

**IMPACT DRIVE  
FOUNDATION**

**ANNUAL  
REPORT ON  
ACTIVITY**

---

**2023**

---



# CONTENTS

---

**01** Who are we?

**02** Our team

**03** Annual strategic initiatives



Impact Drive  
DigiComs  
Momgotajob

**04** Communication analysis

**05** Financial assessment

# 01. WHO ARE WE?

---

**Impact Drive was founded in December 2017 to serve the public good and address the needs of non-governmental organizations seeking support to enhance their capacity, attain independence, and ensure sustainability in their community work in Bulgaria. Since 2022, our organization's mission has been to foster both individual and organizational capacity among those effecting positive change within Bulgarian communities. We are committed to the belief that genuine change can only be completed by true equality for women, who, along with their organizations, remain the central focus of our mission.**

We fulfill our mission by developing tangible solutions, initiatives, and programs that promote inclusion, equality, and the enhancement of both personal and organizational capacity.

**Our target groups encompass professionals from the civil sector—including founders, employees, youth workers, volunteers, and members of civil society—as well as women in their various capacities, such as professionals, caregivers, and citizens. In terms of education, we assist our target groups in their roles as individual beneficiaries, aiming to empower them towards economic independence, active participation, and personal development. Additionally, we support them in their professional capacities, providing the necessary resources and capacity-building to effectively assist others. Over 70% of the users of the foundation's services and activities are young individuals or organizations engaged with youth, while more than 90% are women fulfilling diverse social roles, including mothers, caregivers, professionals, cause-driven leaders, mentors, and others.**

Our team possesses extensive expertise, combining practical experience with the comprehensive knowledge of our professionals as active practitioners, consultants, and trainers dedicated to enhancing the capacity of NGOs and social entrepreneurs. Collectively, we bring over 15 years of experience working with diverse vulnerable groups, along with specialized knowledge in diversity and inclusion, labor, and community issues. Our team has more than 15 years of professional experience, execution, and accumulated knowledge in managing all facets of projects, including those related to online presence, technology, and substantial budgets.

# 01. WHO ARE WE?

***In 2023, our vision is to strive for a future in which women, as well as individuals and organizations committed to the public interest, are empowered, capable, balanced, and self-sufficient, thereby fostering positive change at every level of our society.***



## OUR MISSION

Impact Drive works to build individual and organizational capacity among those who create positive change for communities in Bulgaria.

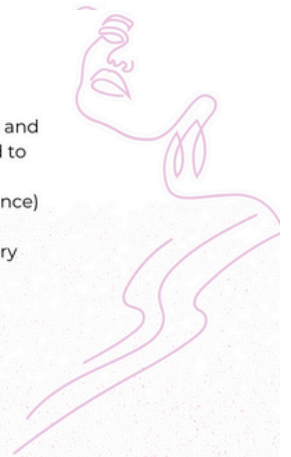
We believe that real change can only be achieved with real equality for women, and they and their organizations are the main focus of our mission.

We achieve our mission by creating concrete solutions, projects and programs for inclusion, equality and development of personal and organizational capacity.



## OUR VISION

We envision a future where women and people and organizations dedicated to the public interest are empowered, capable, balanced (in a healthy balance) and self-sufficient (sustainable) and boldly create positive change in every link of our society.



### our values

*we apply the feminine approach in our work and we are proud of it*

*we care about work-life balance - yours and ours*

*we aim to build capacity in you, not do things for you*

*we strive for system change and solutions with long-term impact*

*we care for youth, mothers and vulnerable groups - we give them the opportunity to defend themselves and express*

*we struggle to make small, personal ideas and organizations self-sufficient and effective*

## OUR BRANDS





# OUR TEAM.

---

**As of December 31, 2023, regarding the activities outlined in the report, the Impact Drive Foundation functions with the following team:**



**Teodora Ivanova-Valeva**  
Founder, Board Member, Executive Director



**Tsvetelina Ivanova-Koycheva,**  
Board Member



**Ivelina Gadjeva, Board Member**



**Alexander Nikolov**  
Technical Associate



**Diana Manolova**  
Communication Expert



**Radina Shtereva**  
Digital communicator



**Daniela Slavcheva,**  
CPA



**Veselin Panayotov**  
Chairman of the Board and Deputy Director  
(until November 30, 2023)

# OUR TEAM.

---

*In addition to its permanent team, the foundation collaborates with more than 25 experts and trainers who possess extensive experience and expertise in various domains, including organizational management, inclusion and community organizing, communications and public relations, social media, values-based training, non-formal education and youth activities, corporate social responsibility, engagement with vulnerable groups—particularly in terms of their employment and empowerment—art of hosting, systems thinking, community engagement, and design thinking, among others.*

## Our instructors in 2023 were

Ivelina Gadjeva, Anita Jones, Vladislav Petkov, Diana Copland, Elena Ateva, Ralitsa Kovacheva, Jaffer Saatch, Katerina Stoyanova, Deyana Dragoeva, Fani Bachvarova, and others.

Last but not least, we are continually cultivating a team of professionals who **to offer voluntary services for NGOs within their areas of expertise typical of the corporate sector, such as ICT, marketing, and sales. We advocate for the systematic engagement of probation professionals in collaborative efforts. The established team's structure is sufficiently flexible to permit members to focus on their development without impeding the foundation's daily operations and its mission. This fosters new connections and potential partnerships, allowing the team to uphold our organizational values of work-life balance.**

## Development of collaborations:

Impact Drive collaborates with a diverse array of partners, prioritizing impact and unity on a principled foundation. Since 2021, we have been an engaged member of the civil **coalition "Ravni BG,"** in addition to participating in several active **ALUMNI networks.** We uphold an extensive network of partners in Bulgaria while also cultivating one internationally, with a significant proportion comprising organizations focused on women and youth, marginalized communities, human rights, inclusion and education, and social enterprise. **In 2023,** we collaborated with partners from **Italy, Greece, Spain, Germany, the Netherlands, Romania, the USA,** and others. For years, our professional endeavors have resided at the intersection of communities and causes. We firmly believe in fostering partnerships with local authorities, businesses, media, and NGOs to effectively address the needs and demands of the women and organizations we serve. Our aim is to enhance the international dimension of civic activism and youth work, implement innovative methods and best practices, and establish standards for exemplary NGO operations.

# THE YEAR IN REVIEW

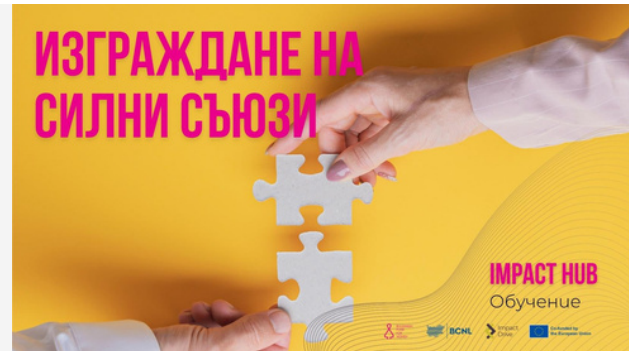


We have initiated our most significant project to date, BIRDs in BG, in collaboration with the Bulgarian Fund for Women and the Bulgarian Center for Non-Profit Law. The project's total value amounts to BGN 5.5 million.

We have developed key experiential and practice-based training programmes:

**Designing Social Change**, building on our own Theory of Change-based strategic planning methodology

**Building Strong Alliances**, focused on self-image and capacity building to build trust, activate supporters, create partnerships and networks.



We have cultivated an engaging and affirming educational experience centered on the EU's foundational values, including solidarity, democracy, human rights, equality, law and justice, active citizenship, and freedom. The outcomes are truly inspiring.

We participated in a global study conducted by the White Ribbon Alliance focusing on women's health and well-being, and initiated a study in Bulgaria addressing the needs of women caregivers.



