



ANNUAL REPORT

20
23



Empowering Change Locally and Globally

WELCOME TO OUR 2023 ANNUAL REPORT

Many countries face **high unemployment rates**, especially among young people and in rural areas. At the same time, existing micro, small and medium enterprises are under-performing and are **not creating enough job-opportunities** to satisfy the influx of young people into the labor market.

To tackle this problem, the **Center for Evidence-based Entrepreneurship Development (CEED)** at Leuphana University has developed evidence-based training programs for entrepreneurs, agripreneurs and other similar target groups.

We are a spin-off of CEED with the **mission to make the training available to more people** and different target groups.

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About Doorways

Our Team in 2023

Our team is culturally and linguistically diverse, with members from Brazil, Germany, Ivory Coast, and Kenya.



Benjamin Scharweit

Co-Founder



Carina Bohlayer

Co-Founder



Thiago Garcia

Working Student



Jakob Weers

Co-Founder



Lydia Mutongu

Working Student



Vital Yao

Working Student



Kavin Osoro

Working Student

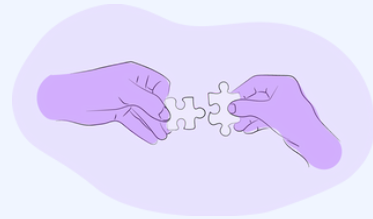
Company Overview

Vision, Mission & Values

What We Believe In

Our Vision:

To open doors and empower individuals to actively shape their own paths.



What We Do

Our Mission:

Provide evidence-based, action-oriented training and build a network of global training partners that share and support our vision.



What Is Important For Us

Our Values:

- **Evidence-Based**
Implement what works

We use evidence to create and implement effective training programs and services. Through our actions and via our network, we help build new (scientific) evidence, which in turn improves our understanding of how to best train people.



- **Impact**
Make a difference

We embrace opportunities for creating positive and lasting impact. The training programs and services delivered provide participants and clients with the knowledge, skills, and mindset to take self-empowered actions that better their own (and other people's) lives in a sustainable way.

- **Integrity**
Do what is right

We are a non-profit company for a good reason. Acting with strong ethics is a priority and we are loyal to our principles. High professionalism and transparency are important for us in our own work and with regard to our network of global partners – we want to lead by example.

- **Respect**
Thrive together

We work together, across boundaries, and appreciate each other's opinions and backgrounds. We approach everyone with an open mindset, value differences, and encourage others to express and involve themselves.

Our Services

What We Do



The Training programs

We promote entrepreneurship by developing, implementing, and evaluating interventions and training programs that foster entrepreneurial thinking and behavior. In the training programs delivered, we use evidence-based training contents and apply action-oriented training approaches that enable individuals to actively shape their own paths. The two main training programs are the PI Training and the STEP Training.

PI Training:

Personal Initiative (PI) Training is a psychological program targeted at entrepreneurs with existing businesses. It has been developed within the Frese Group and has been implemented in the context of several internationally funded research projects in Africa, Asia, Latin America, and the Caribbean. Research indicated that it can be more effective than traditional business training programs.

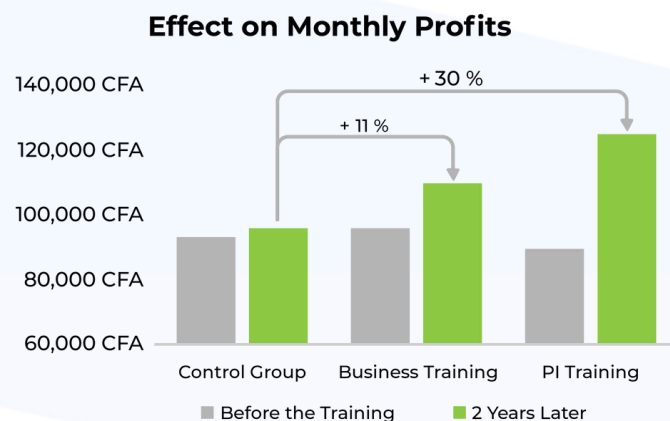
STEP Training:

STEP (Student Training for Entrepreneurial Promotion) is an entrepreneurship training program targeted particularly at young adults with limited or no entrepreneurial experience. It was founded by the Frese Group in 2008 and has since been implemented in partnership with more than two dozen institutions in low- and middle-income countries around the world.

