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Dear Friends,

I am writing this message to you with President Mattarella’s visit to our Centre for Entrepreneurship in Nairobi on 16 March 2023 still in my heart.

It was certainly a milestone, but even more of a turning point for our story that began in Kenya in 2010, offering a Cattolica MBA in partnership with a local university. In 2015, when our presence had spread to five countries on the continent, E4Impact was transformed into a Foundation that sees, alongside the Università Cattolica and the Association promoted by my family, the participation of major Italian companies and institutions (Mapei, WeBuild, Banca Intesa Sanpaolo, Carvico, CONFAPI, ENI, Montello, VueTel), as well as a number of individuals who have espoused our cause (Diana Bracco, Michele Carpinelli and Jean Sébastien Decaux). They were joined in early 2023 by Coldiretti and Filiera Italia.

Thanks to the establishment of the Foundation, it was possible to give a strong acceleration to our development path. As can be seen from this social report, we are now present in 20 African countries, always working with local institutions, and we have 7 Centres or Offices where we have our direct collaborators, by choice always African citizens. Centres and Offices are in Cameroon, Ethiopia, Ghana, Kenya, Tunisia, Uganda and Zimbabwe. But more will soon be established.

Activities have also gradually become more articulated. In addition to the original MBA, we have multilateral development projects aimed at strengthening local supply chains and business incubation and acceleration programs which are funded by the European Union, foreign foundations, and the cooperation agencies of several European countries. In addition, we offer our entrepreneurs various services to support them after their training: we have recently created a B2B platform to connect African entrepreneurs and European companies, a blockchain service to facilitate the export of agricultural products, and a small investment company to support the growth of some local companies.

A few numbers in the Social Report can give an idea of the impact generated so far:

- 1572 entrepreneurs have been trained through 63 Master’s courses launched;
- on average, each of these entrepreneurs created 6 new jobs 2-3 years after participation in the Master’s course;
- with the other initiatives, we have reached more than 47,000 small entrepreneurs;
- and overall we estimate that 33% of those involved are women.

But, as I said at the beginning, the President’s visit encourages us to a further qualitative leap, the seeds of which were sown in 2022 and which in 2023 should give the first shoots.

In recent years we have intensified our activities to support Italian companies interested in operating in the African countries where we are present. After numerous attempts, we realised that the main help we could provide to Italian companies was to put them in touch with the entrepreneurs who had participated in our programs, with respect to whom we have the advantage of knowing their qualities, of perseverance and loyalty, and the progress they have made.

This is why we thought of launching our Mattei Plan for Africa. We want to create supply chains that have lead companies in Italy that are interested in developing in Africa, contributing to the growth of a network of African companies already operating in the various countries. For Italian companies, this is a great opportunity for international development. As for African companies, they will be able to access more advanced technologies, find outlets in the Italian and European markets, identify new sources of financing, and grow on a continental and international level. To begin with, we have identified some macro-sectors in which Italian excellence overlaps with African needs and capabilities: Agri-food, Waste management and circular economy, Fashion and design, and Housing.

This social report therefore helps to clarify the trajectory we are on, preparing us for a new step forward.
“E4IMPACT, WITHIN THE DIFFICULT INTERNATIONAL SITUATION AND CONFRONTED ON A DAILY BASIS WITH THE AFRICAN CONTEXT CROSSED BY POLITICAL AND ENVIRONMENTAL CRISES, IS AS ALIVE AS EVER! A TIME OF INTENSE AND COURAGEOUS INNOVATION AWAITS US.”

“I THINK I SPEAK FOR ALL OF US AT E4IMPACT WHEN I SAY THAT WE ARE HONORED TO SERVE THE CREATIVITY AND TENACITY OF AFRICAN ENTREPRENEURS AS THEY BUILD THEIR BUSINESSES AND IMPROVE THE LIVES OF THEIR COMMUNITIES.”
The E4Impact model with and for Africa
1.1 VISION AND MISSION

Be a leading force for the creation and growth of sustainable enterprises in Africa, by offering training, access to markets, and financing opportunities to impact entrepreneurs in over 25 countries.

The Foundation contributes to alleviating poverty in Africa by empowering:

- Passionate African entrepreneurs to build and scale strong, sustainable, and innovative businesses, that create jobs and provide solutions to their country’s challenges.
- An Alliance of African universities to offer action-oriented entrepreneurial programs.
- Partnerships and commerce between African and European companies.

1.2 OUR PRESENCE IN AFRICA

The Foundation has 7 country offices and operates in 20 African countries.

E4Impact is a social change organization committed to empowering a new generation of African entrepreneurs to make a positive social, environmental, and economic impact in their communities.
1.3 THEORY OF CHANGE

Input Development in Africa

Inputs
- Academic expertise in management and sustainability
- A network of African universities, Italian companies and international development organizations
- Headquarters in Italy and 7 offices in Africa

Activities
- MBA in Impact Entrepreneurship
- Academic research
- Value chain development projects
- Business accelerators programs
- Long-term business support services

Output
Impact entrepreneurs receive practical and high-quality business training, access to markets and funding.

Vision
Alleviating poverty in Africa through the development of small enterprises.

Key Assumptions
Practical business education and services create a generation of impact entrepreneurs.

Impact entrepreneurs generate decent jobs and alleviate poverty.

Long-term Outcomes
- Business start-ups
- Business scale-ups
- ESG improvement
- African universities become leaders in entrepreneurship education and research

Mid-term Outcomes
- Entrepreneurs implement/improve the business model
- Entrepreneurs access financing and European markets
- African universities improve teaching and research skills

Short-term Outcomes
Participants acquire skills in:
- Business Modeling
- Financial planning
- Impact Measurement
- Pitching and Communicating
Participants:
- Expand network
- Strengthen entrepreneurial mindset

Impact
Entrepreneurs create decent jobs

Materially affected stakeholders:
Entrepreneurs, African universities
E4Impact has adopted the Theory of Change to frame and monitor its efficacy in serving African entrepreneurs and their communities. It articulates how the Foundation intends to adhere to its principles and achieve its vision. More specifically, it outlines how practical business education and entrepreneurship support contribute to the creation of decent jobs and alleviating poverty.

The Foundation’s activities serve:

- **African entrepreneurs** attending E4Impact’s training programs for the starting or scaling of their business.
- **African universities** participating as members of the E4Impact University Alliance to build their capacity to offer action-oriented entrepreneurial programs.

Indirectly the Foundation’s action also has an impact on:

- The employees and families of the entrepreneurs.
- The consumers of the goods and services offered by the entrepreneurs.
- The local communities.

The Theory of Change (ToC) is a methodology that demonstrates how a specific intervention intends to effect change in a given context. It represents a causal structure of how and why that change occurs and illustrates how, when positing certain underlying assumptions, **inputs**, **activities**, **outputs**, and **outcomes** generate an intended **impact**.

**INPUTS**

Physical and financial resources committed to the activities

**ACTIVITIES**

The use of resources to generate products and services

**OUTPUTS**

Products, goods and services resulting from the activities

**OUTCOMES**

Change in target group behaviour obtained in the short or medium term

**IMPACT**

Long-term change partially caused by the action

### 1.4 THE IMPACT MANAGEMENT SYSTEM

The ToC serves as a guide for the Foundation’s Impact Management System. It enables the organization to increase the effectiveness of its activities and effect its intended impact.

For the Foundation, impact measurement began casually through direct relationships with the first groups of beneficiaries of its MBA. Over time it has evolved into a structured system that collects and analyses high-quality data that aid in the strategic decision-making process. It casts light on where the change is happening, in what direction, and at what level. For the Foundation, impact measurement is an essential tool to align, execute and communicate a strategy that offers ever increasing social value for its internal and external stakeholders.

E4Impact is committed to increasing its impact in the countries where it operates. Through its activities it generates social value by:

1. **Enabling the development of high-potential start-ups** that can withstand competitive pressure.
2. **Supporting the scale-up** of existing companies.
3. **Removing obstacles to accessing** financing and global markets.
4. **Contributing to the creation of jobs** and decent work.
ALTIS - Alta Scuola Impresa e Società of the Università Cattolica del Sacro Cuore launches a Master’s programme for African students in Rome, Italy.

The E4Impact initiative receives the Ashoka Innovation University Award, and its successful MBA model expands to other African countries.


Establishment of the E4Impact Business Development Africa team, to act as a bridge between Italian and African companies.

E4Impact wins the “Innovation and Entrepreneurship Programme of the Year” award at the Triple E Awards. Launch of the first international PhD program for African professors.

2005

2012

2018

2020

2022

2010

ALTIS, in partnership with the Tangaza University College of Nairobi, Kenya, offers the first Global MBA in Impact Entrepreneurship in Africa. The E4Impact initiative is born.

2015

E4Impact becomes a Foundation.

2019

Creation of the E4Impact University Alliance, a partnership of 24 African universities.

2021

Setting up of an internal department to offer ongoing business and networking support to its Alumni Community.
1.6 THE STRENGTH OF PARTNERSHIPS

A network of African Universities, Italian companies and international development organizations
1.7
ANALYSIS OF THE PRIORITY TOPICS ACCORDING TO STAKEHOLDERS

E4Impact is committed to increasing the shared value for both its beneficiaries and partners. The stakeholder map below represents the network of individuals and organisations that gravitate around the Foundation.
Priority stakeholder groups were identified by taking into consideration their level of interest in E4Impact’s activities and their degree of influence on the achievement of its strategic objectives.
According to the Global Reporting Initiative (GRI), material topics “represent an organization’s most significant impacts on the economy, environment, and people, including impacts on their human rights”.

To conduct the materiality analysis E4Impact identified 26 impact issues related to the three sustainability dimensions: social, environmental, and governance.

Internal stakeholders (employees, collaborators, and members of the Steering Board) and key external stakeholders were then asked to assess the importance they attached to the various issues from one (not important) to five (extremely important). Equal weight was given to the evaluations of the stakeholder sub-categories.

The result is presented in the materiality matrix.

The respondents considered all the materiality topics important assigning them a value from 3 upwards. However, the matrix demonstrates that social impact is a priority for the Foundation’s stakeholders. This trajectory leads to the definition of short and long-term strategic goals.

1. THE E4IMPACT MODEL WITH AND FOR AFRICA

**STAKEHOLDERS INVOLVED**

64% External Stakeholders
36% Internal Stakeholders

138 involved

**MATERIALITY MATRIX**

- **Social impacts in Africa**
  1. Jobs creation in Africa
  2. Start-up of new African companies
  3. Scale-up of small African companies
  4. Improvement of the entrepreneurs’ skills
  5. Improvement of African companies’ access to financing
  6. Improvement of African companies’ penetration into African markets
  7. Improvement of African companies’ penetration into international markets
  8. Improvement of African businesses’ social impact
  9. Active role of African universities in promoting entrepreneurship in Africa
  10. Active role of cooperatives for sustainable development of rural areas in Africa

- **Social impacts on the organisation**
  11. Remuneration policies and fair and inclusive working conditions
  12. Health and safety at work
  13. Staff skills development
  14. Welfare, work-life balance and positive corporate climate
  15. Attraction of talent
  16. Employee retention

- **Environmental impacts**
  17. Improvement of African companies’ environmental impact
  18. Improvement of the organization’s environmental impact

- **Impacts on the governance - management**
  19. Stakeholders’ participation in the organization’s governance
  20. Fight against corruption
  21. Transparency
  22. Privacy and data security

- **Impact on the governance - strategy**
  23. Launch of new and innovative services and products
  24. Development of partnerships with governments, private sector and civil society
  25. Measurement of the impact of the organization to guide strategic choices
  26. Satisfaction of beneficiaries, customers and partners

**External Stakeholders**

**Internal Stakeholders**
## 1.8 IMPACT GOALS AND FUTURE COMMITMENTS

Based on the materiality analysis results, E4Impact has identified some key impact goals that will strive to achieve and report over the next 3 years.

