

The background of the entire page is decorated with numerous colorful, rounded rectangular shapes. These shapes are scattered across the white background, creating a vibrant and abstract pattern. The colors include various shades of blue, green, yellow, orange, red, purple, and brown. The shapes vary in size and orientation, giving the design a dynamic and modern feel.

Global Report 2022

make_sense

Editorial

Will the years from now on be the years of new crises? The wind blew hard in 2022. Everywhere in the world, and particularly in the countries where we are present (Lebanon, Americas, Philippines, West Africa, France), the year was a concentration of all kinds of crises: climatic, democratic, sanitary, economic, energetic. Do our projections and action plans now have to change to take account of chaos and uncertainty? Undoubtedly. Linearity no longer seems to be a good thing to rely on.

To overcome them, we have had to become more inventive and learn new steps. We have had to call on innovation as well as adaptation, fight as well as preserve ourselves, anticipate as well as deal with, organise resistance as well as resilience.

Once again this year, our values and modes of action have enabled us to face up to the situation, to turn constraints into opportunities, to prove once again that autonomy and collective action form a solid foundation for building a new society and leaving no one behind.

2022 has propelled us into the next world, the one that is rocking, rumbling and rebelling. We have done everything we can, at our level, to ensure that it is also a world that is reinvented and re-enchanted. Let's hear it ?

01 makesense for citizens

«But who will get us out of this global chaos?» Recently, the website Et Maintenant asked this question to citizens from all over the world. Of the 70,000 voters, 39% answered «citizens», well ahead of international institutions (12%) and governments (6%). And for good reason! In every country in the world, citizens are becoming aware of their ability to change society. At makesense, once again this year, we have given them the keys to take action. Awaken, equip, unite. Just ask for the programme...

Media and social networks to (re)awaken

From now on, each country has its own social networks and its own specificities to allow each and every one of them to awaken, to train or to move, the founding triptych of commitment in the makesense style. In Latin America, the TikTok network was chosen to raise awareness of climate issues. 25 influencers and as many organisations were mobilised to create original content around the climate in order to get their communities to take concrete action. And it worked! 100 TikTok videos were shot and accumulated millions of views.

In France, efforts were focused on Instagram, which increased its audience by 43% and accumulated more than 8 million views in 2022, i.e. four times the number of inhabitants of Paris. Among the content relayed, many echoed the articles published in #10, the engagement media (200,000 visits in 2022). This year, 140 articles were written by journalists to bring to life our favorite subjects: climate, solidarity, food, social innovations...

Everywhere else, in Africa, Lebanon and the Philippines, social networks have also helped raise awareness of current issues and give voice to environmental, social and solidarity projects.

re_action: concrete action now

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Young people, we help you

Because tomorrow is built with today's youth, programmes have been designed and implemented for young people all over the world. In the Philippines, RISE for Youth aims to support 1.35 million disadvantaged young people. The idea? To help them find a job based on sustainable development issues thanks to ambassadors in some fifty cities. In 2022, 162,000 young people have already been able to participate in this programme.

makesense Philippines has also contributed to the UNDP (United Nations Development Programme) to enable 20,000 young people to become future leaders capable of defending and implementing the sustainable development objectives through the Movers4Climate programme. Finally, in a desire to emancipate young people, programmes including training, mentoring and a final project have been developed with the International Development Agency (USAID). They have made it possible to identify and train some 60 young future leaders.

In France, it is by relying on a public scheme, the Universal National Service, that the teams have been able to address young people aged 15 to 17 by adapting the re_action programme. In 2022, some twenty editions took place in 20 cities, involving 300 SNU teenagers and 26 tutors. In the same perspective of opening up our programmes to as many people as possible, a Fair Transition action-research scheme was launched. In 2022, a study was carried out, 9 territories took part in the experiment, 7 associations were partners and 200 young people signed up for the programme. The goal for 2023/2024? To get 7,000 young people involved in the adventure.

