



POWERING THE CHANGING FACES OF LEADERSHIP



SOCIAL
IMPACT **INCUBATOR**

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SII-Malawi launch, 2018

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For decades, the philanthropic and development sectors have invented programs and services to alleviate poverty and support the poor. Yet they have left many questions in their wake about whether such interventions were sustainable.

With the Social Impact Incubator, Segal Family Foundation wanted to flip this paradigm. Instead of inventing programs, we wanted to invest in people as assets, leaders who are accountable to their communities. We wanted to contribute to shifting this injustice—knowing that only 2% of humanitarian funding goes to locally-led organisations and entrepreneurs is uncomfortable.

We decided to break down the barriers for local social entrepreneurs, using an ecosystem approach. What started as a small experiment in Burundi in 2013 has become now a movement.

DEDO BARANSHAMAJE

For almost a decade, we have been experimenting, picking apart each aspect contributing to the slow growth of innovators and visionaries in Africa. Our secret recipe is now honed to provide SII Champions with capital, connections, and capacity, in that order. The success of this program is not rocket science. It is targeted and it is holistic, locally authored by our team, yet globally relevant.

Today we celebrate partnerships with organizations like Robert Bosch Stiftung, Care International, BPN, UNICEF, the Obama Foundation, and BMW Foundation. With their support, we are attempting to scale the model—to serve innovators, visionaries, and entrepreneurs across different regions of Africa. And we're on our way to building the largest network of interconnected hubs and entrepreneurs across the continent, as SII-Tanzania and Booster Kenya prepare to launch in 2021.

SII was born from our founder Barry Segal's desire to be the funder of choice for early-stage visionaries who were often overlooked by other donors across Africa.

Now we're seeing firsthand a diverse network of innovators taking this opportunity to address massive challenges around access to quality education as a right, innovating healthcare delivery in the last miles, and championing sustainable agriculture, technology, and the arts. The view is amazing.



SII-Burundi 2014

Dedo Baranshamaje
Director of Strategy—Africa

Segal Family Foundation's Social Impact Incubator (SII) aims to create an environment for social entrepreneurs to amplify and grow their impact, by providing tools, building networks, and connecting them to investment.

APRIL 2016

Dedo Baranshamaje arrives in Malawi determined to challenge the status quo by creating an active ecosystem for social impact actors to thrive. Using his experience developing the Social Impact Incubator in Burundi, SII-Malawi is successfully launched and the journey begins.



NOVEMBER 2016

The first cohort of 17 SII-Malawi Champions graduate. Segal Family Foundation team and board members join the celebration to meet the innovators that inspired five more cohorts.

MARCH 2017

The first four SII-Malawi graduate organisations become Segal Family Foundation partners and a second cohort is launched.

JUNE 2017

The Community Building program is launched to compliment in-country network building, providing a meeting place for the SII-Malawi community to learn and grow together.



NOVEMBER 2017

SII-Malawi hosts its first Social Impact Incubator Expo and Graduation Gala. Over 100 organisations from across Malawi meet to share ideas and connect.

APRIL 2018

Community building goes regional. The agriculture sector actors embark on a learning exchange that ignites model development and network building.



AUGUST 2018

Another first for the SII-Malawi team: they host the first local actor-driven International NGO Forum, catalyzing the 2018-2020 SII Bosch Partnership.

NOVEMBER 2018

Since launching SII-Malawi, over 800 CBOs and non-profits have applied to take part in the Social Impact Incubator. We take our most rewarding leap of faith and launch a cohort with even more diverse models for community outreach.



JANUARY 2019

SII-Rwanda is born. The SII-Malawi team shares their success and challenges to co-design and launch a tailored SII program in Rwanda.

Here's a timeline of what our active SII's have been up to over the past five years:

OVER THE YEARS

JUNE 2019

SII partners with Root Change to pilot an ecosystem mapping initiative to better understand and inform strategies for how to strengthen a larger ecosystem that supports social innovation.



JULY 2019

The Future Summit is launched in Malawi, widening the network reach and partnership opportunities for the SII-Malawi community. The event is attended by government, private sector, and wider development communities.

NOVEMBER 2019

SII-Rwanda graduates its first cohort of social entrepreneurs—inspiring SII-Malawi to develop SII-Accelerate, reimagining impact with past graduates and social actors from the private sector.



FEBRUARY 2020

The SII teams face a difficult reality in both Malawi and Rwanda. The teams decide to double down and support all alumni through diverse adaptive programming. SII-Accelerate is launched as a high-touch distance learning incubator, pivoting with the times to maintain service delivery.

