

THE INVESTMENT MULTIPLIER

Wellbeing & Leadership of the Leaders Who Determine Whether Your Investments, Grants, and Portfolios Deliver

THE PROBLEM: A MISSING INVESTMENT

The world's most pressing challenges are not receding, they are compounding. Of the 169 SDG targets, only 35% show adequate progress, while 18% have regressed below the 2015 baseline.¹ Across every sector, the gaps are stark: an estimated 638-720 million people faced hunger in 2024, 272 million children remain out of school, and 2024 was the hottest year on record, driving the highest climate-related displacement in 16 years.¹ Developing countries face an estimated \$4 trillion annual investment gap, more than 50% higher than pre-COVID-19 estimates, while official development assistance actually declined 7.1% in 2024, with further cuts expected.¹ The sustainability of our planet depends not just on more funding, but on investments that actually make lasting impact, and the leaders who drive that impact have a critical role to play.

Meanwhile, the leaders meant to carry these missions, across private, development, and government, are crumbling under the weight of burnout, posing a direct threat to the impact those investments are meant to create. According to a 2025 global report, 71% of leaders report significantly higher stress since stepping into their role, up sharply from 63% in 2022, and 40% of stressed leaders have considered leaving leadership altogether.² This is not just a wellbeing issue; it is a financial and an impact one, burnout costs organizations up to \$20,683 per executive every year in lost productivity and turnover,³ and burnt-out leaders are 3.5 times more likely to leave, taking institutional knowledge with them.² The pattern holds across sectors: workload and bureaucratic pressure drive burnout in government,⁴ while humanitarian and development workers facing chronic stress show rising burnout the longer they stay deployed.⁵ It is difficult to do good work while the people responsible for doing it are unwell – and when leaders burn out, it is the communities and populations they serve who absorb the gap.



"The people required to lead change, across private, public, and social sectors, must be strengthened for resilience, or the investments made around them will keep underperforming their potential."

THE SOLUTION: EMBEDDING LEADERSHIP & WELLBEING AS A MULTIPLIER ACROSS PORTFOLIOS

In 2025, CherishClub was contracted by Enabel to run a leadership training and coaching program for female leaders at primary healthcare level in 3 out of the 12 regions of Benin, embedded within Enabel's broader P@SRIS health investment. What started as a female leadership-focused pilot ended up covering 83 primary healthcare leaders, male and female, and generated unintended impact beyond health indicators, 5544 people were actually impacted. **This is how investing into the human, through, not just training, but targeted wellbeing-infused leadership coaching can have a huge multiplier effect on programs and funders' outcomes.** Upon these results, Regional Health Directors requested expansion to frontline workforce across the country.

Case in Point: The Enabel P@SRIS Programme, Benin

P@SRIS, Enabel's flagship health investment in Benin, was independently rated B for both effectiveness and sustainability in its first phase (2019-2023).⁶ The evaluation identified one gap as central to unlocking further progress: a persistent human resources deficit, particularly among midwives in rural areas. P@SRIS II (2023-2028, €7.1 million) carries that lesson forward.⁷ CherishClub's leadership and wellbeing coaching, delivered inside this investment, responded directly to a crucial aspect of that workforce gap, strengthening the people already inside the system, rather than adding infrastructure alone. **CherishClub's human intervention created a multiplier effect with no precedent: 5,544 people indirectly impacted, based on just 83 leaders trained.**

CherishClub's leadership and well-being coaching programme is a 6-month intervention designed to strengthen the human layer that technical and financial investments alone cannot address. It targets the leaders, across companies, government institutions, and grantee or partner organizations, who must deliver your mission's results under pressure, with scarce resources, and without prior preparation for the human demands of the role.

¹ United Nations (2025). The Sustainable Development Goals Report 2025. <https://unstats.un.org/sdgs/report/2025/The-Sustainable-Development-Goals-Report-2025.pdf>

² DDI (2025). Global Leadership Forecast 2025. <https://www.ddi.com/about/media/global-leadership-forecast-2025>

³ Martinez, M.F., Kern, M.C., et al. (2025). The Health and Economic Burden of Employee Burnout to U.S. Employers. *American Journal of Preventive Medicine*, 68(4), 645-655.