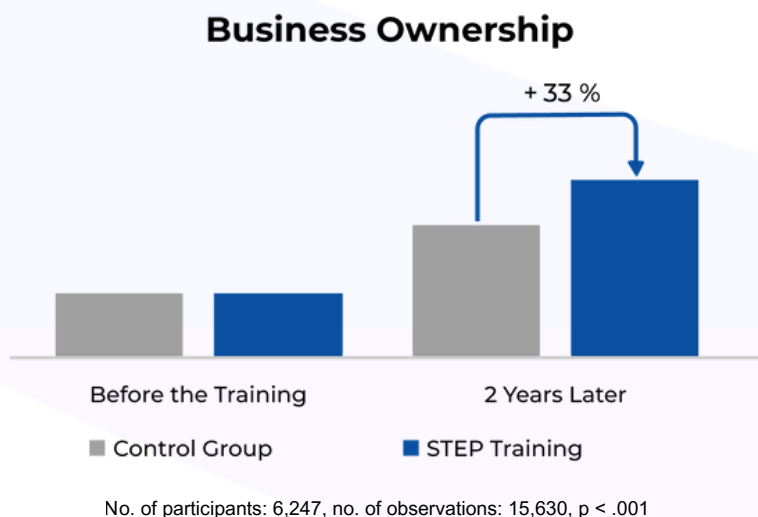
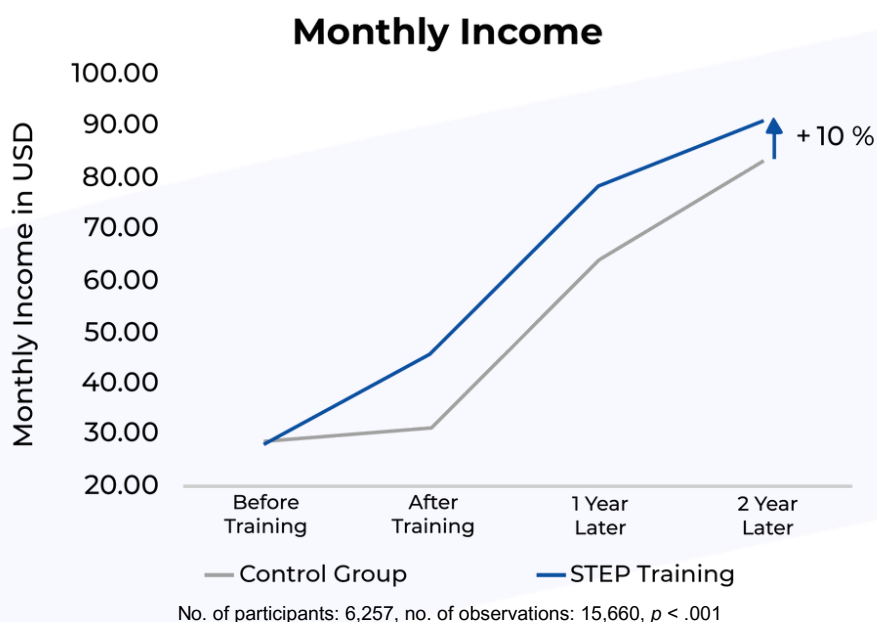


More facts and figures

The **PI Training** outperforms traditional business trainings (IFC's Business Edge) and increases **profits** by 30%.



The **STEP Training** has a statistically significant impact on **business creation** and **income** in the long-term.