We conducted two distinct surveys regarding the needs and interests of the communities with which we engage.

We engaged in comprehensive consultations with seven distinct organizations and supported their strategic and operational development.



# THE YEAR IN REVIEW

In 2023, we concentrated on team building and essential measures to attain sustainable and balanced development. We established sustainable processes for annual strategic planning, evaluation, and financial management. We enhanced our operational processes and interactions, increased our visibility, systematized our communication efforts, and formed an exceptional team.



We commenced the year with a well-defined strategy (refer to our Theory of Change) and focused on enhancing operational efficiencies. Our efforts were directed towards three primary initiatives—our "brands"—Impact Drive, DigiComs, and Momgotajob. Throughout the year, we diversified our income sources from donor grants and stabilized those derived from economic activities to bolster our sustainability and fundraising strategy. We have aimed to garner support from the corporate sector and individual donors. Most importantly, we consistently advanced our partnerships and connections with new professionals, activists, and organizations.



# 2023 REPRESENTED NUMERICALLY



## OUR 2023 IN FIGURES

In our events and trainings during the year, we managed to work together with **299 NGO practitioners** and **19 social entrepreneurs**.



## OUR 2023 IN FIGURES

We implemented **720 online publications**, reaching over **162,000 users**.



We conducted **4 social surveys** in which they participated **440 participants**.



## OUR 2023 IN FIGURES

We spent together **23 professional consultations** with representatives for **6 organizations**.



## OUR 2023 IN FIGURES

Last year we held **11 trainings** with **266 participants** from **114 different organizations**.



We spent together **23 professional consultations** with representatives for **6 organizations**.

# 3. ANNUAL STRATEGIC INITIATIVES

---

## Impact Drive

---

Within this priority, proprietary solutions are developed, and a comprehensive array of services is offered to enhance and strengthen the internal capacity of mission-driven organizations, including NGOs, social enterprises, and independent initiatives aimed at establishing civil organizations, as well as the professionals involved in them. By providing specialized courses, essential thematic training, expert consultations, and mentoring, Impact Drive formulates "tailor-made" solutions for organizations, maintaining a practical orientation that addresses the unique needs of each entity. This approach not only cultivates knowledge and skills among NGO practitioners but also guarantees their immediate applicability and enduring impact.

*In 2023, we established flagship training programs grounded in our proprietary methodology and tools, designed to formulate and execute a strategic action plan through the Theory of Change. This initiative also focused on cultivating our brand identity and enhancing our ability to foster trust, engage supporters, and forge partnerships and networks.*

We have cultivated a deeply experiential and affirmative understanding of the EU's foundational values, encompassing themes such as solidarity, democracy, human rights, equality, law and justice, active citizenship, and freedom. This initiative introduces value-based learning to professionals in the civil sectors and extends beyond the youth sector.

This year, we collaborated "on the ground" with several organizations within their operational environments, engaging with their teams and addressing specific topics. We continued to actively enhance and refine various tools related to strategic planning, operational activities, budgeting, brand development, and communication planning, among others.

**2023 was abundant in projects, partnerships, and services rendered, encompassing a diverse array of consulting support. This year, to enhance organizational capacity with a mission, Impact Drive focused on five key areas:**

- initiatives and collaborations
- services for mission-driven organizations
- developing competencies (training)
- mentorship assistance
- content and resource development

## **Projects and Collaborations**

**Building an Inclusive and Resilient Democratic Society in  
Bulgaria (BIRDS in BG)**

within the CERV 2022  
Program of the  
European Union

Implementation commenced in February 2023 and is anticipated to extend until the conclusion of January 2026. The project focuses on enhancing the sustainability of civil organizations, emphasizing strategic and long-term financing as well as capacity building, particularly for small and local NGOs in Bulgaria dedicated to social change, advocacy for human rights, democracy, the rule of law, and European values. The initiative is collaboratively executed by the Bulgarian Women's Fund (BWF), the Bulgarian Center for Non-Profit Law (BCNP), and the Impact Drive Foundation.

Capacity-building activities concentrate on two key areas: **Impact Hub and Values in Action** (Training and Networking). These two components complement one another, aiming to enhance the potential of professionals within organizations and their internal resources and processes for more sustainable, effective, and impactful strategic and operational activities. Simultaneously, they seek to elevate the competencies of civil sector professionals, enabling them to understand, implement, develop, and convey the EU's foundational values to the communities they serve.

## Impact Hub

The Impact HUB encompasses a series of training sessions, consulting services, and mentoring support that align with the BIRDs in BG funding process, aiming to deliver timely and appropriate assistance to professionals in the civil sector. The hub emphasizes the capacity of civil society organizations to devise solutions, generate innovative ideas, and adopt new approaches to address contemporary societal challenges. Two of our primary organizational capacity development training programs were established within the hub, and in 2024, we introduced the final training of this cycle. Collectively, the activities at the Impact Hub offer a comprehensive and highly practical training and development program designed to ensure the sustainability and adaptability of civil society organizations in an ever-evolving environment, equipping professionals with the essential knowledge and skills for effective and impactful work.

**In 2023, we launched two interconnected training programs that garnered considerable interest and enhanced the capacity development of civil organizations.**



## Design for Social Change



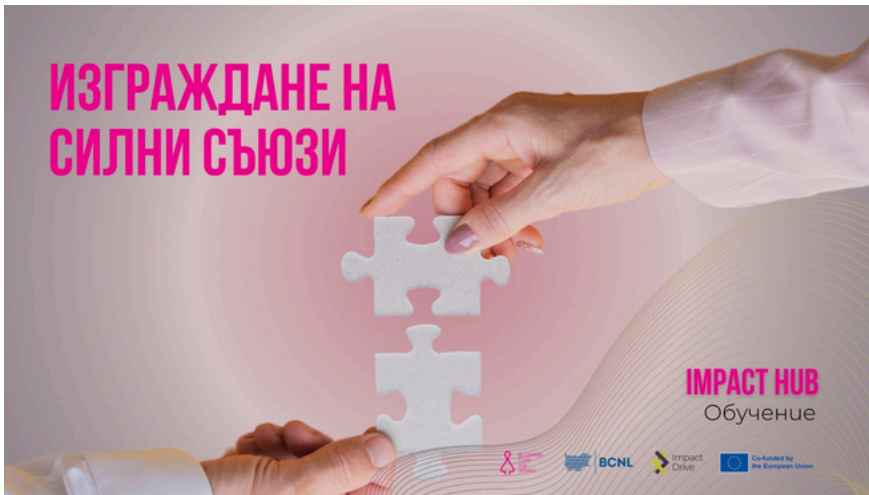
**Our participants engaged in two days of training conducted in June and October (in-person events) and in June (online event).**

The emphasis was on strategic planning, establishing key priorities, and evaluating resources, including financial management. We trained 41 participants, who were members of governing bodies and decision-makers within them.





## Fostering robust partnerships



**In July and November, we conducted 1.5-day training sessions and an online event in September. These trainings focused on community engagement, relationships with beneficiaries and partners, as well as image development and communication strategies.**

We trained 32 participants, including team members engaged in networking, partnerships, communication, and fundraising. The training sessions enabled participants to gain a deeper understanding of the requirements of "Mission: Possible" (Core Support Call), develop strategic plans, and allocate their resources more efficiently.

To enhance accessibility, we conducted six events instead of the originally planned four, incorporating two online versions. The events were evenly distributed between June and July, as well as September and November, providing greater flexibility for participants.

The feedback was overwhelmingly positive and indicated a substantial enhancement in the knowledge and skills of the participants. We gathered data through surveys, reflections, and 360-degree feedback from all involved parties, including coaches.



