

enpact

2021
YEARBOOK
EMPOWER
BUSINESS
CRISIS
RESILIENCE
STRENGTH.





**THE TRUE MEASURE
OF OUR SUCCESS
WILL BE THE
NUMBER OF PEOPLE
TOUCHED AND
TRANSFORMED
BY OUR SUCCESS.**

- Angela Ahrendts

WELCOME

By Matthias Treutwein

Dear Reader,

I am proud to present to you the **third edition** of our yearbook.

Last year marked another important milestone for our growing organization. On August 19, 2021, **enpact turned eight years old**. What started in 2013 in a living room with just two people has morphed into a global organization with over 60 employees operating in more than seven countries across three continents. This milestone made us proud and anxious at the same time.

IN MANY CULTURES, THE NUMBER “8” OR RATHER ITS HORIZONTAL VERSION ∞, REPRESENTS **ETERNITY**.

Creating an organization and a mindset that outlives the duration and financing of its projects, as well as its founders, is something that **keeps us awake at night**. Therefore, in the background and on the organizational development level, we have been working hard to consolidate our activities. We are delighted to offer you a glimpse of what is happening behind the scenes on our quest to build **our very own culture**.

The old German proverb, “sometimes, less is more” could not be more fitting. Yes, it is true that we have rapidly expanded both our geographical reach and our product portfolio. But in order to increase both efficiency and effectiveness, we are realizing that we have to focus on the essentials. We also have to admit that some of our ambitious attempts in expanding geographically have not been successful. In hindsight, this is hardly a surprise. Why? Because, if you want to leave a mark, you should concentrate your efforts in one place rather than stretching yourself thin over a wide area.

What does not work is having your fingers in too many pots at the same time, or in our case, trying to execute too many projects in parallel. Realizing this is painful, and it is even more frustrating to acknowledge it, but only if you look at it with a negative mindset and without trying to learn from the lessons offered. From a different perspective, it can be turned into a great opportunity.

And this opportunity means going back to our very roots: empowering entrepreneurs by applying the best concepts we’ve developed over the past eight years - financial support, mentoring, capacity-building and fostering networks.

This approach has already been piloted. We have implemented three editions of our **Empowering Entrepreneurship Initiative (EEI)**, and the contributions from our entrepreneurs from Egypt, Ghana, Kenya, Mexico and Indonesia are great testimonials of resilience. The EEI allowed us to further include participants from South Africa while at the same time supporting Tunisian businesses once again, a fact that is especially dear to me personally.

What else did enpact do in 2021? This yearbook aims to give you a kaleidoscopic overview, although it is by no means a complete one.

While on the outside we love to make things look easy, we have to admit that, once more, circumstances were difficult. We could not have done this alone. Hence, we would like to thank everyone who continues to trust in our approach. First and foremost: all participating startups and businesses, mentors and experts. Next: our stakeholders, partners and donors. Last but not least: every single enpactor on our international and diverse team.

ABOVE ALL, STAY HEALTHY AND HAPPY! EVERYTHING PASSES.

The next time you are in town, things will look better and we will ask you to stop by, have a cup of coffee with us, engage in an inspiring conversation or just say hi and get a hug. **Thanks for being you!**



Handwritten signatures of the three men.

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THE ENPACT FOUNDATION



OUR QUEST TO RESTRUCTURE ENPACT FOR INFINITE IMPACT

By Matthias Treutwein & Sebastian Rubatscher

Let us be honest with you: the following question has been on our minds for some time now, simply because it is a fundamental one, at least for us. Hopefully, the more we explain it, the better you will understand the rationale behind our structural change that will turn enpact e.V. — currently a registered voluntary association (non-profit association) — into a foundation.

HOW CAN WE ENSURE THAT ENPACT IS HERE TO STAY, AND HOW CAN WE SECURE INSTITUTIONAL FUNDING TO GUARANTEE THIS?

Here is the catch: there is no easy answer to this question. enpact continues to have a strong dependency on project-based funding, mainly from public donors and foundations. The good news is: we have been doing a lot of strategic planning, as well as administrative and legal preparation, to position ourselves in a way that allows partners to take a mid- to long-term perspective when working with us.

What does that actually mean? We have been working intensely on turning our association into the enpact Foundation. To better explain why, let us quickly take you back in time.

Over the past few years, we have expanded both our geographical scope as well as our product portfolio.

While this broadened our visibility and partner base, it is now time to focus on the core of enpact's DNA: **empowering entrepreneurs as a vehicle for international development cooperation.**

For this, we have tirelessly developed powerful tools and built an engaged network, both of which are essential for the success of our programs. Also, our lobbying efforts for direct financial support are finally bearing fruit. While our boutique-style mentoring has been at the base of this development, we have been able to scale our programs, both in terms of the amount of participants as well as the scope of their components. We are now offering monthly financial support as a key element, additionally to mentoring, networking and capacity-building.

THE HARDWARE

What does the enpact Foundation have to do with this? First and foremost, “enpact Foundation” sounds pretty cool. If you grew up in the '80s and watched “MacGyver,” it is highly likely that you are familiar with the “Phoenix Foundation”. MacGyver created this clandestine organization using his extraordinary talent for unconventional problem-solving and vast scientific knowledge to save lives. Well, if you change “clandestine” into “public” and replace “lives” with “entrepreneurs” it does sound pretty much like enpact, doesn't it?

Jokes aside, our approach and mission are to use entrepreneurship and the empowering of its main actors — entrepreneurs and support organizations — as a vehicle to make international development cooperation finally effective. Just like our hero from the '80s, we are trying to make the world a better place, armed to the teeth with resourcefulness and little more than bubble gum and a paperclip.



One of the key elements we want to apply on a larger scale in the future is the successfully tried and tested approach within our Empowering Entrepreneurship Initiative (EEI): a combination of direct financial support, mentoring, capacity-building and access to networks. This will serve as the basis for our foundation!

In the upcoming decades, we want to provide direct financial support for entrepreneurs and changemaking organizations, and this is the second reason for having a foundation. It would provide us with the legal framework to develop and raise endowment capital.

This setup would overcome the insecurities related to project-based funding, which strongly depend on factors that we are not able to influence or control, like national and international political agendas, elections, emergencies and geopolitical externalities.

To achieve this goal, we want to engage more foundations as well as high-net-worth individuals to team up with us, alongside our current base of public partners.

Once a certain amount of capital has been raised, we will be able to finance our operations via the return on the capital, allowing us to cut costs dramatically and ensure to have a high rate of direct payouts as our actual operating costs become irrelevant.

Another reason for the foundation is an enhanced and more transparent legal structure. Having a board of trustees composed of leading figures from different sectors and diverse backgrounds and cultures will make enact even more accountable. It also allows us to gain access to new networks and resources.

THE SOFTWARE

The enact Foundation will focus on three main components, which will be made available for both main target groups: entrepreneurs and supporting organizations.



INCUBATION: offering support to young professionals and young university graduates to start businesses in partnerships with universities and the private sector. This entails the application of our successful boutique mentoring topped with the provision of financial support, capacity-building and networking, and will see founders receive our flagship mentoring for 9 to 12 months. This will allow us to promote the best ideas in an inclusive and impactful way, regardless of the background of the founders.



CRISIS RELIEF PROGRAMS: with a similar approach to the above, but a shorter duration as well as less mentoring, we offer urgently needed help for the duration of three to six months. The basis is again the combination of financial support, capacity-building and network access, but with a shorter program duration and mentoring being less prominent. It allows a reliable and flexible solution for current crises and can be adapted to a variety of factors and externalities and provide urgent relief in extreme situations.

Our current **COVID-19 Relief support programs** are good examples of this component. The beauty lies in the fact that with need-based content training by external experts, this approach is scalable and can be adapted on very short notice with direct impact.



SCALING: our future also foresees the design and implementation of a third component: scaling, providing market access and growth opportunities for both companies and organizations on a larger, global scale.

If we were living in the best possible world — as proclaimed by the ever-optimistic German philosopher Gottfried Wilhelm Leibniz — we will achieve these goals in 2022. We will be able to offer both powerful economic tools for enhancing perspectives at home as well as in our target countries. This is our interpretation of sustainable and ecological international development cooperation, which is required to tackle the pressing challenges of the 21st century.

Exciting changes are ahead of us. This also means we have to make some difficult decisions, once again. It is more important than ever to say no to certain things rather than trying to be a jack-of-all-trades. At times it feels hard to take a moment to stop, breathe and savor what we have achieved over the years. With our programs scaling in size and the fact that we are now able to provide the much-needed and hard-lobbied-for component of financial support, we have yet again achieved another milestone.

**KEEP ENACTING WITH US
ON ALL LEVELS, BOTH ENTREPRENEURS
AND SUPPORTING ORGANIZATIONS!**



ENPACT IN NUMBERS

OVERALL:

- **3,200+** businesses supported
- **1,100+** mentors & experts
- **15,000+** jobs created
- **200+** support organizations
- **30+** countries

OUR 2021 IN NUMBERS:

- **10+** donors
- **7,000+** mentoring and training hours
- **4.2 million Euros** in direct financial support paid out
- **850** women leaders supported
- **60** team members
- **2,300+** innovators & entrepreneurs
- **780+** businesses supported
- **650+** Mentor-mentee matches
- **90%** satisfaction rate across all programs
- **10.94%** average audience growth across all channels
- **50+** mentions of our work in the media
- **5.4 million** people reached across social media

COMMUNITY:

- Small & medium-sized companies and entrepreneurs across all sectors
- Entrepreneurial support organizations across all stages
- Community leaders
- Mentors and coaches
- Changemakers in the health sector
- Global development cooperation organizations

FINANCIAL FIGURES: ANNUAL TURNOVER

2019 1.559.078,01 Euro
2020 5.912.987,27 Euro
2021 6.786.656,86 Euro

2 Cohorts of our Accelerator:

Egypt, Morocco

2 Cohorts of our Program Designers' Lab:

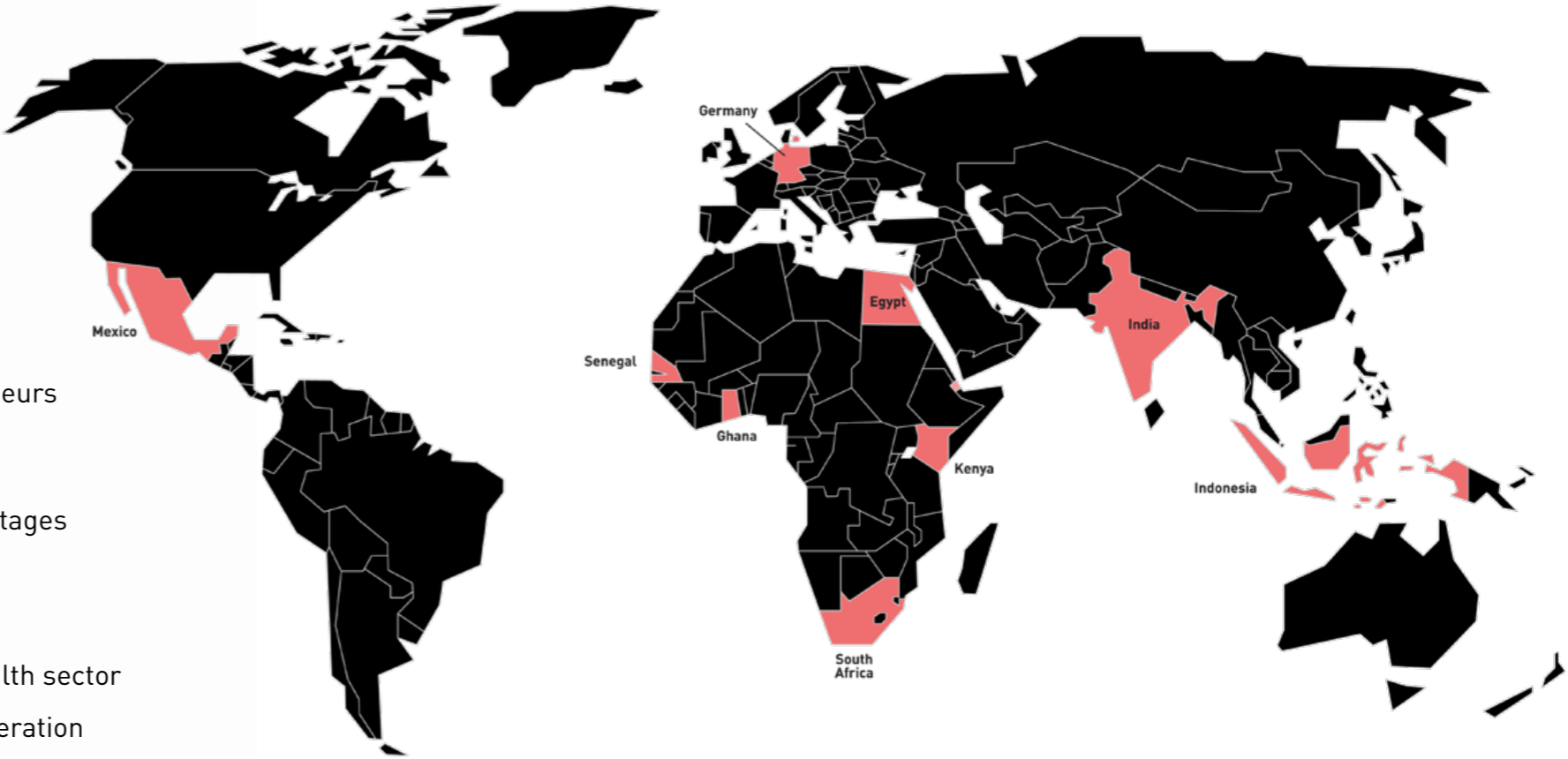
Senegal, India

2 Cohorts of our Landing Pad:

India, Berlin

1 Cohort of our International Mentoring Program with Participants from:

Burkina Faso, Germany, Honduras, Malawi, Nicaragua, Rwanda, Uganda, USA, Tanzania



1 Delegation Trip (online):

India, Berlin

3 Cohorts of our Empowering Entrepreneurship Initiative:

Egypt, Ghana, Indonesia, Jordan, Kenya, Mexico, South Africa, Tunisia

22 Public Online/Offline/Hybrid Events in 14 Countries:

India, Sri Lanka, Hong Kong, China, Korea, Japan, Indonesia, Thailand, Singapore, Malaysia, Portugal, Denmark, United States, Canada.

1 Monitoring and Evaluation Partnership:

UNITAC Hamburg

72 Startup Ecosystem Reports:

At the end of 2021, the overall count of cities analyzed reached 72

New Cities: 14

Bambey, Senegal
 Barcelona, Spain
 Colima, Mexico
 Dakar, Senegal
 Leon, Mexico
 London, United Kingdom
 Paris, France
 Queretaro, Mexico
 Saint-Louis, Senegal
 Taipei, Taiwan
 Tampico, Mexico
 Touba, Senegal
 Thies, Senegal
 Ziguinchor, Senegal

Updated cities: 10

Accra, Ghana
 Alexandria, Egypt
 Amman, Jordan
 Asyut, Egypt
 Berlin, Germany
 Cairo, Egypt
 Jakarta, Indonesia
 Kumasi, Ghana
 Mexico City, Mexico
 Nairobi, Kenya

Total number of available written ecosystem analysis:

9 ecosystems and 16 cities



DEVELOPMENT COOPERATION ISN'T A GAME, BUT KEEPING SCORE HELPS YOU WIN!

WHY WE MEASURE WHAT WE MEASURE — AND WHY THERE IS NO ONE-SIZE-FITS-ALL APPROACH

By Sergio Rakotozafy & Shefali Roy

enpact empowers entrepreneurship. This is our slogan and the driving force of our organization. What it actually means manifests itself on different levels, and the diversity of our projects is proof of this. It reminds us that there is no one-size-fits-all approach at enpact. This also means that success — our success — has many definitions in the different contexts we work in. One thing they have in common:

AT THE END OF THE DAY, THEY ALL BOIL DOWN TO EMPOWERING ENTREPRENEURSHIP.

Defining success and measuring it is at the heart of our project work. But success in project A does not equal success in project B, so we do different things to find out how our projects impacted the entrepreneurs we supported. What does this mean in practice? Well, to showcase that, here are three different examples of projects that we implemented in 2021. Hopefully they will provide you with a bird's-eye view of how enpact is empowering entrepreneurship across the globe.

HOW IS SUCCESS MEASURED?

Three of enpact's entrepreneurial support projects at a glance:

WHAT IS SUCCESS?	PROGRAM	HOW IT'S MEASURED?
Resilience and financial recovery	EMPOWERING ENTREPRENEURSHIP INITIATIVE A crisis relief and recovery program for SMEs and entrepreneurs	Digital survey (quantitative and qualitative information) Financial monitoring Post-program evaluation
	TARGET GROUP: SMEs and entrepreneurs that got hit by the COVID-19 pandemic	Measuring success: are businesses more resilient and recovered from the crisis?
Develop validated innovations for the Egyptian health care sector	CLINICAL INNOVATION FELLOWSHIP A fellowship program to foster innovation in the Egyptian Health Care sector	Digital survey on knowledge before and after every bootcamp Qualitative team evaluation for the cohort In-depth analysis from interviews collected after the program
	TARGET GROUP: multi-disciplinary teams of fellows with technical, design, medical and business backgrounds	Measuring success: did fellows learn and apply the biodesign process to create one viable innovative healthcare business
Support organizations have gained crucial skills to serve as multipliers in their ecosystem	PROGRAM DESIGNERS' LAB A project that empowers organizations to improve their entrepreneurial support programs	Digital survey after each bootcamp One-to-one feedback
	TARGET GROUP: entrepreneurial support organizations	Measuring success: how many participants became certificated at the end?