MAY 2020

The SII/UNICEF partnership talks begin and are soon followed by a co-designed Malawi Youth Challenge. Over 1,000 applications are received from young people with innovative ideas for products and services to solve Covid-19 challenges.



JULY 2020

SFF powers SII-Malawi to launch a Covid-19 Response Fund, targeted at bridging the cost gaps for local organisations to continue key service delivery in last mile and low-income communities.

OCTOBER 2020

The Future Summit is relaunched as a global, virtual event gathering, curating connections within the development community, promoting the voice of Africa's local leaders.



NOVEMBER 2020

SFF partners with the Conrad Hilton Foundation, Give Directly, and 19 SII-Malawi alumni to enable a \$400K Covid-19 Response Collaboration, delivering social cash transfers, food security, and enhanced access to healthcare and education services.

LOOKING BACK



SII-Malawi training, 2017

WHAT WE DO

Since 2013, SII has built a community of social actors by providing tailored capacity building to increase funding opportunities and partnerships. By expanding voice in the development agenda, SII has created visibility for over 130 organizations, building credibility with partners, donors, and the wider community.

We built SII to meet the local ecosystem challenges because the status quo doesn't work for the passionate and progressive local leaders around us. We are proud to have championed nearly a decade of:

Listening & Engaging SII has delivered over 200 workshops and community building events to provide nuanced capacity support

Trust & De-Risking Investment in local leaders—29 organisations have graduated to the Segal Family Foundation portfolio, leveraging \$1.5M in Burundi, \$3.5M in Malawi, and \$371K in Rwanda.

Adapting and Learning through key partnerships including UNICEF, Bosch Stiftung, and the Conrad Hilton Foundation. SII has leveraged co-design opportunities allowing pipeline development for SII program funding, and direct funding for our SII community of alumni.