In Senegal, where more than half the population is under 20, the Senegal Youth Consortium was founded in 2020 by 9 organisations led by young Senegalese leaders, including makesense Africa. In 2022, makesense Africa implemented two pillars of the Yaakar programme (the consortium's flagship initiative): capacity building for youth civic participation, and support for youth employability, work and entrepreneurship. Also, makesense has succeeded in obtaining 8 million euros from AFD to deploy a national «Youth and Citizenship» commitment programme from 2024 onwards and to support youth associations in becoming more professional and scaling up. And because good ideas must spread, in 2022, makesense Africa federated an alliance of 12 associations around youth issues in Côte d'Ivoire to build the Alliance Jeunesse Côte d'Ivoire consortium.



Commitment and democracy, same fight?

How do we talk about politics at makesense? By inviting young (and not so young) people to vote consciously and to take part in democratic bodies to make their voices heard. In 2022, in a context of presidential elections in France and the rise of the extreme right, a momentum « Lost in the elections » was set up. Awareness-raising articles produced with Voxe.org, mobilisation programmes, meetings and advocacy actions were relayed on a dedicated website that accumulated more than 50,000 visits.



Also, to enable young people to build European public policies, makesense supported the French Institute. For two months, 50 young Europeans were trained in social and environmental issues and in the construction of proposals presented during the European Night of Ideas.

At the local level, at the request of WWF France and the Grand Paris Sud agglomeration, makesense created a whole system so that citizens (especially those often excluded from democratic processes) could propose their ideas on climate change issues in the area and launch a community dynamic. 38 projects were identified and 5,000 online votes were cast. In the same spirit, thanks to our mobilisation methods and our approach to decentralised governance, the staff of the city of Evry-Courcouronnes, a member of UNESCO's international network of learning cities, were trained and involved in building a methodological plan for the Learning City project.

Highlights

Health for all

In West Africa, our teams participated in the Kariya project, which aims to extend access to vaccination. To do this, they supported and strengthened local initiatives in nine territories to understand and coordinate the immunisation needs of more than 12,000 children aged 0-5 years. In the Philippines, as part of the Health4All programme, we supported three teams to provide access to health care for more than 5,000 citizens from minority groups.

Operation No Plastic

In the Philippines, where since 2012 the government has introduced a ban on the use of plastic bags in supermarkets and grocery shops, the single bag culture is still very strong. To drastically reduce waste production, we are running a campaign to mobilise 50,000 citizens around the non-use of single-use plastics: BreakUp, which is part of the NOYPI 2025 project (for No Other Year for Plastic Initiative). We organised Plastic Attack awareness days in supermarkets to present desirable alternatives to plastics. At the same time, a petition collected more than 20,000 signatures, to call on the country's inhabitants and support our speeches to the country's plastic stakeholders.

Key figures

17K

young people participated in re_action programmes (worldwide)

20k

offers were posted on jobs (Fr)

9K

volunteers spread our messages

400+

events organised by Fulltimers

«I found it great to talk about ecology in a way that didn't make us feel anxious or guilty. I found out that I could take action here in my neighbourhood and that it was easier than I thought.»

Elisa, 21, re_action participant (France)

«The RISE for Youth programme provides an opportunity for everyone, especially young people at risk, to integrate sustainable development into our society by empowering them for a more joyful and sustainable development in our community.»

Volunteer facilitator (Rise4Youth Philippines)

02 makesense for entrepreneurs

This has been one of makesense's core missions since its inception: to support entrepreneurs who do good for society. For the past 10 years, we have been using all means at our disposal: training platforms, incubation or acceleration programmes, financial support. Among the new features this year in France: the publication of a guide «Entreprendre pour le bien commun» sold in bookshops and the creation of a new €90 million investment fund: Racine2.

How can you enable almost anyone to launch an impact project?

By offering a resource centre open to all. With its 560 articles, videos and tutorials, and 400 mentors ready to lend a hand, Spot, the French platform for impact projects, now brings together more than 4,000 projects (including 490 new ones this year). In 2022, it connected more than 185 entrepreneurs with mentors and organised some forty online training courses.



