

# ANCHOR



ANNUAL REPORT  
**2025**

**PfC** PARTNERSHIP  
FOR CHANGE

# Content

Founder's note .....	<b>3</b>
Building Social Infrastructure for Long-Term Impact .....	<b>4</b>
An Integrated System Approach .....	<b>5</b>
A New Start .....	<b>6</b>
A Gift of Hope .....	<b>7</b>
A Model Worth Sharing.....	<b>10</b>
Et Rikere Liv .....	<b>11</b>
Early Childhood Development as a National Priority .....	<b>12</b>
ECCE - a strategic Investment.....	<b>14</b>
A Focused Strategy	
Paramedic Training - Falek - Siiqee.....	<b>16</b>
Our Board .....	<b>18</b>
Our Partners.....	<b>19</b>

Content: Partnership for Change | Design: Silje Sivertsen

## Every system needs an **ANCHOR**

Systems do not stabilise through momentum alone. They require points of alignment, places where responsibility, knowledge and practice meet.

In 2025, our work increasingly operated at those intersections. This report reflects how individual initiatives connect to something larger: The formation of a functioning childcare sector.

# Anchored for Scalable System Change

Ingrid Stange

● Founder & Chair

This year, our focus has been on anchoring our model institutionally, operationally, and through stronger partnerships, ensuring it can scale with integrity and long-term impact. Strengthening foundations is less visible than rapid expansion, but it is what enables sustainable growth.

At the same time, we expanded beyond Addis Ababa into new regions across Ethiopia and initiated our first pilot in Uganda in partnership with Makerere University. This marks an important transition: From a nationally grounded model to a platform supporting childcare sector development across different contexts.

We are increasingly contributing to sector-building, rather than centre-by-centre growth. Childcare systems require coordination across policy, workforce development, financing, and service delivery. In 2025, we strengthened our role within that ecosystem.

Partnership for Change was founded to help create sustainable change through respectful, cross-sector partnerships turning evidence into action. This year, we ensured that this principle is embedded not only in what we deliver, but in how we grow.

As we look ahead, we do so from a position of stability and readiness, prepared to scale with purpose, quality, and ambition.



**Centres established:**

**68**

**Centres supported:**

**48**

**Children with access  
to quality ECCE:**

**3,480**

# Building Social Infrastructure for Long-Term Impact

Oscar Haugejorden

● Managing Director



System change is not driven by visibility alone. It is built through structures, partnerships and disciplined execution. In 2025, we focused on strengthening the foundations that make our work replicable and trustworthy. Three developments stand out.

Together with Ethiopia’s Ministry of Women and Social Affairs, we co-developed a national childcare standard that has now been formally adopted. This marks a structural turning point shifting responsibility from individual actors to a shared system, with clear expectations for quality and safety across the sector.

We sharpened our measurement approach, cutting indicators down to the ones that genuinely support data-driven decision-making. We also built feedback loops that return findings to the people who need them

most: Government, employers, experts, staff and parents.

Research partnerships were formalised to ensure independent analysis and rigorous evaluation of our model before we replicate it. Scaling responsibly requires institutional depth and trusted partnerships — and that is what we have spent 2025 building.

The timeline below tells part of the story. Ethiopia’s childcare sector saw only scattered policy milestones in the years before Pfc began its specialised work in 2017. What followed is a different pattern — a steady accumulation of structural progress, built through cross-sector collaboration and sustained commitment from government, institutions and partners.



