

# GROWTH

ANNUAL REPORT 2024





# Content



## Founder's note

A personal reflection on why PfC was founded – and where we are heading next.



## Growth journey

From pilot to progress: A brief look at how PfC has scaled impact in 2024.



## Tools

An overview of the four pillars that drive our systemic, community-led approach.



## About us

Get to know our mission, vision and our people.



## Projects

Snapshots of key milestones from our programmes across Ethiopia.



## Results

A snapshot of some of the key results.



## Building for the future

An overview of our childcare models.



## Looking ahead

Priorities, partnerships, and ambitions for the road ahead.

# 2024 A year of Momentum



With deep gratitude and pride, I reflect on a year of growth not only measured financially, but in lives impacted, voices empowered, and futures shaped. At Partnership for Change, we believe in the transformative power of early childhood care and education – and this year, we have seen that transformation take root and flourish.

Together with our partners, we expanded our reach across Ethiopia, opening new childcare centres, training passionate childcare professionals, and creating thousands of new opportunities for women to step into the workforce, pursue education, or start businesses. Behind each number is a story – of a mother returning to work, a child thriving in a safe and nurturing environment, a community beginning to dream bigger.

Our model is proving itself not only effective, but essential. It is enabling change at every level – unlocking economic growth, advancing gender equality, and giving children the foundation they need for lifelong learning and wellbeing. It is what we call a triple win – and it is at the heart of everything we do.

We have also taken bold steps this year toward scaling our work. Our partnerships with governments, local changemakers, and funders are growing ever stronger – paving the way for regional expansion across East Africa. The cascading effect of respectful partnerships has enabled what began as a pilot to become a movement.

As we look toward 2025, our vision is clear: to deepen our impact, scale with care and integrity, and continue building a world where every child is safe, every woman is free to choose her path, and every community has the chance to grow from within.

To all who have walked with us – thank you. Your belief, support, and partnership are the foundation of everything we have achieved. As we enter into 2025 with bold plans, we look forward to continued transformative growth, where our local as well as global partners are all instrumental in creating sustained and systemic change.

A handwritten signature in black ink that reads "Ingrid Stange". The script is fluid and cursive.

Ingrid Stange, Founder

# About us

Partnership for Change (PfC) is a civil society organisation that builds trust-based partnerships to create sustainable and lasting change. By collaborating with philanthropists, governments, businesses, and grassroots changemakers, PfC combines expertise and resources to design solutions rooted in local ownership and community-driven action.

Through innovative approaches, PfC addresses global challenges like gender inequality, lack of access to quality childcare, and barriers to economic participation for women. We are committed to scaling pilot-based solutions to ensure systemic change.

## Our Vision

We envision thriving communities where individuals, regardless of gender, have equal access to opportunities.

## Our Mission

By driving systemic and lasting change, we aim to create sustainable solutions that empower societies and foster inclusive growth for generations to come.

## Our Strategy

Scaling high-quality early childhood care and education across East Africa through transformative local partnerships - empowering families, fostering economic growth, and creating a more inclusive future.





# Our people



*"At PfC,  
we believe  
that sustainable  
change is not a  
dream – it's a shared  
responsibility.*

*Looking back, I see meaningful  
change. Looking forward, I see  
even more to build together."*

Oscar Haugejorden,  
Managing Director



*"It's inspiring to see how local leadership  
drives sustainable change. I'm honoured  
to be part of a team that listens, builds  
trust, and delivers real impact."*

Bitikit Tefere,  
ECCE Programme Manager



*"When systems run  
smoothly, everything  
else becomes possible.  
Supporting the everyday  
mechanics behind real change  
is incredibly motivating."*

Heidi Skansen,  
Executive management Assistant



*"Joining PfC has been  
a powerful reminder of  
what's possible when  
purpose meets  
partnership. I'm proud to  
be on this journey."*

Nesanet Hailemariam,  
Director of Policy



*"Our work shows how professional child-  
care unlocks opportunity for women,  
children, and communities  
alike. It's a privilege to help  
expand that potential."*

Ida Dingsør,  
Director of Programmes



*"What motivates me every day is  
seeing how small changes can create  
big opportunities – for children, for  
women, and for  
entire communities."*

Radiet Dagim,  
ECCE Programme Assistant



*"When the quality is right, everything else falls into place. Good childcare shapes  
childhood and childhood shapes everything that comes after. That's what  
drives me every day: knowing that our work lays the foundation  
for a safer, fairer future for every child."*

Samrawit Werkneh,  
ECCE Coordinator

# Growth journey

*“Running a few centres is simple.  
The real test is scale.”*

Oscar Haugejorden, Managing Director

Quality early childhood care and education (ECCE) delivers a triple win: it promotes gender equity by freeing women’s time to work, supports healthier school-ready children-especially in low-income families – and boosts the economy through increased female participation, job creation, productivity and taxes. But most centres remain donor-dependent or compromise quality to stay self-funded, preventing scale. High quality and financial sustainability is a combination rarely achieved. Our model is designed to achieve both.

