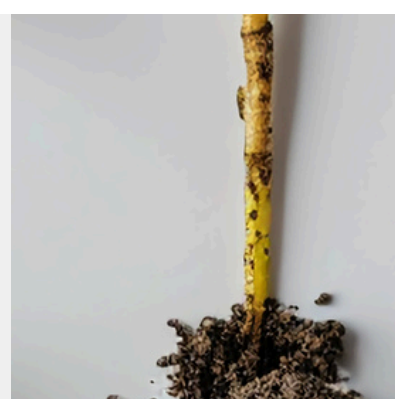
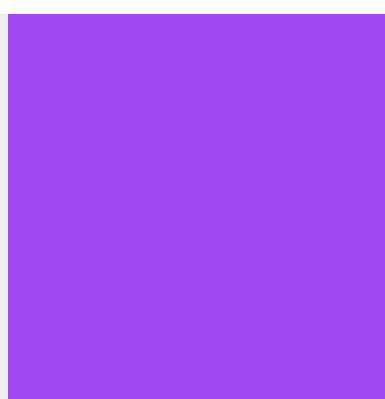
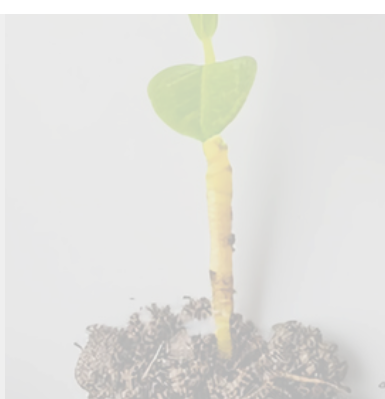
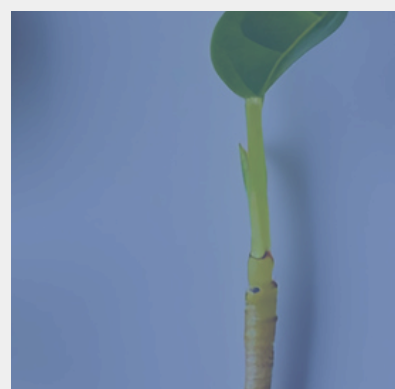
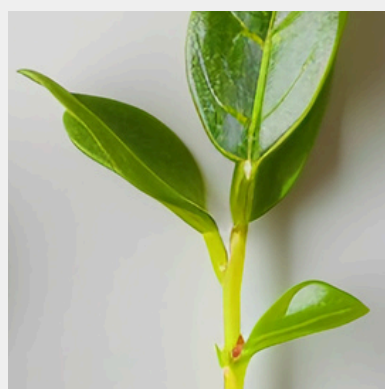
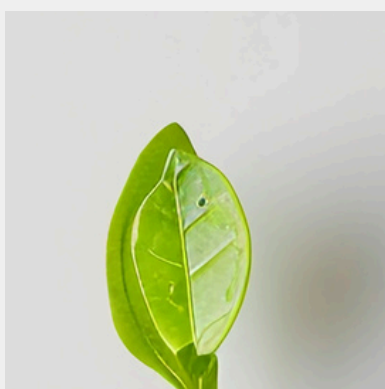
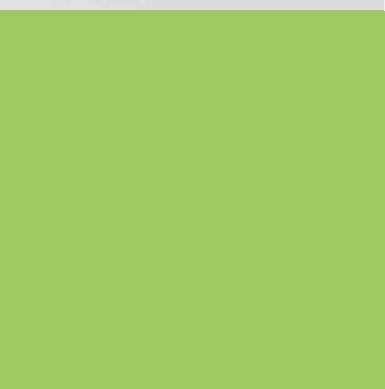
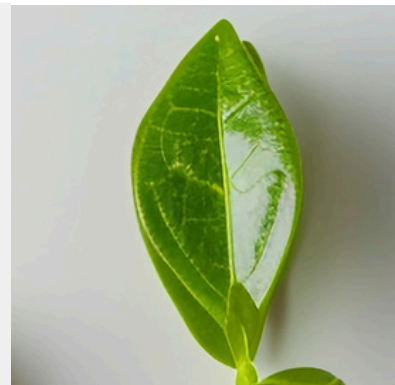
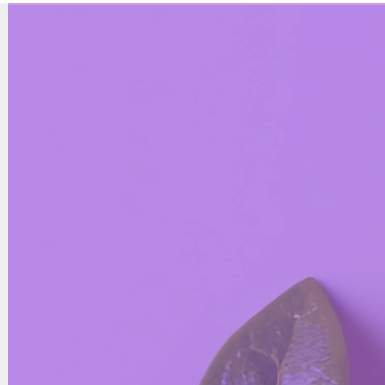


2024 Annual Report

We are passionate about creating positive impact
via entrepreneurship education and
empowering people.