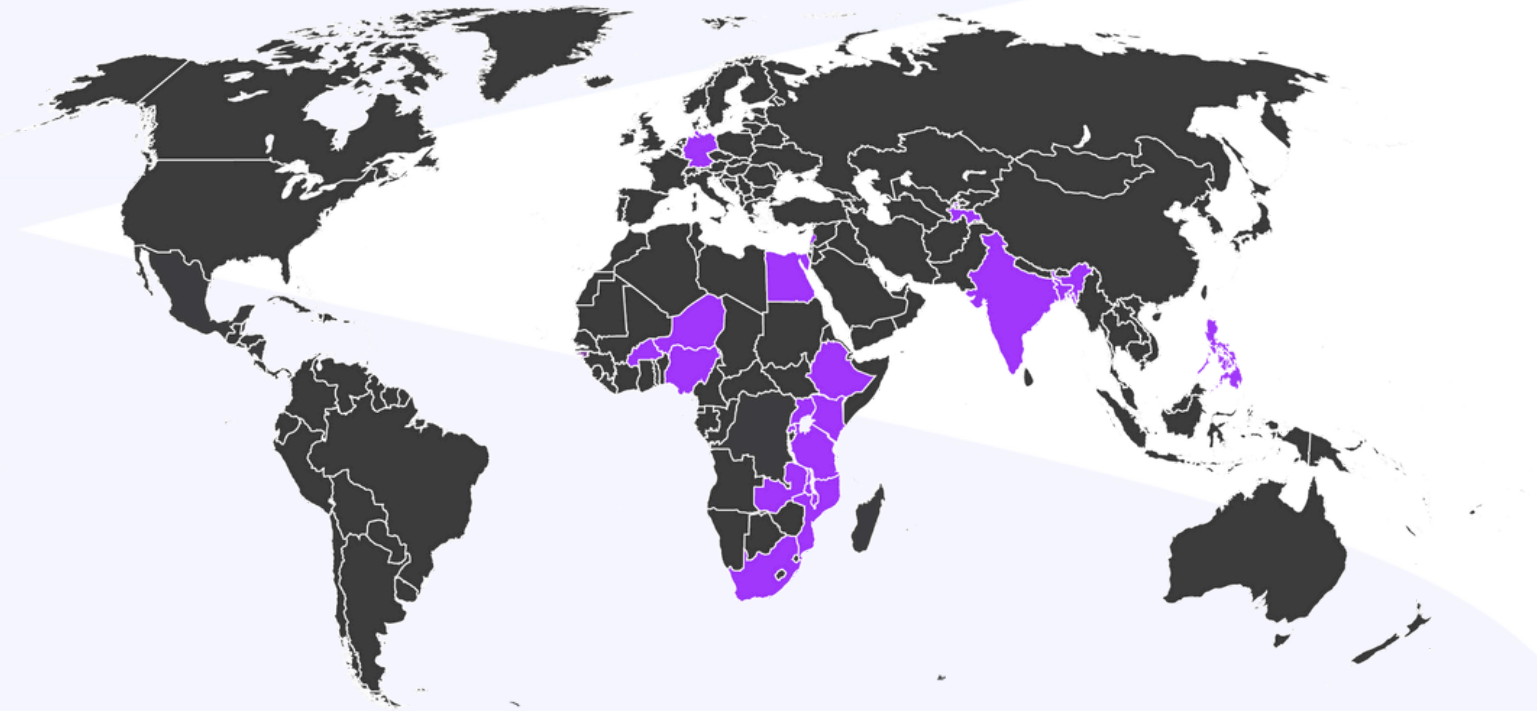
The Training Program's Impact Around the Globe

With hundreds of dedicated trainers across the world, the training programs delivered are impacting individuals and communities in Sub-Saharan Africa, Asia, and Latin America. We are proud of the impact the training programs have created and will continue to work on helping more people shape their own paths.

Since **2009**
at least **50,000** participants
were trained in more than **25** countries
using a **Training-of-Trainers** approach

Our work in 2023: Geographical Footprint

Up to and including 2023, Doorways and its founders have conducted projects in 19 countries.