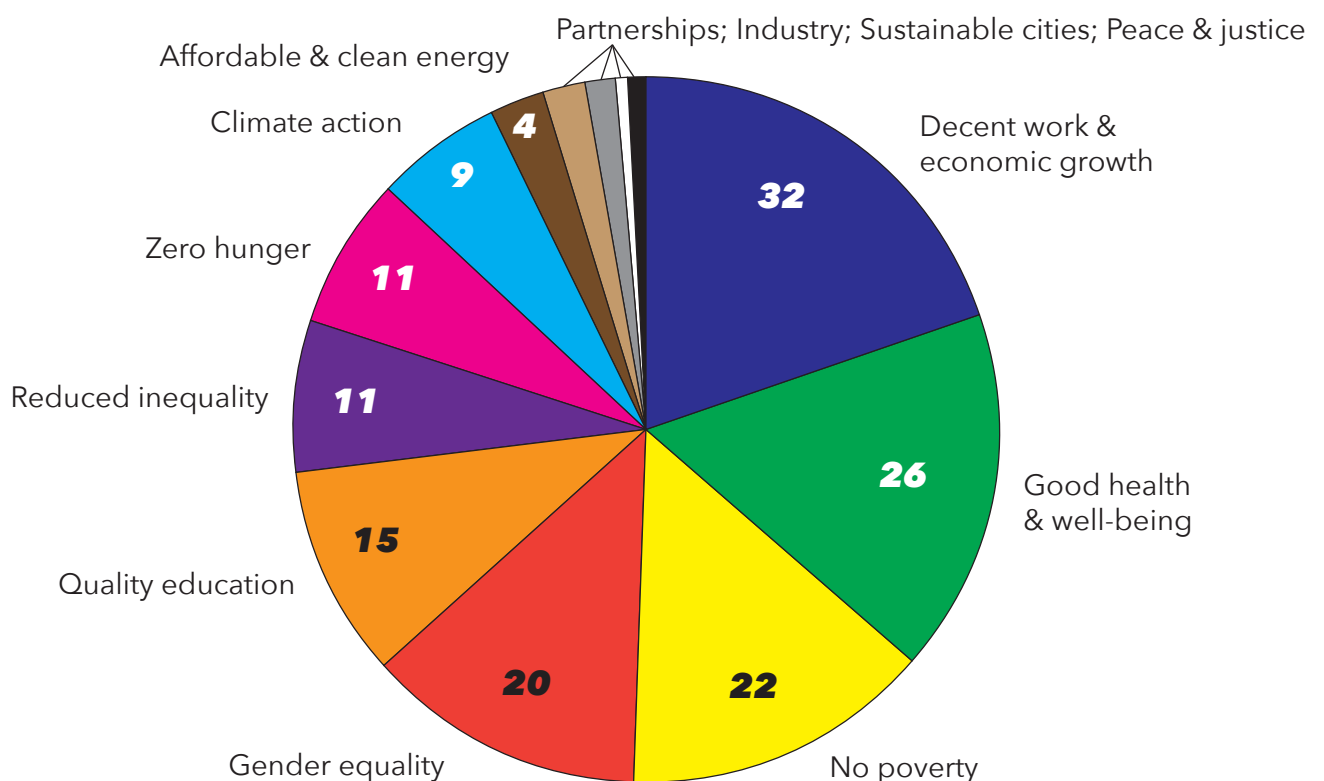




SII-Malawi Champion ACADES

SII COMMUNITY GOALS

SII alumni have been supported to deliver the following the Sustainable Development Goals through diverse and community-centric approaches.





SII-Malawi Champion Wandikweza

INNOVATING COVID-19 RESPONSE STRATEGIES FOR LAST MILE COMMUNITIES

The SII-Malawi Covid-19 Response Network leveraged \$400K USD to provide an aggregated relief in last mile communities in 2020.

Working in partnership with Hilton Foundation, GiveDirectly, Segal Family Foundation, and the Social Impact Incubator-Malawi allowed the COVID-19 Response Network of 17 locally-led non-profits and social enterprises the opportunity to leverage their strengths, local context, and connections. The long-standing positive community influence and ready access to household data expedited the secure delivery of social cash transfers, health access solutions, and food security safety nets to pre-vetted qualifying households.

This was made possible through their existing infrastructure, which was determined via diverse social need indicators: who the appropriate beneficiaries in each community were and how available resources should be invested to bolster the impact of short-term fiscal support.

Over 60,000 direct beneficiaries have been reached via access to food relief, water, health services, innovative educational access, and financial assistance via social cash transfers and small business capitalisation.

60,000+
beneficiaries reached



SII-Rwanda Think Pod, 2019

CREATING A RENEWED AND COMMON UNDERSTANDING

SII intimately engages with social innovators on organizational capacity, early-stage capital, and peer communities. What's next?

Going forward, we will focus on the wider social innovation ecosystem, creating a renewed and common understanding through an interconnected network of knowledge hubs across Africa to scale impact. The hubs will focus primarily on:

- Mapping social innovation ecosystems and invest in building stronger, high impact connections
- Understanding and leveraging evolving impact value chains for agile solutions
- Understanding gaps and opportunities that allow us to visualize and co-create
- Implementing high-impact social investments and sustainable partnerships leveraging local knowledge and local trust
- Generating and aggregating contextual research and data that informs investment, policy, and design
- Developing high-growth capacity support, growth capital instruments, and strategic influence networks for scalable impact and enterprise solutions.



SaCoDé works to teach reproductive health to youth through a walk-in center, in-school programs, and SMS-based campaigns.

"Individualized coaching through SII has helped to address SaCoDé's needs as an organization. The mentoring also helped to address my needs, especially in terms of leading the team.

Before SII, I did not have any donors or funders. But now SaCoDé has worked with more than 20 partners including foundations, corporations, INGOS, and local NGOs. Through different meetings and conferences, **the SII platform has opened many doors for connections, funds, and new friends."**



GRÀCE FRANÇOISE NIBIZI



Foi en Action (Faith in Action) organizes women into savings and loans groups and provides health and empowerment trainings.



VIRGINIE NIYIZIGAMA

“Before joining SII, our idea of mission and vision was not well-formulated. **Our activities were limited and we had only one permanent employee.**

SII came then as a booster. The trainings in strategic planning, finance management, communications, and fundraising resolved our problems. **As we applied what we learned, we began to grow.** Now we have 27 permanent staff and 38 community mobilisers. Keep going, you are an impact catalyzer!”



Kindle endeavors to address the physical, mental, social and spiritual needs of orphans, vulnerable children, and their guardians.

"Our next milestone is to be able say we have directly served 2 million children and their careers—right here in our community. **Not only has our budget has grown by over 25%** since beginning our journey with SII-Malawi, we've also been able to use their services to leverage funding during the most critical times. Notably, **our clinic which serves 30,000 people a year is now electrified**, vastly improving service delivery. And by reimagining our direct connection to the community, **we were able to actively collaborate with the SII community and respond to Covid-19** with food security and enhanced health access services during the most difficult of times."



