

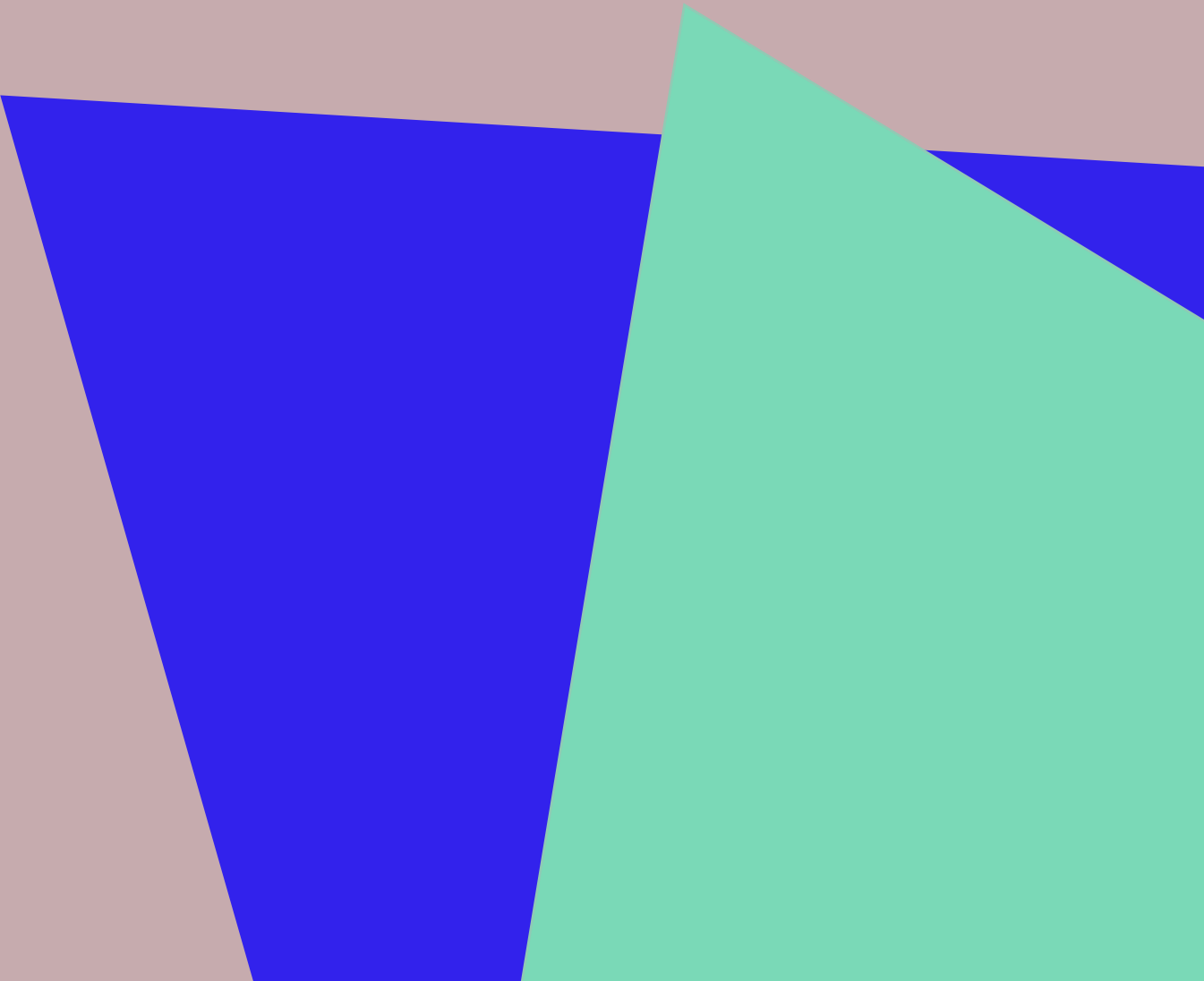
AZUR/T FOUNDATION

The background features two large, overlapping, irregular polygons. The left polygon is a vibrant pink, and the right polygon is a bright teal. They are set against a solid, muted pink background. The teal polygon is positioned to the right of the pink one, with some overlap.