- BANGLADESH
- BURKINA FASO
- EGYPT
- ETHIOPIA
- GERMANY
- INDIA
- KENYA
- LEBANON
- MALAWI
- MOZAMBIQUE
- NIGER
- NIGERIA
- PHILIPPINES
- RWANDA
- SOUTH AFRICA
- TANZANIA
- TAJIKISTAN
- UGANDA
- ZAMBIA

In addition to continuing many of the projects we started in 2022, a number of new projects took off in 2023. The following section provides an overview of the projects that we worked on in 2023, including both new and continuing projects.



► STEP Training for Young Women

The objective of the project is to provide 1,825 young women (aged 15-24) with entrepreneurial skills and knowledge. To achieve this, Community Media Trust (CMT), together with us, implements the STEP Training in five different regions of South Africa, some rural and some urban. The training program is an important building block for the economic empowerment/financial independence of vulnerable groups and contributes to CMT's overall goal of improving the health and human rights of South Africans. As of the end of 2023, more than 1,800 young women have been trained



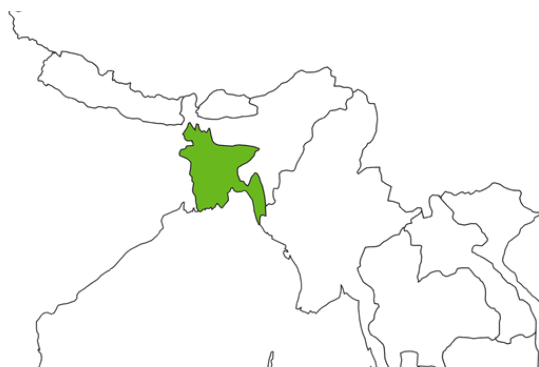
About the project

REGION: South Africa • **CLIENT:** Community Media Trust • **DURATION:** Since April 2022 • **DONOR:** US President's Emergency Plan for AIDS Relief (PEPFAR)



► PI Training and Effectuation Training for Rohingya Refugees

Close to the city Cox's Bazar more than 1 million Rohingya have found refuge, some for more than 30 years by now. In a joint pilot project with J-PAL, MIT, Y-RISE, University of Wageningen, University of Warwick, and the local implementation partner RTMI, we evaluate the effectiveness of the PI Training and an Effectuation Training that was designed for this project in cooperation with Saras Sarasvathy. In order for both training programs to be carried out at Kutupalong Refugee Camp, 12 local trainers successfully completed a Training-of-Trainers (ToT) workshop and will remain in direct contact with us throughout the implementation of the project. By the end of 2023, the trainers have been trained and we conducted a pilot implementation.



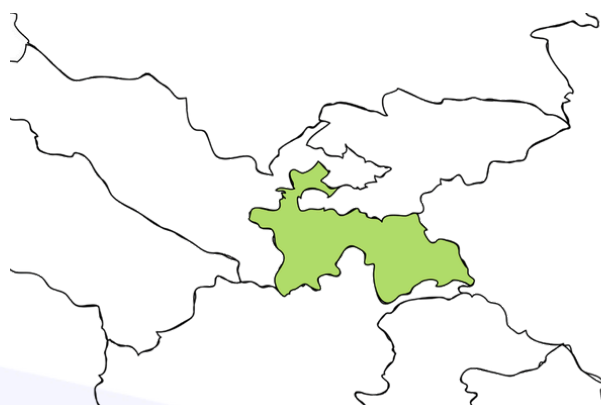
About the project

REGION: Bangladesh • **CLIENT:** University of Cologne • **DURATION:** Since December 2022 • **DONOR:** J-PAL

► Personal Initiative Training for Female Entrepreneurs in Tajikistan

In a pilot project together with IMG, we have trained four trainers from different regions in Tajikistan to deliver a shortened version of the PI Training to female small-scale business owners. The Training-of-Trainers (ToT) workshop was delivered in Dushanbe, Tajikistan in February 2023 and a subsequent pilot training was conducted in three provinces of Tajikistan to small groups of female entrepreneurs. Working together with a Tajik Incubator (State Business Incubator)

that was established in a project funded by the Japan International Cooperation Agency (JICA), the team of trainers then delivered the training to an initial cohort of 60 female entrepreneurs.