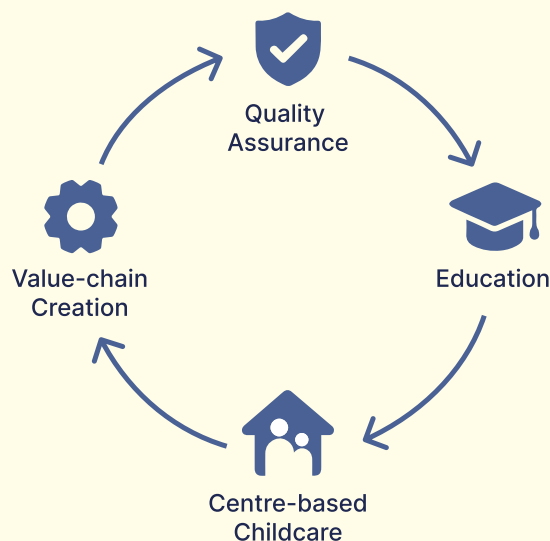
Running a few centres in a controlled environment is simple. The real test comes with scale, where oversight is naturally diluted. That is why our approach starts with quality assurance, developed in partnership with government. We use regular

supportive checks, digitised data for analysis and feedback, and coordination through technical committees to ensure ongoing quality and policy backing.

We also build quality from within, by professionalising ECCE roles. Training programmes for assistants to managers are embedded in public institutions to ensure long-term sustainability. Recognising that quality comes at a cost, we tackled inefficiencies – especially overpriced, low-quality imports – by launching a revolving fund to scale local providers. This reduces costs, improves quality, and supports local jobs and the environment. Importantly, we do not operate the centres. All are locally owned and run, with parent fees supplemented by governments, employers, or housing associations. Over seven years, these models

have been piloted, refined, and proven viable. The main barrier is not operational funding, but the initial set-up. With a one-time investment, funders can catalyse lasting, self-sustaining impact.

The results are clear: For the lowest income families, maternal employment rose from 32% to 94%, household income by 54%, and malnutrition dropped from 73% to 0%. Parents report improvements in work productivity, mental health, child health, development, and school readiness – showing quality childcare works. The next step is to scale, and the model is ready to deliver.





# ECCE programme

## Quality Assurance

In 2024, PfC's expert team supported 60 childcare centres reaching 734 children, training 383 parents, and coaching 165 childcare workers. The work is guided by Ethiopia's first national childcare and occupational standards – both developed with PfC's support. PfC also facilitates a national ECCE technical committee where government stakeholders coordinate efforts. This committee's work helped secure NOK 15 million earmarked for early childhood development in Addis Ababa. This is systemic change in action.



In 2024 we collected all the knowledge, templates, routines and forms needed in order to run a quality childcare centre. The booklet will be shared with childcare centres and professionals.

## Education

Qualified staff are the backbone of the childcare sector. In 2024, PfC supported the graduation of 63 assistants, 68 supervisors, and trained 30 government representatives in ECCE. Together with Kotebe University, we helped develop Ethiopia's first national curriculum for childcare assistants – a one-year diploma now enrolling 62 students. The curriculum is ready to be scaled nationally, creating a pipeline of qualified staff for the growing ECCE sector.



25 of the supervisors were certified after a six-month course held by an international expert. This year we also tested short term trainings held by our local team of experts to make the training more sustainable and locally rooted. 43 participants from various government institutions participated in the trainings and each will be responsible for supervising several childcare centres.

# ECCE programme

## Value-chain Creation

In partnership with Sumuni Plc and Amhara Bank, PfC launched “Maleda Innovative Financing” to support small businesses serving the ECCE sector. In 2024, five finalists were selected through The Ring Show on Fana Broadcasting. We look forward to following their entrepreneurial journey and impact in the months ahead.

