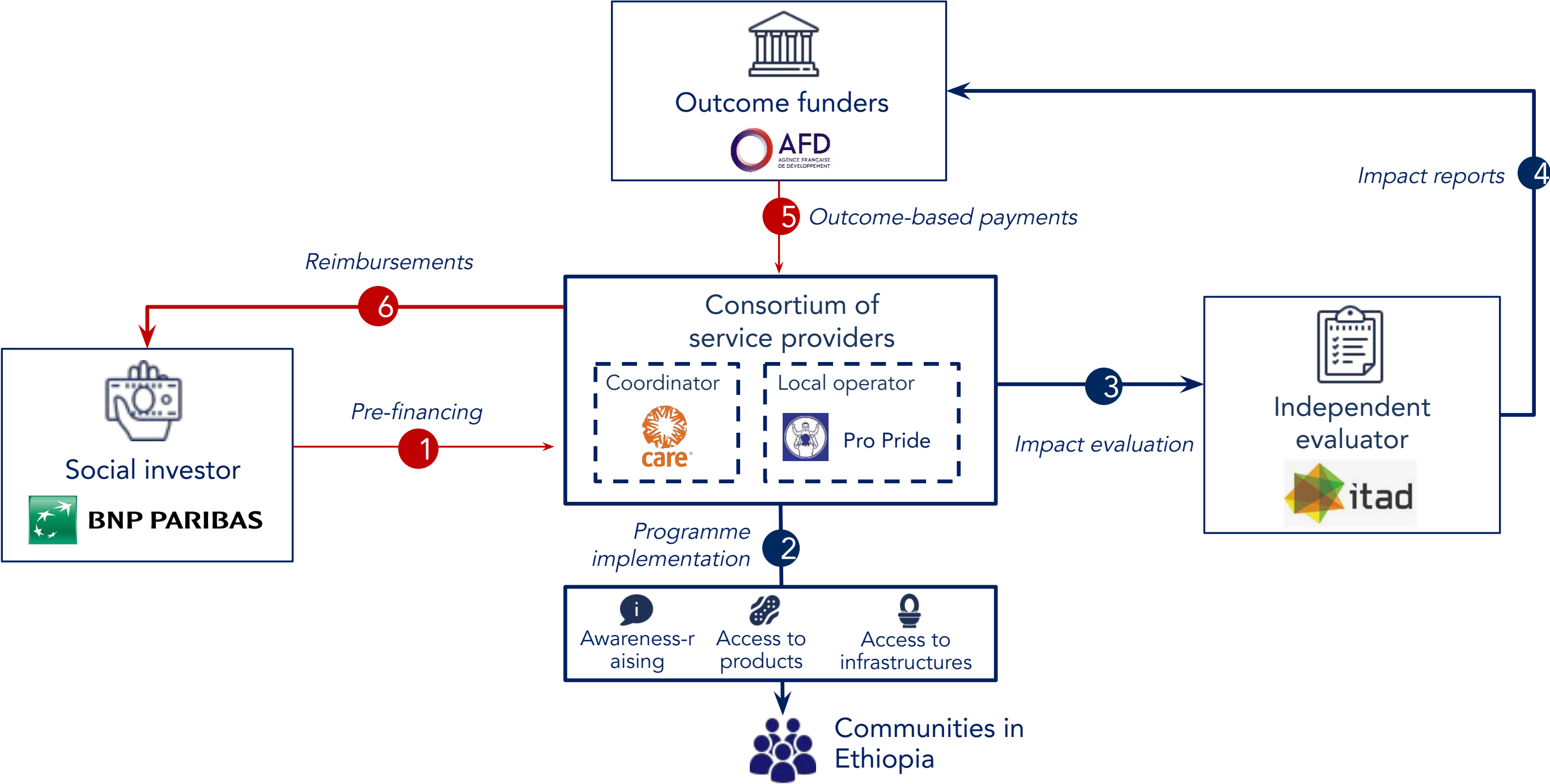
Private investors

Contribute scale, operational discipline, and commercial expertise with market-rate return expectations.