Our 2024 Year in Review

Empowering Change Locally and Globally

2024 marked our third and to date most successful year. As a spin-off of the **Center for Evidence-based Entrepreneurship Development (CEED)** at Leuphana University, we understand that in an increasingly challenging world, evidence-based interventions are crucial to support those in need.

In 2024, we — together with our partners across the world — launched **four new projects**, including our largest project to date that aims to train 5,000 young people in Lesotho. Additionally, projects started in 2023 in India, Malawi, and the Philippines continued.



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Meet our Team

Our team brings together a rich blend of cultures and languages, uniting talent from Brazil, Germany, and Mexico.



From left to right: **Jakob Weers** (Co-founder), **Rita Díaz** (Project Manager), **Benjamin Scharweit** (Co-founder), **Thiago Garcia** (Project Manager), and **Carina Bohlayer** (Co-founder).

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.



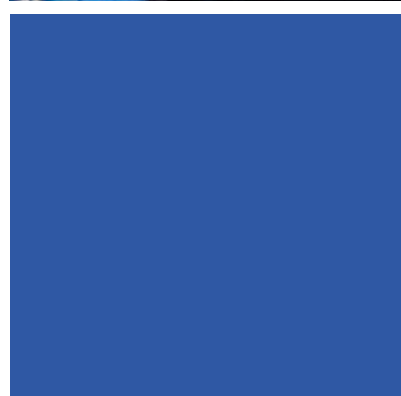
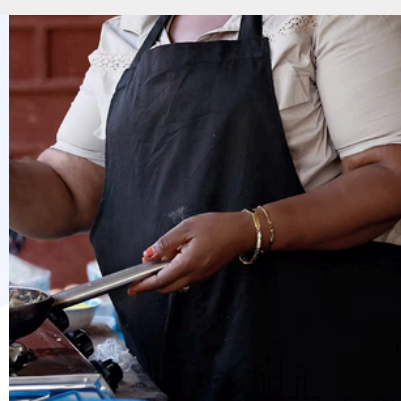
INTEGRITY
Do what is right

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.



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 empower individuals to actively shape their own paths.

The two main training programs delivered are the **PI Training** and the **STEP Training**:

PI Training:

Personal Initiative (PI) Training is a psychological training program targeted at a wide range of target groups such as small-scale entrepreneurs, farmers, and employees. It was 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.

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.



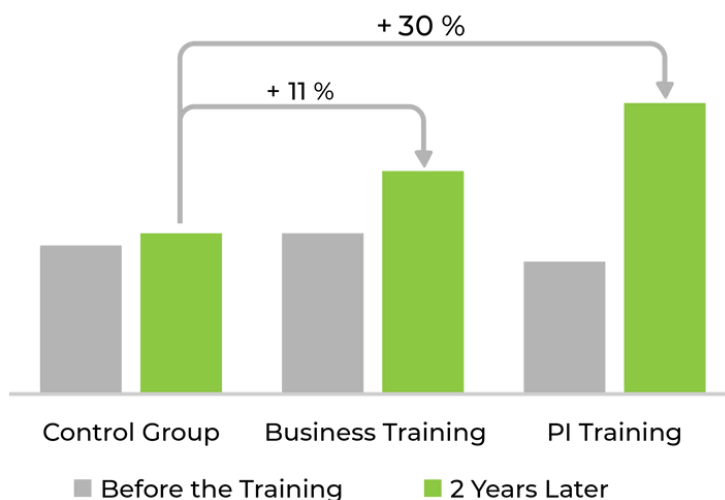
Facts & Figures

Through rigorous impact evaluations we know that both training programs have significant and lasting effects.

