

ANNUAL REPORT 2022

Imagine her

Learning,
Unlearning,
Re-learning.



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Board Chair's Message

2022 has been a remarkable journey for Imagine Her, marked by an extraordinary surge of growth across all our programs. Our commitment to empowering young women and youth across Uganda has been met with resounding success, thanks to the collective efforts of our dedicated team, partners, and supporters.

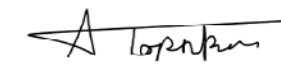
The heart of our expansion lies in the transformative outcomes across our programs. As shown in this report, we've witnessed transformations of youth into empowered social entrepreneurs, navigating the intricacies of business and forging their paths toward economic independence. In urban and rural communities alike, Imagine Her is fostering a ripple effect of change that resonates beyond our program's participants.

Core to our success has been the invaluable support from esteemed new partners – the Segal Family Foundation, The Marr-Munning Trust, Tawingo Fund, and Livelihood Impact Fund. Their unwavering belief in our mission and unrestricted funding have been pivotal in propelling our programs to new heights. These partnerships exemplify the strength that emerges when shared values align to create lasting impact.

2022 has also brought a wave of fresh perspectives and expertise as we welcomed new talent and colleagues into the Imagine Her family. Their diverse backgrounds and thinking have enabled us to refine and evolve the strategies that underpin our initiatives. Their dedication to our cause is inspiring, and their contributions have been integral in shaping the success we proudly share.

Looking ahead, our aspirations remain high. The momentum we've gained in 2022 serves as a foundation for an even greater impact in the years to come. Our dedicated team, led by founder Nathan Okiror, has already hit the ground running in 2023, advancing our mission and advocating for the economic empowerment of women and youth across Uganda.

To all our supporters, your unwavering commitment fuels our determination. Together, we are paving a brighter future, where young Ugandans can rise above economic barriers to create boundless opportunities in their communities.



Andrew Topinka



Today, our work revolves around promoting women's socio-economic independence in Uganda.



Who We Are

Our story begins in 2013, when our founder Nathan Okiror conducted undergraduate research in the rural communities of Serere district in Uganda. It was during this time that he witnessed the distressing conditions and stigma faced by girls during their menstrual cycles. These girls lacked access to sanitary supplies, leading to missed school days and worsening the existing stigma surrounding menstruation.

Determined to make a change, Nathan joined forces with our co-founders Fiona and James to launch a community-based menstrual management project that placed boys and men at the forefront of catalyzing change. This initiative had a significant impact on various aspects, including girls' school attendance, community attitudes towards menstrual health, and the involvement of men and boys in promoting reproductive health for girls and women.

However, despite the positive changes achieved, one prominent issue persisted in the communities where our project was implemented. Women and girls continued to face economic dependence on men for their survival, which could be attributed to factors such as poverty, limited access to education and employment opportunities, inadequate access to business financing, and a lack of essential resources. Nevertheless, these women and girls aspired to become architects of their own empowerment and contribute to positive change. This realization prompted our organization to pivot towards economic empowerment in 2016.

Today, our work revolves around promoting women's socio-economic independence in Uganda. We aim to prevent vulnerability and exploitation by employing a human-centric approach that provides practical tools through social entrepreneurship training. Our focus areas include addressing community problems related to food security, climate change, and health. Additionally, we offer mentorship and lean startup financing to equip vulnerable women and girls with skills in business development, ownership, and social leadership. By doing so, we not only enable them to generate sustainable income but also provide an opportunity to tackle both present and future challenges.

Our big dream is to see a world where Ugandan women, girls, and youth are actively harnessing their potential, by initiating and advancing innovative and sustainable solutions to pressing needs in their communities.

Today, through a three-program model, we partner with the community to target girls, young women, and youth who are significantly marginalized and vulnerable due to poverty, food insecurity, climate change, the growing education-to-employment gap, geography, and social constructs of gender and implement a human-centered impact model that equips them (girls, young women, and youth) with the skills they need to respond to their most critical challenges. The guiding principle of our model is that those we work with decide what they want to do and choose the support and resources they need to do it.

