



Policy plan

2026 - 2028

Contents

1	<i>Executive summary</i>	4
	ANBI Compliance Overview	4
2	<i>Background and market analysis</i>	4
3	<i>Mission, vision and strategic goals</i>	5
3.1	Strategic goals	5
3.1.1	1-Year strategic goals (Focus: Foundation, funding and initial impact)	5
3.1.2	3-Year strategic goals (Focus: Scale, sustainability and global impact)	6
4	<i>Value proposition and program offering</i>	8
4.1	Value proposition	8
4.2	What we provide	8
4.3	For whom	8
4.4	How we do it	9
5	<i>Operational and financial plan</i>	9
5.1	Our revenue streams	9
5.2	Our costs	9
6	<i>Organization structure and governance</i>	10
6.1	Board of Directors	10
6.1.1	Role of the Board	10
6.1.2	Roles of Board members	10
6.1.3	Remuneration	11
6.2	Advisory Committee (AC)	11
6.2.1	Advisory Committee purpose	11
6.2.2	Roles and responsibilities	11
6.2.3	Composition	11
6.3	Executive Team	12
6.4	Ad hoc external help	12
7	<i>Budget and financial resources</i>	12
7.1	Funding requirements (Year 1)	13
7.2	Three-year financial outlook	13
7.3	Revenue generation and cost recovery	13
7.4	Financial management and oversight	14
7.5	Current funding status (As of Jan 2026)	14
8	<i>Governance and accountability</i>	14
8.1	Policies and procedures	14
8.2	Reporting requirements	15
	Summary	15
9	<i>Monitoring, evaluation and risk management</i>	15



9.1	Monitoring and Evaluation (MEL) Framework	15
9.2	Risk management and mitigation	16
	Summary	16
10	<i>Scaling and sustainability strategy</i>	16
10.1	Evidence of viability and early traction.....	16
10.2	Scaling through capacity	17
10.3	Long-term sustainability	17
10.4	Budget justification note (For Section 8 or 11)	17
11	<i>Appendices</i>.....	18
11.1	Appendix 1. Activity plan	18
11.2	Phase Zero (0-3 months).....	18
11.3	Appendix 2: Responsibilities of different bodies and persons involved in the governance and running of the MHPSS Academy.....	19
	Roles of Board members	19
	Chairperson	19
	Executive Team	23
	Executive Director (ED)	23
	Community engagement coordinator	24
	Specialised advisors	24
	Technical consultants	25
	Volunteers	25
11.4	Appendix 3: Key stakeholders	25
11.5	Key stakeholders	25



1 Executive summary

The MHPSS Academy, established in May 2025 as a Netherlands-based NGO, is a specialized global platform dedicated to closing the mental health treatment gap in humanitarian and crisis settings. While global recognition of mental health needs is at an all-time high, there remains a critical disconnect between academic research and field-level implementation. The MHPSS Academy bridges this gap by networking academic institutions with implementing NGOs to provide quality-assured, scalable interventions (such as PM+ and EASE) through a neutral, independent *infrastructure*. Since our establishment the MHPSS Academy has already demonstrated market demand by successfully delivering fee-based services to 90 individuals from over 32 countries; two packages of trainings to UNHCR; and we are included in two upcoming research projects, one in Cox Bazar, Bangladesh; and one in Chad. We have held a webinar with 213 attendees, and have a LinkedIn following of close to 9000. We are seeking seed funding to bridge the gap between project-based income and a fully sustainable operational scale.

Our unique value proposition lies in our four-pillar model: rigorous vetting of global experts, cascading expertise through Training of Trainers (ToT), end-to-end quality assurance, and the integration of practice-based evidence into academic research. To transition from our foundational phase to global scale, we are seeking €100,000 in seed funding by December 2026. This investment will launch our digital platform in multiple languages, pilot two signature capacity-strengthening packages, and establish a sustainable "fee-for-service" and grant-based revenue model designed to reach at least 1,500 professionals across five regions within three years.

ANBI Compliance Overview

- **Objective & activities:** Detailed in Sections 3 and 4.
- **Fundraising method:** Detailed in Sections 5.1 and 8.3.
- **Management & spending of funds:** Detailed in Section 8.
- **Remuneration policy:** Board of Directors is entirely unpaid (Section 7.1).

2 Background and market analysis

Global recognition of and attention to the importance of mental health in humanitarian work has increased tremendously in the past 5 – 10 years, with specific attention to scaling as a way to address the global mental health gap. Due to ongoing and new crises, recruitment of psychosocial support staff in the humanitarian field is at an all-time high, together with the need for capacity strengthening in local and international teams. In 2024-25 we conducted a six-month feasibility study to explore the need for and interest in setting up a global organization to help strengthen capacity in scalable psychological interventions. The results of the study showed a strong interest in an organization focusing on scalable



MHPSS Academy
Strengthening capacity together

interventions that would i) build partnerships across the world, including between academic institutions and implementing organizations to enable more collaboration and research ; ii) strengthen local capacity through quality assured training in the delivery and supervision of scalable interventions, contributing to sustainability, iii) provide support to organizations and other collaborators and partners interested in working with scalable interventions on preparing for, delivering and following up on interventions, and on integration of MHPSS interventions into existing health services.

Although many organizations and academic institutions work with scalable MHPSS interventions, no organization has yet taken the lead in networking amongst actors in this field to promote collaboration and wider reach; or researching and developing new and improved models and methods for quality assured capacity strengthening in collaboration with implementing organizations and academic institutions. Both are priority areas for us at the MHPSS Academy. We are also uniquely positioned as a neutral and independent organization, able to offer trainings and other capacity strengthening events to a mix of varied actors and individuals from different organizations, institutions and sectors.

3 Mission, vision and strategic goals

Our mission is to improve mental health globally by strengthening local capacity in scalable mental health and psychosocial interventions and approaches. Our vision is a world where every community has the local expertise and sustainable resources to provide quality mental health care and psychosocial support for all.