Our partner Five Dots, a social enterprise hiring women from disadvantaged backgrounds, received financing in 2021. Today they continue to successfully produce and sell furniture and learning materials, growing their business alongside the expanding ECCE sector. Together with ELMA Philanthropies PfC and Five Dots are currently furnishing and training 20 childcare centres being run by Addis Ababa City.



“Employers now see childcare as part of a productive workforce and not an extra expense.” Business owner, Yirgalem Industrial Park

## Centre-based Childcare

At the childcare centre is where it all comes together. In 2024 we established 8 centres with various operating models, all servicing low-income families. Two of the centres were part of an ILO project providing childcare service to factory workers, increasing staff retention. 5 of the centres are publicly funded by Addis Ababa city, enabling women from the lowest income segments of society to pursue income generating activities. The Menelik centre was renovated to offer quality care and education for children of street vendors, enabling the parents to work without worrying about their children well-being.

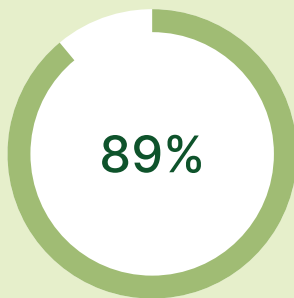


We are also collaborating with Ministry of Women and Social Affairs to set up a childcare Centre of Excellence for learning and experience sharing. The equipment is in place and will be moved into a childcare facility in the Ministry. The centre will work closely with Kotebe University to facilitate internships for the childcare students.



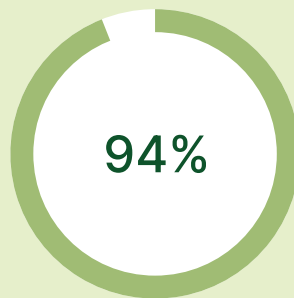
# Results and Impact

## after access to childcare



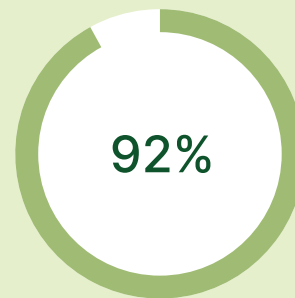
### MATERNAL EMPLOYMENT

Maternal employment rose by 30% to 89%.



### WORK PERFORMANCE

94% of working mothers report improved job performance.

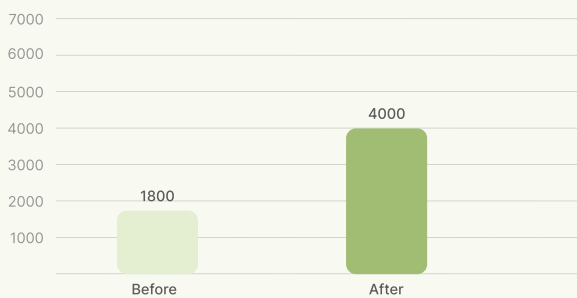


### WELL-BEING

92% of mothers report improved mental well-being and energy levels.

Every result tells a story of change – powered by partnerships, community ownership and focused efforts where impact matters most.

Increase in income of mothers (ETB)



Changes in household income (ETB)



### Malnutrition

From 73% to 0% malnutrition in one year



### Diverse diets

94% children with diverse diet post ECCE



### Parental satisfaction


99% of parents satisfied with their child's development

Readiness for pre-school



This is just a snapshot of our measurable outcomes.





*“Having a skill that can save lives makes me feel proud and purposeful.”*

Paramedic graduate: Genet



# Catalysing Change

Education and job creation, especially for women, is how PfC started its work in Ethiopia. We are proud to continue the work with our partners, Siiqqee Women's Development Association (SWDA), Felek and Tebita Ambulance, to ensure that women graduate from school and find decent work, enabling them to live a life of their choosing.

## Creating jobs and saving lives

Tebita remains Ethiopia's only college dedicated to training paramedics and EMTs. In 2024, 50 new paramedics graduated—ready to take on life-saving roles in Addis Ababa's hospitals. Notably, 72% of the graduates were women, reflecting a successful shift in societal perceptions about women's roles in emergency medicine.

### Health and Safety for Ethiopia's Youngest

Tebita's founder, Kibret Abebe, is a passionate social entrepreneur who has expanded the college's impact into the early childhood sector. Tebita has equipped PfC-supported childcare centres with first aid kits and trained staff in emergency care—an essential step in building health infrastructure for young children. The organisation is now exploring further ways the medical community can contribute to early childhood development.