Our 3 Programmatic Approaches



What we believe

We are proximate leaders driving sustainable change through moral imagination and servant leadership. We are rooted to build not only trust but also provide for active listening and human-centered participation to accelerate change in our communities.

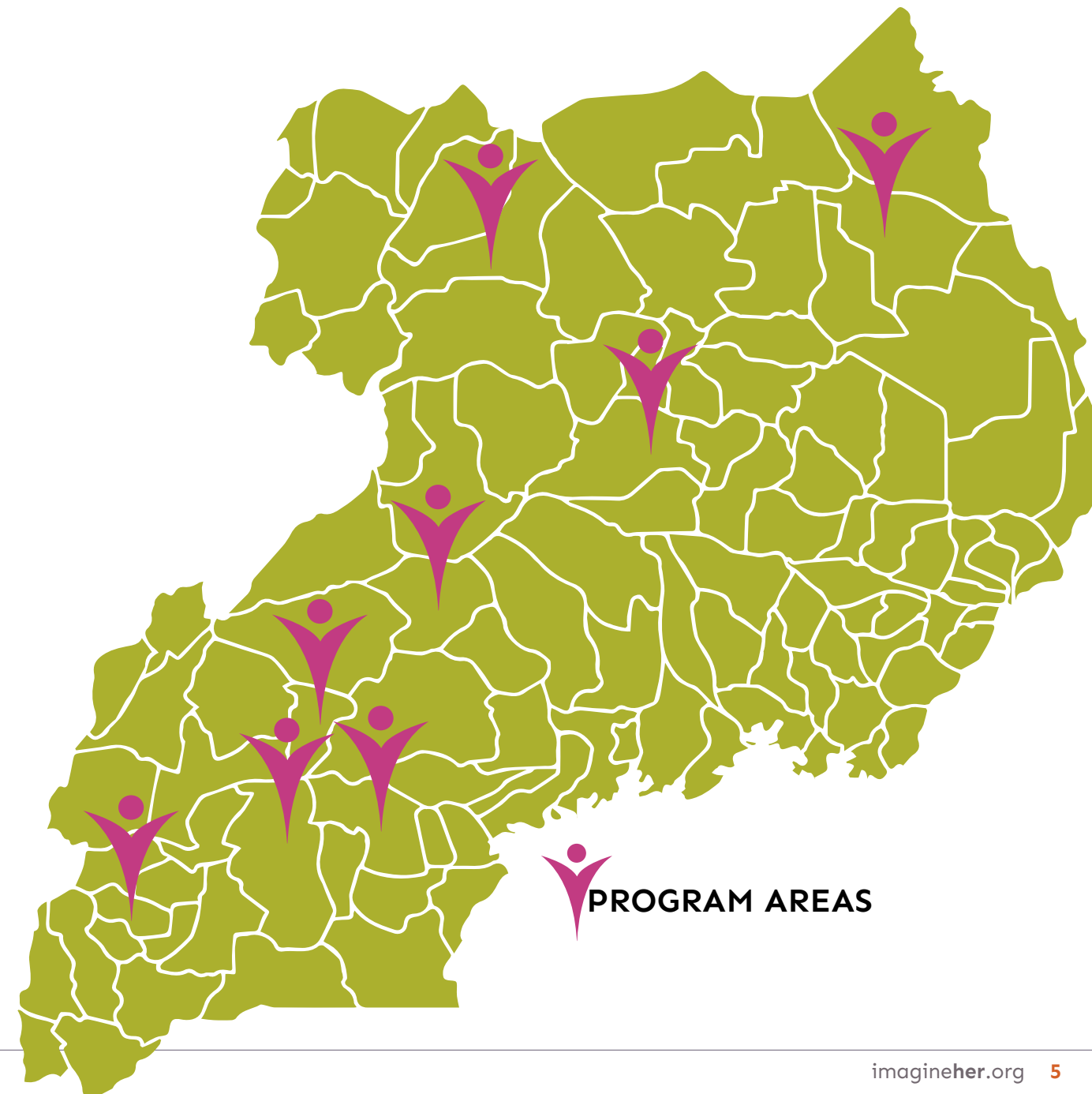
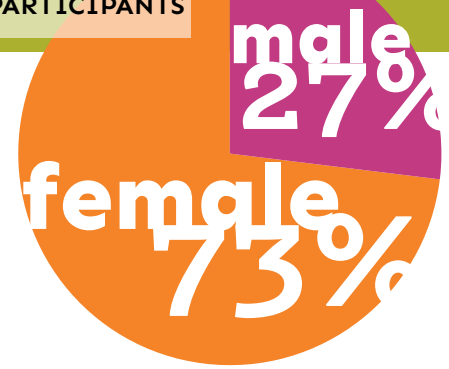
We hold every engagement through a reflectional lens, driven by the opportunity to be open to many whys while being respectful, and consciously proactive learners inspiring perpetual growth and impact, we help each other to overcome poverty, gender imbalances, and social injustices.