3.1 Strategic goals

Our strategic goals for the first year relate especially to creating a sustainable base from which we can steadily grow. They are presented below with a short description and SMART elements.

3.1.1 1-Year strategic goals (Focus: Foundation, funding and initial impact)

1. Goal: Secure seed funding for operational launch

- a. **Description:** Obtain critical financial resources to cover initial operational costs, develop foundational programs, and compensate key personnel.
- b. **SMART elements:**
 - i. **Specific:** Secure initial funding for core operations and program development.
 - ii. **Measurable:** Obtain a minimum of €100,000 in seed funding (e.g., grants, foundational donations) by December 2026.
 - iii. **Achievable:** Leveraging existing networks and the high global need.
 - iv. **Relevant:** Directly addresses the primary weakness of no secured funding and enables all other activities.
 - v. **Time-bound:** By December 2026.

2. Goal: Develop and pilot signature capacity strengthening packages



MHPSS Academy
Strengthening capacity together

- a. **Description:** Create at least two high-quality, 'capacity strengthening packages' that can be delivered to a target audience, demonstrating the MHPSS Academy's expertise.
- b. **SMART elements:**
 - i. **Specific:** Develop and successfully pilot at least two core MHPSS capacity-strengthening packages (e.g., focused on scalable interventions such as Supervision for Scalable Interventions, Problem Management Plus, Self Help Plus or EASE) with at least one collaborator organization.
 - ii. **Measurable:** Programs are developed, and curriculums are finalized; pilot conducted with documented participant feedback (e.g., 80% satisfaction rate); minimum 20 participants trained in the pilot.
 - iii. **Achievable:** Leveraging the expertise of consultants and network connections.
 - iv. **Relevant:** Directly aligns with the mission of strengthening capacity.
 - v. **Time-bound:** Programs developed by July 2026, pilot completed by October 2026.

3. Goal: Establish foundational digital presence and Communications Strategy

- a. **Description:** Build a professional online presence and a plan for communicating the MHPSS Academy's mission and offerings to key stakeholders.
- b. **SMART Elements:**
 - i. **Specific:** Launch the MHPSS Academy website with clear program information and establish active presence on at least two relevant professional social media platforms (e.g., LinkedIn/Newsletter). Develop a content plan for regular updates.
 - ii. **Measurable:** Website live and optimized; minimum 500 followers on each chosen social media platform; 10 targeted outreach communications (e.g., newsletters, blog posts) published.
 - iii. **Achievable:** With dedicated effort from the small team and volunteers.
 - iv. **Relevant:** Crucial for visibility, attracting collaborators and partners, and future funding in a competitive landscape.
 - v. **Time-bound:** By July 2026.

3.1.2 3-Year strategic goals (Focus: Scale, sustainability and global impact)

These goals build on the 1-year achievements, aiming for broader reach, diversified funding, and recognition as a significant player in global MHPSS capacity strengthening efforts.

1. Goal: Achieve financial sustainability and diversification

- a. **Description:** Move beyond seed funding to establish a more stable and diverse funding base to ensure long-term operations and program expansion.
- b. **SMART Elements:**



MHPSS Academy
Strengthening capacity together

- i. **Specific:** Secure multi-year funding commitments from at least three distinct funding sources (e.g., institutional grants, philanthropic organizations, fee-for-service contracts).
- ii. **Measurable:** Annual operating budget fully funded for 2027 and 2028; maintain a minimum 6-month operating reserve; at least 50% of revenue from non-seed funding sources.
- iii. **Achievable:** By demonstrating successful pilots and leveraging organizational, institutional and donor connections.
- iv. **Relevant:** Addresses the threat of lack of seed funding and ensures the MHPSS Academy's long-term viability.
- v. **Time-bound:** By December 2028.

2. Goal: Significantly expand global reach and impact on MHPSS workforce capacity

- a. **Description:** Train a substantial number of individuals and organizations in multiple regions, establishing the MHPSS Academy as a key contributor to addressing the global mental health gap.
- b. **SMART Elements:**
 - i. **Specific:** Train a cumulative total of at least 1,500 MHPSS professionals and humanitarian workers across at least five different countries/regions through direct or partner-led programs.
 - ii. **Measurable:** Number of individuals trained; number of programs delivered; geographic spread documented; post-training evaluation showing an average 75% increase in participant self-reported competence in key areas.
 - iii. **Achievable:** Leveraging scalable interventions and strong networks with UN agencies, implementing organizations and academic institutions.
 - iv. **Relevant:** Directly fulfils the mission and addresses the continued need for capacity strengthening.
 - v. **Time-bound:** By December 2028.

3. Goal: Establish key strategic collaboration agreements or partnerships for program delivery and advocacy

- a. **Description:** Formalize collaborations with leading academic institutions, UN agencies, and implementing NGOs to expand program delivery and amplify impact.
- b. **SMART Elements:**
 - i. **Specific:** Formalize Memoranda of Understanding (MoUs) or partnership agreements with at least two major UN agencies, three international NGOs, and two academic institutions for collaborative program delivery or research.
 - ii. **Measurable:** Number of formal collaboration agreements or partnerships established; at least two joint programs or research initiatives launched with collaborators or partners.
 - iii. **Achievable:** Capitalizing on existing collaborations and network alliances.
 - iv. **Relevant:** Enhances credibility, expands reach, and helps overcome resource limitations.
 - v. **Time-bound:** By December 2028.