LOOKING BACK ON THE FIRST TWO PROGRAMS OF THE EMPOWERING ENTREPRENEURSHIP INITIATIVE

8 out of 10 Euros of the project's total budget went directly to the entrepreneurs

20.39%

of businesses obtained **new funding** after the end of the programme

68.26%

of businesses **changed or adapted** their product/service as a result of the program learnings

Businesses in the first program show a recovery rate of **118%** in revenue

Businesses in the second program show a recovery rate of **68.77%** in revenue with respect to their monthly average value before COVID-19



Women-led businesses show higher resilience levels

31.33%

of businesses obtained access to **new markets** through contacts established during the program

1,085

non-selected businesses received access to **virtual training content**

Businesses in the first program show a recovery rate of **93.98%** in number of employees

Businesses in the second program show a recovery rate of **87.54%** in number of employees with respect to their average number of employees before COVID-19

The **Empowering Entrepreneurship Initiative (EEI)** targeted entrepreneurs and small and medium-sized enterprises in emerging economies (e.g. Mexico, Ghana, Egypt and Indonesia) that were affected by the COVID-19 pandemic. So far, enpact has supported 745 businesses and over 2,000 individuals through its Crisis Relief and Recovery Programs. To find out how satisfied participants are with our programs and their different components, and how they progress throughout their months working with enpact, we send out monthly digital surveys. These surveys include financial information, satisfaction rates, learning progress and suggestions for improvement, which provide us with important insights to enhance future programs. To obtain a more comprehensive picture, data is collected not only from the participants but also from their mentors. Last but not least, we interview key project staff at enpact to gain insights from every possible angle in order to improve future editions.

Collecting data over an extended period of time not only helps us understand the progress of our participants: it also allows us to conduct statistical analysis to validate our findings.

HOWEVER, NUMBERS ARE ONLY **ONE SIDE**.

The other side are the human beings behind each and every number. In order to fully understand the many dimensions of impact, we go deeper and interview a sample of our cohort after the program has ended. This gives us additional insights into what really changed within their businesses and teams and to what level enpact was able to contribute to this journey.

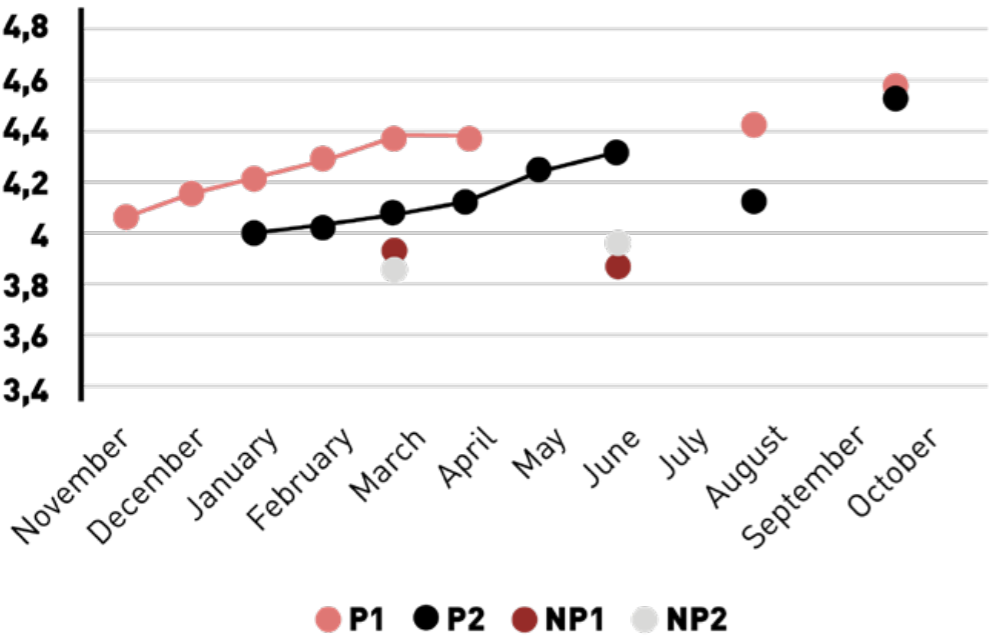
Due to the sheer scope of the project, we included an impact evaluation after the conclusion of the active program phase. Measuring impact in the EEI ultimately comes down to combining information collected throughout and after the program via digital surveys and deep-dive interviews with our alumni. With this extensive combination of efforts, we were able to understand how the program contributed to the **recovery of our participants** and their businesses.

KEY FIGURES FROM THE FIRST EMPOWERING ENTREPRENEURSHIP INITIATIVE PROGRAM:

- Female-led businesses showed higher resilience levels than male-led businesses
- Businesses have recovered 94% of their pre-pandemic staff
- 68% of businesses adapted their product(s) to the pandemic context using learnings from the program
- Businesses showed a recovery rate of 118% in revenue

Last but not least, our participants significantly grew more optimistic about their business recovery during the program.

MONTHLY AVERAGE PERCEPTION OF THE BUSINESS RECOVERY RATE (ON A SCALE FROM 1-5)



[5] My business will most likely succeed/survive the COVID-19 crisis, [4] My business is likely to succeed/survive the COVID-19 crisis, [3] My business has a fair chance of success/survival, [2] My business is likely to fail, [1] My business will most likely fail

P1: participants from a sector-agnostic cohort
P2: participants from a tourism cohort
NP: non-participating businesses from the respective cohort

PROGRAM DESIGNERS' LAB (PDL)

The Program Designers' Lab aims to empower supporting organizations and institutions that focus on entrepreneurship. Through a series of workshops with a focus on program design, the PDL typically targets 10-15 entrepreneurial support organizations, enhancing their skills as multipliers in their ecosystem. Participants sharpen their skills on key topics such as project idea development, access to funding, financial and narrative reporting, etc. in order to design and implement better programs for their respective target groups.

With capacity-building and skills development at the core of this program, a self-assessed skills level on key program topics is determined at the beginning of the project. Afterward, focus topics are delivered through workshops and bootcamps that in turn represent milestones in the project's timeline.

These are used as checkpoints to find out where participants stand and to control the quality of our program.

Through digital surveys, we are able to document the participants' self-assessed skills development, comparing it with the self-assessment from the beginning of the program. The perceived quality of our content and the overall satisfaction rate of our program are also covered by these surveys. This format enables comparability with less time-intensive data collection.

Upon the completion of the program, participants who successfully completed at least 80% of program activities receive a certificate. The absolute number of issued certificates is the project's ultimate proof of success. At the same time, it provides an indication of skills development within the program as it implies that participants completed each focus topic as intended.

Measuring impact in the PDL ultimately comes down to quantifying qualitative information at each milestone to assess each step of the program separately. With the program being small-scale when it comes to the number of beneficiaries, direct feedback and communication between enpact and participants is possible and complementary to the feedback obtained from surveys.

KEY FIGURES FROM THE PDL INDIA:

- 100% of participants expanded their network
- 75% of organizations increased quality of female-focused projects within their organization

CLINICAL INNOVATION FELLOWSHIP (CIF)

The CIF project targets fellows with technical, design, medical and business backgrounds. Working in teams of four, they identify and operationalize innovative business solutions in the healthcare sector in Egypt. The fellows are introduced to the **biodesign** process, which is applied to the context of healthcare to create innovative business solutions. Bootcamps are an integral part of the project, with each bootcamp building upon the information and training of the previous ones.

In this case too, digital surveys can be a cost-effective and time-saving format for knowledge assessment of the fellows before and after the bootcamps as they reflect the increase in their understanding and retention of the topic(s) shared. Moreover, since the success of the project is highly dependent on the teamwork of the participating fellows, a team evaluation process gives us timely insights on how to improve upon it and if there are any creases to be smoothed out. This includes self-evaluations to identify areas where they can improve their contributions to the team and peer evaluations to assess each other's strengths and weaknesses. This can be used to collectively discuss how team performance can be improved.

The program has identified clear objectives for each step in the process, and the CIF team can monitor its own progress by tracking its key performance indicators (KPI). The target group of the program is very small (the fellows), and its limited scope does not require an elaborate evaluation design. An ex-post qualitative study (semi-structured interviews), combined with the program monitoring, suffices in providing a comprehensive measurement of the program.

KEY FIGURES FROM THE CIF EGYPT:

- 6 critical needs with high commercial potential were identified by the team
- 11 jobs created in CIF-supported SMEs as a direct result of the project

LEARNINGS, LOOKING BACK AND LOOKING AHEAD

The COVID-19 pandemic has taught us many lessons. As we started conducting projects remotely, our data collection was increasingly digitized. Where we can and when we can, we meet the entrepreneurs we work with in person and submerge ourselves into their ecosystems.

There is no digital monitoring system that will ever beat having a chat with an entrepreneur over a coffee. Of course, not all of our projects permitted this in 2021.

As enact's scope in geography and number of beneficiaries increases, we look back to our beginnings with a hint of nostalgia. It seems like a lifetime ago that we were implementing bootcamps with 10 to 30 entrepreneurs in remote places in Egypt, Tunisia, Ghana, Kenya or Germany, and spending several consecutive days getting to know and trust each other personally. This not only allowed the development of more personal relationships, but this format also allowed us to conduct evaluation interviews with everyone.

But we have learned that how we measure our impact depends on the scale and the type of our cohorts. And we have learned to measure what is necessary with the most economic use of resources possible. Being systematic about it allows us to find out our real impact but also to find out how to improve our projects. Creating impact with and for entrepreneurs is our main motivation.





THE TEN COMMANDMENTS OF ORGANIZATIONAL CULTURE

By Christoph Hesse

There is a sweet spot moment for any organization to (re) think and articulate its culture, the distinctive set of values which ideally translates into practices and behaviors across the whole organization. Put another way, this is the kind of thing you would write about in the obligatory “About Us” or “Who We Are” section on your website. As for timing, you might take advice from Jeff Lawson, CEO & Co-Founder of Twilio: “Plan to articulate your values when you’re between 20-40 employees. Don’t express them when you’re three nor when you’re 500 people.” For enpact, the right moment came at the beginning of 2021 when we reached a headcount of 50.

BUT HOW DO YOU GO ABOUT IT? IS THERE AN ISO-NORMED PROCESS FOR ESTABLISHING AN ORGANIZATIONAL CULTURE AND VALUE SYSTEM?

Is it possible to create a culture from above or does it grow from within? Does culture come to you, with or without your (wrong)doing? And why don’t you just print some nice-sounding values on mugs and hand them out to newly onboarded employees, subtly turning them into believers with each sip of coffee?

To answer why you don’t or shouldn’t, along with all the other essential questions, let me share my 10 key learnings from facilitating an organization-wide cultural update.

As enpactor,

- I** I operate with honesty and integrity.
*I am true to myself and trust in the goodwill of my colleagues.
#honesty #integrity #goodwill*
- II** I actively contribute to a friendly, trustful and supportive work environment.
*I make my colleagues feel safe and truly appreciated.
#trust #support #appreciation*
- III** I bring the best version of myself to work.
*I nourish an open, inclusive mindset and a positive can-do attitude.
#bringmybest #openness #inclusivity #can-do*
- IV** I cherish the diversity and plurality that defines our organization.
*I treat all my colleagues with dignity and respect.
#diversity #plurality #dignity #respect*
- V** I respect the time, social life, health, and wellbeing of my colleagues.
*I show understanding for my colleagues’ responsibilities and realities outside work.
#respect #understanding #empathy #wellbeing*
- VI** I communicate candidly, in good faith and to the best of my knowledge.
*I am transparent and honest in my intentions, direct but empathic in my wording, constructive in my feedback, factual in my arguments and complaints.
#thewaywetalk #transparency #honesty #frankness #veracity*

- VII** I am willing to learn from my colleagues and share my own experience.
*I readily but humbly receive and give advice and strive for the best possible outcome for the team.
#curiosity #sharing #humbleness #teamplay*
- VIII** I cultivate a fruitful, result-oriented collaboration.
*I take my own as well as my colleagues’ roles and responsibilities seriously and honor my commitments.
#collaboration #productivity #responsibility #diligence*
- IX** I have the courage to speak up, to say “no” and actively seek and give feedback.
*I express my well-founded concerns, take positive ownership of my errors and encourage continuous improvement wherever possible.
#courage #sayno #feedbackculture #ownership #proactivity*
- X** I contribute to the positive image and reputation of enpact.
*I comply with our commandments, put a halt to offense, misbehaviour and abuse and talk about the good we do.
#proudforpurpose #reputation #compliance #thegoodwedo*

enpact
Ten Commandments
of Organizational Culture
2021 Edition

KEY LEARNINGS

#1 GET MANAGEMENT AND EMPLOYEE BUY-IN

Defining your organizational culture is neither a management-exclusive topic enclosed in a Christmas newsletter shared with employees nor is it an employee-only initiative that gets voted on in a regular all-hands meeting. Make sure to create an inclusive process and get buy-in from both sides right from the start as this will be paramount to your success. In this case, that means the seamless adoption of the defined culture.

#2 BUILD UPON WHAT’S ALREADY THERE

Chances are this is not the first time your organization is putting some brain power into this. Find out who led or was involved in previous initiatives and ask for their perspectives. Whether they are founding members or long-term employees, getting their thoughts will not only make it easier to identify “core values” that have been around since the beginning but also to explore how your culture evolved over time.

By the way, the “build upon what’s already there” rule also holds true for the process itself. Rather than drafting your culture from scratch, you are taking part in an iterative process of fearless introspection and self-discovery. The job here is not to reinvent but to recognize yourself by looking in the mirror and eventually being able to say “this is who we are,” which makes for ideal website material (see above).

#3 CREATE A BALANCED AND DIVERSE TASK FORCE

Coming up with values is not one person’s job. Create a task force as balanced and diverse as possible from all ends of the organization. Beyond the obvious balancing (gender, sex, age, ethnicity, cultural background), I would argue there are three other categories to watch for in creating your “Culture A-team”: (1) seniority – relatively new vs. senior staff, (2) department – outward-facing (sales, marketing) vs. inward-facing (HR, finance), (3) personality – extroverts vs. introverts with the latter probably being the most important. It might be hard to make them volunteer for the job, but once you have them in your task force you can leverage their strong listening and even stronger observation skills. Talking values in your organization really is the introverts’ hour to shine!

#5 FIND THE RIGHT FORMAT AND TONE

We decided on a name early on for our value statements. In all modesty, we opted for “enpact’s Ten Commandments,” obviously more out of love for a great song by German ‘80s synthpop band Camouflage than for its weighty religious connotation. The idea was clear: we wanted to come up with no more than 10 values that all of us could easily subscribe to and be willing to hold each other accountable for. This also influenced the format and overall tone we were going for: solemn and binding yet clear and engaging following one of our Co-Founder’s favorite mottos, *suaviter in modo, fortiter in re*, latin for “gently in manner, firmly in deed”.

#4 FOCUS ON YOUR CORE VALUES

This is by far the most participative and fun part of the process. When facilitating the update at the beginning of 2021, we already had six core values in place: empowerment, adaptability, co-creation, trust, appreciation and integrity. However, we decided to open the candy box again and have the whole team interact and collaboratively build a value matrix by choosing 30 out of 300 values that would then in turn guide the task force through the rest of the process. By alternating divergent and convergent thinking, we finally were left with a manageable number of collectively approved values — the groundwork for the editorial nitty-gritty that was to follow.

At the same time, we decided to make every statement start with “As an enpactor, I (...)” applying a neurolinguistic programming nudge that would help us identify with each value.