ANNUAL REPORT
2024

TABLE OF CONTENTS

Introduction & Executive Summary	2
Our Grantmaking	5
2024 Highlights and Reflections	11
Who We Are	14
Outlook 2025	15
Readings and Writings in 2024	16



WELCOME TO OUR 3RD ANNUAL REVIEW

2024 was a wonderful and busy year, one in which we moved from building to refining. We continued testing and adjusting our approach and remained grounded in the belief that locally-led, evidence-based organizations deserve flexible, trust-based support. We are in awe of what our grantee partners achieved.

We hope this short report gives you a glimpse into what shaped our year. It reflects on the goals we set in last year's outlook and unpacks how far we have come. It highlights some of our amazing partners and shares what we have learned along the way.

As always, we're grateful for the continued exchange with partners, advisors, peers, and supporters.



Lea Buck
Managing Director

LOCALIZATION AS OUR CORE FOCUS

Like last year, we share some statistics that underscore why we keep doing what we are doing.

5-8x more

is what low-income countries pay for credit on inter-national markets. Debt service consumes almost half of government revenue, while in OECD countries it's just **1.2%** (despite far higher debt levels).

41-60 bn USD

of announced reductions in official development assistance (ODA) up to mid-April 2025

To view our 2023 Annual Report, click [here](#)

- / We further strengthened our **sourcing process** through a pool of expert nominators, screening 159 organizations and welcoming four new partners. This step improved transparency and ensured our pipeline is shaped by experts who understand the contexts and challenges in which our mission is rooted.
- / **Localization** remained a central lens, as reflected in our portfolio overview. In addition, we launched a collaborative research project with D-Prize and Dr. Gabby Arengue to explore the barriers that prevent funders from supporting locally-led organizations in Africa — a theme we plan to explore further in 2025.
- / We deepened our field-building efforts: from publishing practical tools on feedback mechanisms to speaking at national and international events.
- / We **raised** €112,000 from three new supporters and helped our partners unlock over €500,000 in additional resources.
- / Our **partner feedback survey**, with a 93% response rate and a Net Promoter Score of 92, showed progress on clearer communication, more responsive support, and an overall improved partner experience.
- / Finally, we continued to learn from and be **inspired by our incredible grantee partners**, whose work and impact we spotlight throughout this report.

OUR THEORY OF CHANGE

VALUES

- / Social justice
- / Equal opportunities
- / Self-empowerment
- / Effectiveness
- / Constant learning

OUTCOMES

- / More funding for and power shifted to local visionaries
- / Strengthened learning on implementing evidence-based solutions
- / More people in low-income countries have access to quality education and independent information

VISION

Equitable systems
in which everyone
can shape their own future

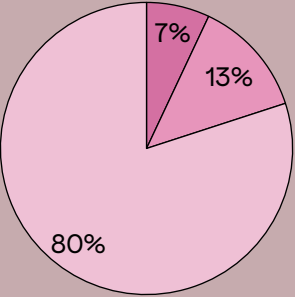
PROBLEM STATEMENT

- / Global inequalities: talent is everywhere, opportunity is not
- / Lack of quality education & independent information hinder agency and thriving societies
- / Power dynamics: local stakeholders lack funding and decision-making power
- / Limited effectiveness of imported solutions

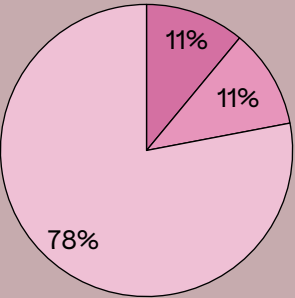
APPROACH

- / Evidence-based & outcomes-focused
- / Locally-led
- / Grantee partnerships & flexible funding
- / Pilot new concepts
- / Lean structures
- / Gender lens
- / Question power hierarchies
- / Systems change perspective