MHPSS Academy
Strengthening capacity together

4. Goal: Develop and implement a robust Monitoring, Evaluation, and Learning (MEL) Framework

- a. **Description:** Systematically measure the effectiveness and impact of the MHPSS Academy's capacity-building efforts to ensure quality and inform future program development.
- b. **SMART Elements:**
 - i. **Specific:** Develop and fully implement a comprehensive MEL framework for all core programs, including pre/post assessments, participant feedback, competency assessments and long-term impact tracking where feasible.
 - ii. **Measurable:** Framework documented and utilized for 100% of programs; annual impact report published based on MEL data; at least three program adaptations made based on evaluation findings. Use development of two signature capacity strengthening programs for piloting.
 - iii. **Achievable:** Standard practice for effective non-profits, can be built upon initial pilot evaluations.
 - iv. **Relevant:** Ensures accountability, demonstrates value to funders, and drives continuous improvement, which is vital in a competitive field.
 - v. **Time-bound:** Framework implemented by December 2026, first annual impact report by December 2027.

4 Value proposition and program offering

4.1 Value proposition

The MHPSS Academy bridges the gap between global standards and local expertise. By cultivating a worldwide network of local and global trainers, supervisors, researchers and consultants, we dismantle dependencies on external aid and empower communities to lead their own mental health and psychosocial transformations.

4.2 What we provide

The MHPSS Academy provides a global infrastructure for strengthening capacity in evidence-based, scalable mental health interventions. We offer a high-integrity directory of specialized experts, a gold-standard curriculum for interventions (e.g., PM+, SH+, EASE), training services and a collaborative platform for implementation science and real-world research.

4.3 For whom

- **For implementation partners:** UN agencies, INGOs, and local NGOs who need reliable, high-quality MHPSS capacity to reach vulnerable populations.
- **For MHPSS professionals:** Trainers, supervisors, and practitioners seeking specialized further capacity strengthening, global visibility, and a community of practice.
- **For academic institutions:** Universities and research centers looking for "practice-based evidence" and field sites for studying mental health at scale.
- **For the global healthcare system:** Communities lacking specialized psychiatric care who require "task-shifted," scalable solutions.



MHPSS Academy
Strengthening capacity together

4.4 How we do it

We transform the traditional aid model through four pillars:

1. **Rigorous vetting:** We individually interview and map the competencies of every Roster member to ensure ethical and technical excellence.
2. **Cascading expertise:** We provide comprehensive Training of Trainers (ToT) and Supervision of Supervisors (online, hybrid, and in-person) to promote sustainability.
3. **End-to-end quality assurance:** We don't just train; we provide supervision for a trainer's first delivery of the training and offer consultative services to help organizations integrate these interventions into their existing systems.
4. **Research integration:** We collaborate and partner with academics to evaluate the effectiveness of interventions in diverse cultural contexts, ensuring that academic rigor informs field practice and field reality informs academic theory.

5 Operational and financial plan

5.1 Our revenue streams

Our revenue model is already active. Current income is generated from individuals that pay for trainings; organizations, academic institutions or UN agencies that buy our services (consultations, curriculum development and trainings); and donations from partners. While this income currently covers direct project expenses, the Year 1 goal is to scale these activities to contribute toward core operational overhead and staff salaries.

5.2 Our costs

Fixed costs

- **Personnel:** Core Executive Team (ED and Community Coordinator) as part-time consultants.
- **Digital infrastructure:** Website hosting, LMS (Learning Management System) fees, and software subscriptions (Zoom, Miro, Slack, accounting software).
- **Administrative:** NL registration maintenance, insurance, and the part-time registered accountant.

Variable Costs (Project-Based)

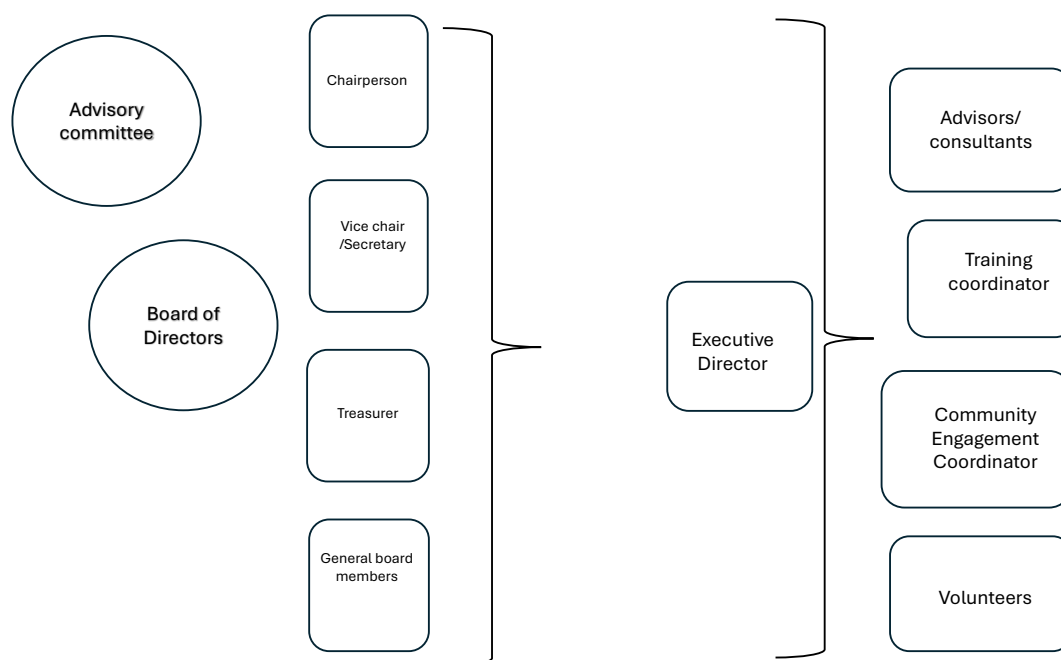
- **Technical consultants:** Trainers, supervisors, consultants, or researchers needed for specific tasks.
- **Event logistics:** Venue hire, catering, and travel for in-person ToT (Training of Trainers) events.
- **Translation:** Adapting materials into local languages for specific regional pilots.
- **Administrative:** Specific administrative tasks related to projects, such as communication with participants, etc.