#6 MAKE THEM ASPIRATIONAL

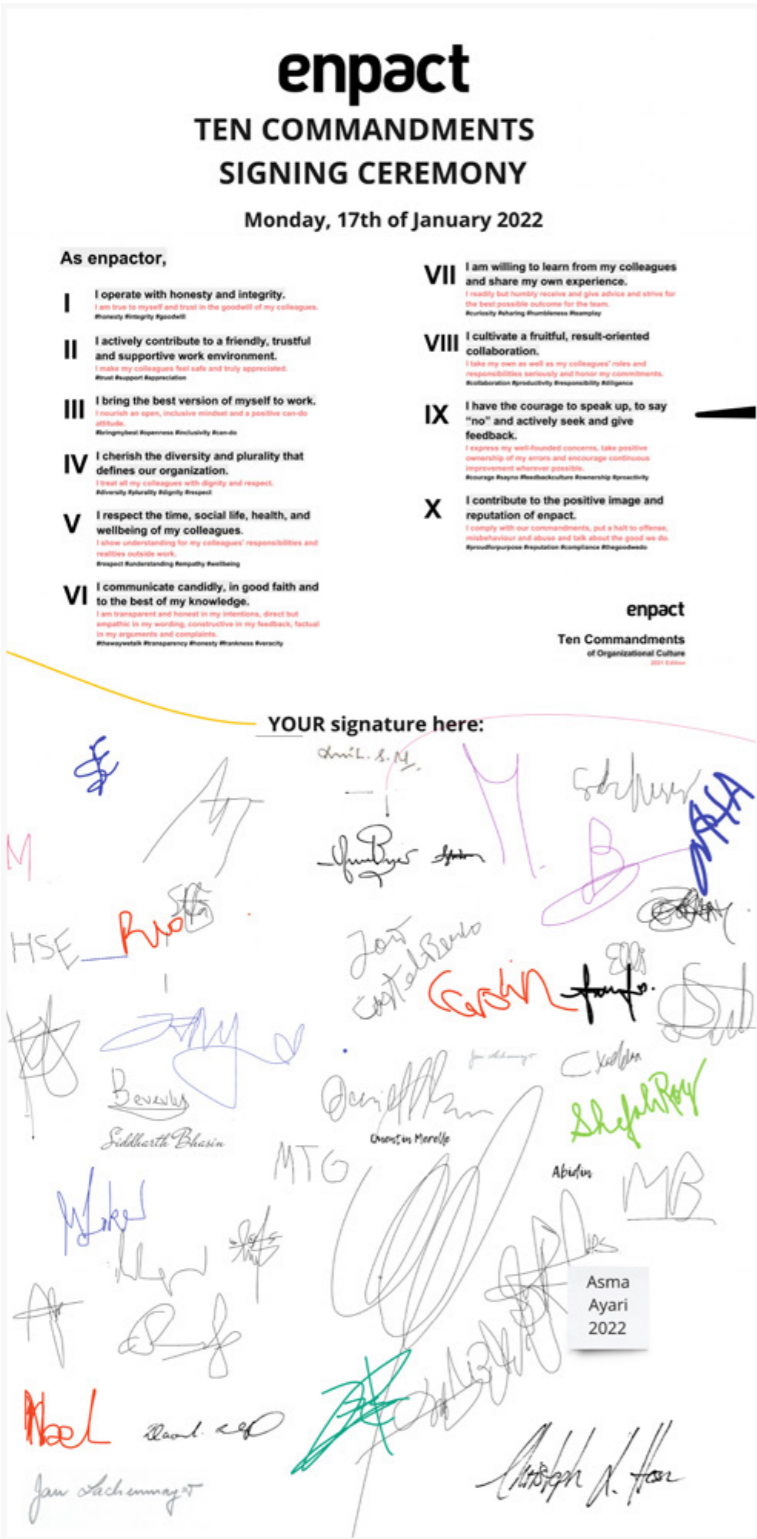
As with an organization’s vision or mission statement, when formulating your values, you should quite intentionally reach for the stars. Envision an ideal future state, the “promised land” you want to send your team out to evangelize. On the way to organizational greatness, you can still harvest some of the low-hanging fruits in passing. In the daily hustle and bustle, values and good advice, and even common sense, might occasionally be thrown overboard. It is nice to have a written reminder of what everyone individually and the team collectively signed up for.

#7 MAKE THEM ACTIONABLE

CULTURE IS LIVING VALUES. VALUES ARE WRITTEN WORDS, AND YOUR CULTURE IS HOW YOU ACTUALLY LIVE THEM.” - JEFF LAWSON, CEO & CO-FOUNDER TWILIO

To translate values into practice and practice into behavior, they must be actionable. There is no manual for exerting “honesty” or “integrity”. Writing it on the office wall in big letters or handing out printed mugs (more on this later) will be of no help with it either. “Honesty” itself is an abstract concept, a noun, and as such nothing you or anybody else would immediately be able to put into practice. Go with “always tell the truth” instead and it suddenly is a whole different story. Drawing from this example, **Simon Sinek** put it as bluntly as possible: “values are verbs”. They manifest in what you do. That’s why in “enpact’s Ten Commandments,” the “I” sentence is followed by a descriptive one-liner exemplifying the statement with a clear action.

Commandment #4: “As an enpactor, I cherish the diversity and plurality that defines our organization.” (hence) “I treat all my colleagues with dignity and respect.”



#8 CELEBRATE YOUR CULTURE

Once you’re done, drum up your people, read your values out loud and have everyone sign them. Give them center stage and thus the importance they deserve. This underlines that you are serious about your organizational culture and that you have faith in the process. With a global team like ours, we waited for two weeks for the right all-hands to come our way, making sure all our fellow enpactors from Mexico to Indonesia could join for the virtual ceremony we had prepared. Needless to say, the event was a total blast!

#9 GIVE IT A FRESH LOOK EACH YEAR

Don’t fall in love with your values. This might come as a surprise and seem counterintuitive if not outright blasphemous. While your core values will stick with you until the end, the way you learn to make them actionable with your team might change. Values that were not important during your early days or growth stage might suddenly gain relevance. Peter Drucker famously said, “Culture eats strategy for breakfast.” That said, your appetite may change.



#10 DON'T PRINT THEM ON MUGS!

There are already tons of self-affirming ceramicware and office walls printed with false value statements and semi-inspirational mantras out there. Beware of the hype. While having a visual reminder of your values is nice, you now know that the only way to make your culture stick is to live and to lead by example. This is because it’s your actions, and only them, that speak louder than words.





LEARNING CAFÉ — OUR TAKE ON INTERNAL LEARNING

By Sharmila Sugunanand

“TELL ME, AND I FORGET; TEACH ME, AND I MAY REMEMBER; INVOLVE ME, **AND I LEARN.**”

– BENJAMIN FRANKLIN.

120+ — participants

10 — sessions, or “episodes”, delivered in 2021

50% — internal and external keynote speakers

60% — total satisfaction rate

At enpact, we are very proud of the diverse, creative and friendly work environment we have established. Our colleagues, partners and businesses enjoy collaborating with us. We value our ability to focus on solutions that are story-driven, high-quality, genuinely collaborative and empower entrepreneurship. Our mission is to create engaging experiences that awaken people’s curiosity and spark a desire to know what will happen next.

LEARNING IS FUN AND EASY

A focus on learning and development has been extremely prominent throughout enpact’s eight years. As our teams and our projects grew, we decided to roll out creative methods to engage our diverse team members.

We formed the “Learning Café” during our annual retreat in early 2021. The Learning Café is a joint effort by dedicated team members who work together to create compelling learning and development sessions.

2021 ENPACT ANNUAL RETREAT



Q1 2022

They each go above and beyond to ensure the success of a session, be it by bringing an external speaker onboard or being flexible when it comes to last-minute changes. Other team members create captivating posters and run internal promotion campaigns to encourage our colleagues around the world to attend sessions.

WHAT'S NEXT FOR 2022?

In addition to supporting the technical aspects of the Learning Café, such as recording live talks, allowing interactive breakout rooms and recording them so that they're available later, the team also measures the effectiveness of each session. Upon joining the team, I built on the foundation established earlier by colleagues and friends. Thanks to that exceptional team, the Learning Café has been a success!

PROMOTING WORKFORCE COLLABORATION

We do not spare any effort and are ready to go the extra mile to understand our team's training needs. Our speakers include founders, mentors, colleagues and subject matter experts from all over the world. We reach out to speakers via networking platforms and personal and professional references. We choose each topic and host based on the relevance to our organization and the needs of our team. Sometimes we also choose a topic just for the opportunity to learn more about a new technology platform that could be beneficial to our work. Sessions generally last 120 minutes depending on the topic and we put a special emphasis on setting aside time for working groups so that attendees can interact. The sessions provide practical examples and exercises that help our teams more concretely understand what they're learning.

BUILDING DIVERSE RELATIONSHIPS

Participating in a Learning Café session is an opportunity to share knowledge in an engaging workshop and allows our diverse team to work together, have fun and learn all at the same time. We initially ran one session per quarter, but increased the number via a mixture of external and internal speakers. Most of the sessions delivered were able to meet the expectations of our participants.

At the end of the year we've had 120+ participants, which — in light of our packed schedules — is a success. And, our Learning Café celebrated a milestone: its 10th episode.

In the beginning, we struggled to accommodate groups in different time zones and geographical locations, which resulted in a low attendance rate and reduced participation in live sessions. Experience and feedback helped us address these challenges. We started by allowing flexible time during the day of sessions and worked to reduce the duration of sessions and make them more engaging by bringing in noted keynote speakers who covered in-demand topics.

BOOSTING EMPLOYEES' MORALE

In my role as a human resource professional at enpact, I have found that the Learning Café has allowed me to engage with my remote teammates and better understand their needs, have more open conversations and help them do their best work. As we head into 2022, our plan is to host more sessions that directly target topics identified by our different project teams, because the required skills and training needs requested by our PR team are different from our M&E team which are then different from our content development team and so on.

“**YOU DON'T UNDERSTAND ANYTHING UNTIL YOU LEARN IT
IN MORE THAN ONE WAY.** – MARVIN MINSKY

The Learning Café is our way to learn, acquire and develop new skills in a relaxed and safe setting. Our colleagues get together during their workday, but aren't discussing work in this exciting event.



FROM ENPACT TO ETERNITY



By Matthias Treutwein

On August 19, 2021, enpact turned eight. This made me feel proud and easy at the same time, and I shared my thoughts on it in a **blog post** earlier this year. Still, I have the feeling that there is much more to be said.

The number seven is magical and mystical. There are seven classical planets, seven days in a week, seven seas and seven wonders of the ancient world. Christians have to remain strong in the face of seven deadly sins and believe that the world was created in seven days. Muslims do seven circumambulations around the Kaaba during their pilgrimage. The list can (and does) go on.

So why do I want to talk about 8? The recumbent eight ∞ is the symbol for infinity, which is a rather long time. Nonetheless, a thought occurred to me:

HOW ON EARTH CAN ENPACT POSSIBLY BECOME **INFINITE**?

Well, I do not know exactly, however, that is the goal we are working to achieve. We have started implementing **structural and legal changes** that will help us pave the way toward a setup that is less exposed to external factors.

OUR RESPONSIBILITY

I am fully aware that no one and nothing will live forever. The ongoing pandemic and the threat of global warming are challenges for both us and future generations. The outlook might be daunting, but we firmly believe in hope.

The current situation makes promoting the enpact mindset even more important. We believe we can tackle anything as long as we do it together. At the core of everything we do lies a simple mantra: empower each other. That includes advice and actions such as: develop sustainable, ecology- and employee-friendly business models. Try to leave the world a better place than when you found it.

Will enpact live forever? Unlikely, but that is not what is important. The spirit and the culture that we have created will last. We have impacted countless people positively, and that will be our legacy.

THE BUTTERFLY EFFECT VS. “IS IT ALREADY FIVE PAST TWELVE?”

It can be tough to be optimistic at times, I know. Reading the news can be a frustrating experience as it often seems as if nothing is changing — or at least not quickly enough.

If you are ever at a point where you ask yourself, “How am I going to change or influence anything”, I want to share an uplifting quote about insects to illustrate the impact you can have:

IF YOU THINK YOU ARE **TOO SMALL TO MAKE A
DIFFERENCE, TRY SLEEPING WITH A MOSQUITO IN
THE ROOM. - DALAI LAMA XIV**

Aside from this quote, a personal favorite of mine, I would like to point you towards a theory that keeps me going whenever I have doubts, equally from the realm of insects: the butterfly effect. Put into my own words, this effect describes the phenomenon that something as small as the flap of a butterfly's wing can have surprising consequences, such as creating a hurricane on the other end of the world.

INFINITE IMPACT

So, are we too small to create change? I firmly disagree.

As a father of three children — two of which are human and one of which is enpact, my oldest — I want to leave this world in a better state than the one I found it in. Will I live forever? Of course not. Will enpact live forever? Probably not. But the enpact Foundation will be a first step toward making enpact last for generations to come. Did I impact people? I hope so. Did enpact impact people? I am absolutely sure of it!

Years ago, I was asked about my personal goals with enpact. I remember my answer as if it were yesterday: "An enpact baby." What do I mean by that? I saw the potential of friendship and love as great underlying forces that were put into action by bringing our program participants together, human beings who would not have met otherwise.

And, to me, a creature of love is the ultimate proof and result of something worthwhile. So, imagine my joy when I heard about a baby that had been born because of love created by, through and with enpact.

THANKS FOR FOUNDING ENPACT AND KEEP HAVING ME AS PART OF IT. I OWE MY HEART TO YOU. OUR BABY WOULD NOT EXIST OTHERWISE!

This message brings me close to tears of joy every time I read it because it means that enpact will live on.

The Merriam-Webster dictionary defines "infinity" as an unlimited extent of time, space or quantity. In mathematics, infinity symbolizes, well, infinity. People in general associate the word infinity with the symbol ∞ , which looks exactly like the number "8" sideways. Throughout history, the symbol has been used by various civilizations to represent eternity, plenty, prosperity and hope.

**SO AS LONG AS THERE IS
HOPE AND LOVE,
THE IMPACT OF ENPACT
WILL BECOME INFINITE.**





EMPOWERING ENTREPRENEURSHIP INITIATIVE

THE TALE OF EVERYDAY SUPERHEROES

By Hanna Starchyk & Salma Nassar

“IT’S KIND OF FUN TO DO THE IMPOSSIBLE.” - WALT DISNEY

Everyone likes a good story. It therefore comes as no surprise that humans are referred to as “storytelling animals”. Some of the stories we tell each other are so powerful that they are shared around the world — and may even end up on your Netflix watchlist.

I am convinced the story you are about to read has this potential, too.

The plot runs as follows: a group of people with diverse cultural, educational and social backgrounds are sent on a mission. Their target? To discover and develop superpowers. Additionally, they learn how to share these superpowers with others, creating an astonishing network of superheroes. Intrigued? The fourth season has just started!

GENESIS

No, I’m not talking about X-Men or the Avengers, but about the participants of the **Empowering Entrepreneurship Initiative (EEI)**. At times, I find it hard to believe that the initiative started just slightly more than a year ago, and that the project team was built within two months. Some team members were making a career change, others were embarking on their first professional job and some moved across countries and continents for the opportunity.

A year later, we are more than just a team. We have grown into a community ourselves and have developed a mechanism where each of us serves multiple functions. The goals were clear from the beginning: positively impact 330 businesses from six countries by supporting them in growing stronger, more resilient, more innovative and, above all, crisis-resistant. Together with the participants, we set up our roadmap on how to approach these goals.

A good series picks up in pace with each new season. Avoiding big spoilers, I will briefly recap “previously on” for you.

In 2020, we launched two programs of the EEI: a sector-agnostic one in **Egypt, Ghana, Indonesia, Jordan and Kenya**, and a tourism-focused one in **Indonesia, Jordan, Kenya and Mexico**.

To achieve its goal of supporting businesses in resilience and crisis resistance, the Empowering Entrepreneurship Initiative provided mentoring, financial support of up to 9,000 Euros per business, business development training and network-building opportunities over a period of six months (per program).

We are proud to say that we empowered a total of 330 businesses with this powerful support mix. We put a special focus on having a regular exchange with the participants and receiving concrete feedback via the sharing of their successes and challenges during the program. This was a crucial ingredient for us, enabling our team to understand the participants’ perspectives and improve the next edition of the program.

THE EMPOWERING ENTREPRENEURSHIP INITIATIVE IN NUMBERS

745 direct beneficiaries (businesses)

2,235 participants

582 mentors

38.49% of businesses supported are women-led

e **Over 40** enpactors involved in different stages of the program

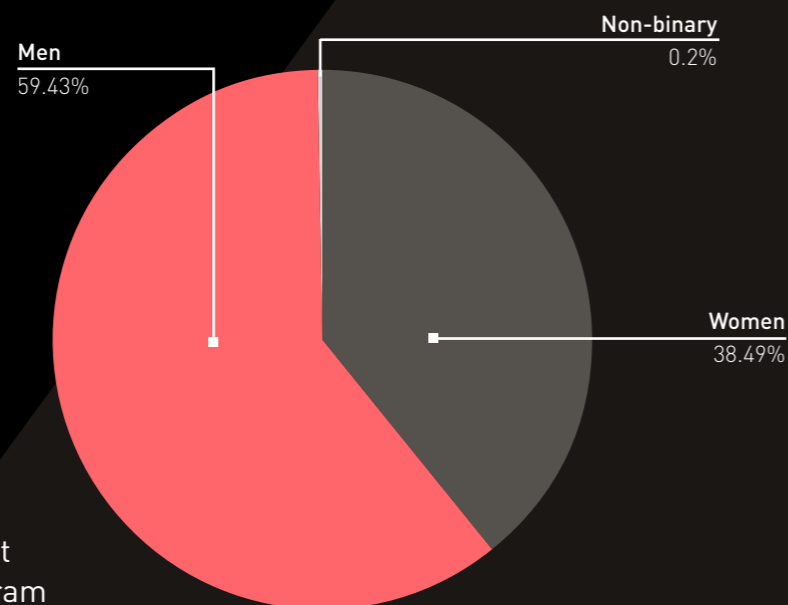


5,805,000 Euros of financial support paid out

+9,000

indirectly benefited as part of the participants' supply chain

GENDER RATIO:



GROWTH AND IMPROVEMENT THROUGH LEARNING

Having evaluated the outcomes of the pilot programs, we introduced a few improvements in our third season, titled **“Tourism Recovery Program”**:

A combination of global and local dimensions of the training component

We worked with renowned international experts during the previous programs. However, our participants identified the need for knowledge and expertise from local experts with deep familiarity with the respective ecosystem and its challenges. Implementing the request, our country teams engaged brilliant professionals on the ground for monthly, local expert sessions, which turned out to be dynamic and highly informative.

A new learning module on internationalization and market access

In order to open new horizons and opportunities for our participants beyond their own countries and markets, we developed a new module. It equips participants with tools that allow them to position themselves successfully in international markets.

A new e-learning platform for the training phase

User-friendliness, functionality and quality design are key components of any successful e-learning experience.

For this purpose, we partnered with the platform **Atingi** and developed a complete online course based on our focus topics.

New participating countries: South Africa and Tunisia!

Our programs proved to be scalable and applicable in various contexts, which allowed us to include two new participating countries in the third edition of the program.