JOSEPH KANDIYESA



\$450K
raised in funding

Mzuzu E-Hub creates an environment that strives to provide capacity building, linkages and networks to amplify start-up and early stage businesses for growth and success.



WANGIWE JOANA
KAMBUZI

"SII taught me to be open to learn and make practical changes and adaptations within our work. Because of how collaborative we have become, in the past year we've been able to **break significant funding barriers, raising over \$450,000 in investment** and funding. A very big deal for an organisation like ours!

My advice is, get involved as much as you can and wherever possible especially in a network like SII. With more local leaders within the ecosystem, we stand an improved chance of **making permanent developments in our communities.**"



99,000
people attending in
the past seven years

Tumaini Letu creates business and job opportunities for 1,500 refugees. The annual Tumaini Festival, transforms Dzaleka Refugee Camp into a tourist destination with the goal of promoting intercultural harmony, fostering mutual understanding, and creating a peaceful coexistence between refugees and the Malawian people.

"Going through **SII changed the landscape of the organization** in terms of programming, fundraising, team, leadership and connections. Before SII, Tumaini Letu had one program and had only one full-time employee. I was fully dependent on volunteers to accomplish the work. **Now the organization has 10 full-time employees and 30 part-time staff.** We run six development programs and look forward to implementing more in the near future."



TRÉSOR NZENGU MPAUNI

\$44K → \$350K
Budget growth from 2018 to 2021



Ladder to Learning aims to amplify the learning experience in public primary schools through literacy hubs—where students gain access to reading lessons and learning resources and school administrators and teachers can access data and professional development services.



PATIENCE SILUNGWE-KHEMBO

“Having one person who believes in you and your abilities can **be the difference between just surviving and thriving**. Our SII coaches have helped me to grow my vision and significantly grow the scope of our potential as an organisation.

SII is a game changer. **It changes the thought process of organisational leadership** and teaches you that one size does not fit all. Every organisation is different and that’s what powers our ability to grow meaningfully with our communities.”



Rays of Hope's vision is to see that every child and young person in Malawi has ready access to transformative education and economic inclusion. Rays of Hope works in over 200 primary schools, directly supporting 2,000 teachers who serve almost 200,000 students annually.

"The most important thing I learned is that **creating a great organization that truly impacts people is not the work of a single person**—you will need a passionate team in order to grow. Since 2016, we've gone from a few volunteers to over 35 employees. **Developing our team has been significant and incredibly catalytic.**

As we continue to facilitate academic inclusion across Malawi, we hope to see our budget continuing to grow. We are confident that this is imminent as we **continue to leverage the advice and direction of our extended team of experts and cheerleaders** from SII."



WILLIE MPASUKA



Wandikweza (Uplift Health) is a locally-led organization determined to change the health outcomes of impoverished communities. Wandikweza trains and empowers local community health workers to be on the ground and available to improve the health and well-being of vulnerable members of their communities.



MERCY CHIKHOSI

“Our budget **has grown from \$5,000 in 2017 to \$290,000 in 2020**. We owe our progress to the leadership development and commitment from SII to **connect us to the right partnerships**.

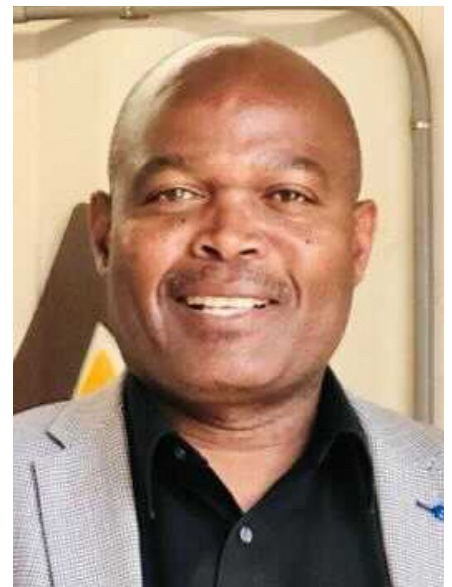
We are currently in the process of planning the construction of a Wandikweza Medical Center—**a 100-bed hospital offering in-patient medical services** to compliment Wandikweza outreach services in our catchment area.”

MUSIC CROSSROADS MALAWI

Music Crossroads Malawi uses the power of music education, creative arts, and vocational skills to provide opportunities to young offenders, at-risk and marginalised youth in order to integrate them into society with employable skills, confidence, and a sense of purpose.