MHPSS Academy
Strengthening capacity together

6 Organization structure and governance

The MHPSS Academy has a Board of Directors, a consortium of collaborators and partners in an Advisory Committee; and an Executive Team to carry out the daily functioning of the MHPSS Academy. The organizational structure is presented below:



6.1 Board of Directors

6.1.1 Role of the Board

The Board of Directors provides strategic oversight, ensuring the organization fulfills its mission and operates responsibly. They set the strategic direction, approve budgets, monitor the performance of the Executive Director, have oversight of legal and ethical compliance, engage in fundraising, and support the Executive Director. Essentially, the Board acts as the governing body, balancing fiduciary responsibility with a commitment to the organization's mission and the communities it serves.

6.1.2 Roles of Board members

6.1.2.1 Chairperson

The Chairperson plays a vital leadership role in guiding the Board of directors and ensuring the organization effectively fulfills its mission.

6.1.2.2 Secretary

The Secretary plays a crucial role in ensuring smooth operations, effective communication, and proper record-keeping.

6.1.2.3 Treasurer

The Treasurer contributes to the overall governance and strategic direction of the NGO, bringing their financial expertise to the table to inform decision-making.



6.1.2.4 General Board members

General Board members, also known as "Board Directors"" are the backbone of the MHPSS Academy's Board.

6.1.3 Remuneration

In accordance with Dutch ANBI regulations, the members of the Board of Directors receive no remuneration or financial compensation for their governance duties. They are entitled only to a reasonable reimbursement of actual expenses incurred on behalf of the organization.

6.2 Advisory Committee (AC)

6.2.1 Advisory Committee purpose

The Advisory Committee is established to provide expert advice, strategic guidance, and independent input to the leadership and Board of Directors of the MHPSS Academy on matters pertaining to its mission, programs, and strategic direction. It is comprised of experts on implementation and scientific research related to scalable MHPSS interventions and approaches.

6.2.2 Roles and responsibilities

The Advisory Committee serves as a high-level consultative body focused on strategic alignment and technical excellence. Its primary role is to provide expert guidance on the MHPSS Academy's long-term goals while ensuring all programs—specifically scalable interventions and digital learning curricula—are rooted in rigorous scientific evidence and ethical best practices. By monitoring emerging trends and establishing quality criteria, the committee helps the MHPSS Academy maintain its reputation as a leader in mental health capacity strengthening.

Beyond technical oversight, the committee acts as a strategic bridge to growth and sustainability. Members leverage their professional networks to enhance the MHPSS Academy's visibility, facilitate donor engagement, and identify fundraising opportunities. While their function is purely advisory, they offer a critical, independent lens on risk management and governance, ensuring that the MHPSS Academy's initiatives remain impactful, innovative, and well-connected within the global mental health sector.

6.2.3 Composition

The Advisory Committee is a multi-disciplinary body composed of **5 to 15 members** drawn from core and global collaborators and partners specializing in the development, research, and implementation of scalable MHPSS interventions. To ensure a grounded and inclusive perspective, the membership must include at least one individual with **lived experience** of mental health challenges and one who has personally participated in MHPSS capacity-strengthening programs. The composition is intentionally diverse, seeking a balance across

geography, gender, and disciplines to reflect the global nature of the MHPSS Academy's work.

Expertise within the committee spans a broad spectrum, ranging from global mental health research and humanitarian psychosocial support to adult learning methodologies, digital education, and non-profit fundraising. The membership specifically bridges the gap between theory and practice by including both **academic collaborators and partners** focused on scientific rigor and **implementing collaborators and partners** who work directly with frontline facilitators. This structure ensures that if the committee grows beyond 15 members, a rotation system will be implemented to maintain a dynamic and manageable advisory group. More information on the Advisory Committee can be provided by request of their Terms of Reference.

6.3 Executive Team

The Executive Team work on the day-to-day tasks of the MHPSS Academy. In the first year of operation, **all of the Executive Team are hired as contracted technical consultants**. Two part-time consultants work in the Executive Team: the Executive Director and a Community Engagement Coordinator. The Executive Director leads the team and is the main point of contact between the Executive team, other hires and the Board of Directors. She manages the financial day-to-day responsibilities of the MHPSS Academy, external relations, international relations and has the oversight of all programs and projects.

The Community Engagement Coordinator supports the Executive Director and supports with planning and execution of practical activities and events, including all communication with participants, preparation of marketing and promotional materials, managing the MHPSS Academy social media and presence, and ensuring monitoring and evaluation tools are used as planned. More on both of their roles is found in Annex 2.

As activities grow the Executive team will also grow.

6.4 Ad hoc external help

The MHPSS Academy hires a Registered accountant to help with tax declarations and accounting compliance. Legal advisors are hired if needed to provide guidance on legal matters, contracts and any other compliance issues. Both advisors help with risk management and legal obligations. Technical consultants are hired as needed for their specialized skills for particular projects (e.g., IT, grant writing, marketing, training, program design support, curriculum development, research). Volunteers join the MHPSS Academy for short periods of unpaid work experience. They provide support to areas of work such as marketing and promotional activities; organization and delivery of trainings; and identification of feasible funding opportunities.

7 Budget and financial resources

The MHPSS Academy follows a **hybrid financial model**. During our first year, we operate on a "seed and in-kind" model, transitioning toward a mix of philanthropic grants and fee-for-service revenue to achieve long-term sustainability.



7.1 Funding requirements (Year 1)

To achieve our Year 1 strategic goals, the MHPSS Academy requires a total of **€100,000** in seed funding. This budget is allocated across three primary categories:

1. **Human Resources (65%):** Compensation for the part-time Executive Director and Community Engagement Coordinator to drive operations, fundraising, and pilot delivery.
2. **Infrastructure and digital presence (15%):** Development of the professional website, LMS integration for training, and mapping tools for the global roster.
3. **Program pilots and branding (20%):** Launching two signature training packages and conducting initial marketing to attract global collaborators and partners.

7.2 Three-year financial outlook

Our financial strategy assumes a lean start-up phase followed by a scaling phase as our service offerings and partnership network mature.