2022 in Numbers

Our operations have focused on peri-urban and rural communities in Uganda. Through our social enterprise and innovation program, We partnered with communities, particularly young vulnerable women and youth groups, to implement a human-centered impact model that equips them with the skills they need to respond to the needs and challenges in their communities.

This year, we enrolled and trained 320 youth and women in the Kajjansi community and Kabarole district in social entrepreneurship skills, with 73% of the participants being female and 27% male.

GENDER OF TRAINED PARTICIPANTS



Training Impact

Social Enterprise & Innovation Program

We invest in young women and youth as builders of transformative solutions to the most pressing problems of today and tomorrow (Climate Change, Food Security, Health & Education Disparities). We do this through the provision of practical tools and resources necessary to drive a paradigm shift geared towards the creation of sustainable and desired solutions.

step 1 Design Thinking & Adaptive Leadership Training:

Our model is designed as 3 months accelerated MBA-style training program that empowers women and youth to develop an idea, build a model, and test it using design thinking methodology and principles of adaptive leadership.

step 2 Tailored Mentorship

Key to the success of our scholars' social ventures, they receive a life-long opportunity of mentorship and tailored support from business experts as a ticket to sustain their venture operations and grow their business expertise.

step 3 Lean Start-Up Financing

On commencement, our scholars receive a revolving lean start-up loan to implement their idea. These are usually group-based or individual payable within a period of 3 months after the business takeoff.



SOCIAL ENTERPRISE & INNOVATION PROGRAM



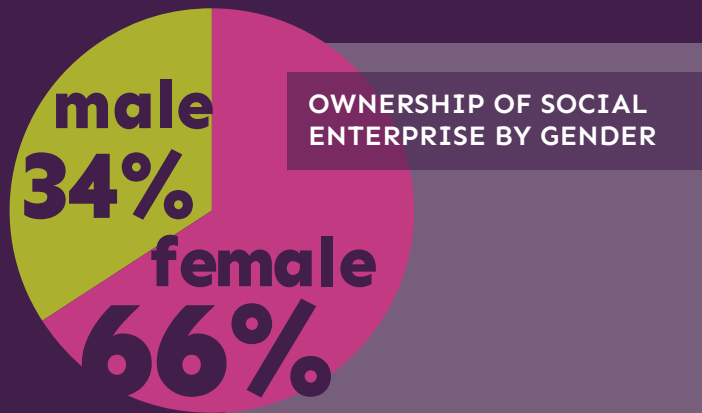
100% (320) of the trained entrepreneurs developed hard and soft skills including problem-solving, creativity, critical thinking, adaptive leadership, savings, resource mobilization, investment readiness, resilience, research, business planning, public speaking, negotiation, and product manufacturing.

91% of the trained entrepreneurs graduated after completing the project training deliverables that included the business model canvas, pitch deck, and financial statements, and they were also able to pitch innovative business ideas tailored to climate change and agricultural sectors.