"SII acts as a magnet that brings together local organizations and innovators. It's a place where the magic of diversity is embraced. They help local innovators to expand their networks and collaborative possibilities. **This is a place where development revolutionaries are discovered and their works are magnified.**

There is power in togetherness and SII's push for diversity of leaders and communities solving challenges together really shaped and catalyzed our ambitions."



MATHEWS MFUNE



Fountain of Hope provides services to refugees and host communities at Dzaleka Refugee Camp, focusing on education, entrepreneurship and job creation, and mental health. They are creating essential pathways for access to quality education and employment.



MARCEL CIRHUZA

"Faced with **Covid-19 realities in a dense community of over 40,000 refugees**, our experience in the SII network allowed us to pivot, grow, and significantly impact the lives of thousands of beneficiaries in the last 12 months.

It turned out to be a record-breaking year in which we reached 270% more beneficiaries, strengthened local relationships with the communities we serve, and participated in SII-Malawi's cash transfer pilot, which allowed over 700 households to access funds enabling relief and hope."



Creativity Lab runs early-age STEM labs in underserved schools to build excitement for science and creative thinking, while bridging learning gaps within the education system.

"Since 2019, our organization has gone through a transformative journey which has activated our growth. Through SII-Rwanda, we were **provided with networking avenues** which allowed us to **unlock fruitful collaborations with like-minded organizations such as MasterCard Foundation and UNESCO**, who are influential in our line of work. We have also gained visibility; we are **well-positioned within the EdTech space.**"



ILDEPHONSE
MUNGWARAKARAMA

23 students
benefitting from physiotherapy



Shenge exists to eradicate the stigma facing children living with disabilities in northern Rwanda. Shenge creates a space for the children to expand their knowledge and reach their full potential while also helping parents to best support their children at home.



ALOYS NDAYIZEYE

"We have been able to **build systems that allow us to better streamline our interventions**, learn more who we need to work with, and ensure we allocate the right resources towards them.

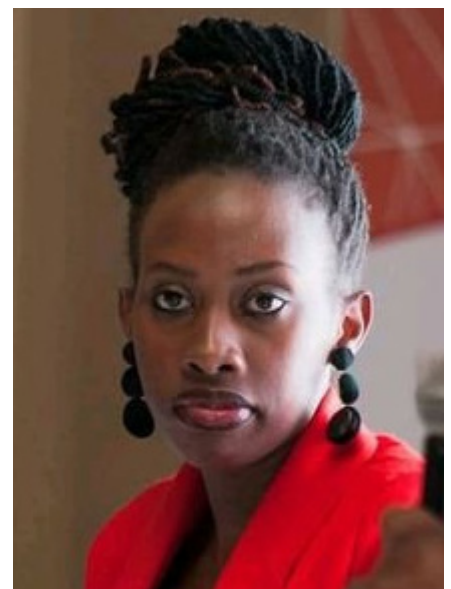
The journey was lonely at the beginning, but we realized that not only was SII a truly transformational program, but **that they have been there throughout, even in the hardest times**. We have been able to go from an organization just doing what we do because of our passion to **being recognized as a civil society organization contributing to inclusivity**."



Saye addresses the root causes of teenage pregnancies through sexual and reproductive health campaigns in high schools and an internet platform where teenage girls can access SRH information and generate revenue through e-commerce.

"I remember the day I had been selected to be an SII Champion—I **screamed with joy**. I was really passionate about my cause, but my efforts were scattered in too many elements. **Learning meant a lot for organization like mine which was still young** in terms of resources, structures, funding, and impact.

Whenever one of my fellow young entrepreneurs asks me what I have done to grow Saye, I encourage them to follow SII-Rwanda. When they lack confidence, I share my story of how SII selected me regardless of how small my organization was."



AMINA UMUHOZA



Love & Hands trains and mentors communities in the Asset-Based Community Development model and supports them in driving their own development process by identifying, mobilizing, and connecting existing—but often unrecognized—assets.



“After four years working, we were building a good experience in community development. However, internally, we lacked a clear structure. We were also having a hard time communicating effectively about our work and its impact. **All these factors were roadblocks to our expansion** in other communities.