Category	Year 1 (Foundational)	Year 2 (Scaling)	Year 3 (Stabilization)
Projected expenses	€100,000	€180,000	€250,000
Primary Revenue Source	Service fees Donations Seed Grants	Grants + 25% Service Fees	50% Grants / 50% Service Fees
Key Operational Driver	Core team and pilots	Full program launch	Global Regional Coordinators

7.3 Revenue generation and cost recovery

The MHPSS Academy ensures sustainability through a **diversified revenue portfolio**:

- **Fee-for-Service (Sliding Scale):** We charge training and consultancy fees to individuals, local NGOs, International NGOs and UN agencies. A "Social Subsidy" model is applied, where higher margins from high-income country (HIC) partners offset costs for local NGOs in low-resource settings.
- **Frame Agreements:** Multi-year service contracts with core partners for the provision of technical oversight and Training of Trainers (ToT).
- **Grant funding:** Targeted applications to institutional donors (e.g DANIDA, Dutch Ministry of Foreign Affairs) and private foundations focusing on global mental health and innovation.
- **In-kind partner contributions:** As noted in our organizational assets, core partners contribute staff hours for technical review and curriculum development, valued at an estimated **€15,000–€25,000 annually**, reducing our direct cash requirements.

7.4 Financial management and oversight

The **Treasurer** of the Board of Directors provides final oversight of all financial activities. Daily financial management is handled by the **Executive Director**, supported by a **Registered Accountant** in the Netherlands.

- **Transparency:** Annual financial reports will be audited and published to maintain donor trust.
- **Reserve policy:** To ensure operational continuity in volatile humanitarian funding landscapes, the foundation will maintain a strict 3-month operating reserve. No excess capital will be accumulated beyond what is necessary for programmatic continuity.

7.5 Current funding status (As of Jan 2026)

- **Status:** Seeking €100,000 in initial seed capital.
- **Immediate Need:** Funding for the Executive Director role (0.4 FTE) and Community Engagement Coordinator role (0.4 FTE) unlock the "Phase One" activity plan.

8 Governance and accountability

The MHPSS Academy operates under a framework of radical transparency and strict ethical standards, ensuring that all resources are used effectively toward our mission.

8.1 Policies and procedures

To ensure compliance with both Netherlands law (Stichting regulations) and international humanitarian standards, the MHPSS Academy adheres to a comprehensive suite of operational policies:

- **Financial management:** Includes "four-eyes" principle for all significant transactions, clear procurement guidelines, and annual independent accounting reviews.
- **Human resources and ethics:** Guidelines for fair recruitment, diversity and inclusion, and a strict Code of Conduct for all rostered consultants and trainers.
- **Safeguarding and PSEA:** As an MHPSS provider, we maintain a zero-tolerance policy for Protection from Sexual Exploitation and Abuse (PSEA). All programs include risk assessments and clear grievance mechanisms for participants and beneficiaries.
- **Data Privacy (GDPR):** Given our digital nature, we maintain strict data protection protocols for our global roster and training participants, ensuring all personal and research data is handled according to EU regulations.
- **Liquidation:** In the event of the dissolution of the foundation, any remaining positive balance will be transferred entirely to a recognized ANBI-status organization with a similar charitable objective.



MHPSS Academy
Strengthening capacity together

8.2 Reporting requirements

The MHPSS Academy maintains a rigorous schedule of reporting to ensure all stakeholders are informed and aligned:

- **Internal (Board reporting):** The Executive Director provides quarterly operational and financial reports to the Board of Directors, tracking progress against the SMART goals outlined in this plan.
- **External (Donor and Funder reporting):** We provide bespoke reporting as required by specific grants, including impact data, success stories, and transparent financial acquittal of funds.
- **Regulatory (Government reporting):** In compliance with Dutch law for non-profits, the MHPSS Academy files annual reports and financial statements with the Chamber of Commerce (*Kamer van Koophandel*) and ensures transparency for any future *ANBI* (Public Benefit Organization) status requirements.
- **Public accountability:** We commit to publishing an **Annual Impact Report** on our website, detailing our reach, training outcomes, and progress toward closing the global mental health gap.

Summary

The MHPSS Academy is committed to high standards of institutional integrity, utilizing a "four-eyes" financial oversight model and strict adherence to GDPR and PSEA (Safeguarding) policies. Accountability is maintained through quarterly Board reviews and annual public impact reporting, ensuring that all operational activities remain transparent, ethically sound, and compliant with Dutch regulatory requirements for non-profit foundations.

9 Monitoring, evaluation and risk management

The MHPSS Academy employs a robust Monitoring, Evaluation, and Learning (MEL) framework to ensure our capacity-strengthening initiatives translate into high-quality mental health support in the field.

9.1 Monitoring and Evaluation (MEL) Framework

Our MEL system tracks progress across three levels: **Output**, **Outcome**, and **Impact**.

Level	Key Performance Indicators (KPIs)	Data Collection Method
Output	Number of trainings delivered; number of certificates issued.	Training logs; attendance rosters; Learning Management System data.
Outcome	% increase in participant competency; % of trainees successfully delivering their first trainings.	Pre- and post-training assessments; standardized competency checklists.
Impact	Reduction in psychological distress among end-beneficiaries (long-term).	Partner-led clinical research; longitudinal follow-up surveys.



MHPSS Academy
Strengthening capacity together

We utilize a **Schedule of Reviews**, including monthly internal team check-ins and bi-annual strategic reviews with the Board, to adapt our programs based on real-world feedback and scientific advancements.