## Design for decent work

Felek is reshaping Ethiopia's leather sector through quality training. In 2024, they more than doubled their number of graduates to 188, including training in machine maintenance. Strong ties with the private sector have ensured that 80% of graduates are already employed.

### When supply meets demand

Felek's founders, Suleiman Shifaw and Zahara Legesse, are now applying their design skills to the growing childcare sector – developing learning materials and furniture based on needs observed in rural pre-schools.



# Siiqqee

School drop-out is a major challenge in Ethiopia, especially for girls. To counter this, our partner Siiqqee Women's Development Association (SWDA) provides targeted support to help girls stay in school.

In addition to direct support, SWDA runs girls' clubs and counselling in schools. This year, two new clubs were established in Sebeta, bringing the total to five. New restroom facilities have also been built, improving hygiene and dignity for thousands of schoolgirls.

Schools have expressed strong appreciation for SWDA's contribution to creating safer and more inclusive learning environments.

## A Career Path for Siiqqee Girls

As Ethiopia's childcare sector expands to meet the needs of 18.1 million children under five, the demand for trained staff is soaring. With youth unemployment disproportionately affecting young women, Early Childhood Care and Education (ECCE) offers a promising solution – potentially creating 2.3 million jobs, 90% for women and 80% in the formal economy. PfC collaborates with the Addis Ababa Mayor's Office and vocational colleges to open career pathways in ECCE for young women, including those in the Siiqqee programme.

# 275

girls receive comprehensive support to prevent school drop-outs

# 1031

girls reached through in-school girls' clubs and counselling

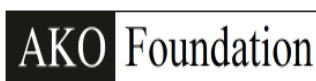
# 2444

schoolgirls reached through newly constructed restroom facilities



# Our partners

Our partners have been instrumental in scaling our impact. Together, we have created ripple effects that strengthen communities and drive lasting change. Thank you.



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Ministry of Women and Social Affairs



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Addis Ababa Bureau of Women, Children & Social Affairs





# 2025 and beyond

As we step into 2025, we are entering a new chapter – one defined not only by what we have achieved, but by how we scale it. Our ambition is clear: to move from successful pilots to broader, sustainable change that reaches more people, across more communities, and within more systems.

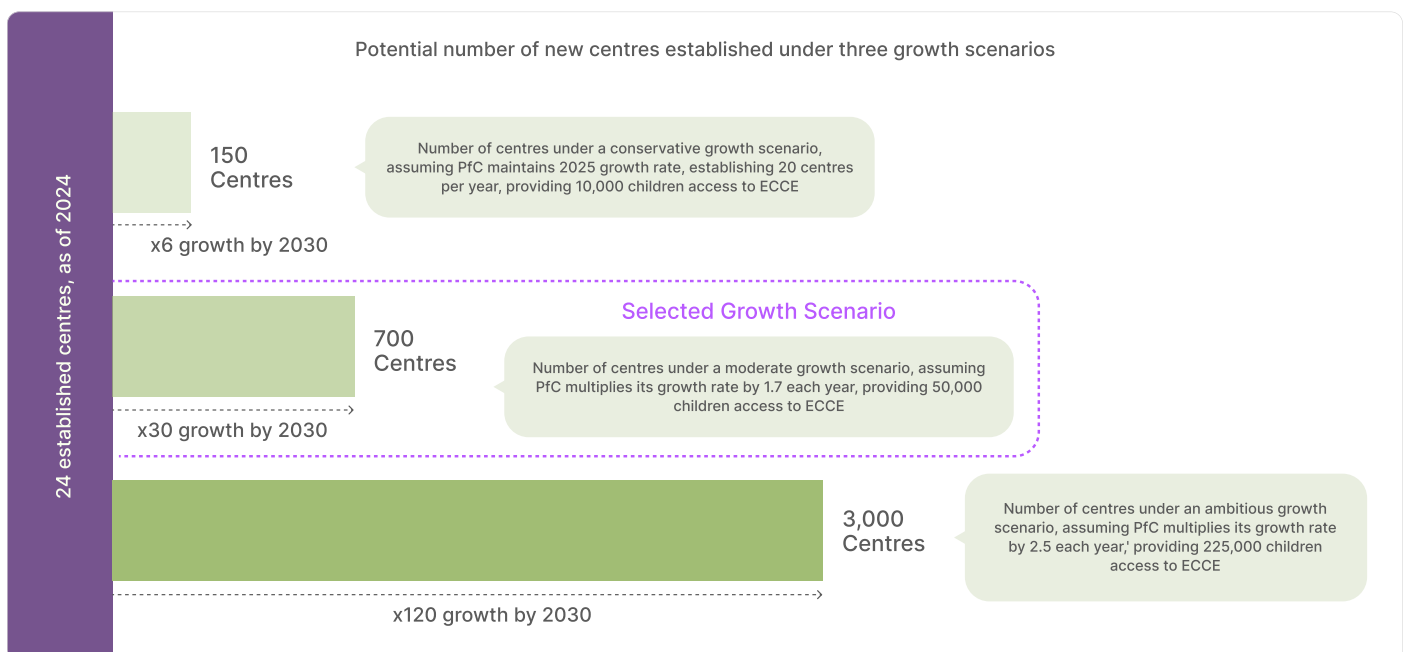
The road ahead brings both opportunity and complexity. Scaling impact in fragile settings like Ethiopia demands more than replication – it requires adaptability, strong local partnerships, and consistent quality. We will need to strengthen institutional capacity, foster local leadership, and align with national priorities without compromising the values that define our work: equity, inclusion, and community ownership.