After enrolling in SII, we improved internal structure and grew our team. All the support was timely and the program enabled us to channel where most needed. **Since we joined SII, we have expanded our work to a second country. The program itself and the fitted support we received was the catalyst to our growth.**”

ERICA MATASI &
PATRICK NDIKUMANA



2013 SII-BURUNDI

Association des Jeunes pour la
Démocratisation de l'Informatique (AJDI)

Association des Mères Célibataires (AMC)

Association pour la Promotion de la Fille
Burundaise (APFB)

Association Tubane de Gikuzi (ATG)

BRAVO Ministris Burundi

Forum pour la Conscience et le
Developpement (FOCODE)

Kaz'O'zah Art

New Generation

NTURENGAHO

SaCoDé

Service Yezu Mwiza

2014 SII-BURUNDI

Abana Makamba

ABGI

AFEV

ALCODER

Association de Lutte contre la Délinquance et la
Pauvreté (ALDP)

APC PARLE

Association pour la Protection de l'Enfance et le
Développement Communautaire (APEDEC)

ATEPRO

Centre d'Appui aux Initiatives Locales de
Developpement et D'assistance aux Personnes

Vulnerables (CIDEP)

CO.I.ZA.Q.B

Centre de Promotion de l'Entrepreneuriat
Solidaire (CPES)

Foi en Action

Friends Women's Association

Great Lakes Inkingi Developpement (GLID)

Harvest Initiatives

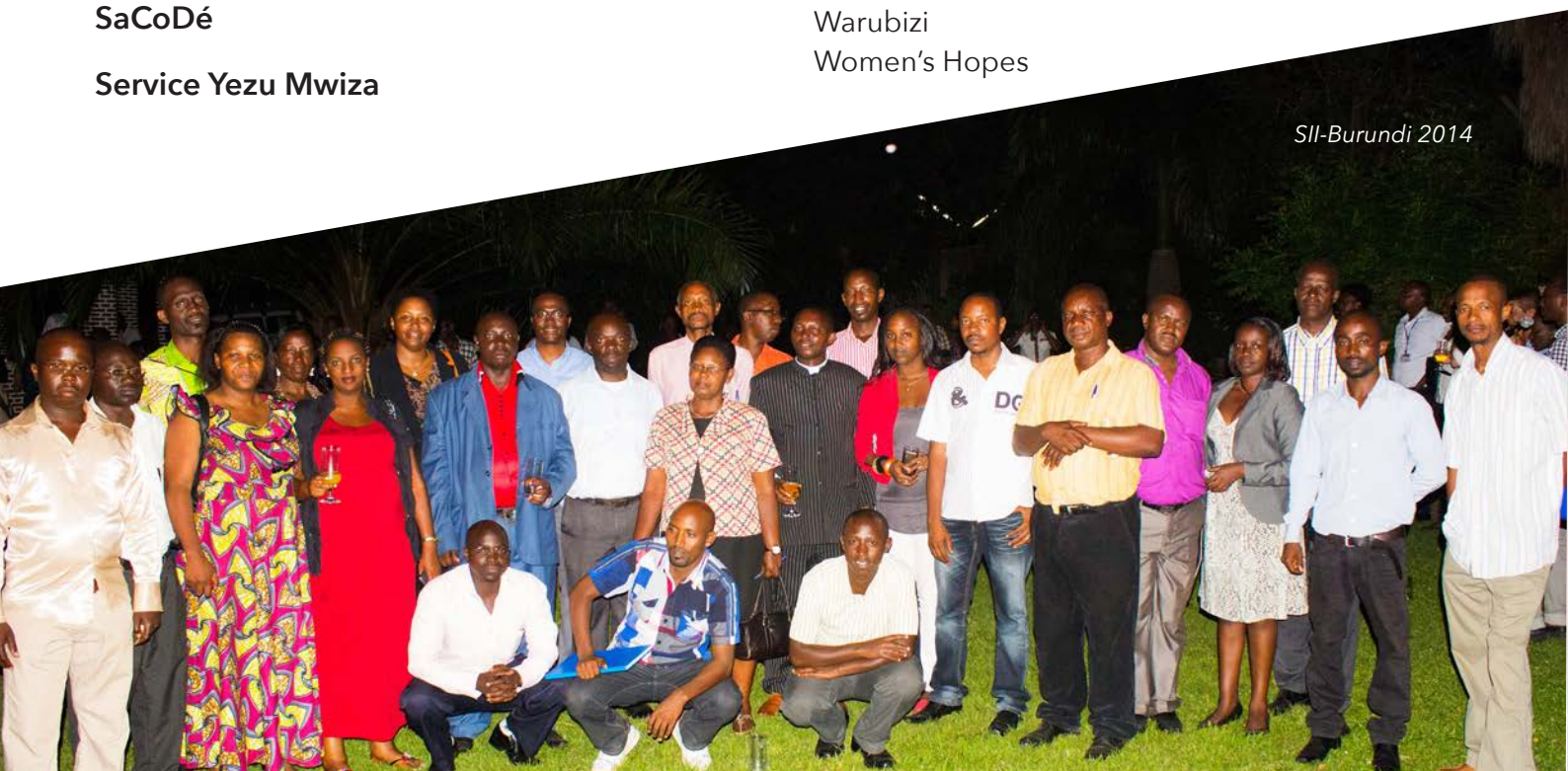
Imagine Burundi

Parc des Jeunes Entrepreneurs (PARJE)