<table>
<thead>
<tr>
<th>MATERIAL TOPICS</th>
<th>SDGs</th>
<th>GOALS</th>
<th>KPI AT 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jobs creation in Africa</td>
<td></td>
<td>Enabling an entrepreneurial ecosystem that promotes investments and partnerships</td>
<td>8 average jobs created per entrepreneur 2 years after the programs</td>
</tr>
<tr>
<td>Scale-up of small African companies</td>
<td></td>
<td></td>
<td>30% of entrepreneurs open new branches</td>
</tr>
<tr>
<td>Start-up of new African companies</td>
<td></td>
<td></td>
<td>60% of the entrepreneurs with a business idea manage to start successfully a new business</td>
</tr>
<tr>
<td>Improvement of African companies access to financing</td>
<td></td>
<td></td>
<td>40% of entrepreneurs access new finance</td>
</tr>
<tr>
<td>Improvement of the entrepreneurs’ skills</td>
<td></td>
<td>Establish a more balanced mix of academic and professional training</td>
<td>90% of entrepreneurs increase their managerial skills through the programs</td>
</tr>
<tr>
<td>Staff skills development</td>
<td></td>
<td>Strengthen the technical and professional skills of the team through constant dialogue and professional training</td>
<td>Develop a multidisciplinary team in the E4impact African offices of a minimum of 4 people</td>
</tr>
<tr>
<td>Fight against corruption</td>
<td></td>
<td>Promote the growth of formal entrepreneurship in Africa</td>
<td>70% of new businesses are registered companies</td>
</tr>
<tr>
<td>Satisfaction of beneficiaries, customers and partners</td>
<td></td>
<td>Establish a quality assurance system to increase the efficacy</td>
<td>90% satisfaction level stated by the entrepreneurs supported in the programs</td>
</tr>
<tr>
<td>Active role of African universities in promoting entrepreneurship in Africa*</td>
<td></td>
<td>Strengthen collaboration with universities that are part of the E4impact African University Alliance in research and teaching</td>
<td>+ 3 members of the E4impact African University Alliance</td>
</tr>
</tbody>
</table>

*This topic did not emerge as a priority from the materiality analysis, but was considered strategic for the Foundation and therefore included
A year of growth
GOVERNANCE
- Establishment of the Alliance Council
- 2 new Alliance representatives in the Strategic Board
- 3 new Participants (Carvico, Montello and Confapi)

TEAM
- 66 total staff (+47%)
- of which 53% women

MBA
- 12 editions
- 250 entrepreneurs trained
- of which 34% women
- of which 25% under 30
- Innovation and Entrepreneurship Programme of the Year Award at the Triple E Awards 2022

ACADEMIC NETWORK
Research
- 11 publications in International Journals
- 12 appearances at International Conferences
- 3 prizes for best publications
Ph.D.
- 1st edition started with 2 tracks
- 15 students in Management and Innovation
- 8 students in Agri-Systems

PROJECTS
- 18 Value Chain projects ongoing
- 83 project partners
- 5,971 direct beneficiaries up to now
- 37,720 beneficiaries through the Training of Trainers up to now

ACCELERATION AND INCUBATION PROJECTS
- 4 Acceleration programs carried out
- 44 companies accelerated
- 10 companies incubated
- 20 linkages with Italian companies

ENTREPRENEURIAL SUPPORT
- Over 1,500 members of the Alumni Community
- 2 new Business Networks launched
- 2 platforms launched: B2B and Impact
Governance and organisation
E4Impact Foundation is a **social enterprise** and as such, is a private, not for profit organization, that has as its principle focus an activity with a civic, social or solidaristic purpose.

In accordance with its statutes, the Foundation works in the fields of education, development cooperation, and scientific research on the African continent. It promotes a collaborative and partnership-based model.

### 3.1 A PARTICIPATIVE GOVERNANCE

The participative governance of the Foundation integrates the **involvement of its principal stakeholders** within the strategic design of the organisation.

E4Impact is governed by the following four bodies, members of which discharge their duties free of charge.

- **President**
  - Letizia Moratti, Associazione Genesi
- **Vice President**
  - Franco Anelli, Università Cattolica del Sacro Cuore of Milan
- **Founders and Participants**
  - Diana Bracco
  - Michele Carpinelli
  - Jean-Sébastien Decaux
  - Patrick Kyamanywa
  - Wondwosen Tamrat
- **Steering Board**
- **E4Impact Alliance Council**
- **Management Board**
- **Audit Committee**
- **CEO**
  - Mario Molteni
- **General Manager**
  - Frank Cinque

E4Impact Foundation is a **social enterprise** and as such, is a private, not for profit organization, that has as its principle focus an activity with a civic, social or solidaristic purpose.
3.1.1 THE STEERING BOARD

The Steering Board is responsible for indicating the general strategy of the Foundation and assuring that its activities and funding efforts are in line with its strategic priorities. It approves the annual financial statements and sustainability report and elects the Management Board.

Members of the Steering Board serve Committee serve a three-year term (last election on 2nd December 2020). The Board is composed of two representatives from each founding organization, one representative from each participant organization, and three representatives of the E4Impact Alliance Council, of which one is currently vacant.

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### MEMBERS COMPOSITION

<table>
<thead>
<tr>
<th>Members</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Founders</td>
<td>47%</td>
</tr>
<tr>
<td>Participants</td>
<td>43%</td>
</tr>
<tr>
<td>Alliance Council</td>
<td>10%</td>
</tr>
</tbody>
</table>

### MEMBERS BY GENDER

<table>
<thead>
<tr>
<th>Gender</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men</td>
<td>81%</td>
</tr>
<tr>
<td>Women</td>
<td>19%</td>
</tr>
</tbody>
</table>

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### ANNUAL MEETINGS

<table>
<thead>
<tr>
<th>Date</th>
<th>Relevant Strategic Decisions</th>
</tr>
</thead>
</table>
| 08/06/22 | • Approval of new statutes with the introduction of the Alliance Council.  
            • Introduction of new Participants: Carvico, Montello, Confapi.  
            • Launch of a Rotating Investment Fund in Kenya. |
| 28/11/22 | • Approval of the 2023 operational plan and budget.              |

### PARTICIPATION RATE

- Attendance: 58%
- Absence: 42%

**Total Participation Rate: 100%**
THREE NEW COMPANY PARTICIPANTS JOINED THE E4IMPACT FOUNDATION

Carvico spa
Laura Colnaghi Calissoni
President and CEO

“Supporting E4Impact in the training of African entrepreneurs means contributing to the responsible development of the continent and making a concrete impact on the growth of a population with great potential.” Carvico, a world-class textile manufacturer, operates in the Amhara region of Ethiopia with a business that pays great attention to the environment and to the professional development of the local inhabitants.

Montello spa
Roberto Sancinelli
Founder and President

“Together with E4Impact I’m sure we will be able to do our part in providing the concrete support for African entrepreneurs who are the continent’s leaders of the future. As an entrepreneur, my participation is also a business decision because we recognize the opportunity that Africa can offer to Italian companies.” Montello is a leading international recycler of plastic and organic waste.

Confapi
Maurizio Casasco
Delegate

“The participation of Confapi in the E4Impact Foundation is intended to support the internationalisation of the Association’s member companies into Africa and the Mediterranean”. Confapi is the Italian Confederation of small and medium companies that promotes business interests through dialogue with the Government and Institutions.
3.1.2
THE E4IMPACT ALLIANCE COUNCIL

In 2022 the Foundation established the E4Impact Alliance Council. The Council involves key African stakeholders in the governance of the Foundation (statutes art. 24). It is structured as follows:

- Foundation CEO and General Manager.
- Alliance General Secretary.
- A maximum of three Alumni that have attended an E4Impact MBA.
- Up to five Impact Stakeholders operating in the territories where the Foundation is present.

The Alliance Council meets at least twice a year. Its role is to make proposals regarding the development of the Alumni community, international fundraising, new partner identification, and engagement of key local stakeholders.

The Alliance Council appoints from among its members three representatives to participate in the Foundation’s Steering Board: two from the E4Impact African University Alliance and one Alumni Representative.

3.1.3
THE MANAGEMENT BOARD

The Management Board is responsible for drafting the strategic plans and financial statements to be presented to the Steering Board. It approves the admission of new Participants and appoints the CEO and the General Manager of the Foundation.

The Management Board is composed of 7 members. Those in office are: President Letizia Moratti (Genesis Foundation); Emanuela Angori (Webuild Spa); Stefano Lucchini (Intesa Sanpaolo Bank); Mario Molteni (Always Africa Association); Andrea Perrone (Università Cattolica); Alberto Piaffer (Eni); Veronica Squinzi (Mapei).

Annual Meetings

<table>
<thead>
<tr>
<th>DATE</th>
<th>RELEVANT STRATEGIC DECISIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>03/03/22</td>
<td>• Approval of Carvico as Participant, represented by Laura Colnaghi Calissoni.</td>
</tr>
<tr>
<td></td>
<td>• Approval of the electoral discipline for the Alliance Council Steering Board representatives.</td>
</tr>
<tr>
<td>11/05/22</td>
<td>• Approval of Confapi and Montello as Participants, represented by Maurizio Casasco and Roberto Sancinelli.</td>
</tr>
</tbody>
</table>

3.1.4
THE AUDIT COMMITTEE

The Audit Committee is made up of five members, two of whom are alternates and each of whom rests in office for three years. It has the task of overseeing the conformity of the Foundation’s activities with the law and the social purpose expressed in its statutes, and of assuring the Foundation’s compliance with the national guidelines for Financial and Social Reporting.

TWO REPRESENTATIVES OF THE ALLIANCE COUNCIL JOINED THE STEERING BOARD

Patrick Edrin Kyamanywa
Uganda Martyrs University

Vice Chancellor of Ugandan Martyrs University, surgeon, researcher, education leader, full professor, and a global health education advocate. Leveraging his diverse educational background with a focus on leadership, management, and innovation, he has established vibrant learning environments, forged partnerships with public, private, and civil society institutions and networks, and spearheaded a transformation of academic programs at an international level.

Wondwosen Tamrat
St. Mary’s University

President of St. Mary’s University in Ethiopia. With a background of outstanding international academic experience, he is strongly committed to the revitalization of the African higher education sector as reflected in his writings and his responsibilities at continental and global levels.
3.2 THE ORGANISATIONAL STRUCTURE

Given the Foundation’s rapid growth, the need emerged for an organizational model capable of stimulating innovation, responsibility, and autonomy while also setting clear objectives.

The Holacracy governance process represents a team-based approach. It defines explicit roles and responsibilities that confer authority. It allows for integration, alignment, and mutual shared learning across functions while being adaptable to the changing reality of the organisation.

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3.2.1 TEAM GROWTH

E4Impact grew its workforce in Italy and in its offices in Africa. The total number of collaborators is 66 with an increase of 47% compared to 2021.

TEAM BY GROWTH BY AREA OF OPERATION

2020: 12 in Africa, 14 in Italy
2021: 19 in Africa, 20 in Italy
2022: 40 in Africa, 26 in Italy

TEAM BY AREA OF OPERATION IN 2022

TEAM BY GROWTH BY AREA OF OPERATION

2020: 11 in Africa, 15 in Italy
2021: 19 in Africa, 20 in Italy
2022: 35 in Africa, 31 in Italy

GENDER BALANCE

The female component of the Foundation’s workforce reached 53%.

2020: 11 female in Africa, 15 female in Italy
2021: 19 female in Africa, 20 female in Italy
2022: 35 female in Africa, 31 female in Italy

TEAM BY GROWTH BY AREA OF OPERATION

The Italian headquarters increased the number of permanent hires, and thanks to partnerships with multiple institutions including the Erasmus for Young Entrepreneurs programme, its contingency of interns also grew. The turnover rate of the year is 15.4%.

TYPE OF CONTRACT

2020: 4 fixed-term in Africa, 9 permanent in Africa
2021: 2 fixed-term in Africa, 7 permanent in Africa
2022: 9 fixed-term in Africa, 4 permanent in Africa

CONTRACTUAL CATEGORY

2020: 2 officer worker, 2 manager, 5 executive
2021: 2 officer worker, 2 manager, 7 executive
2022: 2 officer worker, 2 manager, 9 executive

According to Italian regulations, the difference in pay between employees of social enterprises may not exceed a ratio of one to eight. In 2022, the ratio in E4Impact was 3.7, slightly increasing by 0.40 compared to the previous year.