## Values in Action



**ЦЕННОСТИ В ДЕЙСТВИЕ:  
ОРГАНИЗИРАНЕ НА ПРОГРАМИ  
И ОБЩНОСТИ**

Обучение

**11-14 октомври 2023**  
гр. Хисаря  
СПА хотел Аузуста

 BULGARIAN  
FUND  
FOR  
WOMEN

 BCNL

 Impact  
Drive

 Co-funded by  
the European Union

It engages civil society practitioners and activists not only to understand and uphold EU core values such as respect for human dignity, freedom, democracy, equality, the rule of law, and respect for human rights, but also to cultivate these principles into a deliberate framework of programs and actions within their community work. Through the training sessions, a network of practitioners is established and sustained to facilitate the continuous exchange of ideas and collaborative opportunities. Furthermore, we organize regular half-day networking events. In this manner, we strive to enhance interaction among civil society organizations, their teams and colleagues, as well as the stakeholders they engage with, including learning and academic communities, public institutions, businesses, and the general public.

In 2023, we initiated this program by conducting the training "Values in Action - Practical Aspects of NGO Work" from October 11 to 14 in the city of Hisarya. The training emphasized practical and experiential learning, concentrating on four primary dimensions:

## Values in Action

1. **European values** within the competencies for a democratic culture (CDC model): Comprehension of stereotypes and prejudices, the conceptual framework of human rights, and associated values.
2. **Human rights** as fundamental principles in NGO operations: Comprehending intersectionality and diversity within communities, as well as the connection between diversity and equality.
3. Enhancing and advocating for **civic engagement**: Council of Europe frameworks, solidarity, youth involvement, and empowerment as essential components to fortify democratic processes.
4. **Community** as the cornerstone of NGO initiatives: Addressing trends to mitigate civic disparities.



**The training engaged 27 NGO practitioners and activists, showcasing a broad diversity in age, geographical distribution, and professional dedication.** Participants comprised representatives from ethnic, gender, religious, and sexual minority groups. The training facilitated the exchange of knowledge, working practices, and ideas, while also establishing a foundation for local cooperation and support.



## Networking gatherings

In 2023, we hosted four networking events:



**April 6, 2023.**

**"Values in Action: A Sustainable Civil Sector for a Democratic and European Bulgaria": An event dedicated to showcasing the BIRDS project, its fundamental values, and fostering networking and collaboration among NGOs.**

**June 20, 2023**

**"Who's Gonna Drive the Train? - Participatory Democracy": An examination of the role of NGOs in facilitating and enhancing citizen engagement amid political challenges.**



**October 5, 2023**

**"Rule of Law for Ordinary People": An exploration of the interplay between the principles of the rule of law and the everyday challenges associated with it, featuring insights from legal experts.**



**November 29, 2023**

**"Women's Rights in Bulgaria - Reality or Myth": A thematic discussion on women's rights and gender equality in collaboration with the Bulgarian Fund for Women.**

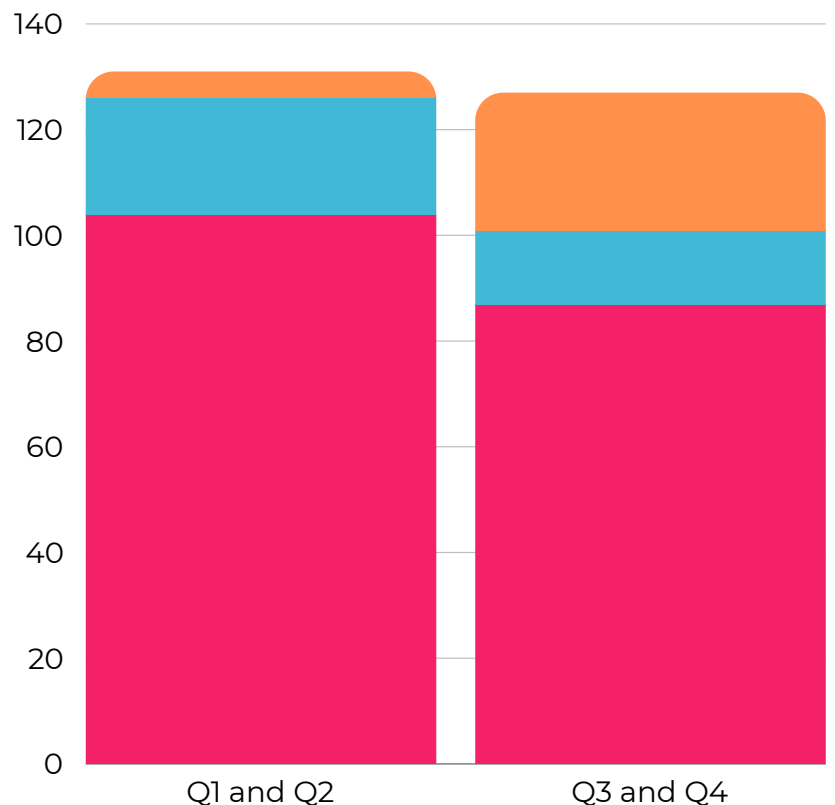


All networking events were conducted in a hybrid format, allowing participation both in person and online. **A total of 129 representatives from NGOs and activists participated, with 74 attending the opening event.**



women men

youth (up to 35 years of age)



**General profile of attendees at the BIRDS in BG events for 2023.**



## ► **Projects and Collaborations: WRA (The White Ribbon Alliance)**

In line with the professional exchange conducted in 2022 by the foundation's executive director, the collaborative efforts expanded into a broader partnership. In 2023, funding from the Diana Copeland program of WRA facilitated a visit to Sofia.

During this period, the Impact Drive team conducts training on Advocacy Tactics within the realm of equality and human rights. The objective of the training is to integrate global knowledge and methodologies with Bulgarian experience, thereby enhancing local advocacy efforts for women's empowerment and human rights.



The subjects addressed during the training included:

**Why Advocacy?** Context and Global Perspectives – an open dialogue regarding advocacy objectives, narratives, fieldwork experiences, and shared challenges and solutions.

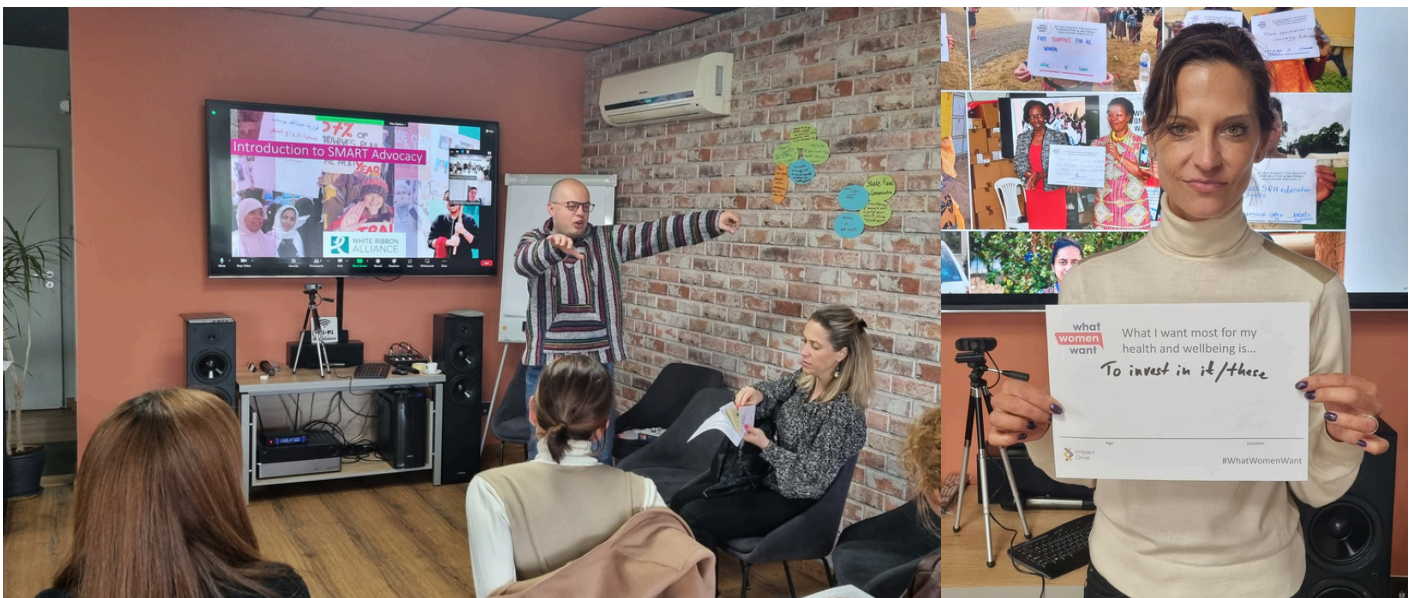
**Everyday advocacy** – a theoretical framework, current trends, and practical considerations emphasizing gender equality and the empowerment of women.