OUR RESULTS BASED ON THE PROGRAM

Ownership of Social Enterprise by Gender

66% of the businesses launched/started by our entrepreneurs are owned by women, and **34%** are owned by men. This is an area we pride ourselves in to witness more women-led social ventures launched an attribute that represents our core values.



OWNERSHIP OF SOCIAL ENTERPRISE BY THEME



Ownership of Social Enterprise Per Sector

Out of the 320 on-boarded and trained entrepreneurs, 290 completed their training deliverables and successfully started social enterprises in agribusiness, climate change, and other areas. **69%** of the social enterprises started by successful program graduates are addressing agribusiness-related challenges in the areas of market access, agro-inputs, post-harvest handling, value addition, and sustainable farming, **21%** of the enterprises are tackling challenges related to climate change and the remaining **10%** are addressing other challenges in the sectors of education-especially early childhood education, Tourism, and health-related sectors.

Youth & Women Facilitated

Our program facilitated the establishment of women-founded compliant social enterprises in climate change and agribusiness. Our participants were trained in record-keeping skills and business legal aspects, including intellectual property. With a 95% participation and attendance rate in the mentorship, our participants reported an improvement in their business management practices, leadership, problem-solving, and levels of self-confidence and esteem.

“I managed to establish Kasana Foods from scratch using the knowledge I acquired during my training. Taking charge of the business registration and navigating through the necessary legal procedures was a significant accomplishment. However, I made the mistake of neglecting crucial aspects of business management, such as record keeping. This oversight proved to be costly as I struggled to monitor progress, track expenses, and assess investment capital. The valuable lesson I learned from this experience compelled me to make important changes. As a result, Kasana Foods has evolved into a thriving social enterprise, now employing a team of five individuals who contribute to the production process.”

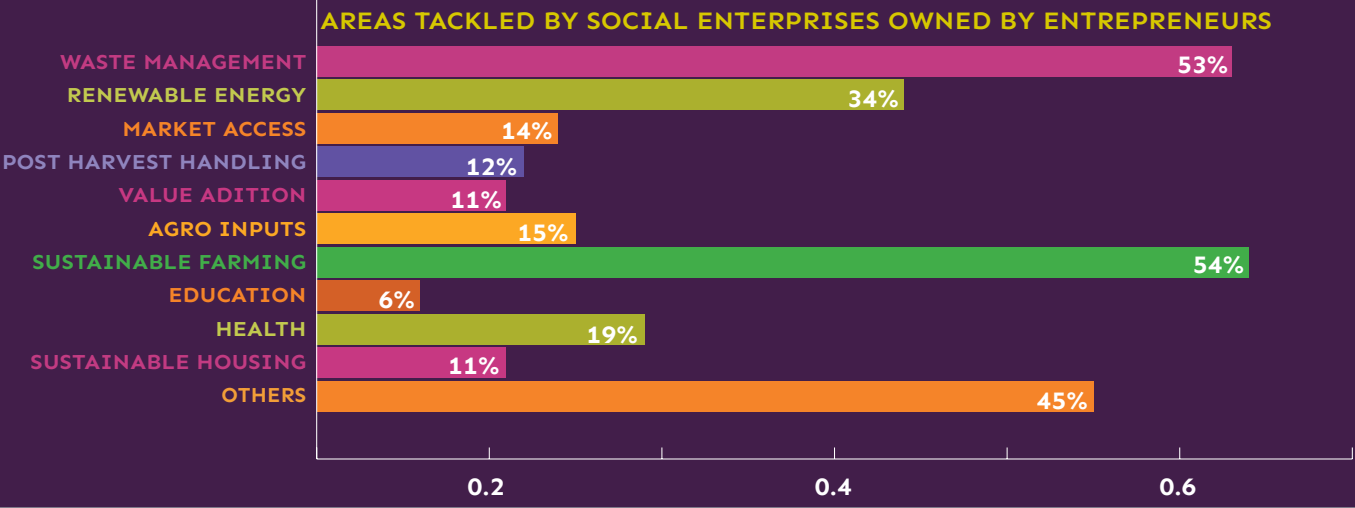
Faridah Nalunkuuma- founder of Kasana Foods