With regard to safety in the workplace, no accidents occurred in 2022. In addition, supplementary health insurance has been offered to further safeguard employees during work missions in Africa.
3.2.2 TRAINING

The Foundation invests annually in the professional training of its staff. In line with the previous year, in 2022 an average of 16 hours of training were provided for each employee.

In addition, the Project Office Manager delivered a 36-hour online course on Project Cycle Management for 16 new collaborators in Italy and Africa. The course aimed to strengthen skills in the design and implementation of cooperation projects. The results achieved by the participants were positive with an average final score of 70% and, as part of the course, three projects were presented in response to a call for proposals of African Development Bank.

HOURS OF TRAINING

3.3 GOALS

<table>
<thead>
<tr>
<th>MATERIAL TOPICS</th>
<th>SDGs</th>
<th>GOALS</th>
<th>KPI AT 2025</th>
<th>ACHIEVEMENT 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff skills development</td>
<td>SDG</td>
<td>Strengthen the technical and professional skills of the team through constant dialogue and professional training</td>
<td>Increase by 20% the average of training hours for the team</td>
<td>16 average hours of training per employee</td>
</tr>
</tbody>
</table>

Health and safety at work | Accounting and administration | Impact Measurement | Project Cycle Management | 8% | 17% | 23% | 52% |
4 Activities and impact results
4.1 GLOBAL MBA IN IMPACT ENTREPRENEURSHIP

4.1.1 THE PROGRAM

The Global MBA in Impact Entrepreneurship is a training program designed for African entrepreneurs who wish to acquire the skills, knowledge, and relationships necessary to start and/or grow a successful and impactful business.

The program is offered by the Università Cattolica del Sacro Cuore of Milan (UCSC) in partnership with the African university members of the E4Impact African University Alliance. The MBA combines academic rigor with business acceleration in a formula where each formation module provides tools that are immediately applicable to the entrepreneur’s company.

E4Impact’s Educational Model was awarded the Ashoka U Innovation Award and the “Innovation and Entrepreneurship Programme of the Year” Award at the Triple E Awards 2022 from the Accreditation Council for Entrepreneurial & Engaged Universities (ACEEU).

The MBA’s most distinguishing characteristics are:

- **A Blended formula** composed of a total of 36-days in the classroom interspersed with periods dedicated to distance learning and the application of the concepts learned to the business;
- **4 Boot Camps** which include: lessons and workshops where students work in groups; seminars with high-profile guests (entrepreneurs, professionals, investors); pitch sessions with feedback from investors, alumni, and experts;
- **A Full-time business advisor** who establishes a one-to-one relationship with each student for the duration of the program. The advisor provides clarification and guidance in applying the notions acquired and introduces the entrepreneur to potential suppliers, customers, and investors;
- **An E-learning platform** designed to be accessible in areas where the bandwidth is weak. The platform is a source of contacts and business cases linked to the local context.

“WE DO NOT TEACH ENTREPRENEURSHIP; WE TRAIN IMPACT ENTREPRENEURS”.

Before teaching each professor attends a Training of Trainers (ToT) session. It includes the presentation of syllabuses, learning objectives, course materials, and teaching methodologies. Moreover, it represents an opportunity for sharing best training practices and case studies among professors. It is principally for professors who have never taught in the MBA, but is also utilized to address gaps that are identified through the quality control process.
4.1.2 RESULTS

A total of **63 MBA editions** from E4Impact’s inception

**1572 entrepreneurs trained**

In 2022:

- **12 editions** 21/22
- **250 entrepreneurs trained**
- **34%** of participants were women
- **25%** of students were under 30
- **9 scholarships** offered

---

**Benefits of MBAs**

- Course management;
- Overall satisfaction of the participants.

The components assessed are:

- Teaching;
- Ecosystem (business advisory sessions, guest speakers);

Beginning from the students’ feedback, the E4Impact MBA manager and the Country Program Leader carry out an overall assessment, identify any weaknesses or gaps, and define an improvement plan. The overall quality analysis for the 2021/22 academic year shows a satisfaction level of 91%.

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**E4Impact Pan-African Graduation Ceremony**

On June 1, 2022 over 100 E4Impact Entrepreneurs from Uganda, Ethiopia, Sierra Leone, Tunisia, Zimbabwe and Mozambique were conferred the Master degree in Business Administration. Prof. Franco Anelli, Rector of the Università Cattolica del Sacro Cuore, presided over the graduation ceremony.

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**Growth of MBA Students and Editions**

![Growth of MBA Students and Editions](image_url)

- **No. of Students**
- **No. of Editions**

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- INPUTS
- ACTIVITIES
- OUTPUT
- SHORT-TERM OUTCOMES
- MID-TERM OUTCOMES
- LONG-TERM OUTCOMES
- IMPACT
Upon conclusion of the MBA entrepreneurs have acquired:

- a refined and tested Business model;
- a Business Plan for potential investors;
- an effective presentation;
- a network of local and international partners.

Having received practical business education, entrepreneurs are in a better position to manage a business, enhance their companies’ performance, and create good jobs. According to the impact study conducted in 2022, of the 109 entrepreneurs interviewed:

- 57% Started a new business
- 41% Accessed financing
- 22% Opened new branches
By improving the performance of their companies, entrepreneurs create new decent jobs.

**N. 6** average jobs created per entrepreneur

Through their business activities, E4Impact entrepreneurs innovate, foster the promotion of innovation, utilize sustainable models of production and consumption, and reduce poverty.

These are two of our many successful entrepreneurs:

**Mohammed** is a Sudanese entrepreneur who graduated in 2020 at the University of Medical Sciences & Technology of Khartoum (Sudan). He is the Founder and General Manager of **AL-Shehab Factory**, a company that manufactures electric tricycle chassis, batteries and motors.

After seeing how his uncle struggled to afford his petrol-driven tricycle, Sameer, a mechanical engineer, decided to do his part by setting up his own company based on the production of less expensive electric tricycles. Having never started a company before, he decided to enroll in the MBA.

Thanks to his managerial skills acquired, Mohammed managed to design a unique product in the North African area and to sell over 100 tricycles and 12 passenger rickshaws in one year of operation. In addition, the relationships forged during the course led to the start-up of the company with three fellow entrepreneurs from the MBA. With his business, Mohammed is fighting global warming and noise pollution and creating decent jobs. Today the AL-Shehab Factory employs 5 people and has created at least 25 jobs along the value chain.

**Denis Kimbugwe** attended the first Ugandan edition of the MBA in 2016. The business had been established in 2011 as a market-based social venture to provide clean and affordable drinking water to underserved and unserved urban and peri-urban Ugandans.

Untreated drinking water is the most critical public health problem in Uganda and the village where Denis lives has experienced great difficulties in obtaining adequate water services. Determined to solve this problem and help his community, Denis took inspiration from an Indian micro franchise model with Water ATM technology and decided to adopt the model in his village with the goal of spreading it to other rural areas of Uganda.

The choice to enroll in the MBA came from the need to refine and redesign the company’s business model. It also aided him in forming an international network.

Sparkles Eco-water ATMs significantly contributes to plastic waste reduction and recycling, and creates decent jobs through the direct involvement of 130 collaborators along the value chain and many more through the 25 water franchise kiosks and water ATMs model.

“I NEEDED HELP TO BUILD MY BUSINESS, AND E4IMPACT MBA, WHICH IS VERY PRACTICAL, GAVE ME THE NECESSARY SKILLS. I’VE LEARNED HOW TO MANAGE COSTS AND HOW TO MAKE THE BEST DECISIONS FOR MY COMPANY. THIS MADE ME ABLE TO START MY BUSINESS”

“THROUGH THE PROGRAM, I WAS EXPOSED TO PUM-NETHERLAND ORGANIZATION WHICH HAS SIGNIFICANTLY CONTRIBUTED TO MY BUSINESS GROWTH”
## 4.1.3 GOALS

<table>
<thead>
<tr>
<th>MATERIAL TOPICS</th>
<th>SDGs</th>
<th>GOALS</th>
<th>KPI AT 2025</th>
<th>ACHIEVEMENT 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improvement of the entrepreneurs’ skills</td>
<td>4. QUALITY EDUCATION</td>
<td>Establish a more balanced mix of academic and professional training</td>
<td>• 40% of professionals and 60% of academia involved</td>
<td>• 10% of professionals involved</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• 1 big corporation involved in the training per MBA</td>
<td>• 1572 entrepreneurs trained since the E4Impact establishment</td>
</tr>
<tr>
<td>Satisfaction of beneficiaries, customers and partners</td>
<td></td>
<td>Establish a quality assurance system to increase efficiency and efficacy</td>
<td>• 80% response rate</td>
<td>• 30% survey response rate</td>
</tr>
<tr>
<td>Start-up of new African companies</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scale-up of small African companies</td>
<td>8. DECENT WORK AND ECONOMIC GROWTH</td>
<td>Enabling an entrepreneurial ecosystem that promotes investment and partnership</td>
<td>• 60% of the entrepreneurs with a business idea manage to start successfully a new business</td>
<td>• 57% of the entrepreneurs with a business idea started a new business</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• 40% of entrepreneurs access new finance</td>
<td>• 41% accessed financing</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• 30% of entrepreneurs expand their business</td>
<td>• 22% opened new branches</td>
</tr>
<tr>
<td>Jobs creation in Africa</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Input:**

- Material, physical, financial, human, and organizational resources.

**Activities:**

- Goal setting and implementation strategies.

**Output:**

- Data analysis, reports, or other outputs generated from the activities.

**Short-term outcomes:**

- Immediate impacts resulting from the activities.

**Mid-term outcomes:**

- Intermediate impacts that require time to develop.

**Long-term outcomes:**

- Long-term impacts that result from the mid-term outcomes.
4.2 ACADEMIC NETWORK

To promote the development of impact entrepreneurship in Africa, E4Impact works in collaboration with multiple African and international partners. This approach is strongly in line with SDG 17, which foresees a global commitment to "strengthening the means of implementation and revitalising the global partnership for sustainable development".

In this perspective, in 2019, the Foundation launched the E4Impact African University Alliance which currently counts 24 African universities among its member institutions. It has the vision of becoming "the largest internationally recognised pan-African community of universities promoting high-impact social and environmental entrepreneurship on the African Continent and beyond."

As Alliance members, in partnership with Università Cattolica of Milan, the universities can take part in the following academic activities:

- Research
- The international Ph.D. Program
4.2.1 RESEARCH

E4Impact’s internal research team composed of professors, researchers, and fellows from the Università Cattolica di Milano works alongside researchers from the African Alliance member universities and other leading European and American Institutions.

The Team publishes articles on impact entrepreneurship and sustainability in important international journals, develops case studies about E4Impact Alumni, and studies the impact of business formation on African business.

Focus: Women Entrepreneurs in the African Slums: How to Create Social Change

The E4Impact researchers, Giacomo Ciambotti, Andrea Sottini together with Prof. David Littlewood, from University of Sheffield, received the Best Paper Award of the Social Issue in Management Division from the Africa Academy of Management (AFAM) for their paper “How women entrepreneurs create social change by filling institutional voids: evidence from Sub-Saharan Africa” published in 2022.

This study explores the extent to which management research can be used to address social issues, such as poverty, inequality, healthcare, and sustainable development, in the African context. In particular, they focused their research on twenty-six women doing business in the slums of Nairobi and in rural areas of Kenya, Uganda, Sudan and Ethiopia.

These women lived in contexts of absolute poverty, discrimination, and social exclusion. “If in a slum, a man has to struggle to break free, for a woman it is almost impossible” explains Prof. Ciambotti.

However, it was precisely in these contexts, that the surprise emerged: some women did succeed. The research documents how some women have built small enterprises that meet basic community needs. Through their business, these women generate an impact on their environment, affect social change, improve lives, and develop the community in a sustainable way.
4.2.2
THE 
INTERNATIONAL 
PH.D. PROGRAM

In 2022, together with Uganda Martyrs University and Università Cattolica, E4Impact launched the first-ever International Ph.D. program specifically designed for African Scholars. The program, financed by Italian Episcopal Conference, offers two different tracks:

• Ph.D in Management and Innovation
• Ph.D in Agrisystems

Over three editions, at least 90 African professors will be involved and attend a three years program on one of the two offered Ph.D. tracks and will get an internationally recognized accredited degree by the Università Cattolica del Sacro Cuore.