**United for Children Burundi bw' Uno Muni
(UCBUM)**

Warubizi

Women's Hopes





2016 SII-MALAWI

African Business Women Network
Centre for Child Development and Research
Centre for Human Rights & Rehabilitation
Centre for Youth Development
Children of Blessing Trust
FAME
Foundation for Advancement of Youth
Development and Empowerment
Fount for Nations
Kindle Orphan Outreach
Maeve Project
mHub
Play Football Malawi
Rays of Hope
Sandi Thandiza
Student Driven Solutions
There Is Hope
Tingathe
Trust Psychosocial Support

2017 SII-MALAWI

Andiamo Trust

Coalition for the Empowerment of Women
and Girls (CEWAG)

Farmers Forum for Trade & Social Justice
(FAFOTRAJ)

Foundation for Sustainable Community
Development

GGEM Farming

Green Livelihoods

Her Liberty

InCUBE8 Malawi

Ladder to Learning

Little Big Prints

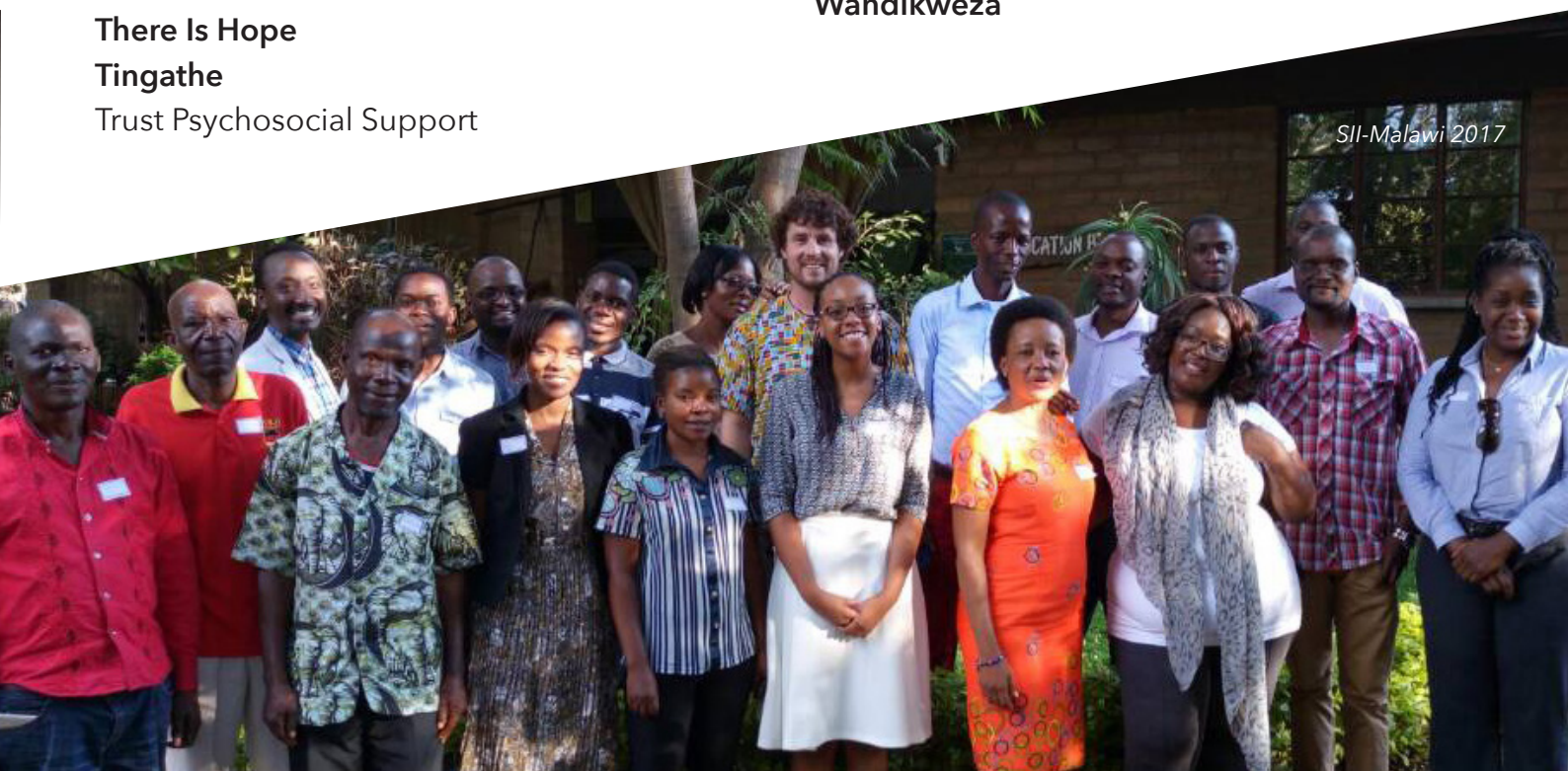
Market Women in Development

Mchezi Community Based Organization

The Mentorship & Philanthropic Centre

Village of Hope

Wandikweza





2018 SII-MALAWI

ACADES

Centre for Alternatives for Victimised Women and Children (CAVWOC)

COIDA

Daeyang Mission Complex

Eden Wellness

Foundation For Community & Capacity Development (FOCCAD)

Hope for The Blind

Maphunziro 265

Mzuzu E-Hub

New Beginnings

Partners in Hope

Solomonic Peacocks Theatre

Tumaini Letu

Women Inspire International

Youth and Society

Youth in Agriculture for Economic Development

Youth Response For Social Change

2019 SII-MALAWI

Badilika Foundation

Blantyre Arts Festival

Center For Free Market Enterprise

Centre for Youth and Development

DreamWeaver Foundation

For Equality (*formerly EGISA*)

Forum for AIDS Counseling and Training (FACT)

Fountain of Hope

Hope for Relief-Malawi

Life With A Purpose Community Based Organization

Music Crossroads Malawi

Mzuzu Fashion Week

Nation Publications Limited

Nkoko Enterprise

People's Federation for National and Development (PEFENAP)

YouthCare Ministries

Zayane Creations

SII-Malawi 2019





2020 SII-ACCELERATE (MALAWI)

Andiamo Trust

Badilika Foundation

Centre for Alternatives for Victimised Women and Children (CAVWOC)