**SMART Advocacy** - global trends and local context applications - content and implementation of the approach, advantages, and practical utilization.

**Practical considerations and motivation for advocacy efforts** – preparation and mobilization; partnership networks and stakeholder coordination; utilization of technology. What is required for us to advocate for women's rights, inclusion, and empowerment?

The speakers who participated in the training are as follows:

- **Diana Copeland** serves as the Advocacy and Communications Manager for the White Ribbon Alliance, concentrating on global What Women Want campaigns and digital initiatives.
- **Elena Ateva**: a human rights attorney dedicated to the prevention of violence against women, encompassing maternity care, intimate partner relationships, and trafficking.
- **Vladislav Petkov (Vladi)**: educated as a lawyer and anthropologist, he is a professional expert and administrator, with a passion for activism.
- **Teodora Ivanova-Valeva**: Director and founder of Impact Drive, specializing in non-formal teaching methods, capacity building, organizational development, and women's empowerment as a trainer and moderator.



## ► Consulting services (support for mission-driven organizations)

### Organizational advancement

Throughout the year, we collaborated with and **supported the Bulgarian platform of the European Women's Lobby, the Rodopchanka Women's Club, and the Voice Legal Assistance Center in Bulgaria.** We guided teams through a structured, multi-faceted process to develop their own theory of change and strategic priorities. This process employed Impact Drive's proprietary methodology.



## Communications and campaign administration

As part of the ongoing strategic initiative with the Voice Legal Assistance Center in Bulgaria, we collaborated on the formulation of a communication strategy and offered consultations throughout the execution of the campaign "[#HereForSecureAccess to Refugee Protection](#)".

We collaborated with the organization "**Bulgaria without Smoke**" to support their campaign, which is part of the European citizens' initiative "Europe without Tobacco." This initiative aims to gather signatures to secure votes for the campaign, with the goal of achieving a tobacco-free environment by 2030 and fostering the first European generation free from tobacco. Our communication expert dedicated 10 months to work alongside Smoke-free Bulgaria and a team of volunteers on the campaign, which included managing the Facebook page, creating content, and overseeing advertising efforts.

Within the context of the partnership, the following communication outcomes were achieved:

- **Forty-four Facebook posts** on the association's page to promote the signature collection, raise awareness of the campaign, and highlight the raffle featuring campaign ambassadors.
- Overall communication regarding the promotion of the **10-prize raffle** by the campaign ambassadors, encompassing the logistics of prize distribution and receipt.
- **Facebook advertising** campaign consisting of **10 publications**, achieving a total reach of **124,469 individuals** and generating **11,914 clicks** on the subscription link.



## Competency development (training)

In addition to the training activities, our development through projects involved participation from the Impact Drive team in partner training sessions and collaborative initiatives designed to enhance competencies. As part of our collaboration with organizations under the **Erasmus+ program of the European Commission**, we contributed to the preparation of partner projects.

We participated in the **Study Visit Learning Spaces, Learning Places, in Turin, Italy, in December**, where we engaged in discussions regarding the role of learning spaces and systems, value-based approaches, and collaborative activities. The study visit was organized by our partners from EUfemia, Italy.

## Mentorship assistance

Throughout the year, the mentoring initiative was integrated into the various projects and formats we executed as part of our strategy for individualized and personalized support for organizations and their representatives.

In 2023, for the third consecutive year, we **offered our mentorship to the Let's Go 2023 entrepreneurship program organized by the Bulgarian Center for Non-Profit Law**. Experts from Impact Drive conducted a series of consultations aimed at assisting social entrepreneurs in refining their business ideas, identifying target customers and value propositions, as well as developing marketing and sales strategies, comprehensive business plans, and preparing them for participation in the competition to secure funding for their initiatives. **Throughout the program, we collaborated with: Karin Dom, the Foundation Center for Social Services in the Community "Our House," Seed Foundation, and the "Development and Integration" Association.**

*Within the framework of the prize fund established by the Seed Foundation, they secured funding totaling BGN 10,000 to execute their plans.*





## Resources for Non-Governmental Organizations and Entrepreneurs

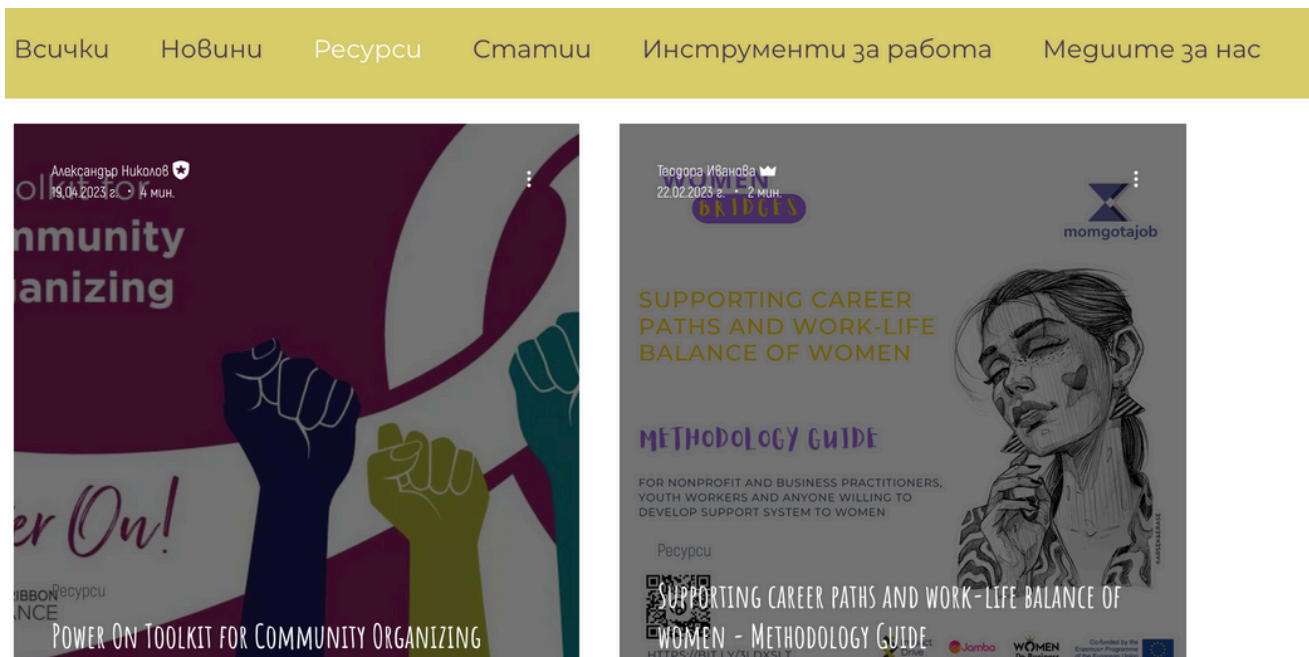
The Impact Drive team maintained its commitment in 2023 to deliver and support a diverse array of services and resources for civil organizations, consistently striving for their development and growth:

A repository of valuable tools, complimentary resources, and articles on subjects pertinent to civil society organizations. We consistently incorporate resources developed and disseminated by our partners to expand our reach and support NGO professionals.