9.2 Risk management and mitigation

The MHPSS Academy identifies risks early and applies a 'mitigation first' approach. Below are the primary risks associated with our current phase of growth:

Risk Category	Potential risk	Mitigation strategy
Financial	Failure to secure €100k seed funding.	Phased implementation: focusing on low-cost digital pilots while continuing fee-for-service consulting.
Operational	'Key Person' risk (dependency on a small core team).	Decentralized documentation; standardized manuals; guidance notes
Technical	Interventions are not adapted correctly for local culture.	Strict requirement for local implementation partners to review of all cultural adaptations.
Reputational	Poor quality delivery by a rostered member.	Rigorous vetting process; mandatory "Supervision of Supervision" for the first delivery cycle; formal feedback loops.

Summary

The MHPSS Academy utilizes a multi-tiered MEL framework that tracks both quantitative reach and qualitative competency. By integrating standardized pre/post-assessments and a robust risk mitigation matrix—focused on financial diversification and technical quality control—we ensure that our operations remain resilient, culturally safe, and scientifically sound even in volatile humanitarian contexts.

10 Scaling and sustainability strategy

The MHPSS Academy is built on a model of **financial resilience**, moving away from traditional total dependency on unpredictable grant cycles. Our sustainability is rooted in the fact that we have already achieved "Proof of Concept."

10.1 Evidence of viability and early traction

Unlike many start-up NGOs, the MHPSS Academy is **already operational and generating revenue**. Since May 2025, we have successfully delivered fee-based services and specialized consultations. However, as a "bootstrapped" entity, 100% of this early income is currently diverted to direct project costs. The strategic goal of our seed funding request is to bridge the gap between this project-to-project existence and a scalable operational model. By investing in a dedicated 0.4 FTE Executive Director and 0.4 FTE Community Engagement

Coordinator, we will have the leadership capacity to convert small, ad-hoc engagements into large-scale, multi-year institutional contracts.

10.2 Scaling through capacity

Our scaling strategy focuses on two primary levers:

- **Service fee growth:** We will utilize our established "early traction" to refine a sliding-scale fee model. Revenue from high-capacity International NGOs (INGOs) will subsidize the delivery of services to local community responders in low-resource settings.
- **Diversified funding portfolio:** As we stabilize our core team, we will transition toward a mix of **30% Fee-for-Service, 40% Multi-year Institutional Grants, and 30% Philanthropic/Partner Contributions.**

10.3 Long-term sustainability

The MHPSS Academy's *Exit Strategy* from seed funding involves reaching a **Minimum Viable Scale** by Year 3. At this point, the core operational costs (salaries and digital infrastructure) will be covered by the margin generated from our training and consultancy pillars. This ensures that any future grant funding can be used exclusively for innovation, research, and expanding reach into the most underserved regions, rather than basic survival.

10.4 Budget justification note (For Section 8 or 11)

To maximize the impact of initial funding, the MHPSS Academy will engage the Executive Team as **Contracted Technical Consultants** during Year 1 allocating the necessary budget directly to leadership and engagement activities. The distribution (approx. **60/40**) reflects the heavy emphasis on the Executive Director's role in securing institutional collaborations and partnerships and the Coordinator's role in executing the global networking and pilot logistics.



MHPSS Academy
Strengthening capacity together

11 Appendices

11.1 Appendix 1. Activity plan

11.2 Phase Zero (0-3 months)

Create formal entity of training academy

1. Prepare statutory documents for registration with initial three Board members in NL
2. Register the not-for-profit foundation
3. Organize bank account
4. Expand the Board with an additional 2-4 members
5. With expanded Board agree on governance and operational plan
6. Set criteria for scientific steering committee, core collaborators and partners, organizational members and individual membership (consider representative and inclusive group of core collaborators and partners)
7. Start to develop and sign collaboration and partnership agreements
8. Identify core team (to hire when funds available or work unpaid)

Fundraising

1. Establish small working group on proposals and applications
2. Identify grants, foundations and funders to apply for
3. Create a template for proposals
4. Contact and meet with potential donors and funders
5. Prepare proposals and pitches for different types of funding.

Phase one: Year 1 (0 – 12 months)

Once funding has been secured to hire the core team and for initial key activities, the following actions are recommended.

1. Hire core team (see descriptions below for part-time positions).
2. Hire accountant on part-time and ad-hoc basis to assist with setting up financial systems
3. Set up HR, financial systems, collaboration, partnership and membership agreements
4. Develop a communication plan
5. Build website and branding
6. Set up technical system for global networking and mapping of trainers, supervisors, researchers, consultants and training venues
7. Establish global networks in different regions
8. Plan and host regional and global events for networking and capacity strengthening (TOTs)
9. Continue to identify and reach out to new collaborators and partners
10. Set up and maintain good communication strategy
11. Start to offer services (trainings, consultations)
12. Participate in research grant proposals and projects

Phase two: 2 - 5 years

Anticipating the training academy succeeds with intended activities and growth, both financially and technically, it would be possible to undertake the following additional activities

1. Continue to build network



MHPSS Academy
Strengthening capacity together

2. Continue with services provided in Phase One
3. Hire additional core team members
4. Expand the team to have a coordinator in most if not all major regions
5. Combine regional coordinator roles with other functions in expanded organization
6. Expand reach globally

11.3 Appendix 2: Responsibilities of different bodies and persons involved in the governance and running of the MHPSS Academy

Roles of Board members

Chairperson

The Chairperson plays a vital leadership role in guiding the Board of directors and ensuring the organization effectively fulfills its mission.

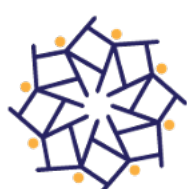
1. Leadership and governance:

- The Chairperson is a **vision bearer** for the MHPSS Academy and will support the ED to ensure that this vision is realized through well-articulated annual plans.
- **Leading the Board:** The Chairperson provides leadership to the Board of directors, fostering a collaborative and productive environment. They ensure the Board functions effectively and fulfills its governance responsibilities.
- **Setting the agenda:** In collaboration with the Executive Director, the Chairperson sets the agenda for Board meetings, ensuring that important strategic issues are addressed and that meetings are conducted efficiently.
- **Facilitating meetings:** The Chairperson leads Board meetings, encouraging open communication and ensuring all members have the opportunity to contribute. They guide discussions, manage time effectively, and ensure decisions are made in a timely manner.
- **Promoting good governance:** The Chairperson champions good governance practices, ensuring the Board operates with transparency, accountability, and ethical conduct. They promote adherence to bylaws, policies, and legal requirements.