⁴ Pereira, M. et al. (2024). Navigating Burnout in the Public Sector. *ESIC Journal*, 8(3).

⁵ Eriksson, C.B. et al. (2012). Psychological Distress, Depression, Anxiety, and Burnout among International Humanitarian Aid Workers: A Longitudinal Study. *PLOS ONE*.

⁶ COTA asbl / Enabel (2024). Evaluation of P@SRIS I. <https://open.enabel.be/fr/evaluation/10/download/40>

⁷ Enabel Open Data. P@SRIS 2 project profile. <https://open.enabel.be/en/c/204/benin.html>

IMPACT: WHAT INVESTING IN THE HUMAN LOOKS LIKE IN PRACTICE, THE BENIN EXAMPLE (2025)

83

Health leaders & professionals coached

5 544

People indirectly impacted

67x

Impact multiplier, people reached per leader coached

100%

Achieved measurable improvement in wellbeing

100%

Reported increase in personal organization, productivity & work-family alignment

Key outcomes details

- ▶ Ranked #1 well-being progress indicator for 100% of participants
- ▶ 100% achieved measurable improvement in work-life balance
- ▶ Significant reduction in complaints in the Regional Health Office
- ▶ More positive and supportive leadership, with greater team cohesion
- ▶ Behavioral and human changes with ripple effects far beyond the leaders directly coached

Short program summary: <https://bit.ly/program-snapshot>

"Before this program, I was mentally sick. I had initiated my resignation process with my supervisor because I could no longer manage the high demands of my work as a health professional and my family. The tools I gained from this training changed everything. Now, I do more in less time and colleagues now come to me for advice on personal organization and productivity."

- Feedback of a participant, in front of her supervisor

Note: Outcome-level indicators (impact on service utilization, mortality, and program KPIs) are tracked over 3-10 years. Evaluations are planned and underway. This is a pilot-tested innovative intervention with strong process and short-term results.

WHY NOW.

Traditional Approaches to Wellbeing at Work

Even in institutions aware of the importance of wellbeing, some critical dimensions are consistently missed:

- ▶ Limited attention to personal resilience and family dynamics
- ▶ Pre-recorded trainings that convey information instead of building practices that make the individual resilient
- ▶ Therapy, often offered only when it is already too late, with a difficult and unguaranteed healing process

What Is Often Missed

- ▶ The human sustainability of leaders
- ▶ Family pressures that affect performance
- ▶ Support to develop the mindset and strategies to manage emotional load and strengthen inner resilience

Support aimed at promoting the appropriation of lasting change, rather than dependence on therapists

About CherishClub

A track record around the world

Since 2021, CherishClub has impacted 2,000+ leaders and 20,000+ people across 20 countries in Africa, Europe, and the Americas, working with Enabel, the Benin Ministry of Health, Dalberg, UNICEF, TechnoServe, ARISE IIP, CHAI, the Hewlett Foundation, and others.

A scalable model

The program is designed to reach 100,000+ direct leaders and 1 million people indirectly by 2035 globally, as CherishClub builds the human and technology infrastructure required to support this scale.

Independent evidence for the multiplier effect

Beyond CherishClub's own results: organizations that track the return on leadership coaching report a median ROI of 5-7x, with 86% at least breaking even on the investment.⁸ Meanwhile, philanthropic funders are shifting in the same direction, general operating support reached 38% of philanthropic funding in 2025, up from roughly 20% for nearly two decades, as donors recognize that organizational and leadership health is a precondition for programmatic success.^{9 10}

YOU TOO, CAN MULTIPLY THE RESULTS OF YOUR INVESTMENTS

If you are funding, investing in, or building programs across the private sector, government, or civil society, we invite you to co-create with us.

Here is an opportunity to accelerate the results of your investments by embedding leadership and well-being into your portfolio, and finally address the missing link between investment and outcomes.

Get In Touch: hello@cherishclub.com | www.cherishclub.com

⁸ International Coaching Federation (ICF) / PwC. Global Coaching Client Study.

⁹ Dalberg (2026). A New Generation of Giving: Five Philanthropic Trends We Are Watching in 2026.

¹⁰ Bridgespan Group. The Case for Funding Capacity Building.