The COVID-19 Relief for Tourism program also allowed us to identify a broad spectrum of challenges faced by tourism businesses around the world. Tourism businesses were left to their own devices as the pandemic raged and travel and safety regulations were constantly shifted in response. Many problems were not addressed systematically and founders were taking personal risks to keep their businesses afloat, hoping to survive until the day when the pandemic would finally be over. Our team worked toward equipping them with the following “superpowers”:

-  Resilience & leadership
-  Digitalization
-  Sustainability & innovation
-  Internationalization

EXCHANGE ON EYE LEVEL

These superpowers were the focus topics of our training program, which was developed together with subject matter experts specializing in the tourism sector. However, the most important ingredient to access our superpowers is not magic: it is hard work and dedication! Our team therefore worked continuously on new learning formats and a variety of learning approaches to keep participants engaged and to offer applications for their newly acquired theoretical knowledge.



Solar Freeze, Kenya, COVID-19 Relief Program for Tourism alumni

The learning formats introduced in Tourism Recovery Program were:

- LIVE LOCAL SESSIONS
- GLOBAL SESSIONS
- RECORDED WORKSHOPS
- ASSIGNMENTS
- WEEKLY NEWSLETTERS
- PITCH TRAINING AND PITCH COMPETITION



to share their progress with us and the rest of the cohort. This fueled their enthusiasm and contributed to building the community atmosphere. Some businesses relaunched their websites following the guidelines of our digitalization experts. Others changed their marketing strategy and generously shared how they found their clients through new channels. Still others completely revised their sustainability policies and introduced locally manufactured, reusable products in their daily operations. These efforts gradually supported their transformation into becoming more resilient, innovative and modern businesses, providing their customers with excellent services.

MENTORING AT THE CORE

For the participants, **mentoring** was the most exciting component of the program. Being supported by industry experts who dedicated their time and expertise was very valuable. It allowed to discuss the problems of the businesses and to support them in finding solutions. Isn't that what everyone wished for during the pandemic? Not someone who tells you what to do, but someone who listens, thinks out loud with you and supports you on your path to rebuilding. It was incredible to see the connections that formed remotely across the world. Some mentors and mentees developed an incredible bond and continued their collaboration beyond the duration of our program.

FOCUS ON LEARNING, WE HAVE YOUR BACK

At the same time, if the entrepreneurs and their teams focus on learning for six months, how are their businesses staying afloat during this time? The answer to this question is our third component: monthly financial support of 1,500 Euros per business. Our "Cash for Training" concept is aimed to ensure that teams can focus on learning.

Many participants stated: "Your support arrived just at the right moment." The financial support provided by our programs didn't just help businesses survive. It also became a crucial element in moving them to the next level. It allowed them to invest in new equipment, hire experts, renovate their premises with high-quality and sustainable materials, keep their team on the payroll and develop new products.

Very often, we were asked if the financial support had to be paid back at some point. Of course not, but we love to see our support being paid forward.

A DROP IN THE OCEAN

From the start, our goal was to help the businesses to maintain and create local jobs, to continue to offer unforgettable experiences to their guests, to empower their local communities, to promote the local culture, to make the tourism industry more sustainable and to make traveling a safe and exciting activity in a post-pandemic world. While our day-to-day work is with the executive management team of the businesses, our focus has always been on how this impact reflects on the industry and on the region as a whole.

We have observed how the program participants have been paying it forward in their communities. In Valladolid, Mexico, the **Museum of Ethnic Clothing in Mexico** is supporting the work of local artisans. Through their work, they're helping María Dominga, a local artist, to keep her craft alive, preserving traditions that have been passed down for generations. In Merida, Mexico, La Casa de Donia Way supports over 15 families by partnering with artisans under a fair trade model. They can earn a living wage through their work while providing a fair price to customers, thus moving from survival to creativity.

These examples are just a drop in the ocean when it comes to the wider impact of the Empowering Entrepreneurship Initiative. Curious? Watch the next episode unfold from the point of view of those who are making it all happen — the entrepreneurs themselves.



This project is supported by:



Implemented with:



MEXICO LINDO

By Alejandra Kauachi



I NEVER STUDIED MANAGEMENT; I AM A CHEF WHO HAD A DREAM AND STARTED LIVING IT.

The most important part was understanding resilience. At the time, resilience was a new word for me. I learned how to expect and plan for future crises and challenges and to plan ahead to keep my business standing, because closing is not an option.

DURING THE TRAINING AND MENTORING, WE LEARNED THINGS LIKE: HOW CAN WE IMPROVE OUR DIGITAL PRESENCE?

How can we understand the different levels of company growth? How can we structure our work and encourage accountability? For me, this was huge because I didn't have these tools before so I couldn't educate my team. Now, I have more structure, the company has more structure and that cascaded down to the team like a waterfall. Everybody is more educated about business management and I can lead better.

I DIDN'T LET ANYONE GO, I KEPT PAYING EVERYONE AND IT WAS FROM MY OWN SAVINGS.

I couldn't let anyone go because they live on a day-to-day basis. But of course, we ran out of savings, so the money we received from the program helped us continue to keep everyone on.

WE DEVELOPED A MORE STRUCTURED APPROACH TO SUSTAINABILITY.

We put biodigesters in two of our locations, added solar panels, stopped using paper, incorporated recycled fabric and developed better systems for recycling through access to better information and tools. We also partnered with the TUI Care Foundation on a regenerative forestry project in the area around us, which measures a total of 6,000 meters.

STANDING TALL, STANDING TOGETHER



By Bertram Flesch

Bertram Flesch is the Co-Founder and Chief Sustainability Officer of **SukkhaCitta**, an award-winning social enterprise that works with rural craftswomen in Indonesia. Originally from Germany, the trained economist has spent over a decade in Southeast Asia. With a background in vocational education reform and B2B business development, Bertram is now forging long-term partnerships to build one of the region's first regenerative and inclusive fashion supply chains.

I WILL NEVER FORGET THE FEAR IN THEIR VOICES.

That phone call with our craftswomen in East Java back in March 2020. It was the beginning of it all here in Indonesia. Following the first week of the lockdown, their husbands were laid off. In a single night, our artisans became the single provider for their families, and many of them still are to this day.

They asked us what would happen. Will we keep working? What about the apprentices? Should they stop learning? Should they stock up on food?

These were all questions we didn't have an answer to.

SUKKHACITTA: VILLAGES, NOT FACTORIES

The early months of the pandemic were especially difficult for our social enterprise. Through education and fair market access, we provide economic opportunities for women in rural Indonesia, those working from home in villages, not factories, women who often do not have access to any other source of income.

Over the years, we have grown to several hundred artisans and farmers, growing, weaving and stitching our clothes. All these women and their families depend on us. Yet with demand suddenly dropping to zero and cash flow drying up, we were not sure how long we'd be able to hold on.

STANDING TOGETHER

Meanwhile, the sentiment in the fashion industry was clear: stop all orders, stop paying suppliers and launch massive sales. It's estimated that more than **\$40 billion worth of textile orders were canceled due to COVID-19 in 2020**, and many established brands simply decided to not pay open bills to their suppliers in emerging countries.

To us, this was out of the question. It would mean leaving our artisans alone when they needed us the most. So, we decided to continue supporting them, to keep placing orders – and to do everything we could to make things work for as long as possible.



THE POWER OF COMMUNITY

It was an audacious move at the time as we had less than three month's worth of cash. But as we set up work from home and developed new products – such as simple masks we donated to last-mile communities across Indonesia – our community started showing up for us.

Inspired by our positive messaging, they bought gift vouchers, masks and donated to our various social projects to protect more women in our village communities.

Slowly things began to improve, and, in the end, we even managed to add one new village and expand our impact in rural Indonesia. This was made possible thanks to the help of our customers and long-term partners, but also impact, which provided almost 9,000 Euros of financial support so that we could focus our sparse resources where they mattered most: keeping women in work and providing more training whenever possible.



GROWING THE IMPACT

This year, we celebrated #5YearsOfChangingLives, a major milestone for our small company. Despite the pandemic, we have managed to grow our impact from only three women back in 2016 to more than 1,482 today, which includes everyone from the farmers who grow our regenerative cotton and dyes to weavers and seamstresses.

Their incomes have increased on average by 60% and we've invested over \$32,000 in microgrants for female entrepreneurs in our villages.

BUILDING BACK BETTER

Looking back, I firmly believe that living by our values and standing by our craftswomen is what allowed us to weather the storm of the pandemic. It's what enabled us to innovate together and to be seen as clearly different from other brands that abandoned the countless people in their supply chain.

In an industry that **only pays 2% of its workers a living wage** and is considered to be one of **the most destructive on the planet**, my hope is that more fashion brands take notice of our story and realize there is a different approach to making clothes, one that empowers, not exploits, and that regenerates, not destroys.

Because fairer, inclusive business models that are built around shared values are not only more resilient in the face of a crisis. They're what's needed if we truly want to build back better.



OUR COVID-19 ROLLER COASTER RIDE



By Florence Toffa

Since 2013, **Florence Toffa** is the director and CEO of the not-for-profit organization **MOBILE WEB GHANA**, a technology and entrepreneurship hub focused on creating a critical mass of technology change agents to create local solutions to solve local problems. In addition, Florence works as a consultant for international organizations such as the GIZ and the World Bank with a focus on the sustainable development goals.

Entrepreneurship comes with many opportunities and challenges. These include solving problems, envisioning new ideas, building products and services, and creating employment opportunities for others.

I have been leading my organization for 10 years now. I love the journey not only because of the rewards but because of the endless opportunities to create and try new things. Some of the initiatives we have tried at Mobile Web Ghana have failed and others have succeeded. But we never had to face as formidable an enemy as a global pandemic.

COVID-19 BROKE OUR HEARTS. LUCKILY, IT ALSO MENDED THEM IN PREVIOUSLY UNIMAGINABLE WAYS.

At first, it was extremely scary. Before COVID-19, Mobile Web Ghana only knew “business as usual”. Meetings, capacity-building workshops and seminars were done physically. Then, suddenly, COVID-19 disrupted everything.

As the leader of the company, I had so many questions: how will I pay my bills? Will we survive as a business? If we are not able to pay our staff, will we lose all the great talent we have nourished over the years? How can we pivot as a business? Which parts of our work can we do remotely? What are the opportunities? Will we survive this as a company or even as human beings?

I felt like I was walking through a long dark tunnel without any hope of ever seeing light again. One of our biggest projects, the Africa Digital Skills Conference, was supposed to happen in 2020. We had gone ahead and booked a large venue that could hold more than 1,000 people and host breakout sessions. It was a project we were particularly passionate about and wanted to see materialized. So, of course, we did not want to allow COVID-19 to disrupt our plans.

But then, in March 2020, a lockdown was announced by most countries around the world. This was very disturbing news.

We decided to move the Africa Digital Skills Conference online. One of our biggest challenges was how to pay people who would work on this and to make sure we got enough resources to cover our overhead costs. But I love the agility that comes with entrepreneurship: It can be a great problem-solver!

The Empowering Entrepreneurship Initiative provided me and my team with great learning resources that equipped us with in-depth knowledge to face the new world of business. The financial support from the initiative helped my business bridge the gap in funding during COVID-19. We were able to continue our conference, which featured more than 1,000 attendees and more than 40 sessions, a feat we are extremely proud of!

What's more, the 2021 conference featured 1,700+ attendees from 50 countries.

ULTIMATELY, COVID-19 TAUGHT US THE VALUE OF COMMUNITY AND RESILIENCE.

It is our goal to emerge stronger from the pandemic and to keep pursuing our dreams. And it is great to now be able to go on this journey with a large network of like-minded entrepreneurs.





SIEMENS STIFTUNG epMENTORING PROGRAM

TRANSFORMING A BUSINESS BY HELPING ENTREPRENEURS DEVELOP THE ABILITY TO CREATE A STEP-BY-STEP ROADMAP TO GROWTH

By Eric Mudoga

THE PROOF IS IN THE PUDDING

Every good chef will tell you that having an excellent meal requires a good recipe and nourishing ingredients. Ideally, the chef puts these components together skillfully, presenting an appetizing meal. Despite the different complexities a recipe might have, the final product is the reward for all the effort.

This recipe analogy can easily be related to the **epMentoring program**:

A GREAT MIX OF COMPONENTS AND SUPPORT YIELD TERRIFIC OUTCOMES DESPITE NUMEROUS CHALLENGES ALONG THE WAY.

WHAT IT IS ALL ABOUT

The epMentoring program empowers entrepreneurs to grow their businesses and social impact through one-on-one mentorship sessions with seasoned founders and tech professionals. In addition to mentorship, the program also enables founders to collaborate and network during group workshops, discussions and other activities.

The program has been implemented in partnership with **the empowering people. Network (epN)**, an initiative of **the Siemens Stiftung**, a non-profit foundation that promotes sustainable social development. For eight months, the founders benefit from in-depth mentoring, which is spiced up with peer-to-peer learning via the ongoing interactions with other social impact organizations. This means that this program is not about theoretical or academic knowledge that one can obtain within the scope of an MBA program. This is the real deal, with learnings applied to actual business challenges, which creates impact beyond the duration of the program.

INGREDIENTS

- Eight-month mentoring program
- 11 participants sourced from the **empowering people Network** by the **Siemens Stiftung** - an ecosystem for social entrepreneurs. The network supports enterprises by encouraging technology for sustainable development, engaging in capacity-development and mentoring, and supporting growth through financial instruments.
- One mentor visit per startup
- One mentor per two startup founders

COOKING INSTRUCTIONS

Nine enterprises with 11 founders from the Americas (United States of America, Honduras and Nicaragua), Europe (Germany) and Africa (Burkina Faso, Kenya, Malawi, Tanzania and Uganda) were selected for the program and paired with a mentor to refine their product-market-fit and to develop a step-by-step roadmap for sustainable growth. Along with the individual mentorship sessions, the founders also learn from and network with one another during group workshops and activities.

MIXING INGREDIENTS

Step 1 Scaling: One-on-one mentorship sessions enable founders to take a deep dive into their goals and roadblocks and provide ample time to develop a step-by-step, sustainable growth roadmap. Founders and mentors are matched based on expertise and needs, ensuring tailored guidance.

Step 2 Mindset: In addition to creating a growth roadmap, mentors also work with founders to develop an entrepreneurial mindset. Through working with mentors and hearing their stories, founders understand the strategies and perspectives required to launch and grow companies and lead teams.

Step 3 Network: Along with individual mentorship, the founders also get the chance to learn from and collaborate with one another during workshops and group breakout sessions. These group sessions cover investment and fundraising, essential business tools and overcoming obstacles.

PROOF OF THE PUDDING

There were several disruptions to the program, such as travel restrictions that affected mentor visits and required physical events like bootcamps to be shifted. This was as difficult for the participants as it was for us, but that said, we are proud to be able to present some success stories!



Business Owner: Nnassuuna Mirembe
of **Makapads in Uganda**
Mentor: Frank Owen, Founder of the
consulting firm **Owen Partners**
Sector: Health and Sanitary
Country: Uganda

Nnassuuna Mirembe is the CEO of **IMPACC MakaPads Ltd.** Nnassuuna is currently working with her mentor to develop a plan to take MakaPads from an invention to a business.

MAKA, WHEN TRANSLATED, MEANS “HOME” IN THE LUGANDA LANGUAGE AND IS ALSO AN ACRONYM FOR “MENSTRUATION ADMINISTRATION KNOWLEDGE AFFORDABILITY”.

MakaPads were created to address a regrettable reality: many girls in Uganda and the wider East African region miss school or drop out entirely because they are menstruating.

Nnassuuna on their mentor-mentee relationship

“We first met Frank during an early epMentoring event in a breakout session and we just clicked. It was just obvious. He understood that, yes, we are a business, but there’s also a social side to it. The first thing he did was to understand where we — and our internal processes — were at.”

Frank took a fascinating approach to Nnassuuna’s case:

1. He took the whole conversation as a business one - instead of a family one.
2. He focussed on understanding the business problem. As Nnassuuna said: “He always asks: ‘What is your problem’, followed by: ‘What do you think is the solution?’” During Frank’s many years as a business mentor he learned not to spoon-feed solutions to mentees.

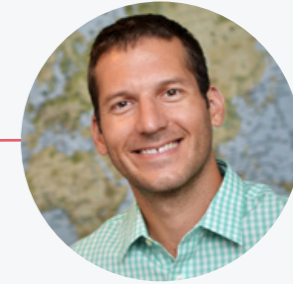
A significant challenge that MakaPads found was that they needed to reanalyze their business model. In the initial part of the business, they supplied the United Nations High Commissioner for Refugees (UNHCR), but soon that line of business ended and MakaPads needed to redefine their value proposition in a market with over 30 brands.

How has the program helped so far, Nnassuuna?

“I love Frank and this program because it’s not about pushing things on us, but instead giving us the chance to improve upon what we’ve already done. His approach is to adjust things rather than force changes down our throats.”

GOOD MENTORSHIP MEANS PRUNING, NOT CUTTING.

For Nnassuuna, being part of the mentorship program means that she has been able to realign her business model and adapt her strategy to grow her business.



Business Owner: Wesley Meier
of **Eos International**
Mentor: Dr. Hamed Beheshti,
founder of **Boreal Light**
Sector: Water Sanitation
Country: Honduras and Nicaragua

Wesley Meier has a background in mechanical engineering and started EOS in 2008. Initially, Wesley was a Peace Corps volunteer in rural Nicaragua, helping farmers to improve their livelihoods. He lived in a rural community for two years and learned both about the needs of these communities and the resources they had available.

EOS International started by sourcing ovens, stoves, solar panel systems, water treatment systems and drip irrigation technology. Eventually, they realized it was inefficient to handle multiple supply chains and run numerous business units and they decided to focus on water and water treatment as that was where EOS could make the most impact.