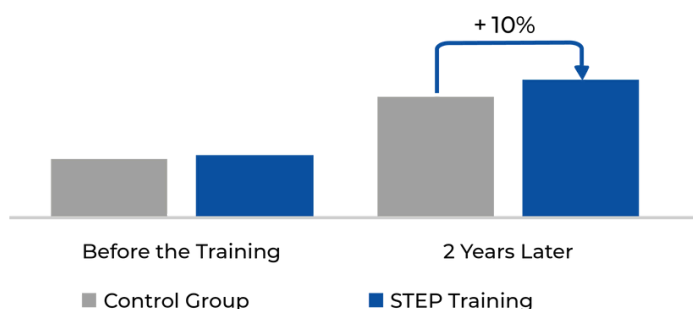
The PI Training has a significant effect on **monthly profits and sales** and has shown to **outperform traditional business trainings** such as the IFC's Business Edge.

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

Effect on Monthly Profits

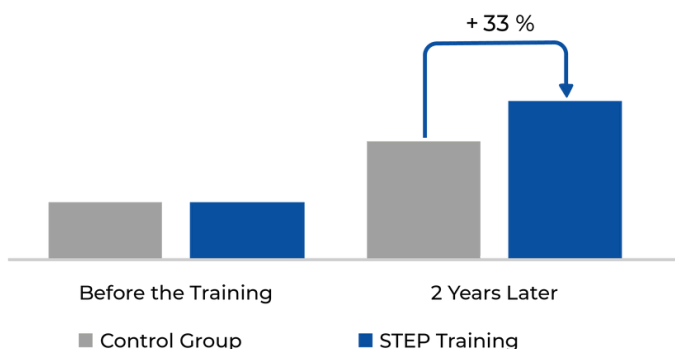


Monthly Income



No. of participants: 6,257, no. of observations: 15,660, $p < .001$

Business Ownership



No. of participants: 6,247, no. of observations: 15,630, $p < .001$



With hundreds of dedicated trainers across the world, the training programs delivered are impacting individuals and communities in Africa, Asia, Europe, 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 **60,000** participants
were trained in more than **30** countries
using a **Training-of-Trainers** approach*

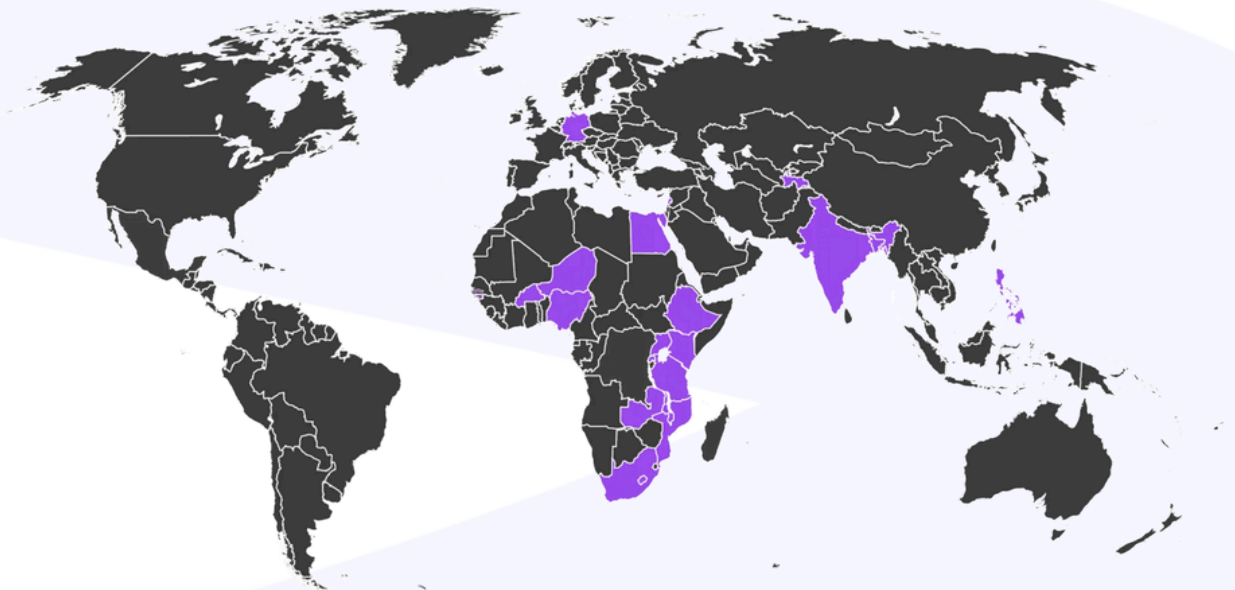
*The figures quoted here refer to the entire Frese Group

Our Projects



Where our projects take place

These are the countries we have worked in so far:



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



PI Training for Cross-Border Traders in The Gambia and Guinea-Bissau

About the project

CLIENT: The World Bank • **PERIOD:** July to December 2024

We have implemented the Personal Initiative (PI) Training in The Gambia and Guinea-Bissau as part of the Trade Facilitation West Africa (TFWA) Program. The program is managed by The World Bank and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) with strategic oversight and guidance provided by a Steering Committee, chaired by the ECOWAS Commission and supported by the UEMOA Commission as deputy chair.