Theme areas our entrepreneurs are focusing on

53% of the started social enterprises in the climate change thematic area are tackling waste management challenges by supporting communities to live in a safe and clean environment through garbage collection, recycling, and turning waste into many more innovative and useful resources like organic manure while **34%** are providing affordable renewable energy solutions to the communities. In the agribusiness sector, **54%** of

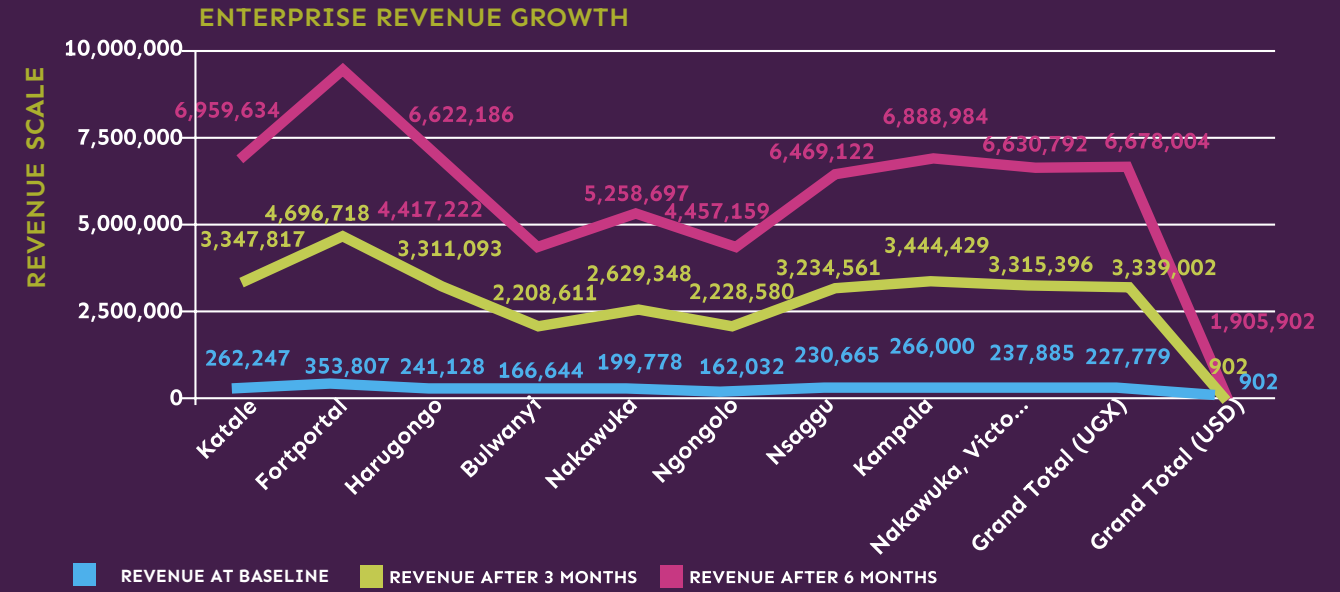
the launched social ventures are supporting smallholder farmers with sustainable farming-tailored solutions. In addition, **15%** are providing agro inputs solutions, **14%** are providing market access for agricultural produce, **19%** are providing both human and phyto-medicine solutions to their communities and **45%** are tackling other challenges in sectors such as the tourism industry. Please see some of the works of our entrepreneurs here; ([Sustainable Housing](#) and [sustainable Farming](#), [Value addition](#), [Waste Management](#)).