The novelty of this Ph.D. is that it allows academics coming from multiple African countries to take part in the training and obtain a prestigious doctoral degree without leaving their own countries. It requires only two short periods of class work in Italy and in Uganda to allow for a live interaction between the participants and with the professors of the Cattolica University and of the Uganda Martyrs University.

First edition started with the selection of:

• 15 Ph.D. students in Management and Innovation
• 8 Ph.D. students in Agrisystems

4.2.3
RESULTS

Through the collaboration with the E4Impact Research Team and the participation in International Ph.D. programs, African professors gain skills in teaching and research in the field of management and impact entrepreneurship. In the long term, the Alliance universities partners become leaders in entrepreneurship education and research, initiating in turn, new programs to support the growth of business in their countries.

A survey has been recently sent to the 24 universities of the Alliance to investigate the positive changes as a result of being part of the network.

4.2.4
GOALS

<table>
<thead>
<tr>
<th>MATERIAL TOPICS</th>
<th>SDGs</th>
<th>GOALS</th>
<th>KPI AT 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active role of African universities in promoting entrepreneurship in Africa</td>
<td>5 academic publications in collaboration with the E4Impact research team and African professors</td>
<td>● 3 Awards received</td>
<td></td>
</tr>
<tr>
<td>● 3 members of the E4Impact African University Alliance</td>
<td>11 academic publications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>● 11 members of the E4Impact African University Alliance</td>
<td>12 international conferences</td>
<td></td>
<td></td>
</tr>
<tr>
<td>● 23 African scholars enrolled in the 1st edition of the PhD program</td>
<td>23 African scholars</td>
<td></td>
<td></td>
</tr>
<tr>
<td>● 24 members of the E4Impact African University Alliance</td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

• 3 Awards received
• 11 academic publications
• 12 international conferences
• 23 African scholars enrolled in the 1st edition of the PhD program
• Involvement of 2 representatives of the E4Impact African University Alliance in the Governance
• 24 members of the E4Impact African University Alliance
4.3 VALUE CHAIN DEVELOPMENT PROJECTS

4.3.1 SECTORS OF INTERVENTION

In collaboration with partners across the continent, E4Impact executes economic and value chain development projects. Though the sectors vary, E4Impact’s role is always focused on entrepreneurial training and business support. The main areas of intervention of these projects include:

AGRIBUSINESS

The agri-food sector is key for economic development and food security. Through entrepreneurial training and coaching, E4Impact supports not only the increase of productivity and income of small agricultural activities but also the development of innovative and environmentally sustainable solutions.

WASTE MANAGEMENT AND CIRCULAR ECONOMY

The African Union’s goal is for cities to be able to recycle at least 50 percent of the waste they produce by 2023. To support this change, E4Impact projects aim to strengthen and increase the number of companies in this sector and reinforce the partnerships between African municipalities and waste management companies.

SUSTAINABLE HOUSING

According to a 2019 study of the World Green Building Council, the buildings sector represents approximately 36 percent of global energy use and 39 percent of greenhouse gas emissions. Through its entrepreneurial programs, E4Impact promotes sustainable housing in Africa to minimise the companies’ environmental impact by reducing the amount of energy and water used in both the construction and operational phases.

Within its development projects, E4Impact often contributes to resolving three important African challenges:

1. Female and youth entrepreneurship
2. Climate change
3. Digitalisation
4.3.2 RESULTS

A total of 40 projects from E4Impact’s inception

5,971 direct beneficiaries

37,720 beneficiaries through the Training of Trainers

In 2022:

18 countries

83 partners in collaboration

Executed 18 value chain projects, of which 9 were launched in the calendar year

SERVICES PROVIDED

<table>
<thead>
<tr>
<th>Service</th>
<th>Count</th>
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</thead>
<tbody>
<tr>
<td>Entrepreneurial Training</td>
<td>17</td>
</tr>
<tr>
<td>Training of Trainers</td>
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</tbody>
</table>

VALUE CHAINS

<table>
<thead>
<tr>
<th>Chain</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waste Management</td>
<td>5</td>
</tr>
<tr>
<td>Agribusiness</td>
<td>9</td>
</tr>
<tr>
<td>Sustainable Housing</td>
<td>1</td>
</tr>
<tr>
<td>Other</td>
<td>3</td>
</tr>
</tbody>
</table>

CROSS-CUTTING CHALLENGES

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Climate Change</td>
<td>13</td>
</tr>
<tr>
<td>Digitalisation</td>
<td>3</td>
</tr>
<tr>
<td>Women and youth entrepreneurship</td>
<td>6</td>
</tr>
</tbody>
</table>
4. ACTIVITIES AND IMPACT RESULTS

- **Sudan**: KARAMA
- **Tunisia**: ProAgro, Trait d’Union
- **Niger**: RE-AGIRE
- **Senegal**: Dakar Reve, Blue & Green, FISH
- **Ghana**: Socio-Economic Stability Action in Ghana
- **Congo Brazzaville**: Socio-Economic Stability Action in Brazzaville
- **Kenya**: Agrichange, Building Drought Resilience in Isiolo County through Sustainable Livelihoods, Support for Resilience for Sustainable Livelihoods - West Pokot County, SAMPAK, ARABIKA, Economic recovery for the agri-food sector in response to the impact of Covid-19 in Kenya, RangER
- **Tanzania**: FISH
- **Uganda**: Business for Green Impact, FISH
- **Democratic Republic of Congo**: PADMPME
Kenya

1. Agrichange: Development of agribusiness value chain in the Molo river basin

- **Agribusiness**
- 01/11/2019 - 28/02/2023
- **AICS**
- **Mani Tese**
- Boost the micro-entrepreneurial potential of small producers in honey and piggery value chains in the Molo river basin.

- 39 entrepreneurs trained in Nakuru county
- 38 entrepreneurs trained in Baringo county

2. Building Drought Resilience in Isiolo County through Sustainable Livelihoods

- **Agribusiness**
- 01/01/2020 - 31/12/2023
- **EU**
- **VSF-Suisse / Kenya**
- Increase the drought resilience of pastoralist and agro-pastoralists from Isiolo County.

- 258 entrepreneurs trained in Group dynamics
- 61 groups trained on fodder, poultry and camel milk production
- 490 entrepreneurs trained in Business Model Design
- 248 women trained in operations and group management, Business Model Design, Branding and marketing and on Value Addition

3. Support to Resilience for Sustainable Livelihoods - West Pokot County

- **Agribusiness**
- 01/01/2020 - 31/12/2023
- **EU**
- **NRT**
- Increase drought resilience of pastoral communities in the arid and semi-arid lands (ASAL) in the West Pokot County.

- 1 input supply cooperative re-established
- 265 entrepreneurs trained on market linkages
- 8 women groups supported to identify alternative IGAs best suited for Asal areas
- 250 farmers reached on farmer interactions

4. ACTIVITIES AND IMPACT RESULTS
Kenya

4. SAMPAK: Eco-agribusiness models of sustainable production in arid and semi-arid lands in Kenya

- **Agribusiness**
- **AICS**
- **ACTIONAID**

Strengthen resilience to climate and market shocks in arid and semi-arid areas (ASALS).

- **90** entrepreneurs trained

5. ARABIKA: Action to Relaunch Agriculture and Branding Internationalization of Kenyan Coffee, in and out of Africa

- **Agribusiness**
- **AICS**
- **CEFA**

Foster the quality improvement and marketing component, as well as the organizational and management skills of the producer cooperatives in the coffee supply chain.

- **4** training sessions for **84** managers of the cooperatives on the development of the coffee value chain
- **4** field visits to the **21** cooperatives to hold tutoring sessions on the above-mentioned training topics


- **Agribusiness**
- **AICS**
- **AVSI**

Enhancement of 15,000 small dairy producers from 30 cooperatives in Tharaka Nithi, Embu, and Meru Counties, through capacity building, business linkages and access to market.
**Kenya**

**7. RangER Program: Rangelands Ecosystem Services Productivity**
- **Waste Management**
  - 01/01/2021 - 30/11/2023
  - EU
  - NRT
- Improve sustainable rangelands ecosystem services productivity through climate smart natural resource management and natural resource-based livelihoods. Promote effective governance, peace and security for both wildlife and people.
  - 68 trained members of the conservancy Council
  - 90 successful entrepreneurs trained
  - 3 Cooperatives supported in Capacity building on Nutrition Impact
  - 1 Cooperative supported in the Restoration Factory on Regenerative practices in the ASAL areas

---

**Congo Brazzaville**

**1. Socio-Economic Stability Action in Brazzaville**
- **Waste Management**
  - 22/12/2022 - 20/12/2023 - New
  - MAECI
  - CIHEAM
- Direct the decision-making system in Brazzaville to develop resilient and sustainable food systems, with strong integration between rural and urban areas. Improve the waste management value chain and reduce food waste through the analysis of the municipal waste management value chain, the selection of innovative solutions, the training of the local entrepreneurs to improve their entrepreneurial skills and the connection with investors and municipalities.
  - 43 local trainers trained in the ToT
  - 7720 women entrepreneurs trained through local trainers
  - 3500 beneficiaries attended group coaching activity

---

**Democratic Republic Of Congo**

**1. PADMPME: Projet d’Appui au Développement des Micro, Petites et Moyennes Entreprises «PADMPME»**
- **Other**
  - 04/04/2022 - 30/06/2023
  - World Bank
  - KPMG
- Support women’s emancipation in Kinshasa, Goma, Lumumbashi and Kivu regions through the development of Micro, Small and Medium-Sized Enterprises run by women. The project focuses on the training of local trainers and coaches who, in turn, will train women to strengthen their business model and network and facilitate market access and economies of scale.
  - 43 local trainers trained in the ToT
  - 7720 women entrepreneurs trained through local trainers
  - 3500 beneficiaries attended group coaching activity
## Ghana

### 1. Socio-Economic Stability Action in Ghana

**Other**

28/12/2022 - 27/12/2024 - New

**MAECI**

Contribute to the start-up and growth of social and environmental impact enterprises in the Greater Accra, Western Region and Northern Region through technology transfer and entrepreneurship training to create jobs in communities affected by migration.

## Senegal

### 1. DAKAR REVE: Dakar Régénération Verte

**Waste management**

01/07/2021 - 30/06/2024

**AIICS**

**Comune di Milano**

Contribute to the sustainable urban development of Dakar region, through the improvement of the services of urban utility and the civic participation linked to waste management. The main target groups are the Dakar municipality officers, the local services of waste management, green microenterprises and social operators.

- 13 entrepreneurs trained and supported with one-to-one coaching and mentoring
- Business modeling skills improved by 80%
- Financial planning skills improved by 76%
- Pitching skills improved by 81%

### 2. BLUE & GREEN: Boosting Local authorities’ Understanding of coastal Economy & Growing Regenerative Enterprises in the Ecosystem Networks in Dakar and Kampala

**Waste management**

18/02/2022 - 17/02/2024

**MAECI**

**CIHEAM**

Improve the services of urban utility through fostering managerial and organizational skills of Dakar and Kampala municipalities in the waste value chain and Blue Economy. Enhance entrepreneurs’ contribution to the environmental issues linked to waste life cycle, urban and coast requalification and urban living conditions.

- 10 officers of the Yoff and Hann-Bel Air municipalities trained on the design of an entrepreneurial program to address the needs of local circular economy small entrepreneurs
- 10 entrepreneurs operating in the circular economy sector were provided with partial scholarships to take part in the 2021/22 and 2022/23 editions of the E4Impact MBA program in Impact Entrepreneurship in Kampala
### 3. FISH: Food Industry Strengthening against Hunger

**Agribusiness**
- **22/12/2022 - 21/12/2024 - New**
- **MAECI**
- **CIHEAM**

Enable the dialogue between public and private actors to eliminate conflicts in the fish product value chain. Develop local entrepreneurial and financial skills by the training of trainers in the fishermen associations in the three countries.

### 1. Business for Green Impact

**Sustainable Housing**
- **14/12/2022 - 13/06/2024 - New**
- **MAECI**
- **GGGI**

Support the development of the green housing sector in the city of Soroti in Uganda through the creation of a database of local entrepreneurs in the green building sector, capacity building programs and financial support for the entrepreneurs in the sector and improvement of urban planning and green building policies.