EOS works in rural communities and provides water treatment solutions, primarily in chlorination. The water is piped in but comes from open sources that are contaminated 90% of the time. EOS goes in and adds treatment in the form of chlorination while also offering other products and services. The organization currently works in more than 1,500 rural communities in Honduras and Nicaragua and serves over 600,000 people.

Their Mentor-Mentee Relationship

This mentor-mentee relationship is special in that they grew with each other. Dr. Beheshti used his hard-earned experience developing off-grid water companies in East Africa to help Wes scale up his own company in Central America. But even though Wes is officially the mentee, he is also teaching Dr. Beheshti a thing or two about their industry. It is a perfect example of the mutual benefit that mentoring provides for both parties if they are willing to learn from each other at eye level.

Wesley Meier: “Hamed has been helping me think through the scaling process in a much bigger way than before. He thinks big and has big projects going on, and that’s been very helpful for me. This allowed me to change perspectives, to dream big and to think about that next level and what it would look like. We’re now looking to scale our reach and even our product line, and that’s something Hamed has helped facilitate.”

Dr. Beheshti: “Before meeting Wes, I had never met anyone working in the off-grid water industry with water distribution via pipe. I am part of a group establishing the “Off-Grid Water Alliance,” and I invited Wes to be a founding partner as he represents a solution that is not well-known in Africa. I believe the Off-Grid Water Alliance will benefit from Wes’ experience and what he has done in another part of the world.”

What has been the biggest highlight of the epMentoring program so far for each of them?

Wesley Meier: “Meeting somebody new and having access to a whole new network has been awesome. Hamed has many connections, and working with such a high-profile person in our industry has been incredible. Finding ways to establish trust is incredibly important, and you can accomplish that by being open and honest. It’s also important to do some self-reflection on your company’s needs. Mentees should look for an overlap between their mentor’s skills and experience and their own.”

“It’s on the mentee to research so that they can ask questions related to their mentor’s work and experience and not just say, ‘Hey, tell me what you know’, because that’s not going to go anywhere. It’s about finding the synergies and asking specific questions about why your mentor did what they did and how.”

Dr. Beheshti: “It’s always great to meet people like Wes in the off-grid water sector with a proven business model and technology who are confident in what they are doing. Many entrepreneurs lack that level of confidence, but I could see how assured he is in his chosen path from the first time I spoke with him. That’s the most significant highlight for me, to meet a person in this industry with great confidence in what they aim to do.”

“I have never worked with water pipelines, but Wes has, and I am learning from him. I share my knowledge of scaling up a company, and Wes teaches me how channels and tap water work in off-grid communities.”

“**MENTORSHIP IS ABOUT SHARING EXPERIENCE, AND THE INSIGHTS A MENTOR RECEIVES FROM THEIR MENTEE IS OF NO LESSER VALUE THAN WHAT THE MENTEE GAINS FROM THEIR MENTOR PERSPECTIVES.**”



This project is implemented in partnership with:

SIEMENS | Stiftung **empowering people. Network**
Technologies for basic needs



ENPACT EXPANDS TO SOUTH AFRICA

By Nomakhaya Ntshobane & Gordon Dibete

Table Mountain, “The Big Five” and the longest continuous wine route on Earth are just a few examples of the wondrous sights that South Africa has to offer. With a cultural and historical heritage packed with marvel, it comes as no surprise that South Africa ranks among the top three tourist destinations in Africa.

As a country that welcomes people from all over the world and with an economy reliant on tourism, the southernmost country of the biggest continent was hit hard by the COVID-19 pandemic.

Foreign arrivals to South Africa dropped by 71%, mainly due to the lockdown and travel restrictions that were imposed.

FOR MANY BUSINESSES, POTENTIAL CLOSURE WAS THE WORST-CASE SCENARIO WHILE SEVERE BUSINESS LOSSES WAS THE BEST-CASE OUTCOME.

The Tourism Recovery Program came just in time to help selected businesses survive the repercussions of the pandemic. For the 80 selected participants, it offered much-needed business development assistance and financial support. The program was welcomed with excitement from fellow industry partners.

The program is designed to ensure that the businesses thrive beyond its duration. Mentoring workshops and focused business advice create a solid foundation for the founders to make their companies future-proof.

NUMBERS IN SOUTH AFRICA

382 applications

80 businesses selected



Over 50%
are female-led
businesses

LARGEST SECTORS:

31.8%
accommodations

16.71%
tour operators

Participants from 9 different provinces,
including multiple cultural backgrounds

ENPACT RETURNS TO TUNISIA



By Asma Ayari & Haythem Sendi

enpact has worked with Tunisian entrepreneurs and businesses since our inception in 2013. We ran several editions of both our international and national mentoring programs, managed the **Startup Haus Tunis**, analyzed the **Tunisian startup ecosystem**, published several city reports for **Sfax, Sousse and Kairouan**, implemented our **Program Designer Lab** and trained **mentors and coaches**. Basically, we've implemented our full product portfolio in Tunisia.

AFTER A HIATUS OF TWO YEARS, WE WERE ABLE TO SUCCESSFULLY RETURN TO WORK IN TUNISIA AS PART OF THE TOURISM RECOVERY PROGRAM.

After its launch in Egypt, Mexico, Kenya, and South Africa, it was agreed with the Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ) and the Federal Ministry for Economic Cooperation and Development (BMZ) to also include an additional 100 Tunisian tourism businesses. They will receive the full benefits of the program, including direct financial support, training in tourism-specific topics and mentoring by tourism experts. Upon their selection, which was completed in December 2021, the participating businesses will participate in the program from January 2022 to June 2022.

NUMBERS IN TUNISIA

460 applications

100 businesses selected

~ 10,000,000 tourists visited Tunisia in 2019

~ 60% decrease in tourism earnings in 2020 due to COVID-19

GENDER RATIO:

Men
54.2%

Women
45.8%



~ 1,000,000 EURs of direct financial support to Tunisian businesses

OUR STARTUP HAUS CAIRO



CAPTIVATING ENTREPRENEURIAL NARRATIVES FROM THE HEART OF THE CITY

By Noha Hussein

- 8 startups operated from Startup Haus Cairo
- 86 events were hosted in our Arena (outdoor space)
- 98 workshops and meetups took place in our indoor spaces
- 6,020 indirect beneficiaries (event attendees)
- 1,960 direct beneficiaries (workshop attendees)

In downtown Cairo, you can easily spot the city's contradictions. At every corner you will meet charming vintage architecture opposite bustling traffic and people from all walks of life holding on to different aspirations and facing similar challenges.

Zooming into Talaat Harb Street, up into the Ouzonian building, you will find the **Startup Haus Cairo (SHC)**, home to a vibrant community of entrepreneurs who share a common goal to create change with their businesses and solve many of the challenges we face in our daily lives.

A ONE-STOP-SHOP FOR ENTREPRENEURS ON A JOURNEY OF GROWTH

IT'S ALWAYS THE GOOD VIBES, THE RELIABLE SERVICES AND THE LIKE-MINDED PEOPLE WHOM WE MEET AT STARTUP HAUS CAIRO THAT **ENRICH OUR JOURNEY**. I CAN SAY THAT A HUGE PART OF MY NETWORK DEVELOPED BECAUSE OF THIS COMMUNITY.

— AMR ABODRAIAA, CO-FOUNDER AND CEO OF ROLOGY

Amr Abodraiaa is the very first entrepreneur who chose Startup Haus Cairo as a location for his startup. He first heard about it while participating in enpact's **International Mentoring Program** in 2017. The idea for Startup Haus Cairo follows the same concept of the previous Startup Haus we founded and managed in **Tunis**.

"It may sound astonishing, but I signed the rental contract for our office even before the opening of Startup Haus Cairo itself," Amr recounts. "In the beginning as a team of four, we used to work all the time from coworking spaces. So it was a great opportunity for our business to find a ready-to-move-in office in an accessible location like downtown".

With its slogan, "We save lives" **Rology** is on a mission to solve the shortage of radiologists in the region and eliminate the risks associated with late or bad quality reports. The company offers an on-demand tele-radiology platform connecting hospitals and radiology centers in Africa and the MENA region to highly qualified radiologists across the globe. To date, this med-tech startup has saved over 290,000 lives in Egypt, Saudi Arabia, the Democratic Republic of the Congo, Iraq and Kenya and raised a total of around 1.6 million USD in funding since its establishment.



Reunion of the **Rologyt** team with their mentor **Maha Alusi**

Something really beautiful and inspiring happened in autumn 2021. We witnessed the reunion of Amr and his team with **Maha Alusi**, their first enpact mentor from back in 2017. The bonds, friendship and impact built then outlasted the actual program itself. And this time, Maha met more than the first four team members as Rology has grown and now includes 20+ employees in Egypt along with 50+ remote radiologists worldwide.

AN EMPOWERING ENVIRONMENT FOR CREATING MILESTONES AND CELEBRATING ACHIEVEMENTS

“In February 2021, I decided to have an office space at Startup Haus Cairo, and since then, our business exposure and sales have developed noticeably! For me, Startup Haus Cairo is not just an office; it has been a big part of my entrepreneurial journey and my second home.” — Ragy Ramadan, CEO and Founder of Green Energy Academy.

Ragy Ramadan is the first green entrepreneur to join our “InHausers” community, which is our name for the entrepreneurs whose businesses operate from SHC. With his **Green Energy Academy**, he delivers renewable energy services and offers German-accredited renewable energy training programs and professional consultations in Egypt and Africa.

In December 2021, Ragy announced the establishment of a sister company to his startup, **NoorNation**, which he says is “the first Egypt-based clean energy startup that brings sustainable decentralized energy and water infrastructure solutions to the off-grid sector”.



Ragy and Mohamed Co-founders of **GEA** and **NoorNation**

Both Rology and Green Energy Academy, plus 138 other Egyptian businesses, are part of enpact’s **Empowering Entrepreneurship Initiative**. Participants receive a curated combination of training, mentoring and direct financial support to help them recover from the pandemic. We are glad that both innovative startups operate from Startup Haus Cairo.

EMPOWERMENT ALONG THE WAY WITH STARTUP HAUS CAIRO

Startup Haus Cairo is not only a physical space that boasts the needed resources and necessary infrastructure to establish a local business. It has also developed into a gateway for entrepreneurs to learn new perspectives, find guidance and access enpact’s global network of over 600 experts and mentors.



The hybrid demo day of enpact’s **International Mentoring Programme 2020**, moderated by the enpactors Rawan Bassam and Stefan Godskesen; February 2021

Its venues hosted countless demo days and celebrations for milestones. Basically, the Startup Haus Cairo serves as the hardware for the implementation of many of enpact’s programs on the ground. Earlier this year, for example, it hosted the hybrid demo day of enpact’s **International Mentoring Program in Europe + Africa**. Over this eight-month program, **nine participants** from Egypt, Nigeria, South Africa, Germany, Denmark and Senegal worked with dedicated mentors to develop their businesses, which empower women in tech. For the program’s last milestone, all of the participants tuned in to, or were at, Startup Haus Cairo and amazingly pitched their businesses, showcasing the significant progress they achieved during the program in front of a panel of seven global experts.

RELIABLE PARTNERSHIPS FOR VISIONS COMING TRUE

Since **its inception in 2018**, SHC has been a space for creating partnerships with a positive, long-term impact, the basis of which is our long-standing partnership with the **Drosos Foundation**. This trust-based relationship allowed us to develop the Startup Haus Cairo to become a leading actor in the Cairene ecosystem. The Drosos Foundation — which has been active in Egypt since 2005 — started with economic empowerment, supporting underprivileged segments of society and promoting creative industries initiated by youth. A myriad of ventures and partnerships have been growing under its umbrella to solve the country's challenges and foster social entrepreneurship. Combining our forces was a natural choice and has resulted in very impactful achievements.



The opening of Startup Haus Cairo; May 2018

Both enpact and the Drosos Foundation share a holistic vision of driving the Egyptian startup scene forward. Represented by its regional manager, **Wessam El Beih**, the Swiss organization supported enpact in establishing Startup Haus Cairo as the enpact hub in the MENA region.

Between 2018 and 2021, 4,000+ community members have utilized the physical space for different occasions. Additionally, we are catering to the needs of a digital community of around 17,000 followers. Constant interaction takes place through the SHC social media channels, with a focus on providing access to opportunities. The most prominent and recent example is the promotion of enpact's **Tourism Recovery Program** in June 2021.

WHAT WAS THE PANDEMIC'S IMPACT ON THE STARTUP HAUS CAIRO?

The year 2020 changed billions of lives. Needless to say, our activities at Startup Haus Cairo were also affected. After Egypt's short lockdown was lifted, we resumed hosting physical events, following the required health regulations and restrictions. We downsized the capacity of our venues to half while working with our community according to the official workplace guidelines.

Conveying insights, news and informative resources to our community members has always remained our focus. The result is that, throughout 2021, our audience grew by 35% on **Facebook**, 110% on **Instagram** and 148% on **LinkedIn**, an audience that includes entrepreneurs, freelancers, experts, investors, mentors, creatives and local ecosystem players.

A DIVERSE COMMUNITY & DYNAMIC PARTNERS

Housing this diverse community enabled us to build partnerships across different sectors and regions. Seven new partners joined our network in 2021. In Upper Egypt, we now work with **NubiaVest**, a growing economic empowerment platform that aims to connect investors and entrepreneurs in creative industries to revive the Nubian heritage.

In the technology sector, we partnered up with **Wuilt**, an easy-to-use platform for building informative websites or online stores within minutes. Wuilt offers its services at discounted prices exclusively to entrepreneurs in our community to help them start their online presence.

In the realm of arts and culture, we now have partners that are catering to the needs of artists, advocates and media creatives, such as **The Egyptian Film Producers Club**, **The Nada Foundation for Safer Egyptian Roads**, **Breaking Walls Festival** and **404.eg**.

"Can you imagine how many talents among us need exposure? Thanks to enpact and Startup Haus Cairo, we were able to showcase the **'Holter Stills' photography exhibition**.

It allowed over 60 artists to showcase their best artwork," says Yousef Mansour, a 19-year-old entrepreneur who founded 404.eg as a platform to protect the diversity of cultural and art expression in Egypt.

Holter Stills went on for three days and included talks and discussions delivered by art and media professionals in Egypt along with live musical performances and short film screenings presented by young artists.



Holter Stills photography exhibition garnished our Arena for three days with over 60 photographs taken by obscure young artists in Egypt; September 2021

Last year, 184 events, ranging from weekly workshops to team meetups, bootcamps, photography exhibitions, live dance performances and film screenings took place at our space. They are the direct result of the amazing work our partners are doing. Each event provided us, the Startup Haus team, with a new opportunity to watch and learn as much as the audience themselves. Any moment captured at one of these events provides a glimpse of how entrepreneurs are eagerly working on a pool of solutions to solve many of modern life's contradictions and add value to our future. We are forever grateful to them for choosing Startup Haus Cairo and for making us part of such life-changing journeys.

To stay updated with our upcoming events and get inspired, follow us on social media and **subscribe to our newsletter** to become part of our community!



This project is supported by:

drosos (...)



BEHIND THE SCENES OF FACEBOOK COMMUNITIES IN THE MENA REGION

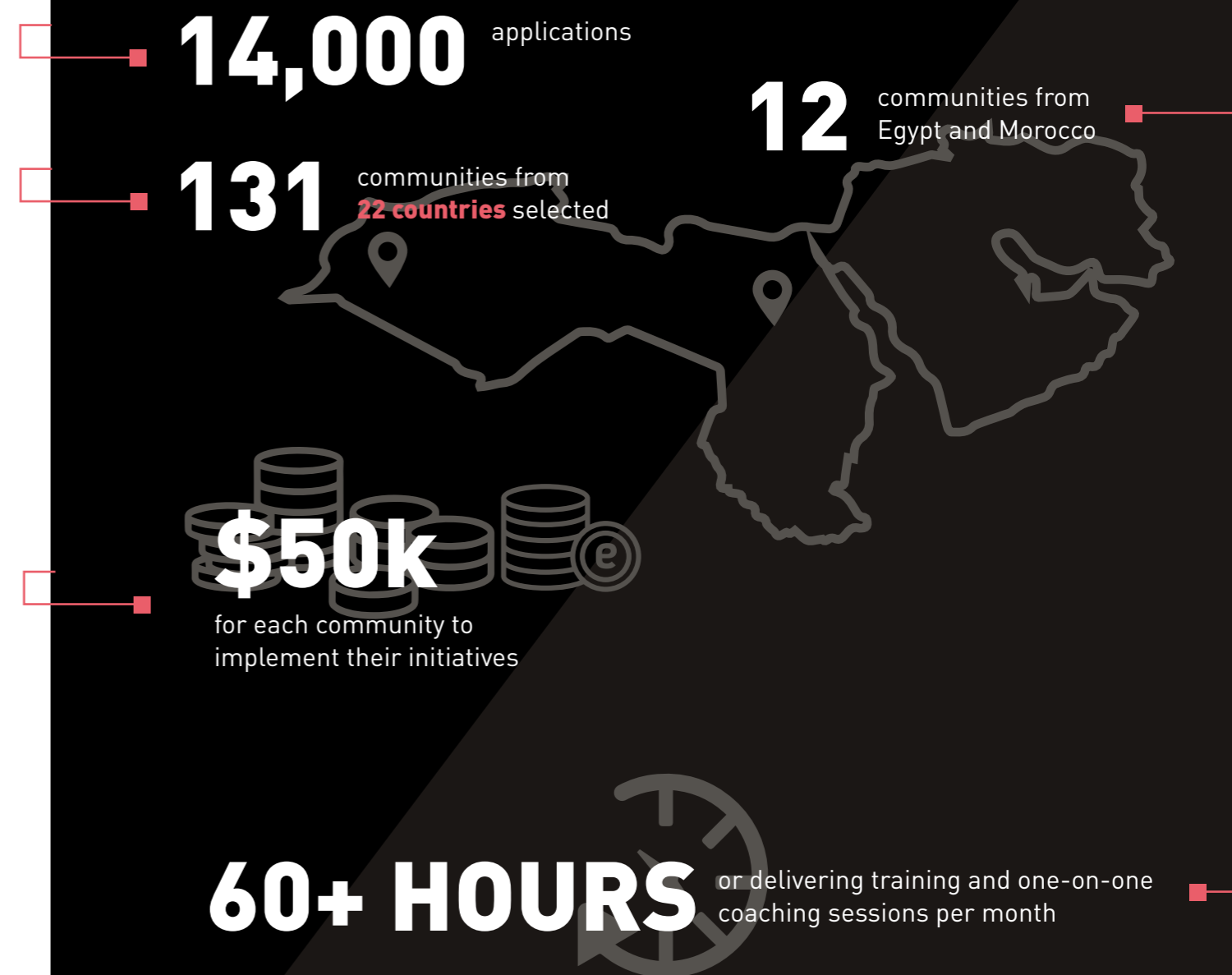
By Lara Abu Rabee & Heba Mohamed

Working in an NGO will always have you on the lookout for your next impactful project.