In the same spirit of openness and democratisation of impact entrepreneurship, the sprint formats created in 2019 continued their momentum in France but also in Burkina, Mali, Senegal, Niger and Ivory Coast. In France, 600 budding entrepreneurs were able to fol-

low the traditional «understanding your target», «experimentation», «economic model» or the very recent «build my local project» programmes, while in West Africa, 400 project leaders were able to structure and bring out their ideas. Finally, in order to spread the word, public players have been trained to implement a sprint on their territory. For example, the Haute Vallée de Chevreuse Regional Nature Park set up a tailor-made programme for local project leaders and supported 8 innovative structures.

Incubation, my love

Projects incubated in Senegal, others in Côte d'Ivoire, France, Lebanon, Americas: depending on the country, incubation takes on different faces. In Africa, priority was given to some twenty projects developing impact technologies thanks to a consortium of incubators created for the occasion: Jokko Sens. In France, the topics of transition, ageing well and integration were priorities for the 12th promotion of the incubator, which supported 12 projects this year. In Mexico, we've launched the 9th promotion of the incubation program, which makes it one of the only ones in Mexico that has lasted these many years.

In Lebanon, the focus was on innovations around the circular economy thanks to the Halaqa programme of support and financing for 29 entrepreneurs conducted in partnership with Bloom. The issue of social justice was also at the heart of makesense Lebanon's entrepreneurial policy. Three projects were supported for 16 months as part of the project to change the social entrepreneurship ecosystem (SEE) to support disadvantaged people, including migrants and young adults suffering from mental health problems.



And because there is no better way to move forward than by helping each other, the Tabadol Fellowship programme, launched in partnership with the Asfari Foundation, linked budding social entrepreneurs with civil society organisations developing creative solutions to support their communities in Palestine, Lebanon, Jordan and Syria. In the same spirit, creathons and incubation programmes were added to the scheme.

Building bridges

Because innovation can help individuals to start or finish their lives smoothly, passerelles, a specific EdTech acceleration programme, was implemented in France with the Banque des Territoires and helped to accelerate a dozen projects on education for all. At the other end of the chain of existence, with the support

of the Health Insurance, 8 other projects have benefited from makesense's expertise. And to ensure that in the future, innovations in the field of ageing well really do meet the demand, a kit outlining the necessary innovations was created and ordered by 350 interested parties.

In Americas, last year we implemented several programs related to diplomatic or bilateral collaborations between Germany-Mexico (the national Agenda 2030 solutions network), Germany-Mexico (public policy solutions between the Bundestag and House of Representatives), UK-Mexico (Fintech innovation program between fintech startups from UK and local communities), UK-Mexico (leadership program for scholars from the Laidlaw Foundation).

Finally, when the continents of impact incubation meet, the result is MeetAfrica, an incubation programme for entrepreneurs in France and Africa who are developing projects for the African continent, with long-term incubation in Senegal and Côte d'Ivoire and a 3-day bootcamp in France.

Here come the funds !

Since its creation in 2019, the French pre-seed fund makesense Seed1 has made 18 investments: 6 in waste reduction, 3 in the preservation of natural resources, 4 in the fight against pollution, 2 in inclusion and the reduction of inequalities and 3 in the improvement of living conditions. Five reinvestments took place this year for an amount of 3.6 million euros.

Created by MGEN and operated by makesense and Serena, a new €90 million Racine2 fund was launched in February. In 7 months, the teams have scrutinised 563 projects and invested 8.5



million in 3 companies: Helios, may santé and Lokki.

For its part, makesense Africa has created Sense_fund, a financing fund to support impact entrepreneurs in scaling up. Envelopes of between 5 and 20 k€ are allocated to project leaders in the form of honorary loans or reimbursable advances without guarantee and without interest. They can also benefit from skills sponsorship and individual coaching. In 2022, 15k€ were lent to 12 entrepreneurs. Finally, in the Philippines, makesense supported Schneider Electric Energy Access Asia, the group's €20.9 million investment fund, to validate business cases in these local markets, search for startups that match its impact objectives, and help formulate its investment strategy.

In Mexico, where the impact investment field is not that developed yet, we led a multi-sector co-design effort to determine the policies that are needed in Mexico to further promote the impact investment ecosystem. It was a 6 month long process in partnership with the National Advisory Board of the Global Steering Group for Impact Investment.