### 1. KARAMA: Dignity. Empowerment interventions for vulnerable women in Khartoum

- **01/10/2022 - 30/09/2025 - New**
- **AICS**
- **OVCI**

Capacity building of the managerial staff of Usratuna Association for Disabled Children and training of trainers on entrepreneurship of 15 Vocational Training Center trainers to reach up 90 youth with disabilities.
**Niger**

1. **RE-AGIRE: Relancer l’Entrepreneuriat - AGadez pour l’Innovation et la cREation des entreprises**

- **Waste Management**
  - **01/08/2020 - 28/02/2023**
- **AICS - EU**
- **COOPI**

- Contribute to regional stability and migration management by increasing local economic opportunity. Set up of an ecosystem that promotes the development of MSMEs for the entire Agadez region.
- Created a business incubator in Agadez
- 11 local trainers trained
- 75 MSMEs trained
- 5 local trainers travelled to Kenya for best practices on building entrepreneurship ecosystems
- 33 entrepreneurs trained on agribusiness value chain
- Launch of a B2B platform with more than 200 users on board

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**Tunisia**

1. **ProAgro: support to the development of sustainable agribusiness micro enterprises in Tunisia**

- **Agribusiness**
  - **01/01/2020 – 28/02/2023**
- **AICS**
- **ICU**

- Improvement of the living conditions of the rural areas of Tunisia, through the strengthening of microenterprises in the agro-food sector. Training of local trainers to apply innovative development of models, solutions and strategies that respond to local needs.
- 33 civil servants trained
- 19 learning certificates delivered
- 10 Tunisian startuppers involved in training
- 1 Manual developed

---

2. **Trait d’Union**

- **Agribusiness**
  - **06/05/2022 – 31/07/2023**
- **Ministry of Interior**
- **Tuscany Region**

- Promoting local development by revitalising youth and women entrepreneurship and strengthening local governance in Tunisia. Increasing youth employment and building new businesses in the circular economy through entrepreneurial training.
- E4Impact is subcontractor of the Municipality of Milan for providing entrepreneurial training to a group of 15 companies in the circular economy.
# E4IMPACT AFRICA

The Foundation operates in the continent also through E4Impact Africa, a non-profit organization under Kenyan law and established in 2019 by Always Africa Association for the management and implementation of on-site activities. Despite being legally independent from E4Impact, it uses its brand and it is connected to the Foundation in terms of operations.

In 2022, E4Impact Africa implemented 10 projects in Kenya and reached 3,980 beneficiaries through training, acceleration and entrepreneurial support activities.

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>DONOR</th>
<th>START DATE</th>
<th>END DATE</th>
<th>SERVICE PROVIDED</th>
<th>N. OF BENEFICIARIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultancy Services for Training Youth and Women in Business and Entrepreneurship Skills in the Sustainable Energy Value Chain</td>
<td>AVSI</td>
<td>01/07/2021</td>
<td>30/06/2022</td>
<td>Entrepreneurial Training</td>
<td>657</td>
</tr>
<tr>
<td>Consultancy Services for Mentoring of Youth and Women in Business in the Sustainable Energy Value Chain</td>
<td>AVSI</td>
<td>01/07/2021</td>
<td>30/06/2022</td>
<td>Entrepreneurial Training</td>
<td>220</td>
</tr>
<tr>
<td>Consultancy services to build the capacity of 3,000 yellow passion fruit farmers in Machakos/Embu, Lamu and Kwale with the objective of increased farm productivity and market off-take</td>
<td>GIZ</td>
<td>04/04/2022</td>
<td>15/06/22</td>
<td>Entrepreneurial Training</td>
<td>2840</td>
</tr>
<tr>
<td>Netfund Entrepreneurial Training Program</td>
<td>Netfund Green Innovation Awards</td>
<td>01/01/2021</td>
<td>31/06/21</td>
<td>Entrepreneurial Training</td>
<td>10</td>
</tr>
<tr>
<td>Essilor-EyeRafiki: Incubation of microentreprises in the Eye Care Value Chain</td>
<td>French Embassy</td>
<td>01/01/2022</td>
<td>31/03/2022</td>
<td>Entrepreneurial Training</td>
<td>18</td>
</tr>
<tr>
<td>O-Farms Acceleration Program: Acceleration of 20 Companies on Circular Economy in Agribusiness and grant funding</td>
<td>IKEA Foundation</td>
<td>05/07/2021</td>
<td>04/06/2023</td>
<td>Acceleration</td>
<td>21</td>
</tr>
<tr>
<td>WWF Moonshot Challenge: Short Acceleration Program in conservation sector</td>
<td>WWF</td>
<td>17/11/21</td>
<td>31/12/2021</td>
<td>Other</td>
<td>30</td>
</tr>
<tr>
<td>Consultancy for assessing African Plastic Recycling Startups</td>
<td>NESTA Challenge</td>
<td>09/01/2021</td>
<td>31/3/2022</td>
<td>Other</td>
<td>79</td>
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<td>Ayute Innovation Challenge</td>
<td>Heifer International</td>
<td>06/01/2022</td>
<td>31/12/22</td>
<td>Other</td>
<td>80</td>
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<tr>
<td>Restoration Factory: Incubation programme of restorative enterprises</td>
<td>UNEP/FAO</td>
<td>05/01/2022</td>
<td>15/1/2023</td>
<td>Other</td>
<td>25</td>
</tr>
</tbody>
</table>

3,980
DAKAR REVE

The Foundation’s role in the Dakar Reve project is to support the business growth of 30 young Senegalese entrepreneurs, whose mission is to create local employment, preserve the environment and guarantee better services and products for their communities.

In 2022, the first cohort participated in:
• 3 weeks of entrepreneurial training in class
• 10 hours of one-to-one coaching
• 15 hours of one-to-one mentoring

Upon completion of the training, a business competition was held. 13 entrepreneurs presented their pitches in front of a jury composed of entrepreneurship experts and representatives of local institutional bodies. The winners of the competition were:

- **Deme Cheikh Ahmed Tidiane, Pro-dem**, the business produces environmentally friendly coal with no dust, carbon monoxide, sparks or smoke.
- **Sene Fallou, Recup’oil**, the company offers a fast and safe collection service for used cooking oil throughout Senegal in order to reuse it and thus reduce the environmental impact.
- **Mbengue Awa, Awa Bio Food**, a 100% natural fruit juice company committed to promoting local development in the sector, with a focus on food waste management and the use of recycled packaging.

They received a prize of €9,000 in kind for the purchase of products or services to strengthen their businesses. An accompanying service to identify the main needs of the enterprise was made available to the beneficiaries.

### TABLE OF CONTENTS

- **DAKAR REVE**
- **PROFITABILITY OF THE BUSINESSES BEFORE THE PROJECT**
- **LEVEL OF REVENUE IMPROVEMENT AFTER THE TRAINING**
- **SKILLS IMPROVEMENT LEVEL ON A SCALE FROM 1 (VERY LOW) TO 7 (VERY HIGH)**

### PROFITABILITY OF THE BUSINESSES BEFORE THE PROJECT

<table>
<thead>
<tr>
<th>Number of respondents</th>
<th>Basic</th>
<th>Profitable</th>
<th>Not Profitable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
</tbody>
</table>

### LEVEL OF REVENUE IMPROVEMENT AFTER THE TRAINING

<table>
<thead>
<tr>
<th>Number of respondents</th>
<th>None</th>
<th>Very little</th>
<th>Little</th>
<th>Quite enough</th>
<th>Much</th>
<th>Very much</th>
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<tr>
<td></td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
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</tr>
</tbody>
</table>

### SKILLS IMPROVEMENT LEVEL ON A SCALE FROM 1 (VERY LOW) TO 7 (VERY HIGH)

<table>
<thead>
<tr>
<th>Score</th>
<th>Business modeling</th>
<th>Impact measurement</th>
<th>Process &amp; project management</th>
<th>Financial planning &amp; accountability</th>
<th>Pitching</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>6</td>
<td>5</td>
<td>4</td>
<td>5</td>
<td>7</td>
</tr>
</tbody>
</table>

4. ACTIVITIES AND IMPACT RESULTS
Within the Proagro project, E4impact is responsible for training officials from the Ministry of Agriculture (APIA) and business coaches from the Agricultural Training Agency (AVFA) on how to develop business models, identify and assess the needs of Tunisian entrepreneurs, find solutions and define strategies for start-ups and SMEs. This training of trainers includes classroom lectures, individual/group activities, and coaching sessions to apply such content to their business cases. E4impact strengthened the technical and management skills of about 25 officials from the Ministry of Agriculture (APIA) and the Agricultural Training Agency (AVFA). In addition, a handbook for trainers was created, which includes case studies and standardized business models.
### 4.3.3 GOALS

<table>
<thead>
<tr>
<th>MATERIAL TOPICS</th>
<th>SDGs</th>
<th>GOALS</th>
<th>KPI AT 2025</th>
<th>ACHIEVEMENT 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improvement of the entrepreneurs’ skills</td>
<td>4</td>
<td>GOALS</td>
<td>• Launch of at least 2 projects per each of the 7 African offices</td>
<td>• 5,971 direct beneficiaries and 41,220 indirect beneficiaries through the Training of Trainers since the E4Impact establishment</td>
</tr>
<tr>
<td>Start-up of new African companies</td>
<td>8</td>
<td>TOPICS</td>
<td>• Enabling an entrepreneurial ecosystem that promotes investment and partnership</td>
<td>• Definition of common key indicators for all projects</td>
</tr>
<tr>
<td>Scale-up of small African companies</td>
<td></td>
<td></td>
<td>• + 50% of entrepreneurs trained directly in the value chain projects</td>
<td></td>
</tr>
<tr>
<td>Jobs creation in Africa</td>
<td></td>
<td></td>
<td>• Launch of at least 2 projects per each of the 7 African offices</td>
<td></td>
</tr>
</tbody>
</table>

- **SDG** 4. **Material Topics**: Improve the education of entrepreneurs' skills
- **SDG** 8. **Material Topics**: Enable an entrepreneurial ecosystem that promotes investment and partnership
- **SDG** 8. **Material Topics**: Scale-up of small African companies
- **SDG** 8. **Material Topics**: Jobs creation in Africa

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**SDG Goals**

- **KPI at 2025**
  - Launch of at least 2 projects per each of the 7 African offices
  - + 50% of entrepreneurs trained directly in the value chain projects

- **Achievement 2022**
  - 5,971 direct beneficiaries and 41,220 indirect beneficiaries through the Training of Trainers since the E4Impact establishment
  - Definition of common key indicators for all projects
4.4 BUSINESS ACCELERATORS PROGRAMS

4.4.1 A FULL PACKAGE OF BUSINESS SERVICES

E4Impact’s business acceleration and incubation programs offer African start-ups a customised, action-oriented, and results-driven acceleration experience focused on strengthening entrepreneurial and financial skills, facilitating investments, accessing regional and international markets, and fostering partnerships with Italian companies.

The program offers services which include:

- Customised training itinerary;
- International and local coaching and mentoring;
- Access to legal, accounting, and communication services;
- Access to seed grants based on milestone attainment;
- Relations with potential investors and financial institutions.

4.4.2 RESULTS

In 2022, E4Impact continued the implementation of the acceleration program editions within its Entrepreneurship Center in Kenya, and in addition launched 3 new accelerator programs.

E4IMPACT ENTREPRENEURSHIP CENTER, NAIROBI, KENYA

Duration: 20/11/2021 – 19/11/2024

Donor: AICS

Partners: Università Cattolica del Sacro Cuore of Milan

The project aims at supporting the running of the accelerator program in Nairobi, whose first editions were held between 2018 and 2020 and involved 40 companies. Thanks to the program’s success, the Università Cattolica in partnership with E4Impact and with the financial contribution of AICS decided to follow up on the project by creating a structure designed to last over time: the E4Impact Entrepreneurship Center. Faithful to its motto “Where Kenyan innovators meet the best of Italian business”, it focuses on those sectors identified as the key drivers of the Kenyan economy and job creation, as well as the leading sectors of Italian entrepreneurship.