2. Supporting the Executive Director:

- **Supervision and support:** The Chairperson provides support to the Executive Director, acting as a mentor and advisor. They conduct regular performance evaluations and provide constructive feedback.
- **Liaison between Board and Executive Director:** The Chairperson acts as a liaison between the Board and the Executive Director (as well as the secretariat), ensuring effective communication and collaboration. They help to align the Board's strategic vision with the Executive Director's operational execution.

3. External relations and advocacy:



MHPSS Academy
Strengthening capacity together

- **Representing the organization:** The Chairperson serves as a spokesperson for the MHPSS Academy, representing the organization to external stakeholders, including donors, collaborators, partners, and the public.
- **Advocacy:** The Chairperson plays a role in advocating for the MHPSS Academy's cause and promoting its work to policymakers and the broader community.

4. Board development:

- **Recruitment and orientation:** The Chairperson may be involved in recruiting and orienting new Board members, ensuring the Board has the necessary skills and diversity to effectively govern the organization.
- **Board evaluation:** The Chairperson may lead the Board in evaluating its own performance and identifying areas for improvement.

5. Other responsibilities:

- **Ensuring legal and ethical compliance:** The Chairperson plays a key role in ensuring the MHPSS Academy operates within all applicable laws and regulations and adheres to *ethical standards*.
- **Risk management:** The Chairperson helps the Board identify and assess potential risks to the organization and develop strategies to mitigate those risks.

Secretary (Executive Director takes on roles of Secretary if unassigned or absent)

The Secretary plays a crucial role in ensuring smooth operations, effective communication, and proper record-keeping.

1. Meeting management:

- **Preparing agendas:** The Secretary often works with the Chairperson to develop meeting agendas, ensuring all important topics are covered and that materials are **distributed** in advance.
- **Taking minutes:** During meetings, the Secretary meticulously records accurate and detailed minutes, capturing key discussions, decisions made, and action items.
- **Distributing minutes:** After meetings, the Secretary promptly distributes minutes to all Board members, ensuring everyone is informed and can follow up on assigned tasks.

2. Record keeping:

- **Maintaining official records:** The Secretary is responsible for maintaining accurate and up-to-date records of the MHPSS Academy, including:
 - Meeting minutes
 - Financial records
 - Legal documents (bylaws, articles of incorporation)
 - Contracts
 - Donor information



- **Ensuring document accessibility:** The Secretary ensures that these records are securely stored and readily accessible to authorized individuals.

3. Compliance and legal matters:

- **Staying informed:** The Secretary should be familiar with relevant laws and regulations affecting non-profits, ensuring the MHPSS Academy operates in compliance.
- **Filing documents:** The Secretary may be responsible for filing necessary documents with government agencies or regulatory bodies.

4. Communication:

- **Facilitating communication:** The Secretary may serve as a point of contact for the Board, ensuring effective communication among members.
- **Managing correspondence:** The Secretary may handle correspondence related to Board matters, such as sending out notices of meetings or responding to inquiries.

5. Administrative support:

- **Providing administrative support:** The Secretary of the Board may provide general administrative support to the Board, such as scheduling meetings and managing logistics related to Board activities.

Treasurer

1. **Managing finances and maintaining oversight:** This involves working with the Board to ensure sound financial management, including reviewing financial statements, approving budgets, and monitoring financial health. The Treasurer has the role of overseeing bank accounts, processing payments and receipts, and maintaining accurate financial records.

2. **Budgeting and financial planning:**

The Treasurer plays a key role in creating and monitoring the annual budget. This includes working with other Board members and the Executive Team to plan how funds will be allocated to achieve the NGO's mission.

3. **Financial reporting:**

Prepares regular financial reports for the Board of directors to keep everyone informed about the organization's financial status, including income, expenses, and cash flow.

4. **Compliance and legal requirements:**

Ensures the NGO complies with all relevant financial regulations and reporting requirements. This may involve working with auditors and understanding local laws in the Netherlands.

5. **Fundraising support:**



MHPSS Academy
Strengthening capacity together

The Treasurer will often provide financial information and insights to support fundraising efforts, such as preparing financial projections for grant applications.

6. **Developing financial policies and procedures:**

The Treasurer will help in establishing and maintaining sound financial policies and procedures to help ensure accountability and prevents mismanagement of funds. This could include things like expense reimbursement guidelines or approval processes for expenditures.

7. **Liaising with banks and auditors:**

The Treasurer will be the main point of contact for the NGO's banking relationships and any external auditors who may be involved.

8. **Risk management:**

Identifying and mitigating financial risks is another important aspect of the role of Treasurer. This could involve things like ensuring adequate insurance coverage or developing strategies to manage cash flow fluctuations.

9. **Board participation and advice:**

As a Board member, the Treasurer contributes to the overall governance and strategic direction of the NGO, bringing their financial expertise to the table to inform decision-making.

General Board members

General Board members, also known as "Board Directors" are the backbone of the MHPSS Academy's Board. The roles below apply to all Board members, including the Chairperson, Secretary and Treasurer.

1. **Governance and strategic direction:**

Setting the vision: General Board members contribute to defining the MHPSS Academy's mission, vision, and strategic goals. They participate in discussions, offer insights, and help shape the overall direction of the organization.

- **Policy development:** They contribute to developing and reviewing policies that guide the MHPSS Academy's operations, ensuring compliance with legal and ethical standards.
- **Oversight and accountability:** Board members provide oversight of the MHPSS Academy's activities, ensuring programs are effective, resources are used responsibly, and the organization is accountable to its stakeholders.
- General Board Members will help to **identify any emerging trends and opportunities** in this sector that the MHPSS Academy could take advantage of.