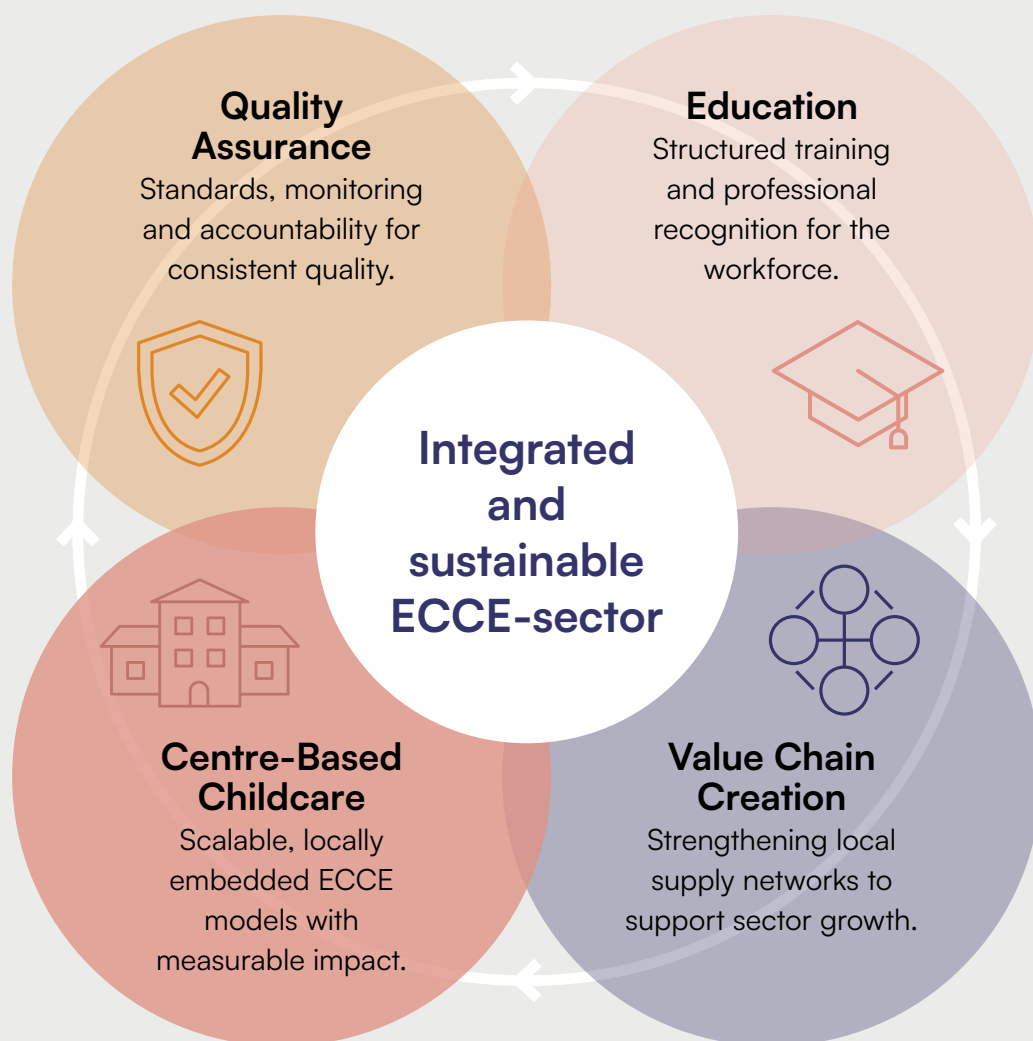
# An Integrated System Approach

Early Childhood Care and Education does not become a functioning sector through isolated projects. It requires alignment across regulation, service delivery, workforce development and the economic structures that enable providers to operate.

Through implementation, we have learned that strengthening one layer in isolation creates bottlenecks. Standards without trained professionals cannot be upheld. Training without viable centres does not translate into

employment. Centres without reliable suppliers remain fragile, and local businesses often lack access to the financing required to participate in and grow with the sector.

The four tools that guide our work today were not predefined. They emerged organically through practice, shaped by operational realities, policy dialogue and the structural gaps encountered in the field.



# A New Start

## Life Before the Daycare

Before my child started daycare, life was extremely difficult. I have no formal education and worked in people's homes while carrying my child with me. Many people were not kind, and the work was emotionally and physically exhausting. When my child became sick, I had to stop working completely. Some days I could not even provide breakfast. I reached a point where I felt hopeless and unsure about the future.

My greatest responsibility was caring for my child. Working while caring for a young child, especially in domestic work, was extremely hard. Managing time, energy, and resources felt overwhelming, and the pressure affected both my work and my peace of mind.