In addition to the services provided, the E4Impact Entrepreneurship Center offers:

- Connection and mentorship with Italian companies interested in investing in the country;
- Access to satellite technology;
- Access to office space.

Outputs:

- 29 companies accelerated in the Accelerator cohort 1
- 10 companies incubated in the Incubator cohort 1
- 3 companies sponsored to participate in international exhibitions and fairs
- Equity fund defined – E4Invest

Outcomes: until today the Kenyan accelerator program has realized the following results:

- 4.07 millions euros investment raised
- 5 companies utilizing Satellite Technology
- 75% of companies received PR and Brand visibility

SECTORS

- Agriculture
- Renewable Energy
- Manufacturing
- Fashion, Leather & Design
- Community

Outputs:

- 29 companies accelerated in the Accelerator cohort 1
- 10 companies incubated in the Incubator cohort 1
- 3 companies sponsored to participate in international exhibitions and fairs
- Equity fund defined – E4Invest

Outcomes: until today the Kenyan accelerator program has realized the following results:
In May 2022 the E4Impact Business Development Africa team carried out the mentoring activity for the first programme cohort aimed to establish business contacts between 29 Kenyan accelerated companies and Italian companies, enhancing the business of both parties.

The one-to-one business support followed the steps below:

1. Preliminary assessment of the business activities and development of a business case that specify expectations, potential impacts, and feasibility of cooperation with Italian companies. During the meeting, 90% of the accelerated companies benefited also of coaching activity from the BDA consultants.

2. On-site visits to assess the overall status of each company, their appeal, and readiness for investors and market linkages.

3. 44 Business contacts created with Italian companies with the following results:
   - 1 partnership closed
   - 10 ongoing commercial negotiations or partnerships

**Moses Kimani**, CEO Lentera Ltd

Lentera is an innovative soil inputs company that focuses on restoration of micronutrients to improve the productivity of arable soils.

“As a two-year start-up, I joined the E4Impact Accelerator Program at the right time. Through the practical training sessions and local and international coaching, I have refined my business and financial models and adopted a customer-centric approach which is already paying off with more customers and increased revenues. TO SUPPORT MY BUSINESS EXPANSION, E4IMPACT IS FACILITATING THE INVESTMENT PROCESS TO SUPPORT THE SCALE UP OF MY BUSINESS TO OTHER MARKETS”.

**Florence Mung’atia**, CEO Bumpy Maternity Wear

Bumpy Maternity Wear specializes in the design and production of outfits and accessories for expectant and nursing moms.

“JOINING E4IMPACT ACCELERATOR WAS NOT AT ALL WHAT I EXPECTED, AND IT HAS COMPLETELY CHANGED THE WAY I LOOK AT MY BUSINESS.

I uncovered the great potential for my business and have been able to put in the right systems and structures to support its growth. The acceleration team is passionate about the entrepreneurs especially on follows up and providing network and market linkages. It has been a great journey!”
E4IMPACT ACCELERATOR
KAMPALA, UGANDA

- Duration: 01/10/2022 – 30/09/2023
- Donor: Spe Salvi Foundation
- The project replicates the Kenya Acceleration Model in Uganda through the remote acceleration of a cohort of small companies.
- Outputs: 15 companies accelerated

WONDER: WOMEN-LED OPPORTUNITIES THROUGH NETWORKING FOR THE DEVELOPMENT OF ENTREPRENEURIAL RESOURCES, KENYA AND CAMEROON

- Duration: 01/06/2022 – 31/05/2025
- Donor: African Development Bank
- The program aims to strengthen the capacity of 150 women entrepreneurs through training, to enhance business productivity and growth, in a period of 3 years. This will be achieved by equipping them with skills, knowledge and tools to optimise and focus their businesses for growth and scale up. The project promotes the exchange of expertise between Kenya and Cameroon.
- Outputs: Selection of:
  - 27 companies in Kenya
  - 96% of the Founders are women
  - 24 companies in Cameroon
  - 100% of the Founders are women

WONDER - KENYA
WONDER - CAMEROON
AGRI-ENTREPRENEURSHIP ACCELERATION PROGRAM, CAIRO, EGYPT

Duration: 01/10/2022 – 30/09/2023 New

Donor: Alexbank

Partner: ElSewedy Education

The program is aimed at small Egyptian entrepreneurs in the agribusiness sector with the objective of supporting them in innovating their business models by introducing product and process innovations in order to make them more economically solid and more environmentally and socially sustainable. To this end, they will be introduced to the main industry best practices in terms of innovation and will be supported in reviewing their business model, quantifying the economic impacts and financial requirements, and presenting them to potential partners and investors.

Outputs: On the 24th of October, E4Impact, El Sewedy Education and ALEXBANK signed a Memorandum of Understanding at the Italian Embassy in Cairo, to launch the Agri-Entrepreneurship Program. This agreement represents a strategic partnership for the development of new entrepreneur support programs in the country.

4.4.3

GOALS

<table>
<thead>
<tr>
<th>MATERIAL TOPICS</th>
<th>SDGs</th>
<th>GOALS</th>
<th>KPI AT 2025</th>
<th>ACHIEVEMENT 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start-up of new African companies</td>
<td>Enable an entrepreneurial ecosystem that promotes investment and partnership</td>
<td>• 50% of companies accelerated</td>
<td>• 94 accelerated companies since the E4Impact establishment</td>
<td></td>
</tr>
<tr>
<td>Scale-up of small African companies</td>
<td></td>
<td>• 40% of entrepreneurs access new finance</td>
<td>• New Entrepreneurship Center in Kenya includes an investment financial tool</td>
<td></td>
</tr>
<tr>
<td>Jobs creation in Africa</td>
<td></td>
<td>• 30% of entrepreneurs expand their business</td>
<td>• 3 new accelerators programs launched</td>
<td></td>
</tr>
</tbody>
</table>
4.5 LONG-TERM BUSINESS SUPPORT

4.5.1 THE E4IMPACT ALUMNI COMMUNITY

The goal of the Alumni Community is to include all who have attended an E4Impact MBA, participated in an E4Impact Accelerator Program or in any of the educational programs, projects or activities offered by the Foundation. As of 2022, the community counts more than 1,500 Alumni.

The Foundation is committed to creating and nurturing an active, inclusive, and ever-expanding community of Alumni, so that their journey in E4Impact is an experience that goes beyond the completion of their educational/training programme and offers them access to financing, market connections and ongoing formation.

4.5.2 BUSINESS SUPPORT SERVICES

The support services offered to the Alumni community include:

A. Launch and support of local Alumni Business networks;
B. Access to pan-African digital platform;
C. Partnership opportunities with Italian and international companies through the services of Business Development Africa team;
D. Business promotion on E4Impact’s social networks and communication channels;
E. Ongoing formation held by internationally recognized entrepreneurs, managers, or business experts;
F. Recognition of entrepreneurs and their achievements;
G. Newsletter highlighting opportunities offered across the continent for the Alumni Community.

ALUMNI BY COUNTRY

<table>
<thead>
<tr>
<th>Country</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cameroon</td>
<td>26</td>
</tr>
<tr>
<td>Chad</td>
<td>40</td>
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<tr>
<td>Congo DR</td>
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<tr>
<td>Ethiopia</td>
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<tr>
<td>Ghana</td>
<td>103</td>
</tr>
<tr>
<td>Ivory Coast</td>
<td>304</td>
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<tr>
<td>Kenya</td>
<td>304</td>
</tr>
<tr>
<td>Mozambique</td>
<td>163</td>
</tr>
<tr>
<td>Rwanda</td>
<td>51</td>
</tr>
<tr>
<td>Senegal</td>
<td>28</td>
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<tr>
<td>Sierra Leone</td>
<td>25</td>
</tr>
<tr>
<td>Sudan</td>
<td>22</td>
</tr>
<tr>
<td>Tunisia</td>
<td>190</td>
</tr>
<tr>
<td>Zambia</td>
<td>154</td>
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</tbody>
</table>

ALUMNI BY SECTOR

<table>
<thead>
<tr>
<th>Sector</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agrifood</td>
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</tr>
<tr>
<td>Banking &amp; Finance</td>
<td>77</td>
</tr>
<tr>
<td>Business services</td>
<td>43</td>
</tr>
<tr>
<td>Civil Construction</td>
<td>99</td>
</tr>
<tr>
<td>Education</td>
<td>47</td>
</tr>
<tr>
<td>Fashion &amp; Design</td>
<td>41</td>
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<tr>
<td>Health</td>
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<tr>
<td>ICT</td>
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<tr>
<td>Other</td>
<td>46</td>
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<tr>
<td>Personal Services</td>
<td>65</td>
</tr>
<tr>
<td>Waste Management &amp; Circular Economy</td>
<td>343</td>
</tr>
</tbody>
</table>
A. ALUMNI BUSINESS NETWORKS

The Alumni Business Networks bring together current and future Alumni to facilitate partnerships, share business initiatives, and provide mutual support in creating sustainable businesses which benefit the local community. Members participate in seminars and events aimed at identifying and taking advantage of new opportunities.

**Output:** In 2022
- Alumni Business Networks were launched in Ghana and Zimbabwe. Launch events saw the participation of more than 110 people.
- Over 350 entrepreneurs entered the E4Impact Alumni community.

B. DIGITAL PLATFORMS

In 2022 E4Impact augmented its digital services for students and Alumni. Today, the Foundation’s digital ecosystem includes 2 platforms designed to enable entrepreneurs to expand their network, exploit local and international business opportunities, and measure company impact.

- **The B2B Platform** is a matching service platform where entrepreneurs can connect with potential clients, suppliers, and investors across Africa and overseas. The platform uses customized algorithms to aggregate data from its users and, based on their needs and industry sector, link them with potential partners. The development of the platform is funded by the RE-AGIRE EU/AICS project and the Cariplo Foundation.
- **The Impact Platform** is a management tool that provides a framework for the impact management system of the Foundation as well as supports Alumni in their impact measurement journey.

**Output:** In 2022
- More than 200 first users have been onboarded to the B2B Platform.
C. PARTNERSHIP OPPORTUNITIES

E4Impact is a unique bridge between **Italy** and **Africa** capable of leveraging its vast network to create business partnerships, market links and investment opportunities.

In order to overcome the lack of knowledge, fear of approaching markets perceived as risky, and the difficulty in finding suitable business partners, obstacles shared by both Italian and African companies, E4Impact employs an internal team of experts, **Business Development Africa (BDA)**, which supports the creation of business partnerships between African and Italian entrepreneurs in each step of development.

**Output:** In 2022

- Partnership with Confindustria Assafrica & Mediterraneo (a business Association that represents and supports Italian companies with business interests in African, Mediterranean and the Middle East countries) started for linking African and Italian companies.
- Partnership with BusinessMed, the Union of Mediterranean Confederations of Enterprises, for future strategic collaborations.
- **“Internationalization process of SMEs: Sharing Strategies and Methods. Italy-Zimbabwe”** online event organized in collaboration with Confindustria and Zimita, on the 12th April. The E4Impact intervention focused on the Foundation’s offer as bridge for Italian companies to the African Continent.
- **“ItaAfica Strategic Symposium”**, an international conference organised in partnership with Centro Studi Internazionali (CeSI) and Africa & Affari and with the support of the Ministry of Foreign Affairs and International Cooperation. Held on the 25th-26th-27th of October in Rome, the Foundation intervention focused on capacity building and technology empowerment.
- 6 contracts for internationalisation services offered by the BDA team to Italian companies.
- 37 business contact created between Italian and African companies interested in developing a business relationship.

Moreover, E4Impact fosters collaboration among entrepreneurs at **local and pan-African level**. It collaborates closely with its partners to organize networking events aimed at exchanging experiences and knowledge between entrepreneurs and actors operating in the entrepreneurial ecosystem.

**Output:** In 2022

- **“Workshop with Ugandan entrepreneurs”**, focused on successful business strategies and models for impact entrepreneurs. Held on the 11th of May at ALTIS, Università Cattolica of Milan, in collaboration with BeEntrepreneurs and Startup Africa Roadtrip.
- **“The industrialization of Africa, a key to the emergence of the continent”** at the UNIDO event within the PROMOTE Trade Fair in Yaoundé, Cameroon.
D. BUSINESS PROMOTION

The E4Impact Communication office does something ground-breaking: it directly contributes to the Foundation’s mission of promoting African business development. Through its social media platforms E4impact runs marketing campaigns to select Alumni, helping them increase visibility, customer contacts, sales, revenues and profits.