2. **Fiduciary responsibility:**

- **Financial stewardship:** General Board members share responsibility for the MHPSS Academy's financial health. They review financial statements, participate in budget discussions, and ensure proper financial controls are in place.
- **Resource development:** Board members may be involved in fundraising activities, identifying potential donors, and leveraging their networks to support the organization's financial sustainability.

3. Program support and evaluation:

- **Program expertise:** Board members may offer expertise in specific program areas, providing guidance and support to the Executive Team.
- **Program evaluation:** They participate in evaluating the effectiveness of the MHPSS Academy's programs, ensuring they are aligned with the mission and achieving desired outcomes.

4. Advocacy and public relations:

- **Promoting the mission:** General Board members act as ambassadors for the MHPSS Academy, promoting its mission and programs to the public and their networks.
- **Advocacy:** They may engage in advocacy efforts to raise awareness about the issues the MHPSS Academy addresses and promote policy changes that support its cause.

5. Board engagement and development:

- **Active participation:** Board members are expected to actively participate in Board meetings, committee work, and other activities.
- **Board development:** They contribute to the ongoing development of the Board, including recruiting new members and participating in Board evaluations.

Roles of Executive Team and external advisors or consultants

Executive Team

The Executive Team work on the day-to-day tasks of the MHPSS Academy. In the first year of operation, **all of the Executive Team are hired as part time consultants** in the roles stipulated below:

Executive Director (ED)

Roles and responsibilities

Team lead and communication with Board

- Leads daily operations and ensures alignment with the organization's mission and strategic goals.
- Manages the team, oversees programs, and develops relationships with donors, partners and collaborators.
- Provides overview of completed and planned activities, and of financial status to the Board and acts as a liaison between the Board and Executive Team.

Financial



MHPSS Academy
Strengthening capacity together

- Manages overall financial planning and resource allocation together with the Treasurer of the Board.
- Oversees compliance, accounting, and audits.
- Develops and implements fundraising strategies, such as donor engagement and grant writing.
- Coordinates fundraising campaigns and tracks funding progress.

External relations

- Manages relationships with individual donors, corporate partners, and foundations.
- Coordinates with external collaborators, partners and reports on program outcomes.

Internal relations

- Manages recruitment, onboarding, and training for other consultants.
- Develops policies to maintain a positive and inclusive workplace.

Programs and projects

- Designs, implements, and oversees the MHPSS Academy programs (e.g. trainings, other events)
- Sets program goals, evaluates progress, and manages program-specific consultants or volunteers.
- Handles logistics, administrative processes, and operational efficiency.
- Plan and execute specific projects or programs.
- Ensures that resources are optimally used to support the programs and mission.
- Monitor project progress, maintain records, and report results

Community engagement coordinator

- **Aligns their tasks with the Executive Director**
- Supports MHPSS Academy programs (.e.g. training and other events).
- Supports logistics, administrative processes, and operational efficiency.
- Supports the planning and execution of MHPSS Academy projects or programs.
- Ensures that resources are optimally used to support the programs and mission.
- Helps to ensure all documentation is done to monitor project progress, maintain records, and report results.
- Manages the MHPSS Academy's public relations, social media, and content creation.
- Works on campaigns to raise awareness about the organization's mission and impact.
- Helps to organize capacity strengthening events, such as webinars, podcasts and other learning events.
- Ensures brand consistency across all communications.
- Supports the development and use of Monitoring, Evaluation and Learning tools to help assure quality and high standard of capacity strengthening activities.
- Helps to create and maintain relations with collaborators, partners, affiliates and members.
- Supports other team members with tasks needed ad hoc.

Specialised advisors

Registered accountant

- Helps to review and submit tax declarations on behalf of the MHPSS Academy.

Legal advisors



MHPSS Academy
Strengthening capacity together

- Provides guidance on legal matters, contracts, and compliance issues.
- Helps with risk management and legal obligations.

Technical consultants

- Offer specialized skills for particular projects (e.g., IT, grant writing, marketing, training, program design support, curriculum development, research)

Volunteers

- Offer support to particular pillars of work, namely Marketing and promotional activities; Support to organization and delivery of trainings; Support with identification of feasible funding opportunities.

11.4 Appendix 3: Key stakeholders

11.5 Key stakeholders

A core group of academic and implementing organizations have been part of the early discussions and the later work to establish the MHPSS Academy. Representatives from the core collaborators are either on the Board of Directors or in the Advisory Committee.

Core **academic collaborators** include:

- Vrije Universiteit, Amsterdam, Netherlands
- University of Zurich, Switzerland
- Freie Universität Berlin, Germany
- Koç University, Türkiye
- University of Verona, Italy
- University of New South Wales, Australia
- Autonomia Universidad del Madrid, Spain

Core **organisational and agency collaborators** include:

- War Child, The Netherlands
- The MHPSS Collaborative, Denmark
- International Medical Corps, United States of America
- SOS Children's Villages, Italy
- World Health Organization, Switzerland

Other **interested collaborators** include:

- Queen Margaret University, Scotland
- University of Copenhagen, Denmark
- ARQ International, The Netherlands
- Friendship Bench, Zimbabwe
- The Regional Psychosocial Support Initiative (REPSSI), South Africa
- Transcultural Psychosocial Organisation, Uganda
- Humanitarian Leadership Academy, United Kingdom
- Narrative Exposure Therapy Institute, United Kingdom and Germany
- Teachers College, Columbia University, USA (Empower lab)
- Healthright, USA
- Kara Connect, Copenhagen, Denmark



MHPSS Academy
Strengthening capacity together

- Living Peace Institute, Amsterdam, Netherlands
- King's College London, UK

Other key stakeholders for the MHPSS Academy include funders, government agencies, community members and beneficiaries. The MHPSS Academy engages with stakeholders through social media, meetings, reports, public events, and other forms of outreach.