06

Case study: The Menstrual Health and Hygiene impact bond

In results-based financing projects, the disbursement of funds is linked to the achievement of agreed-upon results, shifting the focus from inputs/activities to outcomes. In an impact bond, investors provide the upfront capital to fund social programs and are repaid by outcome funders when outcomes are achieved.



Crafting partnerships step by step

You don't need a fully formed deal to begin building the relationships and knowledge that enable effective blended finance partnerships. Start with these actionable steps.



How can NGOs position themselves?

NGOs are central to blended finance partnerships. Their deep local knowledge, community ties, and implementation expertise are vital for creating investable opportunities and ensuring development integrity.

The Pipeline Originator

The problem: DFIs and investors have a "pipeline problem"—they need large, scalable, \$50M+ deals, but high-impact projects are often small, fragmented, and seen as high-risk.

Your Opportunity: Use your "local knowledge" to act as an aggregator. Bundle hundreds of small projects (e.g., SMEs, farmer co-ops) into a large, investable "portfolio" or "fund".

The TA Provider

The problem: Many local enterprises or projects are not "investment-ready" and lack the capacity for financial reporting, business planning, or technical standards.

Your Opportunity: Nearly every blended finance fund has a parallel, grant-funded Technical Assistance (TA) Facility. NGOs can position themselves to be paid to act as the managers of these TA facility and/or implement the TA activities.

The Impact expert

The problem: Investors need credible, context-grounded impact insights but often operate far from communities.

Your Opportunity: Your "boots on the ground" and trusted community relationships are a tangible financial product. NGOs can provide on-the-ground intelligence and credible data to make blended finance work, enable performance management and impact assessment.

The Ecosystem builder

The problem: Weak local systems, limited government capacity, and poor coordination hinder investable opportunities and domestic participation.

Your Opportunity: NGOs can strengthen the enabling environment by supporting policy dialogue, building capacity of local governments, and convening domestic actors — creating the conditions for investment to flow and ensuring local ownership.

The RBF Implementer

The problem: Donors funding is shrinking, paying for outcomes, not activities, is a more efficient use of their scarce capital.

Your Opportunity: Proactively design and lead Results-Based Finance (RBF) models. Access new donors/ retain current donors through increased accountability and efficiency.

The Fund manager

The problem: Blended finance funds need managers who combine investment discipline with deep development and local context expertise.

Your Opportunity: NGOs can partner with regulated fund managers to co-manage blended vehicles — shaping strategy, supporting due diligence, and ensuring strong impact performance grounded in community realities.

Key shifts NGOs need to make

To move from grant-seekers to solutions-providers, NGOs need to adapt how they organise talent, manage impact, and build partnerships.

1

Mindset shift: rethinking your role

Move from proposing activities to designing solutions that can scale, aggregate, or attract investment. This is a fundamental repositioning of how NGOs show up in partnerships with a clear articulation of the value they bring to investors and public actors. It requires working differently: anticipating funders' needs, organising around outcomes rather than activities, etc.

2

From reporting to impact manager

Move beyond donor reporting toward decision-grade impact systems. Build real-time data collection, outcome frameworks, verification processes. Robust, trusted data reduces investor risk perception and enables NGOs to act as impact experts and RBF implementers.

3

Organisational & Talent shifts

Build hybrid teams that combine development and program delivery expertise with finance and data/technology capabilities. Develop skills in financial modelling, due-diligence preparation, portfolio thinking, tech to support real-time data flows — equipping teams to engage confidently with investors and enhance accountability and operational efficiency.

4

Strategic Partnerships

Engage as co-creators of solutions rather than beneficiaries. Approach donors as mutual equals. Collaborate with peer NGOs where collective and pooled structures strengthen bargaining power, unlock larger financing, spread risk. Build partnerships that bring together complementary capabilities.