For this project, we adjusted the training program to improve entrepreneurial skills and business outcomes of cross-border traders, thereby fostering economic growth and trade efficiency in the region.

Together with our local implementation partners GYIN Gambia Chapter and InnovaLab (Guinea-Bissau), we have delivered the PI Training to 400 cross-border traders. The trainings took place in the Upper and Lower River Regions in The Gambia and in Ingoré in Guinea-Bissau.

PI Training for Small-Scale Entrepreneurs in Lesotho

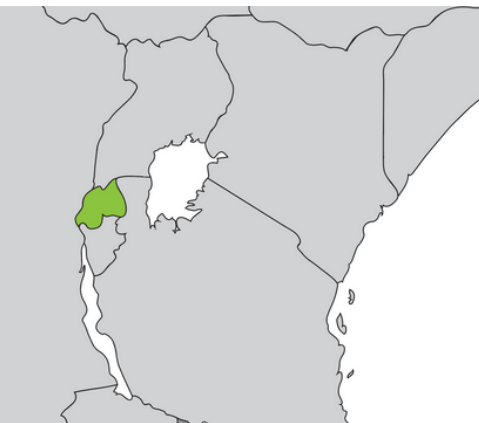
The Pathways to Sustainable Livelihoods Project in Lesotho aims to enhance the economic stability of poor and vulnerable households in the country by providing them with the tools and training needed to improve their economic resilience. For the soft-skills training component of the project, we collaborate with Catholic Relief Services (CRS) Lesotho, the Ministry of Gender, Youth, and Social Development, and The World Bank.

Our key tasks include the adjustment of the Personal Initiative (PI) Training curriculum to also address Gender-Based Violence (GBV) and the implementation of Training-of-Trainers workshops (ToTs) for at least 50 prospective trainers in the Berea and Mphahle's Hoek regions. These trainers then deliver the PI Training to 2,500 beneficiaries in the first year and another 2,500 in the second year. Furthermore, we monitor the implementation to ensure sustainable progress.



About the project

CLIENT: CRS Lesotho • **PERIOD:** Since January 2024 •
DONOR: Ministry of Gender, Youth, and Social Development, and The World Bank



PI Training in Rural Areas in Rwanda

As part of a large-scale project funded by Mastercard Foundation, our partners ESP are planning to train 2,500 small-scale entrepreneurs in rural Rwanda over the next five years. For this purpose, we developed a contextualized version of the PI Training and conducted a Training-of-Trainers (ToT) workshop followed by a pilot training in rural northern Rwanda.

About the project

CLIENT: Entrepreneurial Solutions Partners (ESP) • **PERIOD:** Since July 2024 • **DONOR:** Mastercard Foundation



PI Training for Rural Entrepreneurs in India

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) to investigate the effect of the Personal Initiative (PI) Training among rural entrepreneurs. The RCT is embedded within the aims of the World Bank operation Vazhndhu Kattuvom / Tamil Nadu Rural Transformation Project (TNRTP). The TNRTP aims to promote rural transformation by focusing beyond poverty alleviation, building the sustainability and prosperity of rural communities through enterprise promotion, access to finance, and employment opportunities.



About the project

CLIENT: The World Bank • **PERIOD:** June 2023 to August 2024



PI Training Short Version and Training-of-Trainers in The Philippines

Together with IMG, we developed a contextualized and shortened version of the PI Training for the Philippines. In 2023, we conducted three Training-of-Trainers (ToT) workshops in Davao City in which we trained trainers to deliver this short version to small-scale entrepreneurs in politically unstable regions of Mindanao. In 2024, we conducted two more ToT workshops to further qualify local master trainers and ensure the long-term sustainability of the project. Within the bigger project, the PI Training is an important element to provide holistic support to entrepreneurs.

About the project

CLIENT: International Management Group (IMG) • **PERIOD:** July 2023 to Sept 2024 • **DONOR:** Japan International Cooperation Agency (JICA)

PI Training for MSMEs in Malawi

We partnered with IBF International Consulting to provide the Personal Initiative (PI) Training for 2,500 MSMEs as part of the Financial Inclusion and Entrepreneurship Scaling (FIeS) Project.