About the project

REGION: Tajikistan • **PERIOD:** February – May 2023 • **CLIENT:** International Management Group (IMG) • **DONOR:** Japan International Cooperation Agency (JICA)

► PI Training for Entrepreneurs in Zambia



About the project

REGION: Zambia • **CLIENT:** AGOVA / MENTOR ME •
DURATION: April - May 2023

We trained local trainers from two local NGOs in preparation for a roll-out of the Personal Initiative (PI) Training in Zambia. Both organizations aim to support entrepreneurs and facilitate MSME growth to attain sustainable development outcomes. One NGO implemented the PI Training immediately as part of the USAID Zambia Enterprise Development and Growth Enhanced (EDGE) Activity.





PI Training Content Development for MSME Retailers (remote)

The goal of the project is to deliver a skills training program for approximately 150-200 retailers in Egypt that are registered with the B2B retail platform MaxAB. The training starts with a pilot of two cohorts of approximately 20 retailers each and coaching is provided in addition to these sessions. The training and coaching mainly targets female retailers.

About the project

REGION: Egypt • **PERIOD:** Since July 2023 • **CLIENT:** International Finance Corporation (IFC)



► PI Training for MSMEs in Malawi

As part of Financial Inclusion and Economic Strengthening (FInES) project by the Reserve Bank of Malawi, the Ministry of Industry and Trade, and The World Bank, the Personal Initiative (PI) Training has been delivered to more than 2,000 MSMEs in Malawi.

Together with our partner IBF, we have trained 24 trainers and supported and monitored the implementation of the training.

About the project

REGION: Malawi • **DONORS:** Ministry of Industry and Trade / Reserve Bank of Malawi / The World Bank • **PERIOD:** Since June 2023 • **CLIENT:** IBF International Consulting