The urgency of entrepreneurship

In Lebanon, where crises are multiplying, the team is supporting and providing technical and financial assistance for the third consecutive year (via the OMDI project) to initiatives that enable people to raise their heads. Among the projects, Beehouse to support beekeepers despite the economic crisis and equip their hives with solar panels; Tri-Pulley, an initiative to help vulnerable families in Tripoli and those affected by the explosion in Beirut by connecting qualified unemployed people with forward-looking organisations.

Highlights

► Inclusion as a driver for innovation

An entrepreneurial project always requires the identification of a problem that you want to solve. So who better to understand these societal problems and propose relevant solutions than the people who suffer most from them? In France, with the Combo programme, we accompanied 8 refugees to train them and help them with their project. This is also what we have done in Sahel, by training 200 young people in digital professions and project management so that they can play their part in the development of socio-economic projects on a local scale, while encouraging collaboration.

► Entrepreneurship in rural areas

Opening up social entrepreneurship also means making it accessible in rural areas. This is one of the missions we have set ourselves. In France with the RTE Foundation, we trained and supported 32 local projects, spread over the 500,000 km² that make up the country. Each of the projects could choose between 4 training courses and could therefore benefit from support tailored to its needs.

Also in France, and since 2021, we have been supporting 15 projects in the framework of a partnership with the Mutualité Sociale Agricole: Inclusion et ruralité. Each project focusing on inclusion in isolated rural areas benefits from the support of an employee of the MSA trained in coaching methods and makesense experts to help its project grow. Because a group approach allows the projects to go further, the project leaders met throughout the year for a two-day seminar, fifteen or so group interviews and immersion days.

In Oaxaca, a rural state of Mexico, we've made a 1-year program in order to structure the social entrepreneurship ecosystem with the support of the Giz and the Mexican Ministry of Economy.

Key figures

2k5

entrepreneurs supported (LSC, incub, collab, sprint + hub other than Fr)

33

investments (21 in France, 12 in Africa)

«The makesense support programme has enabled us to structure our ideas and transform them into concrete solutions.»

Paola Salazar - Uni-R (France)

«It's not easy to found a startup, but being supported by the makesense Academy made it much less scary. The Academy provided us with the basics, while ensuring that we received the right mentoring for the specific issues involved in developing our project.»

Mikee Chua, founder of CareGo (Philippines)

03 makesense for students

How can we make young people want to choose a job that makes sense for themselves, for others and for the planet when 75% of 16-25 year olds consider the future to be «frightening», when 56% believe that «humanity is doomed» and 45% say that eco-anxiety affects their daily lives? Restoring confidence in the future is what is at stake in the programmes aimed at students. The aim is to make them aware of environmental and social issues, but also to give them ways to build their professional future and construct a sustainable and inclusive society.

Ideas Festival and Entrepreneurship Cup

In Mexico, in the region of Oaxaca, social and sustainable innovation has been entrusted to young people aged 15 to 30. The innovation festival supported by makesense organised an open consultation to generate new initiatives and develop social enterprises, all through the empowerment of social leaders, entrepreneurs and local allies. More than 700 applications from young people aged 15 to 30 were received, and a community of 30 leaders, entrepreneurs and local organisations was formed and supported by the Oaxaca Lab forum.

In France, the Social Cup, a 6-month adventure for young people who want to develop their impact project, organised a particularly successful 9th edition. Makesense volunteers travelled all over France to raise awareness among young people about commitment and social entrepreneurship. Through participatory workshops, they were able to come up with solutions to the challenges of today and tomorrow. At the end of the tour of France, a national competition designated 11 winners who competed in a final battle. This year, 4146 young

people were made aware of the issues, 237 projects were presented and 11 were awarded and supported.

Also, on the subject of responsible tech, the Tech for Good Tour, whose objective is to give the entire French digital community the opportunity to make a lasting commitment to impactful tech, succeeded this year in raising awareness among 2,240 people via a workshop or an event.



A good job for everyone

What makes you want to get up every morning? To find out, we conducted a study with Audencia on the quest for meaning at work. The result? 92% of respondents are looking for meaning, and 57% want their job to contribute to the challenges of ecological and social transition and want to feel useful, to belong to an organisation with a positive impact on society and/or the planet.