Output: In 2022

Facebook

One institutional Facebook page

- 2,081,880 people reached (+ 22.4%)
- 9,812 users (+ 76%)

19 country Facebook pages

- 6,590,725 people reached from all over Africa
- 34,100 users

BOX: The valorisation of the E4Impact entrepreneurs

On its Facebook pages, about twice a month, E4impact conduct promotional campaigns for selected Alumni businesses to support them in scaling their companies and increase their customer base.

This content reached 307,383 people

This content reached 283,733 people
In 2022 E4Impact conducted internal research to gauge its effectiveness in promoting impact entrepreneurs in Africa with a particular focus on the Facebook campaign. A questionnaire was administered to a sample of 17 entrepreneurs beneficiaries of the promotional campaign. The results show the following evidences:

- **100%**
  - Found an increase in inquiries about the company and/or the product

- **94%**
  - Reported having increased visits and followers in their social media

- **70.6%**
  - Claimed the number of their clients and suppliers incremented after the campaign

E4Impact gives value to its entrepreneurs also through “Entrepreneurs’ tips” and “What our champions say”, two kinds of posts that are published once a month on all the E4Impact social networks.

Through “Entrepreneurs’ tips” E4Impact job creators offer business suggestions drawn from their experience to other entrepreneurs.

The post “What our champions say” gives voice to the Alumni’s opinions on the support they have received from the Foundation.

**WHAT OUR CHAMPIONS SAY**

“The MBA has imparted much to me and my organization. It’s a practical program and I can confidently say that I am now knowledgeable with brilliant ideas and strategies that are positively impacting my country, Zimbabwe.”

Georgina Kirume
Managing Director of Lusama Fashion Enterprises
MBA Zimbabwe - 2nd edition

“As an entrepreneur, you should be able to take risks because that is the only way you can know whether something is possible or not. Persistence is key: the ability to fail and try out another time until things work out.”

FREDRICK OUKO
MBA - Kenya
8th Edition

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4. ACTIVITIES AND IMPACT RESULTS
LinkedIn

- 234,460 views (+1753%)
- Fanbase reached 4350 members (+51%)

Twitter

- Fanbase reached 2,647 members (+9.6%)
- 75,965 people viewed the contents (-39%)

Instagram

- Fanbase grew by 103.5% (from 959 to 1952 users)
- 526,448 people reached

Instagram is a key tool to give visibility to E4Impact entrepreneurs as change-makers in their countries and raise awareness on the importance of impact entrepreneurship. Each month E4Impact tells the story of one of its job creators, presenting the challenge addressed and the innovative solution they offer.
## E. ON-GOING FORMATION

E4Impact involves its international network of business experts, managers, and Alumni to offer its entrepreneurs online sessions that address critical business management issues.

### Output

In 2022:

2 **International Mentoring sessions** organized with more than 300 participants:

- “Sport as an entrepreneurial training ground” held by Laura Colnaghi, textile entrepreneur, President of Carvico and SpA representative on the E4Impact Steering Board.
- “Innovation and care: a formula for entrepreneurial success in every industry” held by Maria-paola Biasi and Federica Alberti from Zambon Pharmaceutical SpA.

3 **series of webinars** by business experts and E4Impact entrepreneurs that engaged an audience of more than 1100 participants:

- “Innovation and digitalization as drivers for company growth”: 3 sessions.
- “The art of negotiation”: 4 sessions.
- “Business model as an innovation and development tool for SMEs and startups”: 2 sessions.

2 **webinars** focused one on the Entrepreneurial Dynamics and new teaching models (292 participants), and one on the Relation between Creativity, Innovation and Entrepreneurship (25 participants).

### Activities

#### Youtube

- 85 videos published on the platform
- 310 people subscribed

#### Website

In early 2022, the **new E4Impact website** was launched.

- 44,100 users reached
- 105,480 views
- 1,121 views on the website page “job creators”, dedicated to the best E4Impact entrepreneurs
- 24 articles published on the E4Impact **Blog**, where Alumni stories, projects updates, and events information are stored

With 940 views, Ben Ncube interview was the most read blog article in 2022. It tells about the E4Impact entrepreneur from Zimbabwe and his business Men’s Health Clinic Zimbabwe, a medical institution that provides healthcare services for men.
F. RECOGNITION

Gian Marco Moratti Award

The Gian Marco Moratti Award is dedicated to the memory of Gian Marco Moratti and his commitment to supporting young people as they built a positive future for themselves, their family, and their communities. Offered Annually, the Award embraces his spirit and that of the United Nations 2030 Sustainable Development Goals, rewarding - with a cash prize of 3,000 euros - entrepreneurs that have transformed challenges into opportunities, opportunities into actions, and actions into social impact and development.

Output: To date, 3 editions have been launched with the participation of entrepreneurs across the continent and the selection of the following 7 winners:

- Edition I “Best Business Model, Innovation and Social Impact”: Elias Aryanyijuka, Home to Africa Tours & Travel (Uganda), Mabel Quarshie, Acquatic World Industries (Ghana), and Yangni-Angate Koffi Herve, Institute of Cardiology of Bouake (Ivory Coast);
- Edition II “Best response to COVID-19 pandemic”: Ben Jammaine Ncube, Men’s Health Clinic (Zimbabwe), and Owais Mohammed A. Hassan, Duaash Irrigation System (Sudan);
- Edition III “Best job-creating entrepreneurial ventures”: Jacqueline Kigge, Innovation Eye Centre (Kenya), and Spencer Matonhodze, Fanset International (Zimbabwe).

The 4th edition, awarding the “Best Sustainable Business Practices and Solutions”, saw the participation of more than 20 applicants and will officially celebrate its 2 winners in 2023.

G. OPPORTUNITY NEWSLETTER

With a view to further enhancing business prospects, a bimonthly newsletter highlighting opportunities for funding, recognition and formation offered across the continent is sent to the Alumni community.

The E4Impact Alumni Newsletter is a key resource for our entrepreneurs, who can thus be continuously updated on the latest opportunities in business and easily access the wider entrepreneurial system.

In addition to the newsletter, since 2015 E4impact has been promoting an Alumni Facebook Group to foster communication among the community members, enhance the exchange of information and opportunities and make the entrepreneurs themselves active users by posting their own information and news. To date the group has 475 members.

4.5.3 GOALS

<table>
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<tr>
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<td>8</td>
<td>Enabling an entrepreneurial ecosystem that promotes investment and partnership</td>
<td>+ 35% of Alumni registered on the B2B platform</td>
<td>Design and development of the B2B and impact platform</td>
</tr>
<tr>
<td>Scale-up of small African companies</td>
<td>8</td>
<td></td>
<td>1 Business Networking Week in Italy per year</td>
<td>Launch of 2 Alumni Networks</td>
</tr>
<tr>
<td>Jobs creation in Africa</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

TABLE OF CONTENTS
5

Financial and asset management
5.1 SOURCE OF REVENUES

In line with the growth in activities, the Foundation’s revenues increase by 27% in 2022 compared to the previous year.

<table>
<thead>
<tr>
<th>REVENUES</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>€</td>
<td>2,471,974,00</td>
<td>1,939,908,00</td>
<td>1,653,974,00</td>
</tr>
</tbody>
</table>

Revenue is derived from financing from public entities and private institutions and from fees generated by the services provided by the Foundation.

<table>
<thead>
<tr>
<th>SOURCE OF REVENUES</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Founders and Participants</td>
<td>298,000,00</td>
<td>12,1%</td>
<td></td>
</tr>
<tr>
<td>Cooperation projects by Institutional donors</td>
<td>1,530,884,36</td>
<td>61,9%</td>
<td></td>
</tr>
<tr>
<td>Cooperation projects by Private Foundations</td>
<td>55,930,00</td>
<td>2,3%</td>
<td></td>
</tr>
<tr>
<td>Cooperation projects by Private companies</td>
<td>278,827,00</td>
<td>11,3%</td>
<td></td>
</tr>
<tr>
<td>MBA</td>
<td>279,487,64</td>
<td>11,3%</td>
<td></td>
</tr>
<tr>
<td>Business Development Africa business services</td>
<td>14,000,00</td>
<td>0,6%</td>
<td></td>
</tr>
<tr>
<td>Investment income</td>
<td>6,748,00</td>
<td>0,3%</td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td>8,097,00</td>
<td>0,3%</td>
<td></td>
</tr>
<tr>
<td>Total revenues</td>
<td>2,471,974,00</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

The origins of 2022 revenues are as follows:

<table>
<thead>
<tr>
<th>SOURCE OF REVENUES</th>
<th>€</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Founders and Participants</td>
<td>298,000,00</td>
<td>12,1%</td>
</tr>
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<td>Others</td>
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<td>0,3%</td>
</tr>
<tr>
<td>Total revenues</td>
<td>2,471,974,00</td>
<td>100%</td>
</tr>
</tbody>
</table>

5. FINANCIAL AND ASSET MANAGEMENT

TABLE OF CONTENTS

INPUTS

ACTIVITIES

OUTPUT

SHORT-TERM OUTCOMES

MID-TERM OUTCOMES

LONG-TERM OUTCOMES

IMPACT
5.2 DISTRIBUTION OF ECONOMIC VALUE

Through the allocation of its economic resources, E4Impact generates economic value, which is shared among its stakeholders. In 2022, the distributed economic value rose by 35% compared to the previous year.

<table>
<thead>
<tr>
<th>ECONOMIC VALUE ALLOCATION</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Distributed economic value</td>
<td>2.474.087.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating costs</td>
<td>1.957.552.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Costs of raw material, consumables and merchandise</td>
<td>36.470.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Costs of sevices</td>
<td>1.863.954.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Costs of rent and leases</td>
<td>33.136.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other operating costs</td>
<td>23.992.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel costs</td>
<td>495.861.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income taxes</td>
<td>20.674.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Economic Value retained in the Company</td>
<td>-2.113</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The value allocation is as follows:

<table>
<thead>
<tr>
<th>Economic Value</th>
<th>€</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distributed economic value</td>
<td>2.474.087.00</td>
<td>79%</td>
</tr>
<tr>
<td>Operating costs</td>
<td>1.957.552.00</td>
<td>79%</td>
</tr>
<tr>
<td>Costs of raw material, consumables and merchandise</td>
<td>36.470.00</td>
<td>79%</td>
</tr>
<tr>
<td>Costs of sevices</td>
<td>1.863.954.00</td>
<td>79%</td>
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<tr>
<td>Costs of rent and leases</td>
<td>33.136.00</td>
<td>79%</td>
</tr>
<tr>
<td>Other operating costs</td>
<td>23.992.00</td>
<td>79%</td>
</tr>
<tr>
<td>Personnel costs</td>
<td>495.861.00</td>
<td>20%</td>
</tr>
<tr>
<td>Income taxes</td>
<td>20.674.00</td>
<td>1%</td>
</tr>
</tbody>
</table>

The economic resources at disposal are mainly used for the implementation of the Foundation’s activities, while a smaller part covers structural costs.

In 2022, notwithstanding the negative performance of its investment portfolio, the Foundation was still able to arrive at near break-even, closing the year at -21.936.00 €.

For more details on the economic and financial situation, please refer to the contents of the financial statements for the year ended 31.12.2022.
METHODOLOGICAL NOTE

With the aim of informing its stakeholders in a complete and transparent way, E4Impact presents its second Social Report: a document that, following the Theory of Change framework, represents the results achieved from the 1st of January 2022 to the 31st of December 2022 as well as the initiatives and commitments made for the future developments of the Foundation.

The document is based on the Guidelines of Social Reporting issued by the Decree of 4th July 2019 called “Adoption of the Guidelines for the preparation of the Social Report of third sector entities” (OJ no. 186 of 9th August 2019) to complement the reform of the Third Sector Legislative Decree 117/2017, and it has, as its reporting perimeter, the activities of the E4Impact Foundation. Since 2022, the Social Report has also been drawn up following the GRI principles, including the materiality analysis.