The objective of the FIeS project is to increase access to financial services and promote entrepreneurship among MSMEs in Malawi, while also strengthening their business capabilities and resilience in the aftermath of COVID-19.

Through this initiative, the PI Training equips entrepreneurs with the mindset and skills to drive sustainable business growth and adapt to future challenges.



About the project

CLIENT: IBF International Consulting • **PERIOD:** June 2023 to June 2024
• **DONORS:** Ministry of Industry and Trade / Reserve Bank of Malawi / The World Bank



PI Training Content Development for MSME Retailers in Egypt

The goal of the project is to deliver a skills-training program to approximately 150–200 retailers in Egypt who are registered on the B2B retail platform MaxAB. In July 2024, the project continued with a pilot training consisting of two cohorts of 20 retailers each. The training was accompanied by individualized coaching sessions, and both the training and coaching primarily target female retailers.

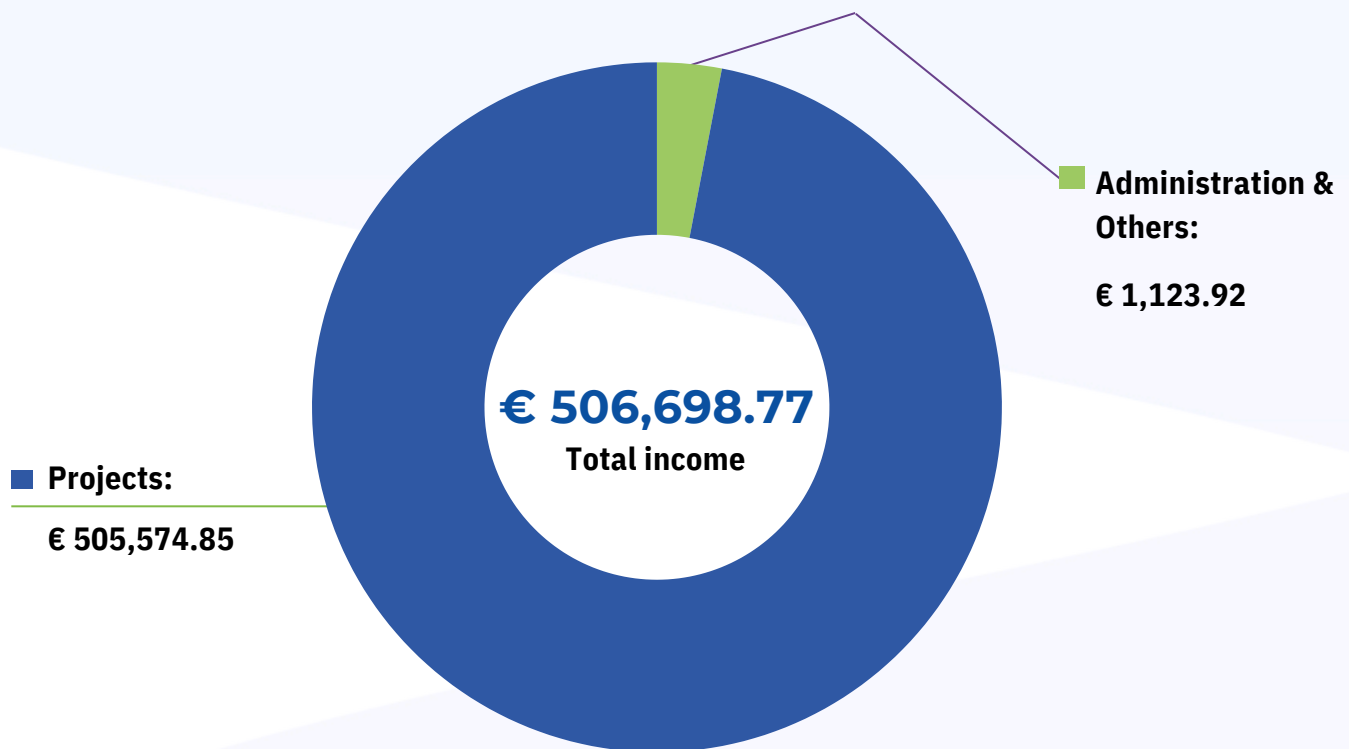
About the project

CLIENT: International Finance Corporation (IFC) • **PERIOD:** March 2023 to July 2024