Authored articles and perspectives on subjects pertinent to the endeavors of NGO professionals, women, and the civil sector.

A private Facebook group - Impact Drive Community for sharing case studies and support, data from the realm of civil society organizations, and opportunities for collaboration.

We monitor and disseminate critical news for NGO management concerning regulatory frameworks, legislative changes, and more via your Facebook page.



## Enhancing personal capacity and employment opportunities

We are striving for broader implementation of the developed services for our users, achieving stability and sustainability.

# DigiComs

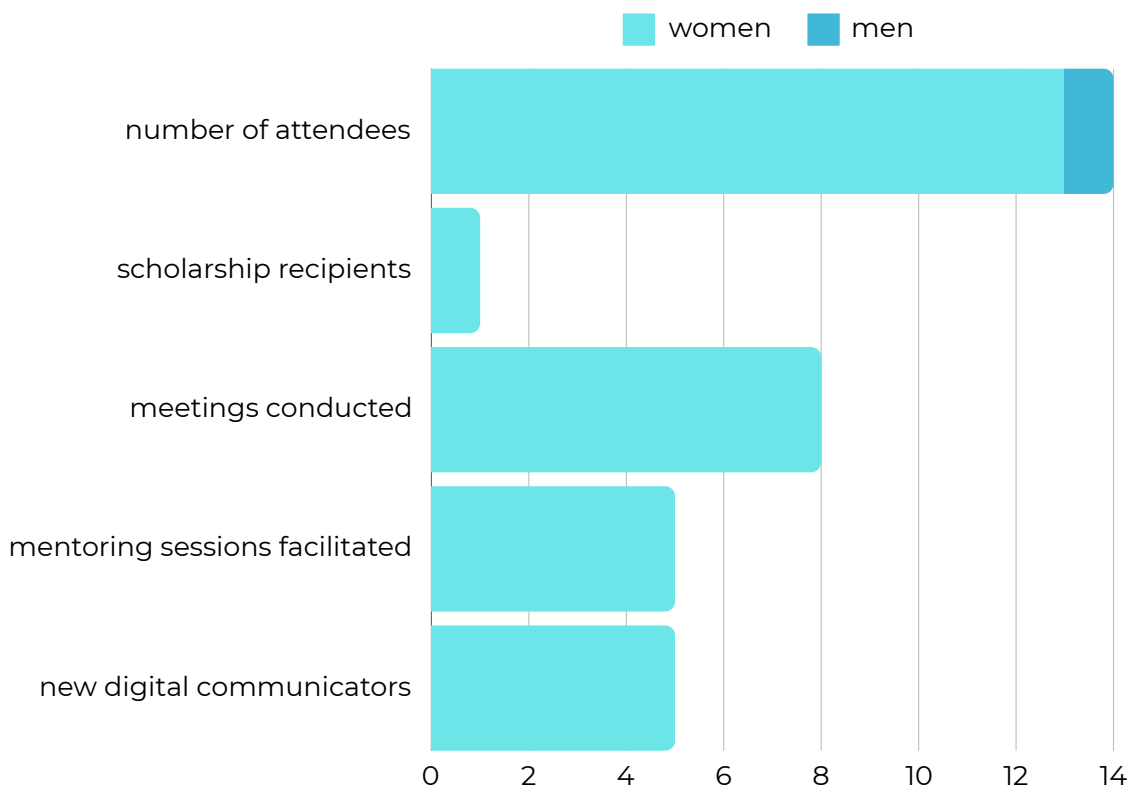
DigiComs is a training program and community designed for digital communicators, students, and women (mothers) seeking employment with mission-driven organizations in an online and flexible format.

DigiComs represents a social business model designed to generate knowledge and facilitate communication regarding various causes. We consistently uphold an active and expanding DigiComs Facebook group that unites and nurtures the professional community of digital communicators.

## 2023 was a pivotal year for the model, characterized by two distinct stages.

The first stage spanned from the beginning of the year to the end of May. We implemented a test program for extensive training across three modules (Season 3) alongside supplementary thematic fundraising training. During the summer, DigiComs' program, scaffolding, and financial model underwent restructuring and rebranding, culminating in the development of the DigiComs brand vision. In the autumn, we introduced a new framework for structuring the study modules, incorporating four entirely new topics and trainers.

- **DigiComs Basic Course - Season 3 (January 12, 2023 – April 13, 2023)**



- **Comms4Fundraising (03-21 April 2023)**

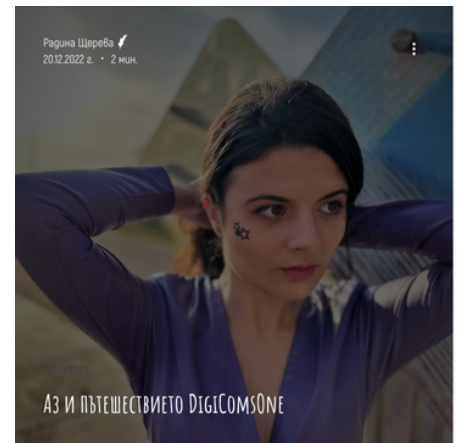


**Eight enrolled participants (seven women, one man),**  
Three participants have successfully completed the basic course.  
**8 completed the course.**

- **Impact Drive Digital Communicator Internship**

In the initial months of 2023, the inaugural digital communicator internship was successfully concluded. Following her internship, Radina Shtereva commenced work on projects for the foundation and for colleagues requiring a communicator.

See Radi's story [HERE](#).



- **DigiCom's new identity and organizational structure**



Създава дигитални комуникатори за  
организациите с кауза  
Свързва организациите с таланта,  
който им е нужен



In the summer of 2023, DigiComs unveiled a refreshed logo and design, along with a restructured framework, shaped by participant feedback and data from the needs assessment conducted in April 2023.

***DigiComs Season 4 featured six well-established topics in the fundamentals of communications and fundraising communications, alongside four new subjects that explore thematic and specific dimensions of digital communications: SEO for causes, META, personal branding and LinkedIn, and UX for causes.***

***The DigiComs lecturer team has also expanded significantly, now comprising a total of 11 lecturers preparing for this season:***

**Teodora Ivanova-Valeva** (Civil Sector and Cause Communication and Fundraising Communication), **Veselina Panayotova** (Strategies in Cause Communication), and **Diana Manolova** (Strategies in Cause Communication) from Impact Drive; **Ivan Radev** (Digital PR for Causes), Association of European Journalists; **Fani Bachvarova** (Management of Communication and Facebook (META) for Causes), Motif Foundation; **Deyana Dragoeva** (Digital Storytelling), Via Civic Association; **Victoria Mindova** (Fundraising Communication), Reach for Change - Bulgaria; **Ina Toncheva** (SEO for Causes), The Indigitals; **Ivelina Ansarova** (Facebook (META) for Causes), Accella Digital; **Alexander Krastev** (Personal Branding and LinkedIn for Causes), BookMark Agency; **Dimitar Simov** (Web Design and User Experience for Causes), SAP Bulgaria.

In 2023, one module of season four occurred, while the remaining modules are scheduled for the first half of 2024.

A significant aspect of the recruitment campaign over the two seasons was our initiative to secure funding for scholarships aimed at female participants for whom the entry fee poses a substantial barrier. **In Season 3, we awarded a scholarship to one contestant. By the end of 2023, we received an individual donation of BGN 1,500, which facilitated one scholarship for the entire course of study in Season 4.** This season commenced with two admitted scholarship recipients. In this manner, we have ensured equitable access for young women to our program, aligning with one of the core values of Impact Drive—empowering the voiceless and fostering financial independence for women.