AFRICAN-LED
(% OF AFRICANS IN LEADERSHIP)*

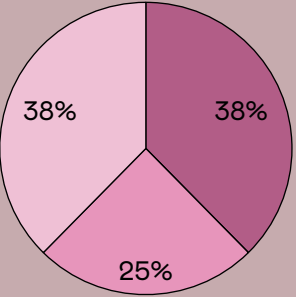


PREVIOUS YEAR (2023)

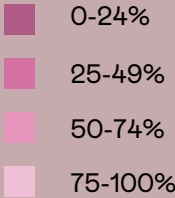
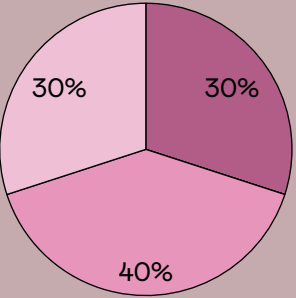


*Cumulative percentages; new grants in 2024 100% locally-led
**including renewals and rapid response grants

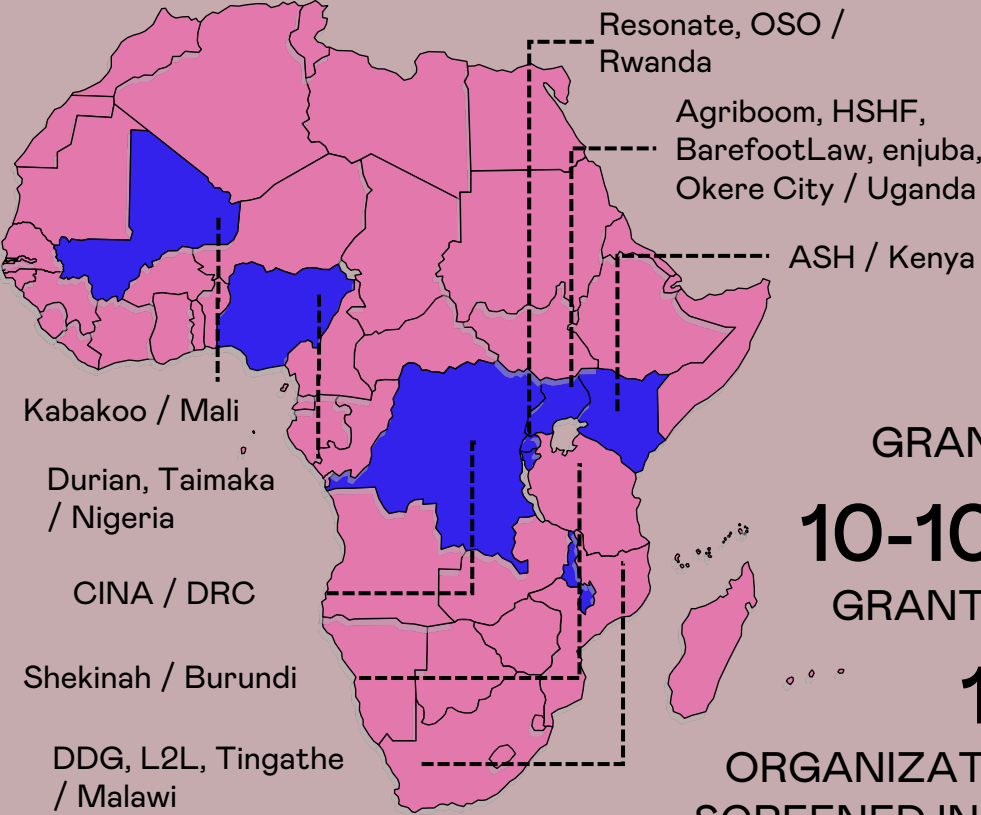
FEMALE-LED
(% OF WOMEN IN LEADERSHIP)*



PREVIOUS YEAR (2023)



GRANTEE PARTNERS BY COUNTRY
(SINCE 2022)



10
GRANTS**

10-106k
GRANT SIZE

159
ORGANIZATIONS
SCREENED IN 2024



Asembo Skills for Hope empowers women with essential skills to break the cycle of poverty in Kenya.