Coalition for the Empowerment of Women and Girls (CEWAG)

For Equality (*formerly EGISA*)

Jubilee Enterprise

Mzuzu Institute of Technology and Innovation (MZITI)

Padziwe

Robotics Foundation Limited Malawi

Truss Group

Trust Psychosocial Support

Zaluso Arts

Zayane Creations

2021 SII-ENTERPRISE (MALAWI)

Horizon Health Limited

Kayola Processors

Legal Wallet Limited

MicroMek

Our World International

Sollys Energy Limited

Talawa Industries

Teebees

Uchembere Wabwino Maternity

ZASOLAR

Learn more about the SII-Malawi Champions at www.segalfamilyfoundation.org/siimalawi.

SII-Malawi 2021





2019 SII-RWANDA

Acts of Gratitude

Creativity Lab

Generation Rise

Imagine We

Love & Hands

Mind Transform Technologies

My Green Home

Nile Farms

Rural Development Initiative

Rwanda Biosolution

Rwanda Clot Awareness Network

Saye

Shenge Children Organization

2021 SII-RWANDA

Afri-Farmers Market

Agati Library Rwanda

Amashami Initiative

Digital & Mechanical Company

Impanuro Initiative

Imuhira International

Kosmotive

Organisation Solidarité Plus

Park & Pick

Safe Inclusion

Sana Initiative

Unlock Impact

Urukundo Initiative

Yowli Burundi

Learn more about the SII-Rwanda Champions at www.segalfamilyfoundation.org/siirwanda.

SII-Rwanda 2021





SII-Burundi graduation, 2013



ANDY BRYANT

If you've read this far, I hope you'll agree with me—SII is a powerful vehicle for justice and impact. It is our best effort at creating a space for the limitless talent, ambition, and passion of changemakers to shine. Like ourselves, SII is also a beautiful work in progress. We will never stop iterating and evolving SII to suit the needs of each new country, each new organization, each new visionary it is meant to serve.

You should join us. Check your development fatigue and skepticism at the door though, because inside you'll find the energy required to break the old way and shape the new.

Andy Bryant
Executive Director

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Segal Family Foundation

www.segalfamilyfoundation.org



JULY 2021