- **Projects that bolstered the efforts of DigiComs**
- **Open the circle, Reach for Change**

DigiComs has participated in the **Reach for Change Foundation's Open the Circle accelerator** for two years. Our team has benefited from non-financial support and attended various training sessions and seminars, during which we analyzed our achievements, revised our business model, and developed a more effective long-term strategy for both DigiComs and Impact Drive. **The program allowed us to update and discuss DigiComs' business model with various specialists and reach some new audiences.** In August 2023, we became part of the exhibition "Social Entrepreneurship from Firsthand Experience."

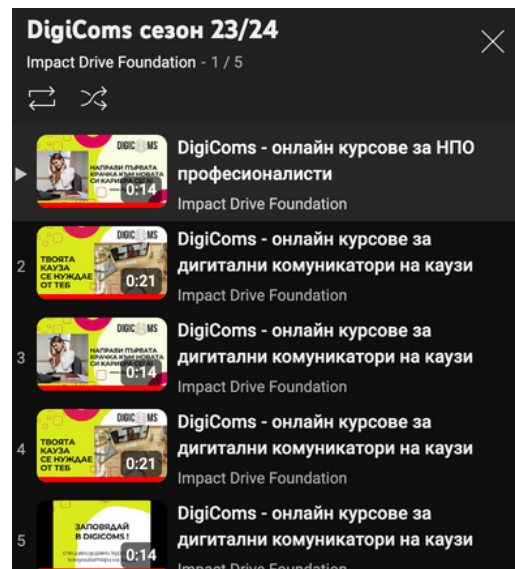


In the autumn, we received assistance in producing a video to showcase the activities and mission of Impact Drive in promoting the development and professional capacity of women.

[view the video](#)



Once again, the Reach for Change team facilitated the invitation and **contribution from Netpeak**, manifested as a YouTube advertisement for DigiComs, which we executed in 2024.



## • DigiComs User Requirements Assessment

**At the conclusion of 2022, we obtained funding from the Solidarity Fund of the civil association RAVNI BG, supported by the European philanthropic initiative for democracy and solidarity, Civitates, part of the Network of European Organizations (NEF), as part of the implementation of the Strong and Resilient Civil Society in Europe project fund of RavniBG.**

This project aimed to identify the individuals and organizations that benefit from DigiComs, allowing us to explore their needs, goals, and interests while developing an operational model to enhance our contribution to improving the lives and work of our users. The study was conducted in the spring of 2023, involving the preparation of one study with three research instruments and three streams of targeted research groups.

**Initial wave:  
from March 2023 until May 2023.**

**total number of responses: 213**

The initial phase of the study focused on young women and those with diverse demographic profiles, including residents of Sofia and major regional cities, Bulgarian women living abroad, individuals from small towns and remote areas, persons with disabilities, mothers or caregivers, and members of ethnic communities. A shared trait among these groups is a specific level of education and the capacity to engage with text and online work, alongside a keen interest in advocacy.



**The analysis revealed a preference for flexible work arrangements, allowing respondents to determine their own schedules and methods of working, alongside a desire for employment that offers a sustainable income. Approximately half of the respondents expressed a preference for permanent contracts, seeking security in both their employment and income. Additionally, there is a demonstrated interest in supporting and engaging with various causes.**

**Second wave:  
from May 2023 until June 2023.  
total number of responses: 49**

In the midst of the initial wave, the subsequent wave of research was initiated, focusing on organizations and enterprises with a purpose. This data enabled us to delineate the primary needs of organizations with a mission operating within the civil sector: "In conclusion, the survey results indicate that **representatives of the NGO sector who participated possess an awareness of the necessity to promote their causes effectively. They also recognize the importance of employing a trained expert capable of professionally organizing advertising strategies and managing the dissemination of information regarding projects through contemporary virtual communication channels. Furthermore, NGO representatives express a willingness to invest in training for their employees (or select individuals) in the realm of digital communications.** However, the predominant barrier for most organizations in hiring a qualified expert is the substantial cost, which is likely prohibitive for many of the entities involved in the research." (excerpt from the analysis).





Third wave:  
from May 2023 until June 2023.

We recently launched a questionnaire targeting representatives from the corporate sector and business community. **Despite extensive distribution through our digital channels, including over 200 contacts in our email database, as well as outreach on LinkedIn and through partners such as the Business Institute, Reach for Change, and the American Chamber of Commerce, the topic failed to generate interest, resulting in only three completed questionnaires.** This outcome suggests that DigiComs currently lacks appeal to the corporate sector. Furthermore, we conducted a limited number of personal interviews with entrepreneurs to validate our hypothesis that small businesses, rather than large corporations, would be more inclined to utilize DigiComs services. The findings from these interviews indicated that entrepreneurs (small and medium-sized enterprises) align more closely with NGOs in terms of internal capacity and prefer to engage a communicator on a flexible basis. Additionally, they possess distinct needs regarding content creation and communication management that differ from those of civil organizations.

- **DigiComs Platform Technical Specifications (Part of the SAP Sabbatical Trial Program hosted by Pyxera Global)**



- *The program comprised three employees and one mentor from the SAP Labs Bulgaria team, who dedicated two weeks to the initiative of DigiComs.*

*In the program, we concentrated on the DigiComs digital platform and the brand's digital marketing presence, aiming to enhance both popularity and sales.*





The work accomplished proved highly beneficial for the brand, as it was examined from a fresh perspective, incorporating elements that emphasized user experience and a Lean approach while generating ideas for expanding sales lines. Comprehensive marketing research and analysis of potential competitors and product value in relation to their offerings were conducted. A notable enhancement was the presentation of the model to SAP teams, which opened avenues for promoting DigiComs among the company's employees to 1) enroll and cultivate skills to support initiatives and 2) contribute to the "scholarship" fund.

At the conclusion of our collaborative efforts with the team, we received comprehensive proposals for the advancement of the DigiComs platform and marketing strategy. We were also bolstered by a direct contribution to our scholarship fund and by Dimitar Simov's trial involvement in the lecture team. The program's recommendations and support were executed in 2024.

## DigiCom's services for civil organizations

In 2023, DigiComs offers organizations, including civil entities and social enterprises, services in the realm of digital communication.

### DigiComs - Ravni BG - 2023

**For the third consecutive year, our digital communicator assumed responsibility for the association's social media communications in collaboration with the Bulgarian Women's Fund coordinator.** Radina Shtereva served as our digital communicator in 2023. She also oversees the internal communication process among the association's members concerning the dissemination of news and information through shared social channels, successfully maintaining the motivation of the participating organizations. This year, the project left a notable impression on the members of Ravni BG, who reported that they had developed a habit of communicating via internal email, becoming more consistent and attentive to details. At the conclusion of the contract, we conducted a brief study to assess the impact of the digital communicator's efforts.

### America for Bulgaria

In the autumn of 2023, our team participated in the introductory training for aspiring digital communicators under the auspices of the "America for Bulgaria" foundation, receiving highly favorable feedback from the participants. We have initiated discussions regarding collaboration and support between the two programs.

# Empowerment and equality for women

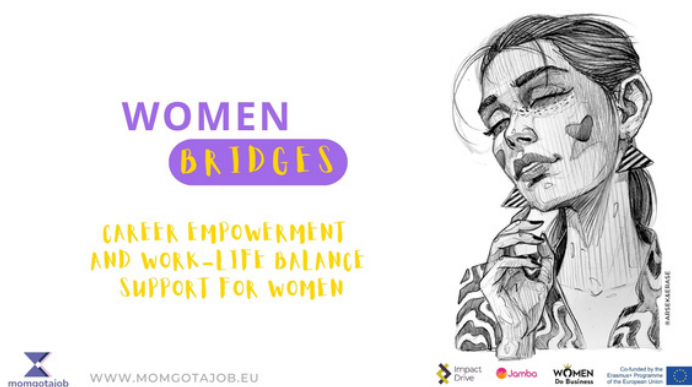
Product development, platform testing, and resource development

## Momgotajob

**Momgotajob is an initiative of the Impact Drive Foundation, running from November 2021 to November 2023, aimed at the economic empowerment of women and the promotion of a balance between personal and professional life.** This initiative was established following an extensive study of the labor market in Bulgaria, which revealed a significant shortage of hourly employment opportunities in the country (2.1%). Such opportunities are essential for facilitating both economic empowerment and a harmonious balance between the private and professional lives of working mothers. The initiative seeks to enhance women's awareness of EU directives related to women's empowerment and the pursuit of gender equality, specifically directives 1158/2018, 2381/2022, and 2023/950.