- / Offering hands-on vocational training in practical fields like tailoring and construction
- / Focusing on mental health & mindset shifts of their cohorts
- / Providing mentorship & microloans to graduates

IMPACT

- / \$50 graduates average monthly income (baseline \$6)
- / 74% of graduates have a support network (baseline 10%)
- / Detailed overview of ASH's impact on their [website](#)

"The Skills Academy training was great because it enabled us to learn many things within a short period of time compared to a technical college. After graduating from Asembo Skills for Hope, I bought my own sewing machine with my savings. Now I have my own income, which I use to buy household goods and pay for my children's school fees."

/ Dorcus Okinyi Opiyo, First Cohort Graduate



100%
female-led



Resonate provides leadership workshops that allow women and girls to shift their mindsets, turn skills into action, and fulfill their potential in Rwanda.

- / Developing self-confidence in 30k participants to date
- / Outperforming cash transfers in their [RCT evaluation](#)
- / Working closely with communities and collaborating with 100+ partners in East Africa

IMPACT

- / 88% of trained women take on leadership roles
- / 46% of participants start businesses
- / 38% of participants get jobs

"The workshop taught me the power of believing in myself."

/ Pascaline Uwimpuhwe, workshop participant



100%
female-led



enjuba supports rural public and community preschools in establishing and operating evidence-based early childhood learning centres in Uganda.

- / Providing a step-by-step curriculum, age-appropriate books and training teachers
- / Strengthening early childhood development in Uganda through modern pedagogy & new national frameworks

IMPACT

- / 90% of participants complete primary school
- / 4-16 USD return for very \$1 invested in high quality early childhood programs



Our Sisters' Opportunity offers a one-year, accredited training program in design and ethical fashion in Rwanda.

- / Including courses on creative digital design, entrepreneurship, ICT, leadership and life skills
- / Connecting rural areas to larger markets
- / Improving agency, environmental beliefs, and self-governance skills

IMPACT

- / \$1,840 annual income average one year after graduation (baseline \$40)
- / 80% of graduates start their own businesses in their respective communities

"I believe that education is the equalizer and a very powerful weapon for social mobility, transitioning people from abject poverty to a stable, meaningful and purpose driven life."

/ Aaron Kirunda, Chief Executive



0% female-led

"This is my community. This is my country. I know we can thrive. I have seen it, and I have lived it."

/ Delphine Uwamahoro, Founder



100% female-led

SINCE 2022

- / **BAREFOOTLAW** - Providing easy and quality legal information and guidance in Uganda
- / **CINA** - Enabling youth with disabilities to become social entrepreneurs in Democratic Republic of the Congo
- / **DRONES DOING GOOD ALLIANCE** - Building local capacity in drones manufacturing in Africa
- / **KABAKOO ACADEMIES** - Training youth to solve real-life problems blending high-tech and indigenous knowledge in Mali
- / **LADDER TO LEARNING** - Creating literacy hubs in public primary schools in Malawi
- / **THE TAIMAKA PROJECT** - Tackling acute childhood malnutrition in Nigeria

SINCE 2023

- / **AGRIBOOM** - Supporting rural smallholder maize farmers in Uganda
- / **DURIAN** - Empowering women in rural communities to generate income from local waste and resources in Nigeria
- / **TINGATHE** - Training and assisting young people and women in entrepreneurship with an empowerment approach in Malawi
- / **HOPE SPRINGS HEALTH FOUNDATION** - Promoting health equity and youth empowerment through training in Uganda
- / **SHEKINAH CENTER** - Transforming rural communities through education, health training and savings groups in Burundi