The activities implemented by E4Impact Africa, a non-profit organization under African law legally independent of the Foundation, but connected in terms of operations, are also briefly represented at page 43.

In both Italian and English versions, the Social Report is available on the organization’s website e4impact.org.
**CORRESPONDENCE TABLE WITH THIRD SECTOR GUIDELINES**

**DECREE 4 July 2019**

Adoption of the Guidelines for the preparation of the social report of the Third Sector entities.

<table>
<thead>
<tr>
<th>STRUCTURE AND CONTENTS OF THE SOCIAL REPORT</th>
<th>INDEX</th>
</tr>
</thead>
<tbody>
<tr>
<td>METHODOLOGY ADOPTED FOR THE PREPARATION OF THE SOCIAL REPORT</td>
<td></td>
</tr>
<tr>
<td>Any reporting standards used</td>
<td>Methodological note</td>
</tr>
<tr>
<td>Significant changes in scope or measurement methods compared to the previous reporting period</td>
<td>/</td>
</tr>
<tr>
<td>Other useful information to understand the reporting process and methodology</td>
<td>Methodological note</td>
</tr>
</tbody>
</table>

**GENERAL INFORMATION ABOUT THE INSTITUTION | BACK COVER**

| Name of the institution | Back cover |
| Fiscal code | Back cover |
| Vat | Back cover |
| Legal form and classification under the Third Sector Code | 3.1 A Participative Governance |
| Registered office address | Back cover |
| Other locations | Back cover |
| Territorial areas of operation | 1.2 Our presence in Africa |
| Values and purposes pursued (mission of the institution) | 1.1 Vision and Mission |
| Statutory activities (corporate purpose) | 4. Activities and impact results |
| Scope of statutory activities | 4. Activities and impact results |
| Connection with other Third Sector bodies | 5.1 The strength of partnerships |

**STRUCTURE, GOVERNMENT AND ADMINISTRATION**

| Consistency and composition of the social/associative base | 3.1 A Participative Governance |
| System of government and control | 3.1 A Participative Governance |
| Articulation, responsibility and composition of organs: | 3.1 A Participative Governance |
| • Names of directors and other persons holding institutional positions, date of first appointment, | |
| • Period for which they remain in office | |
| • Any officers or appointees expressing specific categories of members or associates | |
| Internal democracy | 3.1 A Participative Governance |
| Mapping of key stakeholders and how they are involved | 1.6 Analysis of the priority topics according to stakeholders |

**PEOPLE WORKING FOR THE INSTITUTION**

<p>| Types, consistency and composition of the staff who have actually worked for the institution with a salary or on a voluntary basis, including and distinguishing all the different components | 3.2 The Organizational Structure |
| Training and enhancement activities carried out | 3.2 The Organizational Structure |
| Employment contract applied to employees | 3.2 The Organizational Structure |
| Nature of the activities carried out by volunteers | / |
| Structure of remuneration, remuneration, office allowances and methods and amounts of reimbursements to volunteers | 3.2 The Organizational Structure |
| Fees, remuneration or fees for any reason attributed to the members of the administrative and control bodies, to the managers and to the associates | 3.2 The Organizational Structure |
| Ratio between maximum and minimum gross annual earnings of employees of the institution | 3.2 The Organizational Structure |
| In case of use of the possibility of making refunds to volunteers against self-certification, regulatory methods, amount of total annual reimbursements and number of volunteers who have benefited from it | / |</p>
<table>
<thead>
<tr>
<th>OBJECTIVES AND ACTIVITIES</th>
<th>4. Activities and impact results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qualitative and quantitative information on the actions carried out in the different areas of activity, on the direct and indirect beneficiaries, on the outputs resulting from the activities carried out and, as far as possible, on the effects consequently produced on the main stakeholders</td>
<td></td>
</tr>
<tr>
<td>The level of achievement of the identified management objectives, any factors relevant to the achievement (or non-achievement) of the planned objectives</td>
<td></td>
</tr>
<tr>
<td>Elements/factors that may compromise the achievement of the institutional purposes and procedures put in place to prevent such situations</td>
<td></td>
</tr>
<tr>
<td>ECONOMIC AND FINANCIAL SITUATION</td>
<td>5 Financial and asset management</td>
</tr>
<tr>
<td>Origin of economic resources with separate indication of public and private contributions</td>
<td></td>
</tr>
<tr>
<td>List and amounts of disbursements approved and made during the year</td>
<td></td>
</tr>
<tr>
<td>Specific information on fundraising activities; general and specific purposes of the collections carried out in the reference period, tools used to provide information to the public on the resources collected and their destination</td>
<td></td>
</tr>
<tr>
<td>Reports by the administrators of any critical issues that have emerged in the management and highlighting of the actions put in place to mitigate the negative effects</td>
<td></td>
</tr>
<tr>
<td>OTHER INFORMATION</td>
<td>3.1 A Participative Governance</td>
</tr>
<tr>
<td>Guidance on ongoing litigation/disputes that are relevant to social reporting</td>
<td></td>
</tr>
<tr>
<td>Other information of a non-financial nature, relating to social aspects, gender equality, respect for human rights, the fight against corruption, etc.</td>
<td></td>
</tr>
<tr>
<td>Information on the meetings of the bodies responsible for managing and approving the budget, including the number of participants, the main issues dealt with and decisions taken during the meetings.</td>
<td></td>
</tr>
<tr>
<td>Monitoring carried out by the control body</td>
<td>Certification of the supervisory body monitoring</td>
</tr>
</tbody>
</table>
SUPERVISING BODY MONITORING

E4IMPACT FOUNDATION IMPRESA SOCIALE
AUID COMMITTEE EVALUATION OF THE SOCIAL REPORT 2022

To the Steering Board of
E4impact Foundation Impresa Sociale.

Reporting of the monitoring activity and its results
Pursuant to art. 10 of the Social Enterprise Code and art. 30, co. 7, of the Third Sector Code, during the financial year ended 31 December 2022 we monitored the civic, solidarity and social utility mission of the E4impact Foundation Impresa Sociale (hereinafter, the Organization) concerning:

- the verification of the exclusive or principal execution of one or more activities of general interest pursuant to art. 5, co. 1, of the Third Sector Code for civic, solidarity and social utility purposes, in compliance with the particular rules governing their exercise, as well as, possibly, of activities other than those indicated in the aforementioned legislative reference, provided that they are within the limits of the statutory provisions and on the basis of secondary and instrumental criteria established with DM 19.5.2021, n. 107;
- compliance, in any fundraising activities carried out during the reference period, with the principles of truth, transparency and correctness in relations with supporters and the public. In this regard, we have ascertained that fundraising was not carried out by the Organization in the year ended 31 December 2022;
- the not for profit nature, through the destination of the assets, of all components of the statutory activity, the observance of the bar on the distribution, even indirectly, of profits, operating surplus, funds and reserves to Founders, associates, workers and collaborators, directors and other members of the corporate bodies, considering the indexes pursuant to art. 8, co. 3, letter. a) - e), of the Third Sector Code.

Certification of compliance according to the Ministry of Labor and Social Policies decree of 4 July 2019
Pursuant to art. 30, co. 7, of the Third Sector Code, we carried out the activity of verifying the conformity of the Social Report of the Organization for the year 2022 with the Guidelines for the preparation of the Social Report of the Third Sector Entities, issued by the Ministry of Labor and Social Policies with DM 4.7.2019, according to the provisions of art. 9 of the Social Enterprise Code and art. 14 of the Third Sector Code. The Organization has declared that it prepared the Social Report for the 2022 financial year in compliance with the aforementioned Guidelines.

The Audit Committee is responsible for certifying, as required by law, the compliance of the Social Report to the guidelines of the Ministry of Labor and Social Policies. It is also responsible for evaluating whether the content of the Social Report is consistent with the data reported in the financial statements and/or with the information and data in its possession.

To this end, we have verified that the information contained in the Social Report faithfully presents the activity carried out by the Organization and that it is consistent with that required by the ministerial guidelines.

In particular, we reviewed the Report's:
- compliance with respect to the structure referred to in paragraph 6 of the Guidelines;
- information presented according to the specific sub-sections of paragraph 6 of the Guidelines, unless adequate reasons were given not to disclose specific information;
- compliance with the principles for drafting the Social Report as referred to in paragraph 6 of the Guidelines, including the principles of relevance and completeness.

Based on the work performed, no elements have come to our attention that suggest that the Organization’s Social Report has not been prepared, in all significant aspects, in compliance with the provisions of the Guidelines referred to in the Ministerial Decree of 4.7.2019.

Milan, 9 May 2023
the Audit Committee

[Signature]
<table>
<thead>
<tr>
<th>Name of the institution</th>
<th>Cameroun</th>
</tr>
</thead>
<tbody>
<tr>
<td>E4Impact Foundation Impresa Sociale</td>
<td>N3 Aéroport Bonadoumbé (Face parc Transimex), BP : 3712 Douala, Cameroun</td>
</tr>
<tr>
<td>Tax Identification Number</td>
<td>+237679664078</td>
</tr>
<tr>
<td>97732570151</td>
<td><a href="mailto:afric..francophone@e4impact.org">afric..francophone@e4impact.org</a></td>
</tr>
<tr>
<td>VAT</td>
<td>Ethiopia</td>
</tr>
<tr>
<td>09311470968</td>
<td>Creative Hub Ethiopia; Around Mexico in front of Shebele Hotel, Addis Ababa, Ethiopia</td>
</tr>
<tr>
<td>Registered office address</td>
<td>+251 911059458</td>
</tr>
<tr>
<td>Galleria de Cristoforis 8 – 20122 Milano, Italia</td>
<td><a href="mailto:engidashet.melaku@e4impact.org">engidashet.melaku@e4impact.org</a></td>
</tr>
<tr>
<td>Headquarters</td>
<td>Ghana</td>
</tr>
<tr>
<td>Via San Vittore 18 – 20123 Milano, Italia</td>
<td>University of Professional Studies Accra, P. O. Box LG 149, Accra, Ghana</td>
</tr>
<tr>
<td>Contacts</td>
<td>+233 266033301</td>
</tr>
<tr>
<td>+39 02 7234 8391 – <a href="mailto:info@e4impact.org">info@e4impact.org</a></td>
<td><a href="mailto:daniel.tuakly@e4impact.org">daniel.tuakly@e4impact.org</a></td>
</tr>
<tr>
<td>E4Impact Foundation</td>
<td>Kenya</td>
</tr>
<tr>
<td>Headquarter</td>
<td>E4Impact Accelerator</td>
</tr>
<tr>
<td></td>
<td>Somirenc, Ushirika Rd Karen, P.O. Box 15635, – 00509, Nairobi, Kenya</td>
</tr>
<tr>
<td></td>
<td>+254 722 492092</td>
</tr>
<tr>
<td></td>
<td><a href="mailto:bernadette.mutinda@e4impact.org">bernadette.mutinda@e4impact.org</a></td>
</tr>
<tr>
<td>Office address</td>
<td>Tunisia</td>
</tr>
<tr>
<td>ALTIS Via San Vittore, 18 20123 – Milan — Italy</td>
<td>Rue Emir Abdelkader, Mutuelleville, Tunis 1002, Tunis, Tunisia</td>
</tr>
<tr>
<td>Phone</td>
<td>+216 93 390 108</td>
</tr>
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<td>+39 02 7234 8391</td>
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<td>Mail</td>
<td>Uganda</td>
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<tr>
<td><a href="mailto:info@e4impact.org">info@e4impact.org</a></td>
<td>Old port Bell Road, Luzira, Kampala, Nkozi, Uganda</td>
</tr>
<tr>
<td>Vat number</td>
<td><a href="mailto:info.uganda@e4impact.org">info.uganda@e4impact.org</a></td>
</tr>
<tr>
<td>IT09311470968</td>
<td>Zimbabwe</td>
</tr>
<tr>
<td></td>
<td>18433 Cranborne Avenue, Hatfield, Harare, Zimbabwe</td>
</tr>
<tr>
<td></td>
<td>+263 772813416</td>
</tr>
<tr>
<td></td>
<td><a href="mailto:bertha.ndlovu@e4impact.org">bertha.ndlovu@e4impact.org</a></td>
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</tbody>
</table>