5

Innovation & Digital transformation

Embrace innovation by piloting new models, integrating digital tools, and redesigning processes for speed and efficiency. Tech-enabled delivery (real-time data, automation, digital MEL) helps NGOs scale solutions, reduce costs, and respond to investor expectations.

6

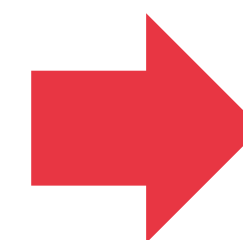
Borrowing private-sector ways of working

What if NGOs integrated selected private-sector practices? Greater agility, faster decision cycles, flexibility, hybrid business models, cost discipline, and price-based service delivery can make NGOs more credible and invaluable partners in blended finance transactions.

7

Commit for the long haul

Recognise that building readiness for innovative finance takes time, experimentation, and sustained investment. NGOs need to acknowledge the learning curve, secure internal resources, and bring top management on board. Patience and dedicated capacity are essential to develop credible models, strengthen systems, and build the partnerships required for success.



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Elena

Grant Opportunity Scanner

What I can do

Scan daily grant opportunities

MzN's digital fundraising "teammate" is already being used by over 200 NGOs.

Leveraging MzN AI Agents to Generate Non-Grant Revenue

MzN Solution (How to Leverage)

- ✓ **Accelerate Fundraising Strategy:** Leverage the AI Agent for donor mapping, SWOT analysis, and tailored strategy development. The "Fundraising Digital Teammate" from MzN is specifically built for small NGOs to uncover opportunities and plan their fundraising.
- ✓ **Enhance Impact Measurement and Insights:** The AI Agent can track, analyze, and report impact data in real time, supporting MEL (Monitoring, Evaluation, Learning) and improving fundraising credibility.
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Corporate Partnerships Beyond Traditional Donations

Corporate partnerships today focus on shared value, operational collaboration, and measurable social impact, creating sustainable income opportunities for NGOs.

[Here's step-by-Step process to leverage corporate partnerships:](#)

Map Potential Partners

- Map corporate partners whose sustainability or CSR goals align with your mission.
- Focus on companies that can benefit from your programs, expertise, or community reach.

Tailor Your Message To Address Challenges

- Package your services and programs into clear offers with expected outcomes, impact metrics, and delivery timelines.
- Show how your NGO can solve specific social problems for the corporate partner.

Reach Out To potential partners

- Approach partners with tailored proposals, emphasizing shared value and measurable outcomes.
- Define roles, responsibilities, timelines, and reporting requirements clearly.

Focus on Efficient Program Delivery

- Deliver programs efficiently, monitor impact, and provide transparent reporting to build credibility.
- Use learnings to improve future partnerships.

[How MzN Helps NGOs? We...](#)

- Provides corporate mapping and alignment tools to identify strategic partners.
- Guides NGOs to package programs and outcomes into investor- or corporate-ready proposals.
- Offers training and coaching to strengthen negotiation, partnership management, and reporting capabilities.
- Supports monitoring and impact measurement to de-risk partnerships and build repeatable success.

Outcomes Funding: Examples and Risks



Q & A

2026 In-Person Training Courses



Impact Investing & Innovative Finance Masterclass for NGOs (In-Person Course)

€700.00

Unlock strategic growth for your NGO by shifting how you think about funding.



Write Winning Proposals (In-Person Course)

€800.00

Master proposal writing, management, and negotiation through hands-on exercises, real donor case studies, and small group learning.



Impact Investing for NGOs: Catalyzing Capital for Positive Change (In-Person Course)

€1,400.00

This immersive course provides a practical and strategic introduction to **impact investing** for **NGOs, mission-driven organizations, and impact investors**.

Upcoming Webinar



Final Quarterly Funding Briefing & Donor Update

10 December @ 14:00 - 15:00 CET

Let's stay in touch

**By 2030, most of our services to NGOs will be free of charge or subsidised.
Training already is for partners. Unsure about 2026? Get in touch.**

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