

REBEL · 25TH ANNIVERSARY · INTERNAL

Assessment guide

Rebel Impact Challenge 2027

Date: 31-08-2026

1. Introduction

Rebel is celebrating its 25th anniversary. We celebrate this not only by looking back, but also by looking forward. With the Rebel Impact Challenge, Rebels get the opportunity to tackle the most persistent social and unsolved problems they feel truly passionate about. You put your own team together: we encourage collaboration with colleagues from other ventures or with passionate people outside Rebel. There are no pre-determined themes. Each team chooses its own issue and works on a solution. The proposal must be focused around a practical solution to this issue. The aim is not to produce a white paper or report, but to actually achieve something.

To participate, each enrolling team submits a proposal, describing the problem, the proposed solution, the budget, the implementation and the intended impact. The assessment panel, which will be announced at a later date, will evaluate the submitted plans and select the best ideas based on the award criteria. After submission, the teams with the best ideas present their plan to the assessment committee. The winning ideas will be implemented in 2027 and completed and presented no later than during the closing gala.

2. Proposal

Each team submits a proposal. You are free to choose the format for your proposal, for example a few A4 pages of text or a slide deck in PowerPoint. It is important that the proposal remains manageable. Don't make it too big. Keep the SMART rules in mind and make the proposal as concrete as possible. Elaborate on the following components in the proposal:

- I. **The problem:** what is broken, who is affected by it, and why have existing approaches not worked?
- II. **The solution:** specific and unconventional.
- III. **The budget:** see the 80/20 rule under the minimum requirements.
- IV. **The team:** names, roles and responsibilities of each team member.
- V. **The implementation plan:** a realistic schedule for 2027, from kick-off to completion, containing the relevant milestones, such as interim deliveries or events.
- VI. **The impact:** what success means, how it becomes visible and measurable and how the intended impact aligns with Rebel's objectives and core values.

Minimum requirements

The proposal must meet the following minimum requirements. If it does not comply, it will not be assessed further.

Prerequisites	Explanation
Team	Minimum 3 members per team. No maximum team size. Solo entries are not permitted.
Stakeholders	Each team has at least one relevant stakeholder assigned to the project who is involved in its implementation.
Submission	The project must be fully completed and presented before the end of 2027, at the latest during the closing gala (December 2027).
Budget	At least 80% of the budget is spent on the actual implementation of the project, such as collaborations, materials, production, external parties and the intervention itself. A maximum of 20% of the budget may be spent on the hours or time commitment of the Rebels. This is a hard limit and not a guideline. This way, the budget remains focused on achieving real impact.

Award criteria

The proposal is assessed on the basis of the following three award criteria.

CRITERION 1: ORIGINALITY

Objective: the idea offers an innovative view of the issue and the solution.

Explanation: the proposal is assessed on the extent to which the idea differs from existing approaches. That distinction can be in the chosen problem itself (an issue that has not yet been approached in this way), and in the solution: does the approach break through existing methods or assumptions, and is this an approach that has not yet been applied or has hardly been applied?

CRITERION 2: PRACTICABILITY

Objective: the proposal makes it plausible that the idea can be successfully realized within 2027, with the available time, budget, the proposed team and the necessary stakeholders.

Explanation: is the schedule realistic enough to complete the plan within the set deadline; does the proposed approach fit within the estimated costs; does the team have sufficient capacity and expertise to implement the project proposal; and have the necessary stakeholders been identified and engaged? Describe which stakeholders have already been engaged, which stakeholders still need to be involved, and what role they play in the implementation of the project. The justification must provide sufficient confidence that the project can be successfully carried out within the specified parameters.

CRITERION 3: IMPACT

Objective: the proposal makes it plausible that the idea will lead to a demonstrable and lasting impact.

Explanation: the proposal is assessed on the extent to which the proposed approach demonstrably leads to lasting positive change. The assessment examines whether the intended impact is substantiated, to what extent the effect will persist once the team's

active involvement has ceased, and whether the approach is scalable. A strong idea might, for example, result in a new working method, a lasting partnership, a product or a structural (behavioural) change.

Budget

The total budget available for the Rebel Impact Challenge is €150k. When submitting an application, the project proposal must include a substantiated estimate of the project costs. Preference is given to the implementation of multiple projects within the total available budget. Applicants are therefore encouraged to take this preference into account when determining the scope and budget of their proposal.

Scoring and selection

A maximum of 5 points can be obtained per award criterion. A score of 1 means that the proposal meets the award criterion to a very limited extent; a score of 5 means that the proposal meets the award criterion to a very high degree. In the event of an equal score, criterion 3 (impact) carries more weight, given the emphasis on lasting change. Depending on the proposed budgets, several ideas can be chosen.

3. Planning

The timeline below shows how that process works, from submission to the implementation of the winning projects.

Period of project	What happens
2 September 2026	Official Launch of Rebel Impact Challenge.
30 September, 8pm CET	Deadline for submitting your proposals.
During October	Evaluation of the entries and selection of the best ideas based on the judging criteria.
5 November 2026	Event: Rebel Impact Challenge IDEAS – event in which the selected teams present their idea to the assessment committee. Announcement of the winning projects (divided into the international and European categories).
November – January	Inception phase for the winning teams to prepare their project for implementation.
18 February 2027	Event: Rebel Impact Challenge ACTION - event where the winning teams present their project to Rebel and external stakeholders.
During the year	Implementation of the projects and communication around the progress, including press releases, interviews, a mini-documentary and workshops.
2 December 2027	Event: Rebel Impact Challenge RESULTS - Completion of the projects and presentation of the

Period of project	What happens
	results achieved during the Rebel closing gala. This will bring the Rebel Impact Challenge to a festive end.

4. Additional

Since not everyone has the same level of experience in submitting proposals, we offer the following:

1. **Proposal writing workshop:** we will organize a workshop to support Rebels to submit a quality proposal. On the platform (recommit.rebelcommshub.nl) there is an interest button through which Rebels can indicate their interest. The review team then plans and organizes the session.
2. **Guidance:** guidance can be requested on the platform for all kinds of matters. In this way, we want to give young and older Rebels, experienced and inexperienced, the opportunity to participate in the Rebel Impact Challenge. This guidance can take place both during the registration process and during the implementation.
3. **Participation:** there are people with a good idea who could use help, and people who don't have a specific idea but want to contribute to making an impact. To bring these people together, we have created a page on the website where ideas can be shared and colleagues can join a team before the submission deadline on 30 September. This is to increase participation, lower the threshold, and get as many people as possible to participate and think about how we can make as much impact as possible.

5. Submission

Send your proposal to www.recommit.rebelcommshub.nl/ or alternatively to comms@Rebelgroup.com, no later than **30 September 2026, 20:00 CET**.

For any support, or questions please contact *Carolien van der Horst*, Carolien.vanderhorst@rebelgroup.com, *Aart van Tienhoven*, Aart.vanTienhoven@Rebelgroup.com or *Yasmine Hamdan*, Yasmine.Hamdan@Rebelgroup.com.