FOR US AT ENPACT, THIS STEMS FROM OUR **INFINITE PASSION** FOR EMPOWERING ENTREPRENEURS AND HELPING THEM SCALE THEIR BUSINESSES.

Hence, we were both proud and excited when one of the biggest multinational technology platforms, **Meta (Facebook)**, reached out to us. They offered the opportunity to take part in implementing a worldwide nine-month **accelerator program for Facebook communities**, which are Facebook groups that provide a place to connect with people who share similar interests, experiences and values. Additionally, they are a place for sparking conversations and discussions and also for building a bond between group members. In total, more than 14,000 applications were received and 131 communities from 22 countries were selected.

THE FACEBOOK ACCELERATOR IN NUMBERS



ENPACT GOES META

Our role was to facilitate the acceleration program for the 12 selected communities in Egypt and Morocco who represented the MENA region. The purpose of the Facebook Community Accelerator Program is to harvest the power of the community, turning impactful ideas into action. For this, a curated training session provided by Facebook, but delivered by us was to be conducted on a weekly basis. Next to the provision of specific content relevant for growing and moderating their communities, the focus of the training was on the sharing of knowledge, best practices, discussing new ideas and concepts, and network-building.

The accelerator was kick-started in August. First, we got to know the community leaders and the stories behind their work. We quickly fell in love listening to the contributions of the community leaders as they shared the secret sauce of how they run their communities. Also, we were very touched and inspired as some of the leaders created their Facebook communities during the COVID-19 pandemic. It was these communities and the people who started them that helped people see the light at the end of the tunnel by initiating change.

TRAINING, CAPACITY-BUILDING AND COACHING

Aside from the weekly training sessions, we are also providing ongoing one-on-one coaching sessions for each community leader aimed at identifying challenges they or their communities are going through.

At times, it is quite challenging for us as community coaches to keep asking questions instead of trying to give answers.

However, leaders learn more when they have to look for solutions using a systematic approach that allows them to explore and assess all of their options. Hence, this program also provided lots of valuable learnings for ourselves as we discovered that coaching is all about asking the right questions so that the answers fall into place. We could not agree more with the French philosopher Voltaire who said: “Judge a man by his questions rather than his answers.”

In addition to the training and coaching, we provided connections to different actors across the respective ecosystems, both local and global, to enrich each leader’s network. Here, our multinational and cross-cultural team, which is full of diversity and positive differences, proved to be a powerful asset. It allowed the participants to listen to the different experiences from various players and learn about different tracks, ideas and strategies to accomplish their goals.

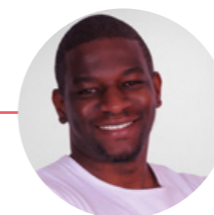
Aside from the technical aspect, the communities are given financial support of up to 50,000 USD. Also, they can access and try out new Facebook products, which allows them to explore new opportunities within different ecosystems and potentially partner up with other communities in both their regional and global cohorts.

Overall, we truly were — and keep being — impressed by the quality of the work the communities are delivering. This is evermore exciting as some of the participating communities have been active in the field for many years while others have just started. This truly brings out the beauty of the program: an ongoing exchange and learning journey for communities of all different kinds. Another rewarding factor is that the topics the communities are tackling are also very diverse. We have multiple communities who tackle sensitive issues that are frowned upon and treated as taboos in the Arab world and the MENA region: mental health, stigmatized women, gender diversity etc. It feels great to see that there are communities out there who offer support and solidarity to their members.

We also have communities in the creative industry and communities who are focused on offering jobs and career tips and tricks for entrepreneurs, employees and jobseekers. Then there are the fun communities that operate in the travel/adventure sector or in the gaming industry. The diversity of the communities and their specific focuses made them engaging to work with and extremely enjoyable to watch grow as the program progressed.

SUCCESS STORIES

One of the situations that truly touched us was the story of **Olivier Bassock**, community leader of **Entrepreneur Z**, who told us the following:



“For the first time in my entire life and due to the progress I have been achieving with the program, my mother came up to me and said that she is super proud of me and the work I’m doing.” According to Olivier, his mother never believed in entrepreneurship or considered it a real job.

Another community leader is **Essam Saleh** from the **Banha City** community who mentioned that this program is “literally” an accelerator. Why? He would not have had the capacity to launch some of his services before 2023, but because of the program he will do so a year before his planned date.



Such heartwarming stories and successes are the best reward you can possibly imagine. It makes us forget about the hard work, the nitty-gritty logistical details and administrative tasks we all have to tackle every single day. It shows us the impact and added value that is being created and the resulting beautiful butterfly effect that will outlast the actual duration of this program. It truly makes us feel that we are part of something bigger, that we are on the right track and that our impact is real.

The Facebook Community Accelerator is powered by:

facebook

NEVER CHANGE A WINNING TEAM



LAUNCHING THE SECOND COHORT OF OUR CLINICAL INNOVATION FELLOWSHIP PROGRAM

How the biodesign process enhances the healthcare system in Egypt.

By Shaimaa Emam

250+ observations during the clinical immersion

150+ on-ground needs identified

50+ healthcare professionals involved

7 mentors supporting the fellows

4 fellows

After COVID-19 hit, the whole world discovered that healthcare systems are in dire need of innovation. And where does innovation come from? Creative minds.

Thirteen years ago, **Stanford University** developed the **Biodesign process** as a way to foster innovation in the healthcare system. The very first paragraph of the book Biodesign by Yock, Zenios, Makower et al. starts with: "There is no greater satisfaction than seeing a patient being helped by a technology that you've had a hand in creating. And thanks to continuing advances in science and technology, healthcare is more open for innovation than at any time in history."

The Biodesign process is based on a needs-led innovation process for medtech innovation. It follows a design thinking logic and has three basic phases: identify, invent and implement. During the process, fellows identify needs in healthcare, develop and test solutions based on those needs, and create a strategy to implement a business concept.

For the second year in a row, enact ran the **Clinical Innovation Fellowship Program**. This is a pre-incubation program organized in partnership with the Research Institutes of Sweden (**RISE**) and funded by **EIT Health**. The program supports teams of **four fellows** from the fields of medicine, engineering, business and product design to execute the Biodesign process. The goal is to create innovation in the healthcare system based on real needs in Egypt.



CIF fellows at AlNas hospital visiting the cath Lab

"Working in a needs-led innovation process engages a variety of stakeholders from the innovation ecosystem. For me, it has been highly educational to get to know the Egyptian healthcare system on a deeper level. The most fascinating insight this year relates to the interplay between private and governmental healthcare systems. There are exciting opportunities to be further explored in that regard and I am most hopeful that the fellows have acknowledged this." - **Ulrika Henricson**, Program Manager, RISE.

After an introduction to the Biodesign process, the program started with a six-week clinical immersion at **AlNas hospital**, one of Africa's most renowned medical centers specializing in pediatric cardiology. Here, the fellows observed, shadowed and interviewed patients and healthcare staff to identify and assess the on-ground needs.

"It was intense on the emotional level when interviewing parents and learning about their patient pain points because we are not able to solve anything on the spot. But we identified as many aspects as possible to be able to improve the patient experience in the future," said **Nada Mamdouh**, Clinical Innovation Fellow 2021 - Product Designer.

Analyzing 250+ observations and identifying 150+ on-ground needs, the multidisciplinary team of fellows organized them according to specific criteria. With the support of their mentors, they selected the top 10 needs of the healthcare system based on their observations.

Following that, they started developing a business concept that tackles blood supply chain challenges.

"I think healthcare challenges change daily. That is why we have to think outside of the box all the time. The fellows have the chance to get a holistic, non-biased view of the patient journey and suggest more solutions for clinical needs as compared to the hospital staff who are involved in the daily process," says Dr. **Jaqueline Yousef**, Supervisor from Al Nas Hospital, Quality Department.

Last but not least, fellows from the last cohort were also a great asset for this year's participants.

They inspired them with their insistence for continuing to work on their business solution — which in their cohort related to helping cancer patients — and supported the fellows by meeting them at the beginning of every phase of the Biodesign process to give insights and guidance.

"Being part of a transdisciplinary team was challenging at first. But it gave me the opportunity to see the same need or the same situation from different perspectives and how anything that's surrounding the patient can affect them, even if it's just a drawing on the wall. I'm looking forward to helping the patients in their treatment process by easing their pain and helping them have a better experience overall," explains **Ashraf Ibrahim**, Clinical Innovation Fellow 2021 - Software Engineer.

THE FELLOWS



ASHRAF IBRAHIM
Tech Background

Ashraf has a bachelor's degree in software engineering from Ain Shams University. He has extensive experience in requirements engineering, providing health-tech data management solutions and corporate financial ERP modules.



NADA MAMDOUH Design Background

Nada holds a bachelor's degree in product design from the German University in Cairo. As a competitive entrepreneur, she has diverse experience in both product and industrial design and a versatile portfolio focused on industrial products. Nada has also covered the design process from a holistic overview — from research to production — through multiple projects and under the umbrella of product development.



MAHMOUD TOHAMY
Business Background

Mahmoud M. Tohamy is a social entrepreneur and researcher on a mission to help people fight chronic diseases through innovation. He is the managing director of Override Egypt, a full-stack software house.

He holds a bachelor's degree in industrial engineering and has over seven years of professional experience in project management and digital marketing. Passionate about solving healthcare problems and improving people's quality of life, Mahmoud is the founder of "Healthlogy," a startup that works on empowering communities to fight cancer through prevention and risk education.



HADEER HEGAZY
Medical Background

Hadeer has nine years of experience in Egypt's healthcare systems. She is a senior clinical nutritionist at Children's Cancer Hospital Egypt (57357) and holds a master's degree in health economics. She is certified by the American Board of Nutrition Support and is currently working on her MBA with a focus on health policy and crisis management. Besides her work at national organizations, Hadeer has worked on community-based projects for Abdul Latif Jameel Poverty Action Lab Middle East and North Africa (J-PAL MENA) in collaboration with the Massachusetts Institute of Technology (MIT).

This project is supported by:





ENPACT IN SENEGAL

A STUDY IN OPTIMISM: FINDING OPPORTUNITY IN CRISIS

By Quentin Merelle

KEY FIGURES :

- **Longest program** of enpact — 16 months
- **80%+ skill increase** by more than half of the Program Designers' Lab participants
- **80%+ skill increase** by 66% of the Train the Mentor participants

While Senegal has suffered terribly from the pandemic, we decided to focus on writing another story with 25 co-writers from the four largest universities in Senegal.

The **Program Designers' Lab (PDL) Senegal** was originally designed to support 25 academics working on entrepreneurship over a period of eight months. The goal was to help them create their own incubator projects within their universities to support female entrepreneurship in the sectors renewable energy and energy efficiency. Due to the restrictions caused by the global pandemic, and thanks to the trust of our donors, the program was extended to 16 months, making it the longest program enpact has ever run!

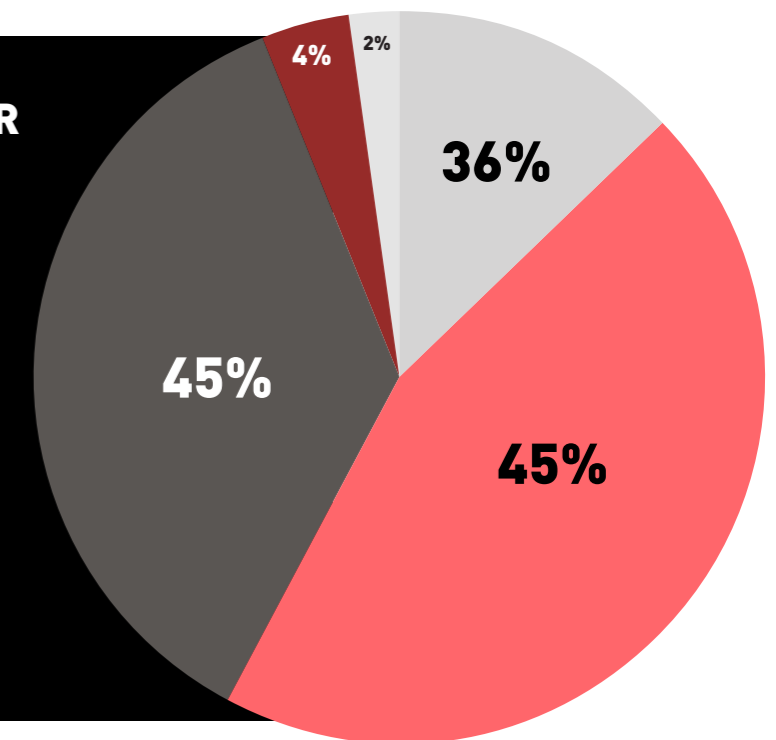
WHEN LIFE GIVES YOU LEMONS, MAKE LEMONADE

This extension enabled us to deepen our curriculum by offering more detailed workshops like: program design, fundraising, stakeholder management, marketing and communication, M&E and documentation, and knowledge of female entrepreneurship.

By doing so, and with the support of the program mentors, we were able to ensure that each participant had even more time and opportunity to increase their competences. More than half of the group confirmed that they have increased their skills by over 80% on average and developed best practices while the remaining half increased their skills by over 50% on average.

SKILLS DEVELOPMENT FOR THE PDL PARTICIPANTS

- Extensively - developed best practices (80-100%)
- A lot - proven expert (60-80%)
- Moderate - some experience (40-60%)
- A little - some knowledge (20-40%)
- Very little (>20%)



"The methodology used in the PDL taught me how to conceptualize and implement a project in a very practical and pragmatic way. I have been taking training courses on project development for five years but I never really managed to launch a project because they were too theoretical. Thanks to the PDL, I have already been able to create and implement three new projects." - Mactar Fay, Head of the Department of Physics, Université Alioune Diop

By developing these competencies, participants became more confident and increased their leadership skills. In fact, they all succeeded in convincing the deans of their universities to support their projects after pitching it to them!

However, we won't deny the numerous challenges we faced. Participant motivation and engagement decreased even though we created an e-learning platform for the program.

We tried to keep the participants motivated with the local support of our partners in Senegal via:

- Organizing hybrid bootcamps and team-building activities where they could still meet, albeit in smaller groups.
- Visiting all universities and PDL members and listening to their pitches in front of their deans.

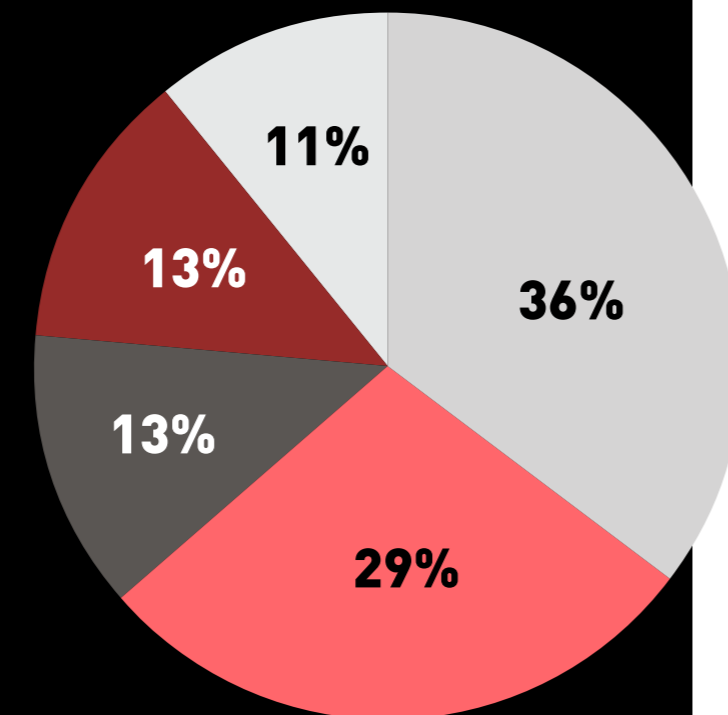
It turned out to be game-changing! While online work provides a lot of opportunities, we will always try to maintain a minimum level of face-to-face meetings. This ensures a better team dynamic as everyone can feel the energy and motivation of the group.