SINCE 2024

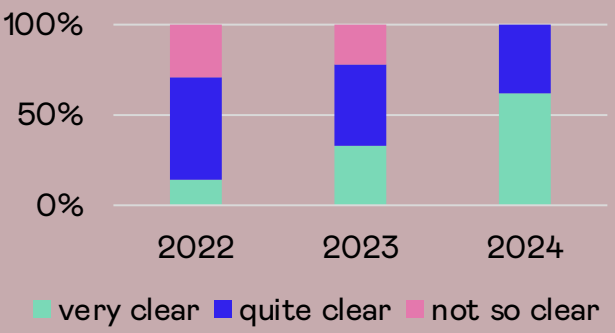
- / **ASEMBO SKILLS FOR HOPE** - Providing vocational skills, mentorship and microloans to women in Kenya
- / **ENJUBA** - Piloting and scaling a new pre-primary education curriculum in Uganda
- / **RESONATE WORKSHOPS** - Providing leadership workshops for women and girls in Rwanda
- / **OUR SISTERS' OPPORTUNITY** - Providing women with the skills and resources they need to create sustainable livelihoods in design and ethical fashion in Rwanda

Given the inherent power imbalance between funders and grantee partners, it is important to have structures in place that align our actions with our values and keep us accountable. One key component of that is anonymous feedback.

KEY FACTS

- / Participation rate: 93%
- / Limited statistical validity with 13 responses

STRATEGY COMMUNICATION



Our efforts to improve strategy communication paid off: 0% found it unclear, and the share of respondents who see it as 'very clear' has doubled annually.

KEY LEARNINGS

- / 85% of partners would like to have a reporting template
- / Recommendations included: report reminders, multi-year funding and more introductions to potential donors
- / All our partners feel comfortable approaching us with problems
- / Partner experience improved compared to last year, with the post-funding period switching from worst to best category

546k

FUNDING LEVERAGED

We made big improvements in supporting our partners' fundraising efforts. This year, 54% of partners reported receiving fundraising support—more than double last year's 22%.

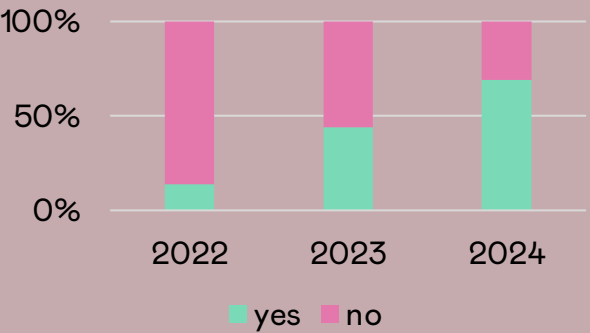
92

NET
PROMOTER
SCORE

ACTIONS

- / Create and share a (voluntary) reporting template
- / Shorten response times (8% of respondents indicated slow responses as a challenge)
- / Improve our network of funders and match them with partners
- / Raise funds so that we can offer long-term grants in the future

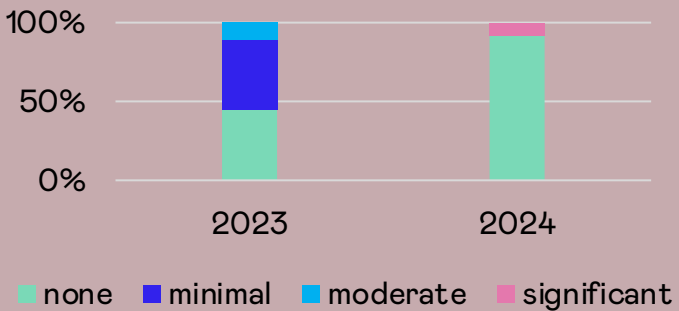
NON-FINANCIAL SUPPORT



Last year's strongest topic was knowledge sharing, which shifted to network access and fundraising this year.

Last year, our partners felt some pressure to shift priorities for funding. This year's pressure stemmed from external legal constraints outside our control.

PRESSURE



INTERPRETATION OF POSITIVE RESULTS

While we are honored to have received such positive feedback, we are aware that positive results can mean several things:

- / There might be doubts about anonymity
- / We might avoid friction or be too nice
- / It could be a sign that this form of accountability is worthwhile since it pushes us to give our best effort.

BAREFOOTLAW DEVEX

BarefootLaw was featured in the Devex article [“19 local organizations to watch”](#).