I learned about the daycare while working with teachers who encouraged me to register. After enrolling my child, the first feeling I experienced was deep relief. For the first time, I felt that I was not alone.

After joining, I noticed clear improvements in my child's health, weight, cleanliness, and overall appearance. My child became more confident and communicated better. Interaction with other children and trained caregivers strengthened their development.

The daycare transformed my daily life. I can now work without fear and with full focus.



*I now have hope and vision for the future.*

**Zenebech Berihun is a mother whose child joined the daycare at two years and eight months. She works hard to support her family while prioritizing her child's safety, health, and development.**

My self-confidence has grown, my stress has reduced, and I now earn an income. Although one incident worried me, the overall care and monitoring reassured me.

This daycare has changed not only my life but the lives of many mothers in my community. Problems that once felt permanent are now being resolved. I now have hope and vision for the future. I look forward to my child starting school and achieving their dreams, knowing they have received a strong start in life.

# A Gift of Hope

## Life Before the Daycare

My name is Tenkir Zewdu. I used to stay home to care for our children while my wife worked as a petty trader “Gulit”. When our house was demolished, we had to move further away to find cheaper rent. The pressure was immense because I had to provide childcare instead of looking for work.



*I felt stuck between my responsibility to my children and our need for more income.*

**Mr. Zewdu lives with his family in Addis Ababa. His daughter attends a government-established daycare supported by Partnership for Change, which has contributed to renovations, furnishing, equipment, and training and coaching for caregivers.**

We went through many difficult times. Some days we couldn't pay rent. Poverty hit us hard; Sometimes we ate breakfast but had nothing for lunch. I felt stuck between my responsibility to my children and our need for more income.

I first heard about the daycare from neighbors. I was anxious and worried about my daughter's safety. But when I saw how the staff interacted with the children, I was amazed. My daughter socialized quickly, and my fears disappeared.

Since joining, my daughter has changed completely. She has grown physically and “found her voice.” She now speaks clearly and tells us what she needs. Her self-confidence has improved so much that it has changed my entire outlook on her future.

## Impact on the Family

The daycare has been a blessing for our whole family. It allowed me to look for work and gave my wife peace of mind knowing our child is safe and fed. Our daughter now wakes us up early because she is excited to go. I hear many parents say, “Because my child is here, I can work and earn a living.”

Today, we can pay our rent and eat well. Even on days when work is scarce, I have peace of mind knowing my child is in a good place. Seeing her progress has given me great hope. I look forward to seeing her reach a great stage in life.

**+32%** increase in maternal employment

**100%** settled well in KG due to ECCE

**18%** increase in household income

**88%** of children well nourished

**69%** of children “on track” across all categories



# A model worth sharing:



*Et Rikere Liv* is the charitable foundation driven by Formue's employees and has been a committed partner to Partnership for Change since 2014. Through voluntary monthly contributions, employees collectively decide which initiatives to support, turning individual engagement into shared, long-term investment in structural change.

The foundation was established by Ole Jacob Sunde and Ingrid Stange and reflects: that a *richer life* is not defined by what one accumulates, but by how one chooses to contribute, to others, to opportunities that outlast oneself, and to institutions that make progress possible. This understanding

helped shape both Formue's culture and the establishment of Partnership for Change, and continues to guide how capital, competence and commitment are brought together through *Et Rikere Liv*.

Over time, this employee-led engagement has been a contributor to the systemic change we have achieved, supporting the establishment of professional childcare services, strengthening local value chains, and expanding women's opportunities to participate in the economy. It demonstrates how long-term, values-based capital can help build institutions and opportunities that endure beyond individual projects. This is a model worth sharing.



# Et Rikere Liv



Kjersti Holm

Visiting Ethiopia gave me a perspective I could not have gained from reports alone. It allowed me to see the full picture of the work we support through our partnership with PfC, across local authorities, actors in the value chain, and the structures that enable implementation on the ground.

What stood out was how closely interconnected these efforts are. Through PfC's role as a partner and facilitator, Et Rikere Liv's investments contribute to ripple effects that extend beyond individual initiatives — strengthening local systems, supporting economic activity, and creating more resilient communities over time.