Doorways' Finances

Income Pattern FY 2024

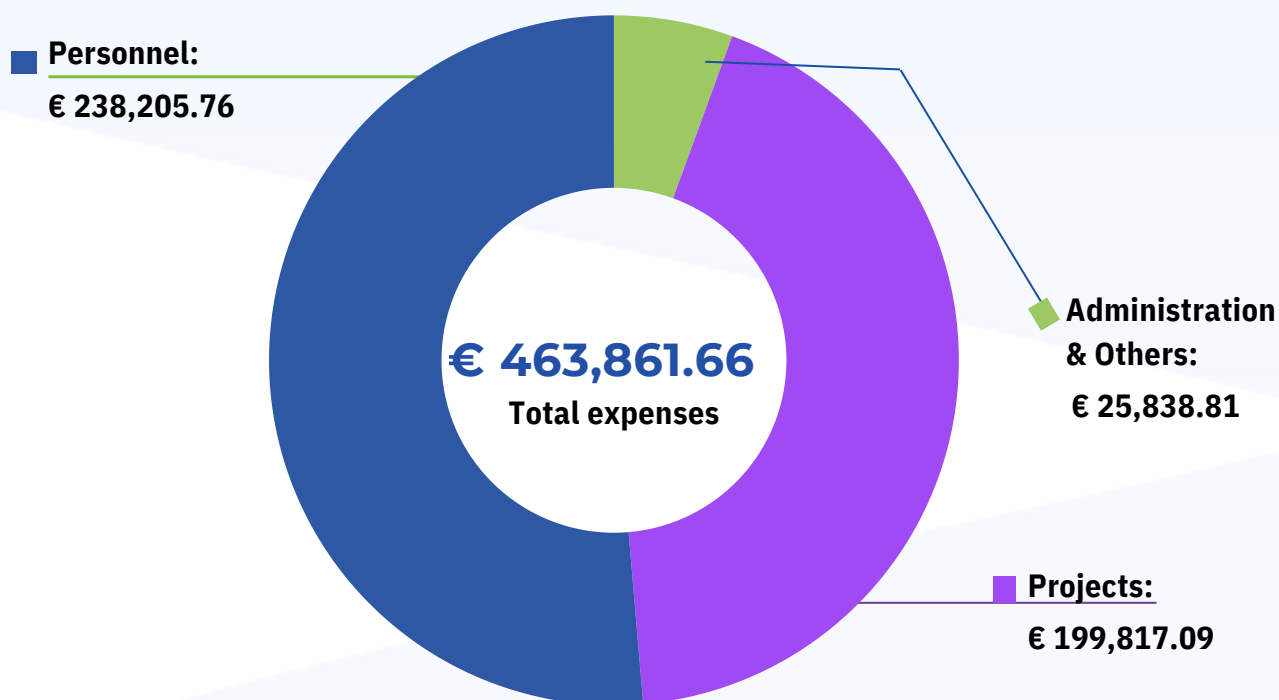


During the financial year 2024, we had a total income of € 506,698.77. Our income was almost exclusively derived from project activities, which contributed to 99.7% of our total revenue.

Our project income reflects the significant work we undertook in launching and advancing numerous initiatives throughout the year. However, it is important to note that a portion of the project income from initiatives that began in 2023 and for which significant expenditures had already been incurred was not realized until 2024. Specifically, services invoiced in 2023 but not paid until the first quarter of 2024 amounted to around € 90,000. This delay in payment highlights the typical financial lag between project execution and revenue realization in our field of work.

The remaining 0.3% of our income came from administration and other sources, including refunds such as tax prepayments and non-wage labor costs.

Expenses Pattern FY 2024

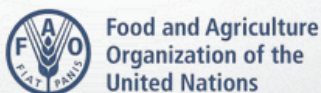


During the financial year 2024, our expenses were categorized into project expenses (43.1%), administration & other expenses (5.6%), and personnel expenses (51.3%). Project expenses included costs directly associated with implementing the entrepreneurship training programs, such as organizing and conducting Training-of-Trainers (ToT) workshops.

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 ToT workshops. Administration & other expenses covered ongoing operational costs, including IT-related expenses and other administrative needs.

With increased project demands, personnel expenses for full-time and part-time employees, as well as for additional staff to support our growing operations increased as well. All staff were directly engaged in managing and supporting the projects conducted in 2024.

Our Clients and Partners





Doorways



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