TRIP TO MALAWI

In July, Lea attended Segal Connect in Malawi. Together with Sarah, Tingathe’s co-founder, she facilitated an AMA session that was very well received. She also visited Ladder to Learning and Tingathe, our two current partners in the country.

DURIAN

Durian launched the Rural Rights Network where they regularly meet with other local NGOs, police officers and officials from Ondo State to discuss security and reporting methods. This is another step towards the well-being of the communities they serve.

TAIMAKA

Taimaka managed to reduce the cost of treating severe acute malnutrition by 60% and already treated over 12k children with a per patient cost of \$94. They further secured 4.8 million from [GiveWell](#).

FIELD-BUILDING EVENTS

Lea gave keynotes at six events, e.g. at the German Foundation Days & an event from the German Ministry on Development Cooperation.

PARTNER VISITS

In October, Grace Ongong’a, the founder of Asembo Skills for Hope visited us in Berlin. It was the first time one of our grantee partners visited us. The second visit followed right after: Sarah and Aubrey from Tingathe visited us in November. We had productive weeks during which we explored their work in greater depth and facilitated connections with other partners..

ENJUBA

enjuba won the [2024 Theirworld Education Innovation Award](#) for their efforts in enhancing literacy and providing high-quality pre-primary education in rural areas. They expanded their early-childhood development (ECD) program to Mayuge district and are conducting an RCT to improve the evidence base around ECD while also distributing over 50k books to libraries across Uganda.


RESONATE

Resonate launched their community day initiative to build stronger connections with the communities they serve. Every month they combine hands-on community development with open dialogue during Umuganda.

AZURIT

PARTNERS

We start by unpacking 2024 against the objectives we had mentioned in our 2023 report. Here is an overview on our progress:




SOURCING

In 2024, we aimed to further strengthen and formalize our sourcing process via experts, and to add at least 5 new partners and stay within our portfolio impact targets.

ASSESSMENT

We formalized our nomination process. Of the 21 organizations nominated, some were already on our radar, but others we might never have discovered. This underscores the value of local experts shaping our pipeline. We added 4 new partners (slightly below our target). In total, we screened 159 organizations, reflecting a mix of leads from nominations, our broader network, and our own research. We will monitor how the quality and fit of different sourcing channels evolve over time.

2024 MILESTONES	
Formalize nominating process	✓
Two grants based on nominator recommendations	✓
Achieve portfolio targets	✓



EVIDENCE

We fund evidence-based interventions, yet we also want to contribute to creating this evidence. We are exploring several topics, especially around localization and effectiveness, and intended to (co-)fund a collaborative project in which we contribute to research and knowledge creation.

ASSESSMENT

We launched our first research collaboration with D-Prize and Dr. Gabby Arengue from the University of Cambridge. The project explores the barriers that prevent funders from supporting locally-led organizations in Africa. We're looking forward to the findings in 2025, which may lead to a follow-up project for which several other funders have already expressed interest.

2024 MILESTONES	
Identify partners for research project	✓
Finalize concept note	✓

FUNDRAISING

In 2023 we laid the foundation and in 2024 we aimed to get serious and increase our supporter base.

ASSESSMENT

We secured €112k of additional funding from three new sources. We also explored opportunities for public funding and have been actively building relationships with both new and prospective donors.

2024 MILESTONES	
Raise 150k from new funders	(✓)
Reach three new supporters	✓

FIELD BUILDING

We approach our work from a truly global perspective, given the interconnectedness of today’s world and our general belief in universal human rights. Yet, we still feel the responsibility to contribute to field building in our home country Germany: we’d love to see more foundations with an international focus and shifting towards grant-making approaches that are less about control and more about learning.

ASSESSMENT

We co-published a practical resource designed to support feedback mechanisms for funders (in German), and we’ve seen first results with other funders using it as a template. We also co-facilitated a workshop at the German Foundation Days, hosted an “Ask Me Anything” session at Segal Connect in Malawi, and delivered a keynote at an event organized by Engagement Global and the German Ministry for Development Cooperation, to name a few.