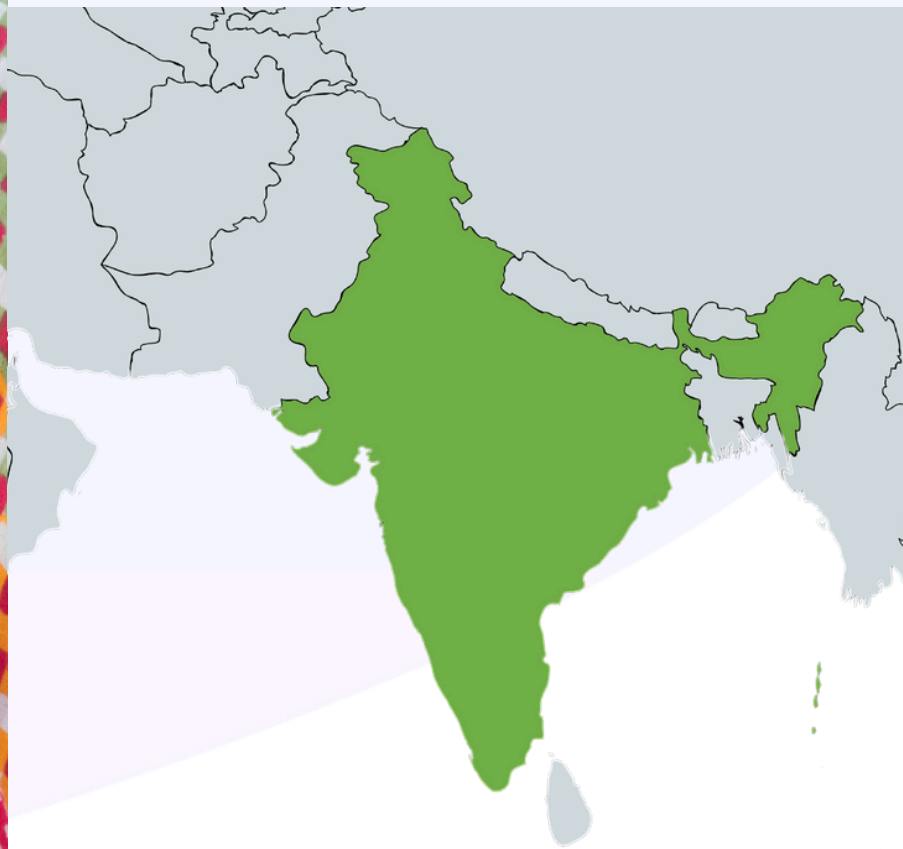


PI Training for Rural Entrepreneurs in Tamil Nadu

About the project

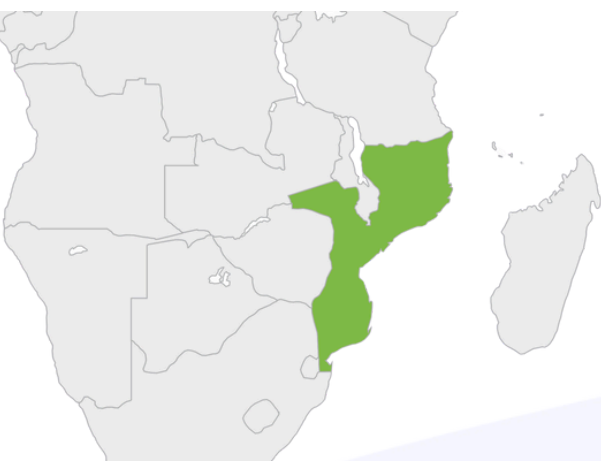
REGION: Tamil Nadu, India • **PERIOD:** Since June 2023 • **CLIENT:** The World Bank

Together with The World Bank's South Asia Region Gender Innovation Lab (SAR GIL) and the local implementation partner Hand In Hand India, we are conducting a randomized controlled trial (RCT) impact evaluation study to investigate the effect of the Personal Initiative (PI) Training among rural small-scale entrepreneurs. The RCT is embedded within the aims of the World Bank operation Vazhndhu Kattuvom / Tamil Nadu Rural Transformation Project (TNRTP). The TNRTP project aims at rural transformation through strategies that focus beyond poverty alleviation by building sustainability and prosperity of rural communities through enterprise promotion, access to finance and employment opportunities.



► PI Training for Farmers

In a World Food Programme (WFP) funded project we adjusted the Personal Initiative (PI) Training curriculum for small-scale farmers and trained local trainers in the provinces of Nampula and Cabo Delgado. The Training-of-Trainers (ToT) workshops were conducted both virtually and on-site. Follow-up mentoring and coaching of the trainers aims to ensure a high quality implementation of the PI Training.



About the project

REGION: Nampula and Cabo Delgado, Mozambique • **CLIENT:** MUVA • **DURATION:** Since July 2023 • **DONOR:** World Food Programme (WFP)

► PI Training Short Version and Training-of-Trainers (ToT)