In France, our jobs_that_makesense platform has continued to grow. In 2022, more than one million people came to learn about positive impact job opportunities on our platform, which is twice as many as in 2021. These people were able to find their way towards a desirable professional future thanks to the 20,000 job offers shared (+50%), but also to the 45 programmes referenced for training in the challenges of the transition. On the recruiters' side, we have helped no less than 5000 organisations to grow by enabling them to find their new recruits.

As true matchmakers of tomorrow's world, in the end we have made it possible to connect 220,000 candidates in search of meaning with committed recruiters in 2022, i.e. two and a half times more than the previous year.

To help people who are far from employment to get back on their feet, in Mexico, as part of the (re)activation programme, we enabled 1,000 people from vulnerable groups to develop their skills and thus increase their employability, particularly in a post-pandemic context. In France, thanks to a partnership with Pôle Emploi, we have given 50 jobseekers the opportunity to access work through their own social entrepreneurship project. We supported them to make their project sustainable and economically viable.

Sense camp, remaking the world and the party

Sense camp is one of makesense's historical formats. Forgotten in recent years because of covid, it has regained its reputation in Latin America. For several days, 849 participants, citizens, entrepreneurs and employees were able to explore the challenges of the climate crisis, find innovative solutions, take collective action together and celebrate.



Highlights

► Biom'impact, using life as a reference

Relying on the living world to guide innovation, these are the ideas that we have transmitted again this year to a large number of students in France. 461 young people from the École de Condé, an art and design school, were trained at the beginning of the school year for three days on six different campuses to discover the world of living organisms through a creathon on biomimicry. During the year, other formats were used to transmit these notions to students in the Basque Country, Normandy, etc.

► Focus on the circular economy

This year, throughout Asia, the Circular Cities Programme, a two-week ideathon competition organised by Circular Cities Asia and run by makesense, enabled nearly 500 students from across the continent to familiarise themselves with the concepts of innovation and the circular economy and to experiment with solutions within their universities.

«It's great to see the mobilisation and energy behind this. All together we are convinced that we are addressing key issues. Thank you for being at our side!»

Martin Barbier, CEO, Edhec alumni (Mexico)

«Thank you to the whole team for your expertise and energy. All this in a warm atmosphere. An instructive and enjoyable programme for the students.»

Frédéric Subra, teacher & facilitator (Master STAPS, France)

04 makesense for employees

In all countries, in all companies, communities and associations, people are taking action to ensure that their organisation takes the path of ecological and social transition. Some will play the collective and community card, others will prefer to act on a territorial scale, while others still choose to develop volunteerism within their group to lend a hand to the actors on the ground. At makesense, we are committed to supporting all of these actors, developing tailor-made programmes for them, but also bringing them together to help this movement, which now has a name (in France): La Bouscule, grow and spread.

Aiming for the transition

One of the specificities of makesense is to inspire and unite all the players so that they can find solutions together around the ecological and social transition. In companies and organisations, this translates into a whole range of measures: multi-actor support programmes, collaborative workshops, co-written roadmaps, and entrepreneur/large group collaborations. There are many examples. In Mexico, makesense has enabled a hundred or so «Friends of Monterrey» organisations to orchestrate discussions around the Forum on Financing for Development (FfD), mobilised Veolia employees to write the

group's strategy, and facilitated the creation of multi-sector partnerships to help achieve the 2030 Agenda in Mexico.

In West Africa, CoLAB Tunisia has accelerated collaboration between local institutions and agricultural groups for sustainable water management. On the subject of sustainable cities, the City Lab Senegal, supported by the Presidential Council for Africa and Eiffage, led to the emergence of 13 collaborative projects. In Niger and Mali, the CoLAB Mother and Child Health programme led to the involvement of nearly 4,000 participants, the creation of a training platform, the emergence of 10 projects and very strong collaboration between the players.

In France, the support of the Galimmo real estate company aims to move shopping centres towards greater ecology and solidarity. A national competition was organised: 150,000 euros in prize money was distributed among 5 winners and spaces were made available to entrepreneurs within shopping centres.



Creating and maintaining communities

Enabling employees to set the direction of their companies, to be stakeholders in change, is what the communities we help to implement and support make possible. In Mexico, community building courses based on the makesense experience have been developed on the VC4A platform for entrepreneurs around the world.