Enterprise Revenue Growth

Before participating in the Social Enterprise and Innovation Program training, entrepreneurs had an average monthly income of **\$61.56**. However, after completing our intensive 3-month MBA-style training in social entrepreneurship, which emphasizes design thinking and

adaptive leadership, and provides access to flexible lean startup funding, the average revenue growth for entrepreneurs within 3 months is **\$902.43**. This further accelerates, reaching an average of **\$1804.8** within 6 months





Supporting Small-scale Vanilla Farmers

In the past, our Vanilla farmers have encountered significant challenges with the time-consuming and rudimentary methods used for pollinating their flowers. These obstacles have not only affected their productivity but also impacted the overall quality of the vanilla they produce. However, this year marked a momentous collaboration between our organization and the esteemed University of Colorado Colorado Springs.

Through this collaboration, we had the privilege of working with a group of talented mechanical engineering students who were dedicated to finding solutions for the vanilla farmers we support. The primary objective of this project was to enhance productivity and reduce the time required for pollinating vanilla flowers.

The students' ingenuity led to the development of an ingenious mechanical tool that employs a two-part system. One part functions as a pollination roller, while the other rolls on top, facilitating the pollination process efficiently. Additionally, they envisioned specially designed clips to secure the flowers during pollination, thus drastically reducing the time farmers previously spent holding each flower manually.

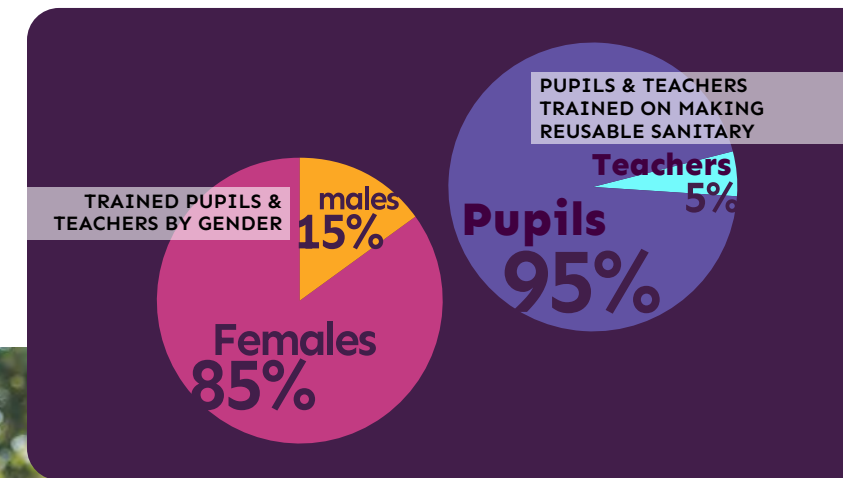
These innovative solutions promise to revolutionize the way vanilla farmers approach pollination, leading to increased productivity and improved vanilla quality. We are delighted with the outcomes of this collaboration and remain committed to supporting further research and initiatives that benefit the livelihoods of our valued vanilla farmers.

Becoming Program

During the menstrual hygiene month, we conducted training sessions on Menstrual Hygiene Management practices, with a particular focus on making reusable sanitary pads in the districts of Iganga and Mayuge. A total of **264 individuals participated** in these training sessions. Specifically, we trained three schools on the art of making reusable sanitary pads.

Out of the participants, **85%** (225 individuals) were female, while the remaining **15%** (39 individuals) were male. Notably, **95%** (253 pupils) of those trained successfully acquired the practical skills for making reusable sanitary pads, along with **5%** (11 teachers) who also gained this knowledge.

As a result of our training efforts, an immediate output of **500+ reusable pads** was produced collectively by all the trained participants. We are delighted with the impact of our initiative, empowering individuals with essential knowledge and skills to promote better menstrual hygiene management in the communities.



Financials

Summary From 2022 Annual Audited Accounts

Statement of Activities and Changes in Net Assets/Income Statement

REVENUES

Grant and Cash Contributions	2,992,641,517
Interest and other Incomes	24,835,729
Total Revenue	3,017,477,246.

EXPENSES

Program Services	2,581,658,873
General and Administrative	132,592,844
Total Expense	2,714,251,717
Change in Net Assets	303,225,529.