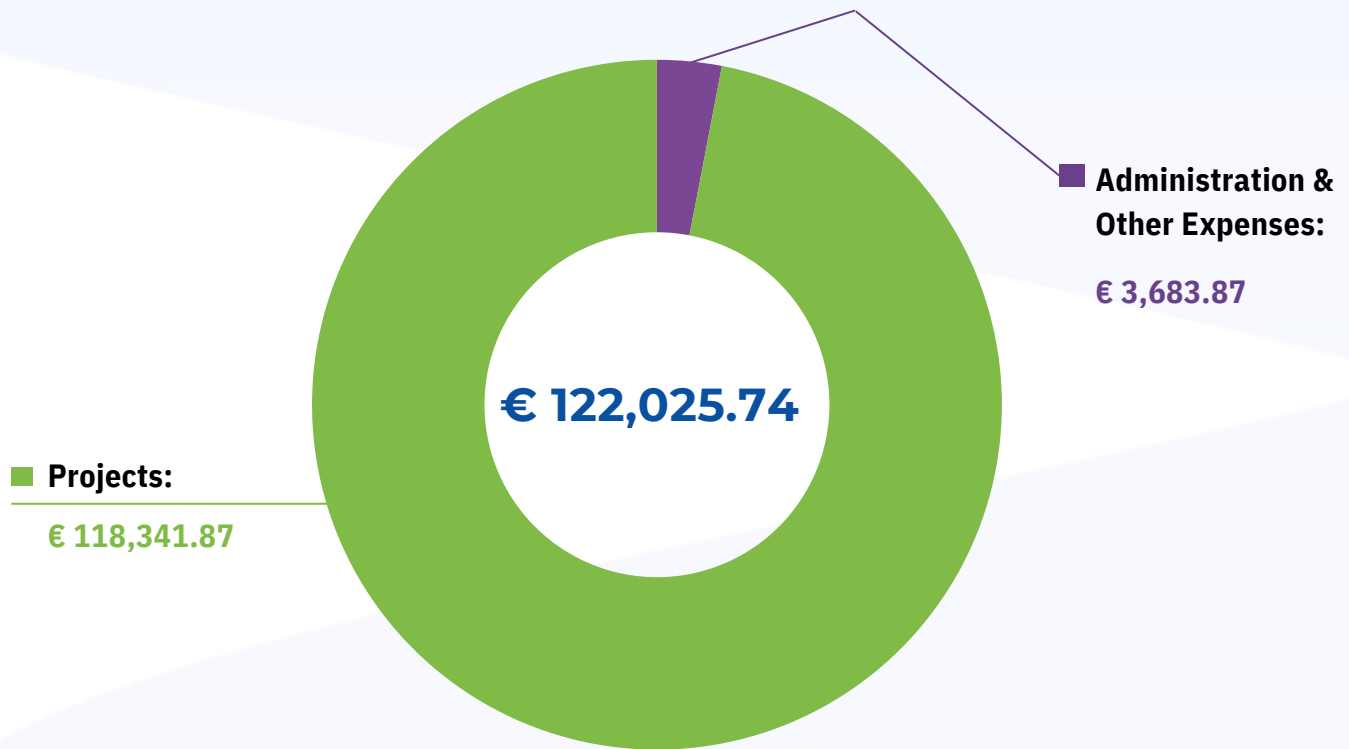
Together with our partners IMG, we developed a contextualized and shortened version of the PI Training for the Philippines. In 3 Training-of-Trainers (ToT) workshops in Davao City, we trained trainers to deliver this short version of the PI Training to small-scale entrepreneurs in politically unstable regions of Mindanao. Within the project, the PI Training is an important element to provide holistic support to entrepreneurs.

About the project

REGION: Mindanao; Philippines • **PERIOD:** July – September 2023 • **CLIENT:** International Management Group (IMG) • **DONOR:** Japan International Cooperation Agency (JICA)



Income Pattern FY 2023:

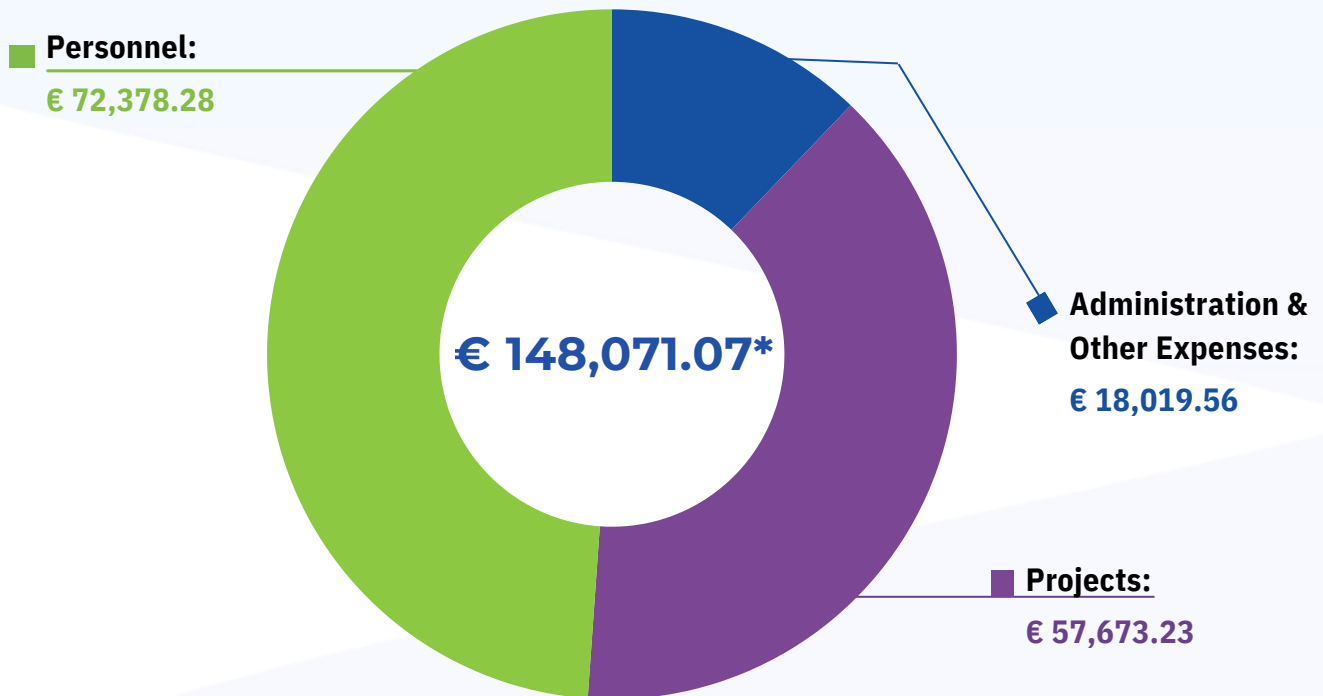


During the financial year 2023, our income (cash inflow) was predominantly derived from project activities, which contributed to 97.0% of our total revenue. This substantial portion of our income underscores our continued commitment to the core mission of designing, implementing, and evaluating entrepreneurship training programs across various regions. Our project income reflects the significant work we undertook in launching and advancing numerous initiatives throughout the year.

However, it's important to note that a portion of the project income from initiatives started in 2023, where we had already incurred substantial expenses, was only realized in 2024. The figures here only reflect actual payments (cash inflows) and are not prepared on an accrual basis.

The remaining 3% of our income came from administration and other sources, including refunds such as tax prepayments and non-wage labor costs.

Expenses Pattern FY 2023:



During the financial year 2023, our expenses (cash outflows) were categorized into project expenses (38.9%), administration & other expenses (12.2%), and newly introduced personnel expenses (48.9%). Project expenses included costs directly associated with implementing the entrepreneurship training programs, such as organizing and conducting Training-of-Trainers (ToT) workshops to equip local trainers in the respective project countries. These expenses also covered the creation of training materials, including translations, illustrations, and other necessary content, as well as payments to local implementation partners for organizing activities on the ground.

Additionally, we incurred travel expenses for Doorways members to facilitate workshops and conduct sessions with our partners. Administration & other expenses covered ongoing operational costs, including IT-related expenses and other administrative needs. New in 2023, we introduced personnel expenses as the founders began receiving salaries and employed additional staff to support our growing operations.

*Costs exceeded income due to delayed payments from 2023 projects

Our Clients and Partners



Food and Agriculture
Organization of the
United Nations



Innovations for
Poverty Action



International
Finance Corporation
WORLD BANK GROUP

Creating Markets, Creating Opportunities



South Asia
Gender
Innovation Lab



UNIVERSITÄT
ZU KÖLN



World Food
Programme



THE WORLD BANK

Y-RISE



GENDER
INNOVATION
LAB

agova
RETHINKING BUSINESS



HAND IN HAND INDIA



COMMUNITY
MEDIA
TRUST



INTERNATIONAL
BUSINESS
FEDERATION
OF
FREIGHT
FORWARDERS



CATHOLIC RELIEF SERVICES

MUVA



International Centre for
Migration Policy Development

Ceed

Center of evidence-based entrepreneurship development

ESP

Entrepreneurial Solutions Partners

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