We also face the urgent challenge of ensuring

that scaling does not mean “more of the same,” but smarter, more resilient systems. Systems that create decent work for young people. That free up time and opportunity for women. That support children’s development not only today, but for generations to come.

To succeed, we must remain bold yet grounded – leveraging data, learning from practice, and staying close to the communities we serve. With the right partnerships and the right model, we believe meaningful, systemic change is not just possible – it is within reach.

The following illustration presents our model for scaling – designed to ensure that growth translates into lasting, inclusive impact.



# Building for the future

Quality childcare services for low-income families cannot rely solely on parent contributions – subsidies are essential to ensure equitable access. Recognizing the fiscal constraints many low-income countries face, PfC has developed and piloted a range of subsidy-supported funding models, each tailored to local realities. These include public-private partnerships, sliding-scale parent fees, and government co-financing

schemes.

All are designed with scalability at their core, making it easier for national stakeholders to replicate and expand them cost-effectively. The lessons from these pilots now serve as a strategic foundation for broader ECCE access – showing that sustainable, quality childcare at scale is not only necessary, but achievable.

27

Institutional

1

Community

4

Employer

5

Public

1

School

1

Civil Society

*"After my twins were accepted, I could work – sorting and roasting beans for pay. I'm tearfully grateful for the daycare, knowing my children are safe while I'm at work."*

GSE daycare mother

39

Centres established

72

Centres supported

1344

Children in these centres

3635

Children total reach in 111 centres



# Members of the board

PfC is guided by a board whose combined expertise is a cornerstone of our strategic direction and growth. With strong backgrounds in finance, investment, and entrepreneurship, our board members bring the financial acumen and business insight essential for driving scalable and sustainable solutions. This is further enriched by experience in public administration, gender equality, international cooperation, and child-focused services. Together, they ensure our strategy is both ambitious and grounded – linking innovative financing with real-world impact across East Africa. Their leadership enables PfC to operate at the intersection of private capital and social progress.



Ingrid Stange (Chair)



Marianne Heien Blystad



Jon Terje Svendsen



Hilde Midthjell



Eva Bratholm



Øystein Bø



Geir Bjørlo



Eivind Fjeldstad





*«At Formue, we are proud to support Partnership for Change in their mission to create inclusive growth through professional childcare. As wealth managers, we help our clients think long term – not only about financial returns, but about legacy and impact. Few initiatives align more clearly with that thinking than early childhood development.*

*It empowers women, strengthens communities, and gives children a real chance at a better future. For our employees, it is especially meaningful to see how our support helps create both economic opportunity and lasting social value. This is what responsible wealth stewardship looks like in practice»*

Christian Dahl  
CEO Formue

A woman with braided hair, wearing a bright pink dress and a white blazer, is captured in a joyful jump. She is positioned in the center of the frame, with her right arm reaching high towards a large, fluffy white cloud. The background features a modern building with a blue sky and scattered clouds. The overall mood is one of optimism and growth.

P/C

Nurturing growth,  
shaping change