In France, many programmes have been deployed. A few examples? In the Colisée group, some sixty employees have been involved in the CSR approach to determine 25 actions, implement them and duplicate them throughout the world. At VINCI, where the creation of communities around the city of tomorrow (ecowork) dates back several years (450 members today throughout the world), 600 people have been trained, 220 innovative solutions have been co-constructed and 2,000 employees have been made aware of eco-design. At Procter

and Gamble, 500 ideas were proposed in 6 months, 5 of which were financed. At Axa, 800 change leaders were identified in all departments and committed to the transition. 140 Facebook community leaders were trained while the city of Saint-Brieuc brought 130 community leaders on board to help citizens become more eco-friendly. At Truffaut, the community of committed employees has generated more than 300 ideas to meet the CSR challenges...

Finally, the first bricks have been laid at Mano Mano to make the opportunities for commitment visible to employees and to enable teams to integrate the social, environmental and cultural issues linked to the company's activity into their roadmap. And as part of Carrefour's Act for Food programme, commitment paths have been devised for employees ready to become Super Heroes of the food transition.

From employment to volunteering via mentoring

Another technique for bringing commitment into companies is to allow employees to get involved in a volunteer project run by an association or to take part in mentoring actions. In Mexico, a major survey was conducted among Vesta employees to find out and understand the current situation of volunteering within the company. 90% of those surveyed expressed a desire to actively participate in volunteering. In France, 24 GRDF employees were trained to participate in a 4-month general mentoring experience for young social entrepreneurs across France, as were 185 EY employees who volunteered to mentor young social innovators. Because mentoring is an excellent way to help entrepreneurs progress, we also trained more than 150 mentors in France 2022 who gave a helping hand to 270 entrepreneurs.

SMEs at the service of the transition

Because small and medium-sized enterprises are a very good lever for societal transition. Because they represent 90% of all companies according to the World Bank, on a global scale. Because they are often less subject to bureaucratic logic and therefore more easily acted upon: we have decided to support them. With OpCommerce in France, we have helped 10 small and medium-sized companies in the retail sector to carry out their social and environmental diagnosis; to prioritise the actions they want to implement; and to understand the legislation in their area. This support has enabled us to develop a method to facilitate the ecological transition of SMEs, a method that we have trained the OpCommerce teams in so that it can then infuse all their companies. It confirmed the relevance of our methods for this target group and allows us to have bigger ambitions for 2023.



Intrapreneurship, innovating from within

Another way to change organisations is to foster intrapreneurship, i.e. to encourage employees to think, dream, act and create within their professional environment as if they were entrepreneurs themselves. Our teams have deployed or accompanied intrapreneurship programmes in structures as diverse as the Ministries of Justice or the Interior, KPMG, Canal+, Orange...

In Senegal and Niger, it is the leaders of public institutions who have been brought to intrapreneurship. The Transform'Action programme, co-constructed with AFD's partners and offered by the AFD Campus, Senghor University and makeSense Africa, has enabled 18 executive managers from public institutions to receive training in transition and to become initiators of ambitious transformation projects.

Highlights

► Welcome to the Club (of communities)

Bringing together people who set up and run communities in their organisations is the aim of the newly created Club des Communautés in France. In 2022, it brought together 62 community leaders. A total of 40 meetings and training sessions were organised to strengthen the skills of these commitment professionals. The most significant was undoubtedly Vitamin C, in March 2022, which marked the first meeting of the Club members in real life. Each month, participants were able to improve their skills on a specific subject, take part in co-development workshops and use the resources of the Club's library to calmly lead their communities and strengthen their impact.

Key figures

400

employees involved in skills sponsorship

6,280

employees in contact with makesense

«Thanks to the support of makesense, we have been able to not only screen only high-impact organisations, but also give a chance to newly funded initiatives that have great potential.»

Luigi, Programme Manager, COSV (Lebanon)

«Initiatives like this have allowed us to get closer to the human factor. One of the values and impacts of this programme has been the consideration of the person as a pillar of change.»

Lourdes Sanchez (Mexico)



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