2024 MILESTONES	
Facilitate/co-host at least 2 events	✓
Share learnings in one publication	✓

The Azurit Foundation was set up by a small group of people with a similar mindset. Our advisory board is responsible for grant decisions and challenges and approves our strategic focus.



Lea Buck
Managing Director

Lea spent many years working with foundations and social enterprises on their strategies and operations. She cares about many things, but women empowerment and participatory grantmaking in particular.



Noémie Bricard
Project Manager

Noémie studied politics, philosophy and economics and previously worked with locally-led organizations in Tanzania and Bolivia. She is inspired by founders who create sustainable & impactful organizations to improve the lives of others.



Anton Hieber
Advisory board

Anton's core fields of interest are human rights, environment, and education and he is inspired by the contagious power of social entrepreneurs working towards sustainable and equitable future societies across the globe. Anton is a trained lawyer and works in the public sector.



Yanick Kemayou, PhD
Advisory board

Yanick is an Academic turned EdTech entrepreneur with a deep motivation for life-long learning. He is the co-founder, CEO and Chief Learning Officer of Kabakoo Academies, one of our first grantee partners. Yanick holds a PhD from Paderborn University, Germany.



Josephine Nzerem
Advisory board

Josephine is a social entrepreneur. She co-founded Human Angle and is Director, Venture & Talent at Ashoka Africa. Her passion is to build an Africa where everyone is a changemaker by inspiring all of Africa to take the initiative to solve social problems.



Gregor Singer, PhD
Advisory board

Gregor is passionate about socio-economic progress in societies. He works as an academic at the London School of Economics and completed a PhD in Environmental Economics in 2019.

STRATEGY

We will review our 10-year goals and underpin them with a framework of sub-goals and concrete actions to ensure we stay on track achieving our long-term goals. In addition, we are considering some further changes on our long-term setup that will have implications for other areas, i.e. fundraising. Due to this review, we won't add new partners in 2025 beyond those that we have already identified at the beginning of the year, but focus our work on the existing portfolio.

REACHING NEW AUDIENCES

To reach new people beyond our immediate network, we're expanding our efforts to share insights. In 2025, we will present at conferences, launch a newsletter, and introduce a webinar series featuring our grantee partners as experts. These webinars will explore a range of topics - from reforming education systems to rethinking collaboration between the Global North and South. Additionally, we plan to (co-)author at least one publication to contribute to the broader conversation around our work.

FUNDRAISING

We started to raise additional funding this year and will increase that to 250k in 2025. In addition, we are considering some further changes on our long-term setup that will have implications for fundraising as well. We will leverage 50% of our own grantmaking budget via third-party funding.

MILESTONES	DUE
Operationalise 10-year goals	Q1
Review of general setup	Q4
Organize first webinar	Q2
Share learnings through blog posts and other publications	Q4
Raise 250k	Q4
Leverage 50% of our own grantmaking budget for our partners	Q4

WRITTEN BY AZURIT & PARTNERS

/ Are we white saviors?

Noémie (Azurit) reflects on the risks of white saviorism.

/ Understanding the power in empowerment

Sarah (Tingathe) explores the concept of power that lies behind the term empowerment.

/ The answer is: localize

Tony (Durian) shares her insights on how to best work with communities to achieve sustainable change.

/ Why language matters: embracing Kinyarwanda

Elie examines the exclusionary effects of prioritising a foreign language in Rwanda's education system.

/ 2024 in Data: Stats that made us stop and think

Azurit's partners & friends shared their most surprising numbers & data.

SELECTED READING RECOMMENDATIONS

/ Shift the Power (2024): Too Southern to be Funded: The Funding Bias Against the Global South.

/ World Bank Group (2024): Poverty, Prosperity, and Planet Report: Pathways Out of the Polycrisis

/ The Bridgespan Group (2024): The Trust-Based Philanthropy Conundrum: Toward Donor-Doer Relationships That Drive Impact

AZURIT FOUNDATION

Azurit Foundation gGmbH

Ohmstraße 5
80802 München, Germany

hello@azuritfoundation.org

www.azuritfoundation.org