Being flexible enabled us to maintain a high level of program quality and the satisfaction of our participants and donors reflected this. In the end, 100% of the participants recommend the enpact programs TTM and PDL.

TRAIN THE MENTOR

As mentioned before, we also ran a second project in parallel, **Train The Mentor (TTM)**. Here, we trained 10 professionals in the mindset of mentoring. Similar to the PDL, we achieved great satisfaction and competency development rates. A total of 66% of participants confirmed that they have increased their skills by over 80% on average and developed best practices in leadership, mentoring, facilitating, active listening, sharing feedback, networking and negotiation.

SKILLS DEVELOPMENT FOR TTM PARTICIPANTS



- Extensively - developed best practices (80-100%)
- A lot - proven expert (60-80%)
- Moderate - some experience (40-60%)
- A little - some knowledge (20-40%)
- Very little (>20%)

EMPOWER MAGAZINE #2

And that's not all! With a fresh new partnership signed with **Joelle Sow**, Secretary General of **SenStartup**, we produced a complete study of the entrepreneurial ecosystem in Senegal. This was a joint effort between our very own Data & Research team and Senegalese entrepreneurs and experts. You can check out the final product, which is available both in **French** and **English**.



Excerpt from the Senegal edition of the **empower** magazine

This project is supported by:



BUILDING NEW BRIDGES



By Carolin Schütz

Building a sustainable network is always challenging, especially when it's a large-scale and diverse network that connects two continents and includes stakeholders and entrepreneurs from different sectors.

HOW DO YOU CREATE A COMMUNITY, MEANINGFUL EXCHANGE AND OPPORTUNITIES THAT WILL LEAD TO SUSTAINABLE PARTNERSHIPS?

Well, we are about to find out!

We started a new program in September of 2021, which internally we lovingly called the little sister of "AsiaBerlin," but officially the project is called the **"AfricaBerlin Network. Connecting Startups and Ecosystems"**. The title exactly states what we are doing: shaping a network for entrepreneurs, institutions, organizations and investors, with the goal being to foster economic development and growth and to overcome the hurdles of entering a new market.

The regional focus lies on Berlin and startup ecosystems in Egypt, Ghana, Kenya and South Africa.



ABN team in Egypt during the RiseUpSummit November 2021

INSPIRATION FROM AFRICA

In recent years, countries like Ghana, Rwanda, Nigeria and Egypt received more and more attention due to their growing startup ecosystems. Especially in the tech sector, innovative ideas have developed and businesses are blooming. According to a **study from 2019**, investment in African startups has increased by over 700% since 2015. While impressive, that is just a figure. What's inspiring is talking to founders and entrepreneurs on the ground, be they from Egypt, Ghana or any other African country. The chance to listen to their ideas, experiences their enthusiasm and engagement, and to see how ideas can be translated into technological change is inspiring. In the first months of the program we participated in online events, pitch sessions and reached out to startups and stakeholders. In each conversation we saw a positive "can-do" attitude and left with the energizing feeling that both the participants' curiosity and the possibilities for growth were endless. Just think of one of the greatest examples, where the whole African continent basically leapfrogged an entire development stage and came up with a faster, safer and cheaper solution: mobile payments.

On the other side of the bridge is Berlin. A vibrant, international city where more than 500 startups are founded every year. The reason why so many startups are founded each year in Berlin is simple: the city has everything that a flourishing entrepreneurial ecosystem needs: scientific research, media, universities, events, financial support and businesses eager to expand into new markets and to make new connections. All in all, there is a lot of ambition and many opportunities.

BUILDING AN INCLUSIVE AND COLLECTIVE NETWORK

We want to make those ambitions more visible and create sustainable collaborations through the AfricaBerlin Network. The networking program brings together all those actors — makers, innovators, founders, investors and institutions.

WE WANT TO BUILD A BRIDGE FOR EVERYONE, TO SHARE KNOWLEDGE AND RESOURCES, TO EXCHANGE AND COLLABORATE.

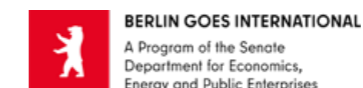


One of the main goals is to foster internationalization and to open new doors for the Berlin startup ecosystem and for the ones in Egypt, Ghana, Kenya and South Africa. We are aiming to do this over the next two years through hybrid events, networking sessions, workshops, delegation trips, hosting a podcast and by participating in conferences and partner events.

While the idea of developing the AfricaBerlin Network is extremely exciting, it is of course challenging. Not only because building a stable bridge requires a lot of planning, solid groundwork and stable pillars, but also because connecting two continents is a geographical challenge. When people speak of “Africa,” they often refer to it as one country, but Africa consists of 54 countries with highly diverse peoples, cultures, businesses and work environments. Hence, what works in South Africa does not necessarily work in Kenya, just like what works in Spain does not work necessarily in Poland.

ONLY IF WE ARE AWARE OF THE CULTURAL DIVERSITY AND DIFFERENT DYNAMICS, EVEN WITHIN ONE COUNTRY, CAN WE ACHIEVE SUCCESS.

This project is supported by:





BUILDING AN ENTREPRENEURIAL COMMUNITY IN GHANA... ONE BRICK AT A TIME

By Ernest Armah

WHEN AFRICA IS PERCEIVED AS ONE ENTITY, ONE IS LIKELY TO MISTAKENLY SEE THE FOREST FOR THE TREES.

Problems on the continent may be similar, but they are not the same as they have different underlying triggers and causes. For example, a **comparative analysis** on enpact's Startup Friendliness Index (SFI) showed that the capital of Ghana, Accra, was ahead of Nairobi, Johannesburg and Cairo in terms of its start-up scene (environment) maturity. Yet it is relatively easier to **access finance in the latter ecosystems than in Accra**. Thus, development templates for these countries might not necessarily work in Ghana.

Preferential gains to Ghana from trading agreements like the **Economic Partnership Agreement (EPA)** and the **Africa Growth and Opportunity Act (AGOA)** helped a little in strengthening local competitiveness. But the gains were inevitably truncated once the European Union (EU) signed trade agreements with other emerging economies and lowered tariffs for them. Andrew Mold, a UN economic analyst, **blames** the design of these agreements, with its strict rules of origin and unnecessarily tough phytosanitary and product standards.

Here is one example of the impact: the three-year ban of vegetable exports to the EU from Ghana was estimated to have led to a loss of over \$30 million in revenue to export firms. He also cites the lethargic response by African firms in maximizing the opportunities presented by these agreements. However, with the global economic asymmetry and discontent caused by the aftermath of the COVID-19 pandemic, what can a small Ghanaian business founder do to stay competitive?

BREAKING WITH BUSINESS AS USUAL

Catalyzing and sustaining the pipeline of entrepreneurial innovation will require a more radical shift in how we frame our problems and build consensus towards a viable approach to entrepreneurial development. One approach is the creation of more safe spaces for conversations on ways and means.



Launch of Touchbase

When enpact Ghana started TouchBase, a learning community where we channel technical expertise to startup founders and potential entrepreneurs and facilitate peer-to-peer learning, we were strategic in how we engaged our community. We nurtured trust-based relationships and connected and bonded with the human beings behind the businesses. Through this, we made it easier for frank conversations to happen among ourselves, eliminating the tendency founders have to talk in mitigated language out of fear of being judged or ridiculed for what they say.

In our sessions, we encouraged dialogue and experience-sharing because we were building a community, not just a forum. Initially, this was hard.

We knocked on the doors of big players in possession of the expertise and technical information we needed to feed the community. While people let us in and heard us out, the majority did not believe in a decentralized, community approach to empowering entrepreneurs. Everyone already had a favorite way. Some preferred to support entrepreneurs through government intermediaries, while big platforms for big talks were the preference of others. Mobilizing individual experts was not an easy task. Most have gotten used to getting big checks for their time, so asking for that without commensurate per diems was hard. That said, we achieved good results with the few people we persuaded.

FIRST STEPS IN THE RIGHT DIRECTION

We took fellows from **Ashesi University's Venture Incubator program** through a simulation exercise to improve their business value proposition and investment readiness. Together with community members, such as **Developers in Vogue and Brandason**, we facilitated a session on communications strategy for participants. We also partnered with **LeadMonger** to organize the Accra Startup Breakfast event on revenue growth engines.

We further facilitated workshops for community and faith-based organizations. These sessions connected dots that were once scattered, challenged the assumptions of session experts and turned strangers into friends.



Participants interacting with expert after a session on **Communications Strategy for Small Businesses**

We find inspiration in the British journalist Matthew Syed's observation in his book "Rebel Ideas: The Power of Diverse Thinking," that while innovation is about the creativity of brains in a social network, creativity of brains is also about the diversity of networks they are plugged into.

With this in mind, you will understand better why we are so excited about the AfricaBerlin Network. We see it as the metaphorical equivalent of the Silk Road that will stimulate intercultural and intersectoral learnings to advance innovation and economic progress, a global bridge for valuable exchanges.

This is an ideal that can be realized through openness to new perspectives and recognition of Ghanaian stakeholders as true, formidable partners in economic cooperation.



A participant sharing remarks during a session on **Building Revenue Growth Engines**

HISTORICAL HINDRANCES, PRESENT OPPORTUNITIES AND STEPPING UP

The AfricaBerlin Network also presents a chance to mend past injuries. Historically, well-versed readers will quickly grasp an older link between Berlin and Africa. Not everyone has forgotten the events of the Congo Conference from 1884-1885 when Africa was carved up and served buffet-style to European countries for economic exploitation. The "Scramble for Africa" and the resulting colonialism have left deep scars. However, it is initiatives such as the AfricaBerlin Network that will help to heal these scars, in time.

Ghana may be a smaller economy, but it is a pebble that creates ripples when thrown into a river. It remains resourceful and a formidable partner within the Sub-Saharan Africa region. It is among the top 10 destinations in Africa for investment. Its relative democratic credentials, a critical scaffold for creative innovation and economic development, has persuaded automobile giant Volkswagen to open an assembly plant in Accra. In line with this argument is the decision of the social networking service Twitter to set up its African headquarters in the country. Indeed, the many young Ghanaians who form the bulk of the population are hungry for opportunities that will truly and transformatively impact them and enable them to unleash their creativity and sharpen their entrepreneurial edges.

A SOFT LANDING PAD FOR BUSINESSES



By Madhu Srinivasamoorthy,
Shira Damia Putrinda, Deby Erina Parung

KEY FIGURES

- **Number of businesses benefited:** 17 startups from 4 countries (India, Indonesia, Thailand and Sri Lanka) across two editions of the Landing Pad Program
- **Scope:** startups from Asia and stakeholders in Berlin/Germany/Europe
- **Number of mentors:** 55+ mentors and guest speakers from across Europe (Germany, Switzerland and the Netherlands) and Asia (Singapore, Malaysia and Indonesia)

In 2021, enpact initiated a virtual pilot program to empower entrepreneurs in Asia as part of the AsiaBerlin project. We called it the Berlin Landing Pad Program. It was curated to provide interactive coaching sessions and know-how to mature startups in emerging economies looking to expand into Germany and the European market via Berlin.

The final objective of the program was to strengthen collaboration between Asia and Berlin. The **first edition of this program** focused on women entrepreneurs from India. Despite the virtual setting, the energy and interest displayed by the participants was unparalleled!

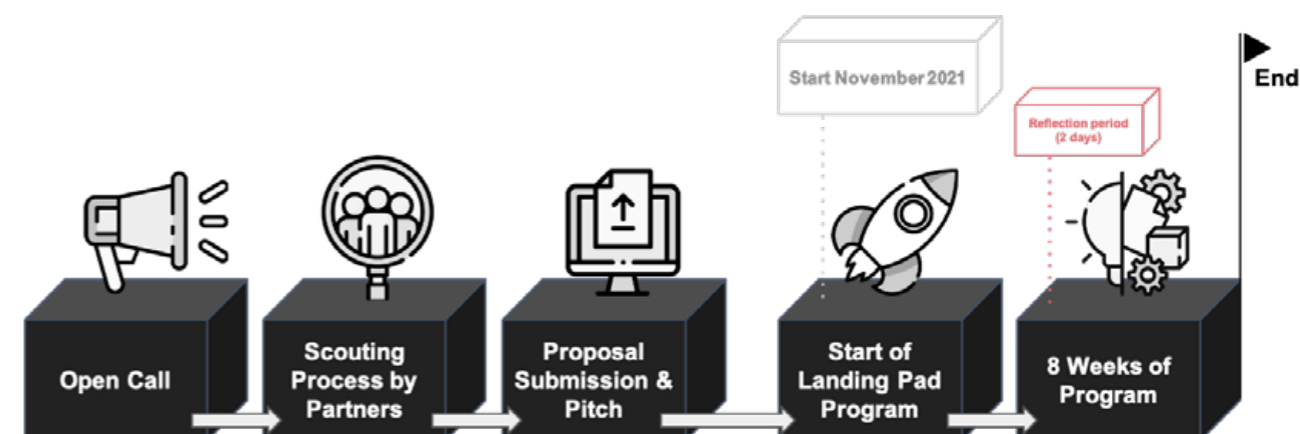
IF YOU HAVE KNOWLEDGE, LET OTHERS LIGHT THEIR CANDLES AT IT. - MARGARET FULLER, AMERICAN JOURNALIST AND WOMEN'S RIGHTS ADVOCATE

How did we achieve that? We developed the program with mechanisms to optimize the virtual setting. The goal was to enable a meaningful exchange of knowledge, best practices and business networks across Asia and Berlin. Through stakeholder research, we were able to identify the key needs of our startups and design a comprehensive curriculum for the participating cohort.

With this knowledge, we developed three core pillars to get the founders ready to land in Berlin:

1. Product Market Fit
2. Investor Readiness and Networking
3. Core Business Skills and Cultural Integration

LANDING PAD TIMELINE



THE JOURNEY

September 7, 2021 was a special day: the official welcome and kickoff for our pilot program, which catered to exceptional female founders from across India, finally took place. In the weeks before we had received 84 applications, from which we selected nine businesses for the first cohort. Over the following eight weeks our soft landing pad program provided personal mentorship sessions, networking sessions and group coaching to the selected founders. This part of the program was crafted in a way that aligned progressively with the previously mentioned three core pillars.

The first two weeks of marketing coaching, customer discovery sessions and B2B sales and key account management coaching enabled the founders to understand the market fit of their products. The third and fourth week integrated the founders into the Berlin ecosystem through networking sessions and improved their investor readiness through presentation coaching, insights on the European markets and business case coaching. The last three weeks focussed on core business skills as HR, investor training, early stage branding, taxes, legal frameworks, GDPR training, etc. to empower the participating start-ups to culturally integrate in the Berlin startup ecosystem.

WE HAVE ONLY JUST BEGUN

And there is more to come. Directly after the pilot, we started the **Second Landing Pad Program**, the currently ongoing AsiaBerlin edition. It caters to eight founders from India, Indonesia, Thailand and Sri Lanka. The selection of the applicants for this program was made by our partners: **Hatch Works**, the Information and Communication Technology Agency of Sri Lanka (**ICTA**), **Impact Hub Jakarta** and **AsiaBerlin** with the support from the respective embassies. This program officially commenced during the **AsiaBerlin Summit 2021** with a welcome day on November 10.

Beyond the networking opportunities available through our group events, we also helped our participants to connect with industry specialists in Berlin. This allowed the participating founders to further dive into their potential markets, identify partners and increase their knowledge base. As usual, achieving all of this was the result of a great joint team effort.



Berlin Landing Pad Team

WHAT OUR PARTICIPANTS SAID

"I would love to see such programs more often. Without programs like this, it's extremely difficult to learn about particular topics like compliance. European markets are less closed than I thought. Now, after the program, I feel invited. My pitch changed 360 degrees through this program. I took the help of my team and bounced feedback off of them and sought timely validation."

- **Pooja Patel, Dxstudioz**

"The program gave me access to mentors and therefore personalized entrepreneurship support that I would not have been able to find elsewhere."

- **Irene Laochaisri, insightpact**

WHAT OUR MENTORS SAID

No good program is possible without the support and contribution of a great network. Our network of more than 1,000 mentors and experts is a constant source of expertise, knowledge and know-how. This allows us to guarantee a high-quality program and to ensure impact. Many of the coaches and mentors are investors and startup founders themselves while others maintain substantial startup networks from their activities. Their networks and experiences add a great deal of value to the participants of the program.

They, like us, are also very enthusiastic and really supportive of the program.

HERE IS SOME OF WHAT OUR MENTORS SAID ABOUT THE PROGRAM:

"Great selection of startups, which has been the key to a great program."

- **Priel Manes, Angel Investor and Entrepreneur**

"The cohort is very good and committed to their ventures. I am very glad I could help the founders open their perspectives and rethink the problems they are solving."

- **Maddy A Madhur, Growth Strategist**

OUTLOOK

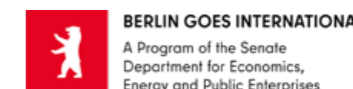
While we were prepared to run these programs virtually, we were still hoping for the global travel situation to improve to celebrate the cohort's demo day in Berlin. A fully virtual program has its own limits when it comes to enabling connections and creating impact. For future programs, we aim to have an immersive experience for the founders onsite in Berlin.

Meanwhile, we keep receiving exciting news about synergies between the mentors and founders and the signing of business deals with potential clients from founders who participated in our earlier edition. We are grateful that this program has already produced tangible outcomes for its participants.