STATEMENT OF FINANCIAL POSITION

Net Assets at the beginning of Year	150,848,060
Net Assets at the end of Year	454,073,589
Change in Net Assets	303,225,529.

ASSETS

Current Assets	454,073,589
Net Assets	454,073,589
Change in Net Assets	303,225,529.

ASSETS

Current Assets	454,073,589
Net Assets	454,073,589

Accounts prepared in UGX



“In 2022 we achieved the best audit reports to date, In this financial year we realized a 50% increase in our grants contributions and this increased our impact scope. Throughout the year we learned how employee orientation on finance policies and procedures is a great contribution towards finance operations and program implementation. We have continued to listen keenly to our team to ensure we thrive in our finance department. During Challenging times, the reserves that we have continuously built have seen us reach our end impact.”

Faith Atuhaire, Financial Controller



Opportunities & Beyond

We are pleased with the impact we have made so far, and we are committed to scaling deep and out our model to allow more Ugandan girls, young women, and youth to benefit from our programs, especially those in rural communities. That's why we have a new program, Career Pathways, and we are also revamping our pioneer program-Becoming.

With these, we shall continue to work with communities to accelerate the power and potential of women, girls, and youth as active leaders and social entrepreneurs creating sustainable solutions within their communities.

Career Pathways

Our pilot program shall focus on transforming the university education experience in Uganda by equipping learners with desirable employability and entrepreneurial skills for workforce readiness & job creation. This shall be attained through the Design Thinking methodology including a sequential, creative approach to problem-finding, framing, and developing tangible solutions to diverse needs in the economy. The students will be placed in our own start-ups to support the entrepreneurs as they go about their day-to-day businesses

Becoming Program Revamp

We are also revamping our pioneer program, Becoming, a community led and driven program intending to improve academic outcomes and retention among empower girls in primary school through tailored experiential learning, social entrepreneurship and adaptive leadership training as well as sexual reproductive health rights training couples with strengthening teachers capabilities through gender pedagogy training and empowering their caregivers through livelihoods improvement initiative.

Diversifying opportunities for our future portfolios

Critical needs such as better housing present opportunities to build disrupting solutions for rural communities. As we look forward to the future cohorts and as we hold on to our promise to solve critical problems within the rural and peri-urban communities, housing will be a priority among our top sectors that we will support and invest in building market solutions. Housing transforms and enhances a family's ability to overcome poverty. In addition, we will also enhance the offerings to our entrepreneurs with the support from our university program participants -The Career Pathways Program Fellows, emerging from engineering, agribusiness, environmental management, and research & development backgrounds