Experiencing this in practice reinforced my belief that meaningful change requires a long-term perspective and strong collaboration across sectors. It also clarified the role we can play as a foundation — not only by providing capital, but by supporting approaches that connect actors, build capacity, and enable sustainable development.



# Early Childhood Development

## as a National Priority

H.E. Hikma Keyredin, State Minister of Women and Social Affairs (MoWSA)

As State Minister of the Ministry of Women and Social Affairs, I am pleased to reflect on our journey. In Ethiopia, and specifically in Addis Ababa, we view early childhood development (ECD) not just as a social service, but as the foundation of our national prosperity.

### **Progress and Direction**

Over the past year, key interventions have included awareness campaigns to strengthen parenting practices, economic and psychosocial support to vulnerable families, the establishment of child-friendly spaces and daycare services, and expanded access to early education and health services.



*If we fail to strengthen this sector, we risk perpetuating intergenerational poverty.*

Under the “Future Hope of Addis” initiative, we have moved from fragmented daycare services toward a comprehensive, multisectoral system. We are scaling up to reach over 1.3 million children. While the private sector has historically led the kindergarten space, the government is working to ensure that quality early learning is a right, not a luxury.

The first 1,000 to 2,000 days determine a child’s future. To achieve Ethiopia’s Ten-Year Development Plan, we need a cognitively prepared and socially resilient workforce. By professionalizing childcare, we also enable mothers to participate in the labor market while knowing their children are safe and thriving.

### **Gaps, Partnerships**

There remains a gap in access for low-income families and in standardized quality across providers. Many informal daycare centers lack adequate pedagogical training. If we fail to strengthen this sector, children from vulnerable, female-headed households are



most at risk of entering school already behind, perpetuating intergenerational poverty. Civil society plays an important role. PFC's focus on training and certifying caregivers has helped fill a critical vocational gap. When training curricula or business models are developed, they can be adopted at city-wide or national level.

contributions, alongside a regulatory environment that safeguards quality as the sector grows. In ten years, I hope that every mother in Addis Ababa can access a high-quality, affordable ECD center within a 15-minute walk of her home, and that children enter Grade 1 with the confidence, health, and curiosity that a strong early foundation provides.



*We view early childhood development not just as a social service, but as the foundation of our national prosperity.*

Building a sector requires standardized curricula, licensing frameworks, and trained professionals. For long-term sustainability, we need integrated financing across public budgets, private investment, and community



# ECCE - a strategic Investment

A childcare center is often understood first and foremost as a social service, a safe place where children can learn, grow, and be cared for. But it is also something more tangible: A small, functioning economy.

Each center creates jobs for caregivers, cooks, support staff, and even a gardener who maintains the outdoor spaces where children play and develop. It generates demand for local goods and services and requires structure, planning, and long-term investment. When it works well, it becomes a stable part of the local community, contributing to livelihoods and economic activity.

In this sense, childcare supports growth in more ways than one. It is an investment with lasting returns.

In many low-income countries, large industrial areas and business parks rely heavily on female workers. Yet many face a daily trade-off between earning an income and ensuring safe care for their children.

Employer-led childcare offers a practical response to this challenge. For companies, it can reduce absenteeism, improve retention, and strengthen productivity, while contributing to more inclusive workplaces.

What begins as a local childcare initiative can evolve into a shared value model, benefiting both communities and companies.

This is also one of the models we see as particularly scalable. The core elements can be adapted across industries, regions, and cultural contexts, making it possible to reach many

families through relatively simple, well-structured interventions.

In 2025, we partnered with organizations such as the International Labour Organization (ILO) to establish childcare services in workplace settings. Through this work, we have built practical expertise in how employer-led childcare can be developed and implemented in different contexts.

We support employers in this process, helping to design solutions that are both locally grounded and aligned with the needs of their workforce.

Building on these experiences, this is an area we will continue to develop in the years ahead.