This project is supported by:



EUROPEAN UNION
European Regional
Development Fund



BERLIN GOES INTERNATIONAL
A Program of the Senate
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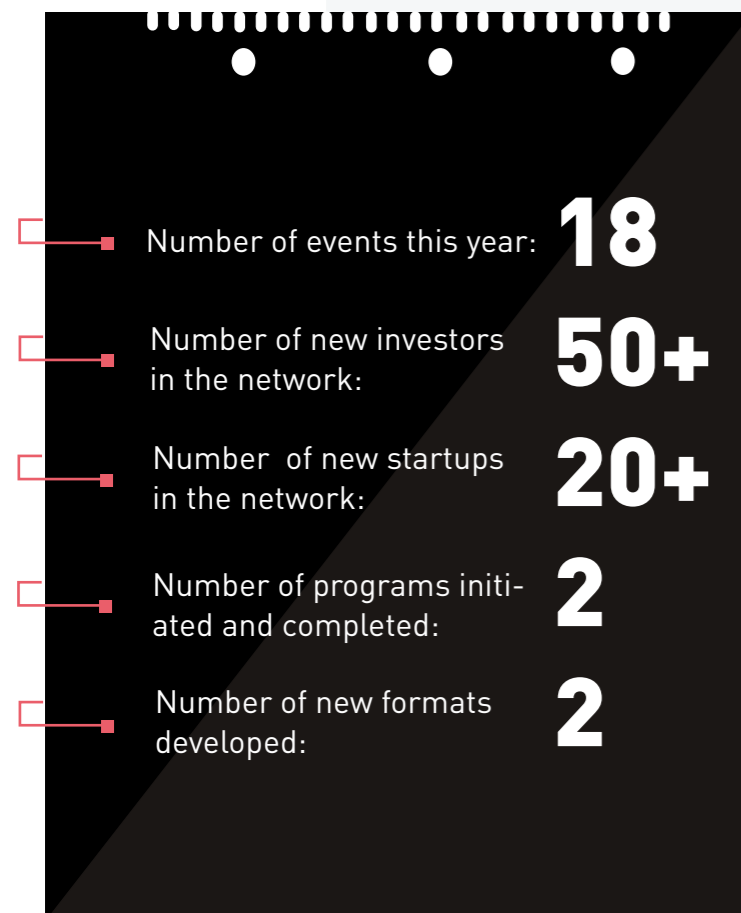




ASIABERLIN

CONNECTING STARTUP ECOSYSTEMS

By Jan Lachenmayer, Siddharth Bhasin, Amrita Gandikota & Madhu Srinivasamoorthy



THE BEGINNINGS

Since 2017, enact has worked with the **Berlin Senate Department for Economics, Energy and Enterprises** to develop the vision, mission and community of AsiaBerlin. The aim is to create a network of connected startup ecosystems between Asia and Berlin as a gateway to Germany and Europe. This successful project partnership, **AsiaBerlin**, started initially with delegation trips to China, India and Southeast Asia. Meanwhile, in its third extension, the activity portfolio has grown to include multifaceted programs with regular events in Berlin and Asia.

These events are held online, offline and in hybrid formats and include investors networking and relations, delegation trips, landing pad programs, community and partner management, as well as active engagement and support during the annual AsiaBerlin Summit.

2021 IN A NUTSHELL

We designed our overall activities this year following a common theme that reflected the focus areas of the AsiaBerlin Summit. Once more, we were facing particularly challenging circumstances for events and networking due to the conditions imposed by the global pandemic. However, the year has been eventful with new activities and programs. In 2021, enact signed new memorandums of understanding with the **Korea Innovation Centre, WHub Hong Kong, TiE and the Global Accelerator for Innovation Network (GAIN)** and expanded its network of partners across Asia. We are excited to see these partnerships come to fruition next year.

OUR DIVERSE AND ENGAGING EVENT SERIES

As part of the project partnership between enact and **AsiaBerlin**, enact curates and organizes regular monthly events for AsiaBerlin. We apply all kinds of formats to keep the AsiaBerlin community engaged with the tech trends and challenges in Asia and Europe. The discussions with leading figures and subject matter experts facilitated during these regular monthly events manifest into greater dialogues and activities. They culminate in the yearly AsiaBerlin Summit and support the strengthening of the bridge between Asia and Europe.



AsiaBerlin Summit Panel

We kicked the year off with a **virtual event on AI collaboration** between Germany and India. In March, the launch of the first edition of our **empower Magazine** was a particular highlight. Our data analysts studied over 90 indicators across six domains (human capital, finance, startup scene, infrastructure, macro and market) to rate the startup friendliness of Singapore, Bangalore and Jakarta. The **empower launch event** had a leading VC from Singapore and entrepreneurs from Bangalore and Jakarta in one virtual space conversing about the startup friendliness of their ecosystems



AsiaBerlin Summit Team

Our June event on diversity and the LGBTQ tech community and their challenges was another highlight. It brought to the forefront important conversations on diversity and inclusivity in the tech startup ecosystems in Asia and Berlin.

For example, we had, **Charlene Liu, Co-founder of Ladies Who Tech**, share her thoughts on inclusivity and allyship:

ALLYSHIP EXISTS IN THE VERY USAGE OF RIGHT PRONOUNS AND ASKING PEOPLE THEIR PREFERENCES INSTEAD OF BLIND ASSUMPTIONS.

By stressing the fact that discussions on diversity must always include a diverse panel, this event restructured the layman's idea of diversity and the potential of inclusion and support. The conversation on diversity continued during our next event: the "Stories of Female Innovators", a panel moderated by **Amrita Gandikota** during the AsiaBerlin Summit on October 4.

Prior to the summit, we ran an exciting in-person warm-up event in September. The panelists, **Shobha Purushothaman, Bilal Farrukh, Jag Singh and Stefanie Lu**, engaged in a moderated discussion on the current opportunities and challenges in enabling a higher degree of cooperation between Berlin and Asia. During the **AsiaBerlin Summit**, enact curated the "**India Day**" and "**Investor Day**" activities while at the same time being responsible for the **Japanese panel for Co-Creating Smart City 2025** and the embassy days of Korea, Sri Lanka and Indonesia. We also announced the commencement of the **AsiaBerlin edition** of the **Berlin Landing Pad Program** at the summit.

This project is supported by:



EUROPEAN UNION
European Regional
Development Fund



BERLIN GOES INTERNATIONAL
A Program of the Senate
Department for Economics,
Energy and Public Enterprises



AsiaBerlin

THE VISION OF ASIABERLIN



By Rainer Seider

Rainer Seider is an international bridge builder for Berlin with a focus on startups. He is heading the unit for European Affairs, Foreign Trade Policy and Development Cooperation in the Berlin Government's Senate Department for Economics, Energy and Public Enterprises.

Rainer initiated the AsiaBerlin Summit (former Asia-Pacific Week) as a platform for dialogue with Asia in 1997. He also supervises the Berlin Business Offices in New York and Beijing and boasts 30 years' experience in international cooperation.

ASIABERLIN IS OUR VISION, OUR STRATEGY AND OUR COMMUNITY!

Startups strongly depend on international contacts to get access to talent, markets, finance, innovative ideas and development resources. AsiaBerlin is the vision of an interconnected startup ecosystem in a globalized world, a vision that replaces the idea of powerful local ecosystems such as Silicon Valley.

BUT WHY ASIA?

Frankly, not many Berlin startups look toward Asia.

But Asia is a continent with a massive population that boasts strong economic growth, a rapid speed of innovation and fast-growing startup ecosystems with herds of unicorns. Yet at the same time the continent is fraught with economic, social, demographic, ecological and cultural challenges. In one sentence: Asia is the ideal place for hungry startups. Asia is a challenge, but startups are conceived to tackle challenges. And AsiaBerlin was built to support them.

BUT WHY BERLIN?

Frankly, not many Asian startups consider Berlin as their first destination for international scaling.

But Berlin is the ideal partner for Asian startups and investors who are eager to scale in Europe. Berlin is home to 4% of Germany's population but 30% of all German startups are based here and more than 50% of German startup investment happens in the city.

Berlin startups acquired more than 4 billion euro in funding in the first half of 2021 alone, exceeding the total amount raised in 2020, which already was an exceptional year in spite of COVID-19. These investments make Berlin a fertile unicorn breeding ground.

As a diverse, young, innovative and international city with a growing and mostly English-speaking startup ecosystem, Berlin is likely the strongest partner for Asia in the European Union — even more so since Brexit.

Berlin and its open and creative environment, numerous large corporations and research institutes attract skilled entrepreneurs and talent from all over the world.

AsiaBerlin is a vision to unite the brightest brains and most innovative startups of our ecosystems as the basis for future economic growth and ecological solutions worldwide. Within AsiaBerlin we develop answers for urgent questions concerning our climate, environment, cities, security and diversity in a collaborative process.

AsiaBerlin is the strategy to position Berlin as a partner for, and a part of, Asia's most innovative startup hubs.

Building startup networks between our continents is a long-term project and not a simple task. The cultural barriers between Asia and Europe are still quite high and internationalization is a complicated task for all small companies with their limited management capacities. To reduce these barriers, we are bringing startups, investors, corporates and private and public support organizations together through AsiaBerlin to build up personal trust, which is the basis for intercontinental cooperation. Hence, it is worth it to work hard and long to facilitate these connections and establish cooperation!

AsiaBerlin is made up of pioneers connecting our two ecosystems and uniting our best and most innovative people to develop answers for pressing global questions!

It is with personal pride that I can say AsiaBerlin is a powerful and highly motivated community pursuing a common mission.

ACTIVITIES IN INDIA

As part of AsiaBerlin’s activities in India, four events focusing on the Indian ecosystem took place in 2021. The topics were artificial intelligence, market entry strategies into India, female entrepreneurship and sustainable urban mobility. Each of the events focussed on bringing together accelerators, innovation leaders from corporates and startups from Berlin and India.

The **first event tackled data exchange** in the global AI landscape. It explored how India and Germany can be partners in the global AI sector by complementing and leveraging each other’s capabilities.

The key takeaway was that there is a need to adopt smart and optimized data sharing processes so that AI startups can develop and scale.

The second event was organized within the framework of our Female Entrepreneurs in Berlin and India (FEBI) project. The session’s headline was **“Fostering Investments for Women-led Indian Startups”** and focused on investment opportunities as well as overcoming biases for women-led startups. It also contained some great success stories of startups en route to internationalizing in Berlin.



ABS India Day Opening

The event **“Sustainable Urban Mobility: The Future of Transportation in Berlin and Bangalore”** took place during the AsiaBerlin Summit. We discussed the relevance of modernizing urban mobility during the pandemic. The key takeaway was that Berlin and Bangalore face similar challenges, creating a need for startups to internationalize and co-innovate.

We closed the year with the **“Go To Market Strategy for Germany: An Indian Perspective”** session, which focused on intellectual property, sales, legal and taxation elements for market entry into Berlin for Indian startups. The session focussed on online networking and dove deep into the internationalization journey of startups.

INVESTOR ACTIVITIES



AsiaBerlin Panel

enpact and AsiaBerlin also started an exclusive impact investor chapter this year. We kicked off the year with internal workshops on investor relations. Our goal was to develop a program that is understanding the intricacies of attracting and sustaining impact investors in our network. One of the most important pillars for startups are investors, and the stronger we as AsiaBerlin are on this pillar, the stronger the bridge we’re building will be.

We began promising conversations with venture capital firms, business angels, limited partners and high-net-worth individuals. We understood their challenges with cross-border investments and their aspirations to form a network like AsiaBerlin. The top three challenges in cross-border investments as cited by our group of investors were:

- 1. **Lack of understanding of foreign markets**
- 2. **Concerns about regulatory frameworks and a lack of safeguards for money as foreign citizens**
- 3. **Lack of deal flow from foreign countries**



Investor Audience Discussion

One of our first initiatives was the launch of an investors club. Here, in an exclusive monthly meeting, our network of investors came together to look at potential deals and brainstorm new ideas to promote cross-border investments. Our personal highlight was the successful implementation of a full “Investor’s Day” with 45+ participants. A lot of interaction and many discussions took place around various topics like the sharing of best practices in each part of the world, investment hypothesis on exciting trends in respective geographies, crossbreeding unicorns, the importance of applying a multi-racial lens to uncover tech opportunities of the future, Indo-German investment potential, and many more. We have the full video recording of our exciting event and are happy to share it with you (reach out to sbidenpact.org for more details).

LOOKING BACK AND LOOKING FORWARD

Looking back, this year has been full of exciting conversations, connections and experiences. We did our part in keeping the AsiaBerlin network engaged and excited despite the circumstances. Our new components of the **Landing Pad** and the roll out of **impact investing** were successful and both initiatives are currently growing. We are excited about offering even more engagement opportunities with our partners in Asia to make the next year equally fruitful and are looking forward to seeing more of you at our AsiaBerlin activities in 2022!



AsiaBerlin Summit 2021



BEHIND THE SCENES OF OUR EVENTS

By Marten Rauschenberg

“Three, two, one, go”, shouts Isaac, Head of enpact’s video-streaming team. With the studio going silent, the lights are turned on, the camera pulls focus and the moderator starts the opening speech.

Isaac operates the BlackMagic Atem Mini Extreme, a professional video mixer, which handles the HDMI inputs from various cameras that are placed around the studio. In front of him he sees the different camera angles on a giant screen, and with the right key combination he can combine camera signals, operate different microphones, handle transitions and even place lower-thirds (graphical overlays).

YOU ONLY SEE THE TIP OF THE ICEBERG

“Making sure the right camera with the right microphone is streamed at exactly the right moment of the show is one thing, but the real work starts much earlier. Two weeks before any given event, we go through extensive equipment testing, general planning, trial runs and rehearsals to make sure we have a backup for any incident or problem that might happen”, Isaac said.



In fact, redundancy is everything in video streaming. We have at least three cameras that run in parallel, four to six microphones, a double backup for all batteries that are active on the set, two different and independent internet lines — one DSL and one 4G — and we even load-balance between computers to avoid any unplanned streaming interruptions.

There was a time at the beginning of the pandemic when events were online-only. But when it became possible to run hybrid events again, the workload and required on the ground production staff increased even more. Locations had to be scouted, tech had to be arranged for onsite filming, extensive internet testing had to be conducted, live audio for the onsite audience had to be arranged — the list goes on.

WE HAVE ONLY JUST BEGUN

Last but not least, online events need to be engaging. That is why enpact’s streaming events in 2021 have been conducted in a way that allowed us to arrange for interactivity with the audience in the form of break-out rooms, chats and polls. Of course, this resulted in even more complexity for our production team at the backend.

This year we have shown that we are capable of pulling off extremely complicated technical setups. Now we are looking forward to seeing how our events team will take it to the next level in 2022.

IN THE PRESS

DO GOOD AND TALK ABOUT IT

Good deeds are their own rewards. While we wholeheartedly agree with this statement we also cherish some buzz around what we do, because it enables us to widen the impact of our support programs and reach even more entrepreneurs across diverse communities.

To achieve this, we utilize social media networks, however, we also aim to be more accessible to a wider audience who hasn't come across our social media before. Which is why we dedicated a lot of time on what we do best: 'Building and forming relationships with stakeholders in different markets that can spread the word about the opportunities we offer.'

"We were thrilled to see the resounding coverage of our programs and activities across media outlets in Africa, Asia, Europe and Latin America throughout 2021. It is highly empowering to know that our message is getting across to the right audience and that we are able to amplify the voices of our entrepreneurs and the work that they do."

In 2021, enpact was mentioned **48 times in the press**, with articles in a wide range of languages: **English, German, French, Arabic, Indonesian, Spanish and Swedish**. Our work has appeared in publications in Egypt, Tunisia, Ghana, Kenya, Mexico, Indonesia, Germany, Spain, Austria, and Sweden.

Through our conversations with the media, our main goal is to raise awareness about the pivotal role that small businesses play in emerging economies and about the potential of empowering entrepreneurship through international development cooperation. When local communities on the ground are able to relay their story to international audiences, it is a step towards closing cultural gaps, creating more support opportunities, reducing inequalities and pushing global social prosperity forward.



We would also like to express our gratitude to our partners at **Redhill** – for their ongoing support in all communication matters, their editorial guidance, and their design prowess. We're happy to continue our partnership in its fourth year now!

Take a look at some of the **media reports of 2021** to learn more about the incredible entrepreneurs and innovators in our community:



How to Fire Up Entrepreneurship with One Match: The Case of enpact's Founder Scholarship Program in Ghana



How Egypt's tourism businesses are bouncing back



Wie Mexikos Touristiker sich auf die neue Generation Reisender einstellen



Sostenible, equitativo y enriquecedor para todos: así será el turismo del futuro

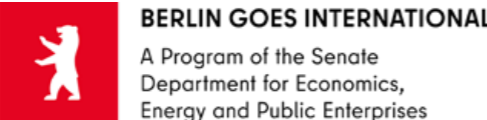


Mexiko rüstet sich für Tourismus nach der Pandemie



DONOR PARTNERS

In all of our project countries, we are strongly embedded into the local ecosystems and are collaborating intensively with many partners. If you are interested in a specific country, please do not hesitate **to reach out.**



OUR TEAM



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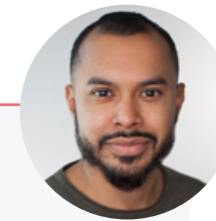
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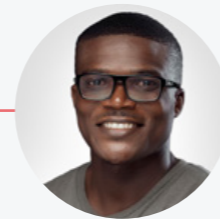
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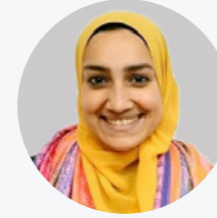
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**EVERY SUCCESS
STORY IS A
TALE OF **CONSTANT
ADAPTION.****

- RICHARD BRANSON