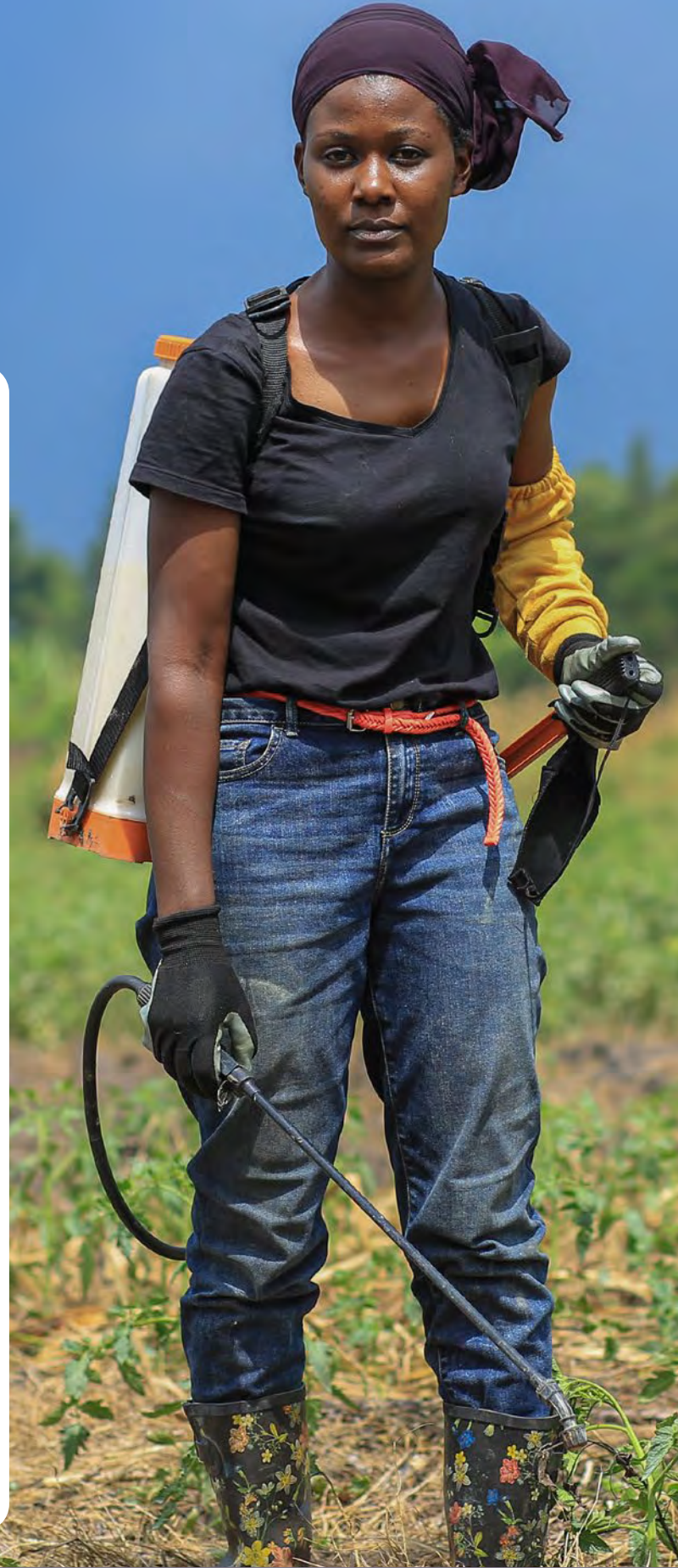


Research & Development

We are currently invested in research capacity building and development to enable data-driven innovations and decision-making for program implementation, design, and evaluation.

We are pursuing exciting research collaborations with well-known universities in preparation for evaluating our programs using the gold standard; RCT(Randomized Control Trials).

Additionally, we are interested in learning about how access to investment; both capital and social, impacts the growth and development of rural social entrepreneurship within our program communities. To be able to make this research piece come to a realization, we are seeking a catalytic new partner-ship investment of \$25,000 to help us conduct this study, providing insights on how we can strength-en our program offering to the communities we serve, drive advocacy for rural investment, and most importantly, build a body of knowledge on rural social entrepreneurship that is currently inadequate both in Uganda and globally.



Community

Partners & Supporters, Board Members & Advisors, Entrepreneurs

What it means to be a partner

Being an Imagine Her partner is more than just a title; it signifies a shared vision and a commitment to empowering young women, girls, and youth in the world. Our partners have played a pivotal role in the growth and development

of the communities we serve, offering mentorship, guidance, and support at every step of the journey. They have invested their time, expertise, and networks to open doors and facilitate connections for our communities.



PARTNERS & SUPPORTERS

ANONYMOUS			

INDIVIDUAL DONORS

- | | |
|---------------------|-----------------------|
| Valerie Frisen | Anita Frisen |
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| Jennifer Holt | Kyle Forrest |
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Engagement Manager
Treacy & Company By
Cherry Bekaert



Unia Nakityo
Program Manager
Western Uganda / PEAS



Alexis Richmond
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Advocacy Officer / FIDA Uganda



Keren Busingye
Director of Education
Good Shepherd Fold

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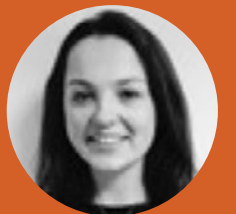
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