# Focused Strategy

Since our earliest days in Ethiopia, we have maintained a long-standing partnership with three Ethiopian entrepreneurs, each driving systemic change in their respective fields: Tebita, who is building a national emergency sector; Felek, who is developing a resilient and scalable ecosystem for employment; and Siique, who is empowering young girls to become changemakers in their communities.

## Expanding National Reach in Paramedic Training



The paramedic training programme enrolled 43 trainees (16 male, 27 female), reflecting strong female participation in the health workforce pipeline. Cohort A included 20 trainees from Addis Ababa and surrounding areas, while Cohort B marked a significant milestone with 23 trainees from Tigray, Amhara, Oromia, and the Southern regions.

For the first time, the programme successfully integrated regional trainees through close collaboration with the Federal TVET Institution, expanding access beyond the capital and strengthening its national reach. This broader regional representation reflects growing demand for paramedic training and effective coordination with TVET structures to ensure equitable access.

## Felek — resilient and scalable employment ecosystem

In 2025, Design for Decent Work underwent a structural transformation. In response to institutional disruptions and space constraints, the project shifted from a centralized training model to a more decentralized system anchored at the Felek workshop and supported by private sector partners. Hybrid and digital training approaches

were formalized, including structured video modules and remote cohorts, expanding access for women balancing work and family responsibilities.

At the same time, the project strengthened its long-term sustainability. Alongside continued training programs, the Amazon readiness

phase for Felek products was completed, laying the foundation for future income generation. This marked a shift toward a hybrid model where market access supports skills development.

The initiative also gained increased institutional recognition at sub-city level and strengthened collaboration with local government offices. By the end of 2025, Design for Decent Work had evolved from a training initiative into a more resilient and scalable employment ecosystem.



## Siiqqee — Changemakers in Society

4 key figures from 2025

In 2025, the Girls as Changemakers in Society programme continued to strengthen educational pathways for vulnerable girls through close collaboration with schools and local authorities.

**218**  
girls supported  
through  
the programme

The programme supported strong transitions into upper secondary education, higher education and employment, with results significantly above national averages.

**65**  
girls completed upper  
secondary school

At the same time, the expansion of Girls' Clubs and improvements to school sanitation facilities contributed to safer learning environments for a wider group of female students.

**15**  
students completed  
higher education

The programme demonstrates how targeted support for girls can generate both individual progress and lasting improvements in the wider school ecosystem.

**18**  
young women  
transitioned  
into employment



# Our Board

As Pfc continues to strengthen its institutional foundations, the Board provides essential oversight and long-term perspective. Their engagement anchors our strategy in governance, risk awareness and responsible scale.



Hilde Midthjell

*The strength of Pfc's work lies in its architecture. It brings child development, economic participation, and local enterprise into one coherent system. That structural alignment is what makes it scalable and investable.*



Eivind Fjeldstad

*It is inspiring to see how the Pfc team is now taking their proven-model for system change in Ethiopia to new East African countries. 2026 is promising to be one of the most exciting - with more impact and changed lives!*



Marianne Heien Blystad

*What sets Pfc apart is that they build systems the local community owns and runs themselves. That is how lasting change is created*



Jon Terje Svendsen

*I have been fortunate to follow Partnership for Change's work closely over several years, and the development has been truly remarkable. The impact created through partnerships has been equally impressive, with far-reaching ripple effects.*



Øystein Bø

*Long-term insight into women-led growth in Ethiopia has been converted into a functioning, scalable childcare model. Developed in close collaboration with government, it is now expanding, with real potential to reshape the system.*



Eva Bratholm

*It is a recognized fact that good kindergartens are a key to women's self-realization and economic growth. I find PFC's practical and targeted approach to expanding good childcare capacity both interesting and inspiring.*



Geir Bjørlo

*What impresses me most is that this isn't theory. It's operational, it's expanding, and it works. Few interventions combine ambition and execution this effectively.*

# Our Partners

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



**FORMUE**

**እኔስ ለልጄ..... ME FOR MY CHILD**



**AKO Foundation**

**Ivar Løges STIFTELSE**



**International Labour Organization**