In 2023, the initiative was primarily advanced through two key projects:

- **WomenBridges**



At the conclusion of February 2023, we successfully finalized the project under the Erasmus+ program, K2 "Women Bridges - Connecting Opportunities for Women." Launched in March 2022, **the project was a collaboration with Women Do Business in Greece and Jamba in Austria, spanning a duration of 12 months.** The initiative aimed to foster a comprehensive approach to achieving economic independence while promoting a healthy balance between women's professional and personal lives, aligning with our Momgotajob initiative.

Women Bridges introduced an innovative approach and a concrete methodology aimed at supporting the career trajectories of young women, particularly those in vulnerable circumstances, to attain economic independence and secure employment. The project partners shared their experiences, developed and tested the methodology, created and implemented a training program for trainers, validated the methodology through local events, and compiled all findings into an adapted handbook that facilitates career development and promotes a balance between work and personal life for women.



On February 21, 2023, we conducted a **final hybrid project event in Sofia, both in-person and online, featuring the participation of attendees from the three project countries.** Representatives from the project teams, along with a diverse array of experts from the educational and business sectors, engaged in the project panels. The attendees included representatives from the non-governmental sector across the three countries, program mentors, and officials from public institutions involved in gender equality policies and the implementation of EU directives concerning the balance between personal and professional life for caregivers and gender equality. We introduced the developed handbook and initiated a promotional campaign, which will persist beyond the project's conclusion. **The project established a foundation for a broader discourse on the balance between women's private and professional lives in Bulgaria, emphasizing the need to address inequalities, particularly regarding career opportunities, flexible work arrangements, and unpaid labor.**

*Value was added to the project through the organization of two additional training sessions: LinkedIn Training on July 29, 2022, and Community Mobilizers on January 25, 2023. Additionally, a support group was established at SAP Labs Bulgaria.*





- **What Women Desire**

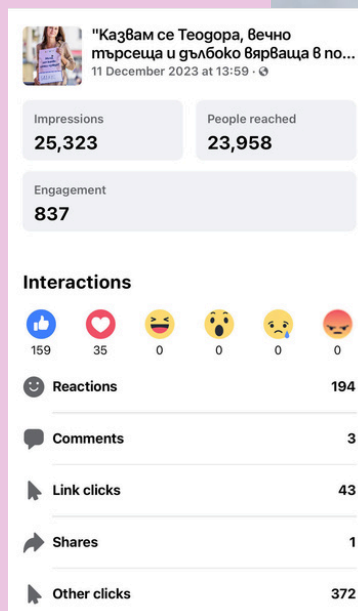


The partnership between Impact Drive and the White Ribbon Alliance progressed with the What Women Want initiative. Supported by WRA, **this project is integral to our broader mission of attaining equality and balance between work and family for women in Bulgaria.** It aimed to comprehend the needs of women who provide care for others. We posed a singular question: "Darling, what do you need?" and listened attentively—this approach allowed us to center the direct beneficiaries, amplifying their needs and aspirations.

**To emphasize the importance of completing the questionnaire, we launched a campaign titled "Darling, What Do You Need," which commenced in August and will continue until early 2024.**

*The questionnaire remains active in 2024 and continues to solicit women's opinions.*

**As part of the primary study conducted from August to December 2023, a total of 256 women completed the questionnaire. Between November and December 2023, alongside the existing Facebook advertisement, we shared the personal narratives of several participating women—Teodora, Anita, Zdrava, Daniela, Tsvetelina, and Radina. This significantly enhanced the campaign's effectiveness. The Facebook advertisement achieved a total reach of 55,417 individuals, resulting in 2,153 interactions. Additionally, the women's stories were disseminated through the People of Sofia social media platforms, reaching 218,522 individuals and garnering 11,412 engagements.**

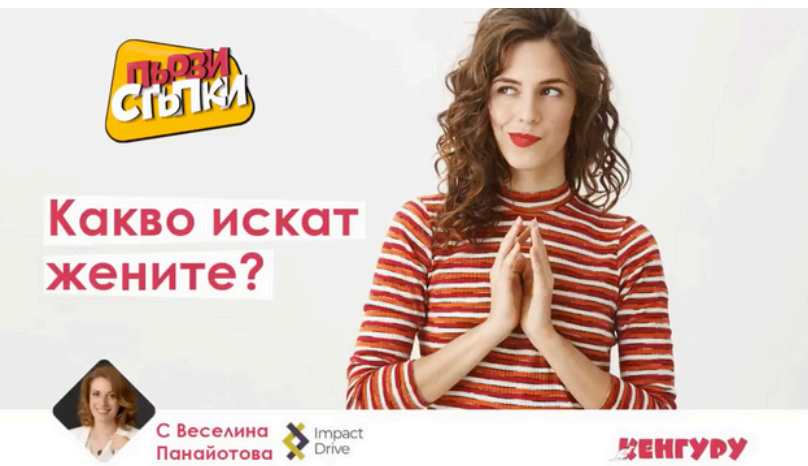




“

I am Zdrava Vodenicharova, a working mother of two remarkable children, Vihra and Pirin. Having children is both a blessing and a challenge. Despite Bulgaria's reputation for extended maternity leave and the availability of state-funded kindergartens, not everyone can benefit from these resources. Admission to kindergartens is highly competitive, and there are insufficient spaces for all children. My entire family is very supportive of our children, and we collectively share the responsibilities. Nevertheless, I find myself in need of travel. For me, traveling serves as a necessary respite from my obligations.

”



We organized both online and in-person events for women within the target audience, including collaborations with Kangaroo magazine. The themes of these events centered on women's roles in society and their well-being. Additionally, we produced a series of publications, including features in Kangaroo magazine, which significantly enhanced the campaign's success.

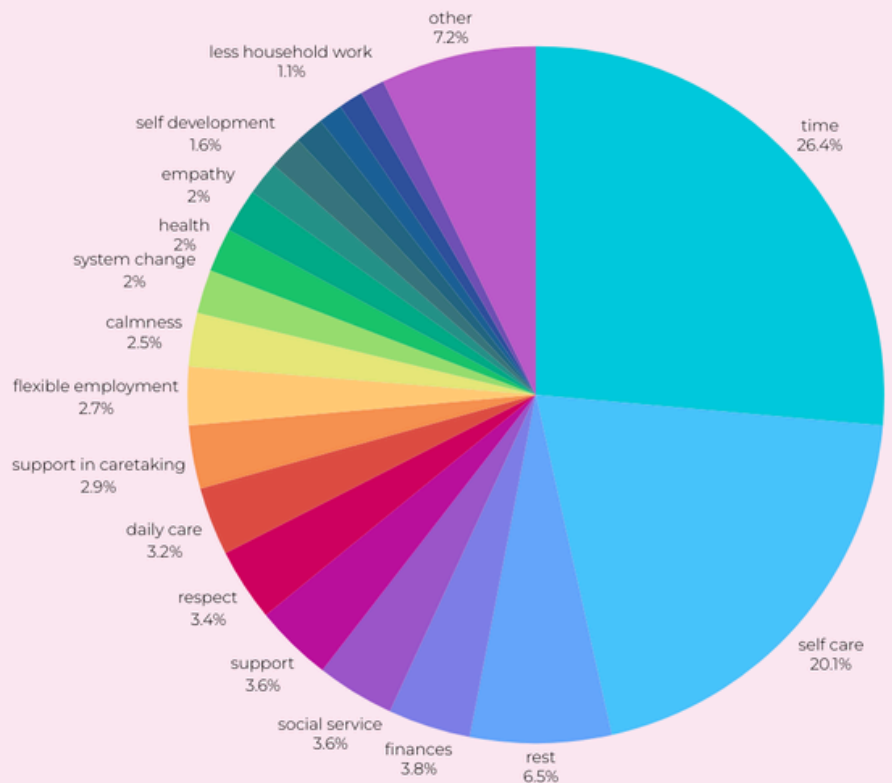
*In January and February 2024, we evaluated the survey results and developed a campaign to disseminate these findings. The campaign received coverage from colleagues and media outlets, including Radio Sofia.*



## Results and conclusions of the conducted study:

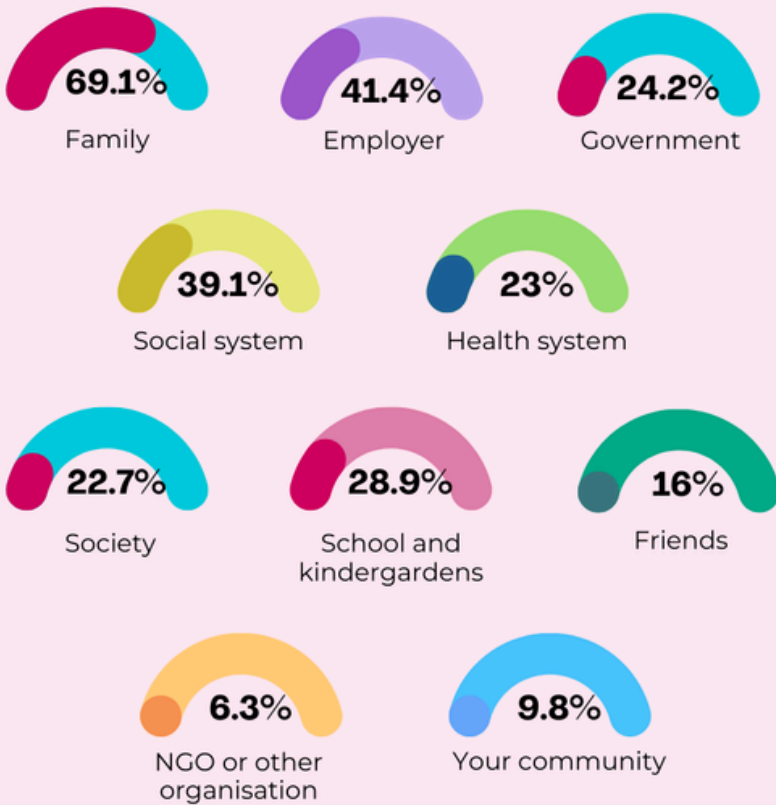
Of the 256 responses, 117 explicitly referenced time in various contexts, including self-care, personal growth, solitude, social interaction, hobbies, sports, travel, and time allocated for rest and personal care. This theme is further reinforced by another significant focus in the responses, which highlights the importance of self-care as an individual, reflected through aspects such as rest, social connections, personal interests, growth, health, and emotional well-being—86 responses, or nearly 35%.

### What is your most important necessity being a caregiving woman?



Although hesitant, the survey also highlights the absence of solutions designed to provide psychological support, flexible working conditions, and the attainment of work-life balance.

The burden on female caregivers is evident in the significant number of responses highlighting the necessity for "rest" or "support" to manage household responsibilities—approximately 28% of participants. Additionally, there is a pronounced demand for the acknowledgment of the unpaid labor undertaken by women. Of the responses, 63, or 24.6%, pertain to the need for support, empathy, and respect.



### Who do you expect to primarily support you with your needs?

\* data from a survey carried out in the second half of 2023 among more than 250 women in Bulgaria

**Employers face significant expectations to deliver essential financial stability and security, while also acknowledging the unique circumstances involved in caring for children or other family members. The research distinctly highlights a growing trend toward achieving a balance between work and family life.**



Among the responses are requests for **“jobs that accommodate the responsibilities of caring for small children,”** a need for **“assurance that I will not lose my job while caring for my children during their illness,”** and **“flexible opportunities to integrate work with childcare and parental duties.”** Additionally, there are specific proposals for the establishment of new, more adaptable working relationships, such as **“a four-hour workday, but not at half salary.”** I reference the Netherlands, where, with appropriate tax legislation, many individuals work part-time or 32 hours a week while maintaining a nearly unchanged net salary.”

The recruitment of participants for our study is ongoing, focusing on disseminating information regarding personal care and spiritual development, as well as emotional and psychological support for respondents and their children and family members. The importance of sharing and exchanging information, solutions, empathy, and mutual assistance is particularly emphasized.

[Read the entire article.](#)



In conjunction with our projects, we engaged in the White Ribbon Alliance's global research focused on the health and well-being needs of women by conducting a study involving a select group of women aged 60 and above.

We offered a service consisting of three online support groups and lectures for the Coca-Cola European Partners team.

# 4. COMMUNICATION ASSESSMENT

2023 marked a pivotal year in which we refined our internal workflow and significantly enhanced our online presence. With her accumulated experience and newfound confidence, our communication expert, Diana Manolova, successfully executed communication campaigns that were varied in both substance and purpose, alongside the corresponding visions and advertising materials. These campaigns encompassed events from our implemented projects (BIRDS in BG, WomenBridges, What Women Want) as well as initiatives promoting our products and services. Additionally, we undertook a comprehensive brand strategy for DigiComs, which included the creation of a new logo and key visual elements, as well as internal and external communication related to the new training structure. Below are the primary results, categorized by channel:

## • FACEBOOK

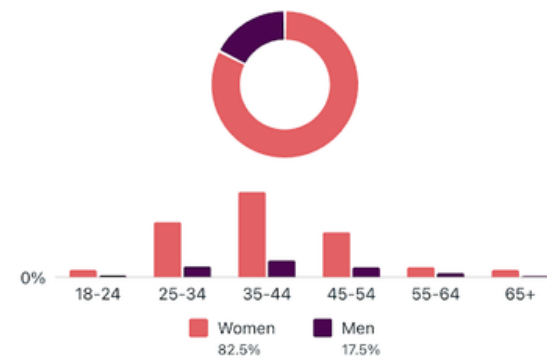
### Reach

#### Facebook reach ⓘ

153K ↑ 388%



### Age & gender ⓘ



### Top towns/cities

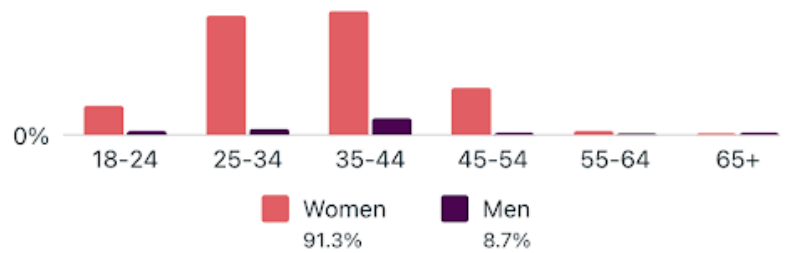


In 2023, the results from our Facebook page underscore the advantages of a well-defined internal process and consistent communication strategies. The page reached 153,000 individuals this year, of which 34,550 were attained through advertising, reflecting a remarkable 388% increase compared to 2022. The page gained 264 new followers, bringing the total to 1,300. The total number of links clicked on our page in 2023 is 5,500 (including advertising), marking an impressive increase of 840.7% from 2022, which indicates a heightened engagement from the audience with the events and materials we provide. The audience profile has become more diverse compared to 2022, with an influx of visitors from outside Sofia and an increase in male visitors, now comprising nearly 18%.

## • INSTAGRAM

Age & gender ⓘ

In 2023, we experienced significant growth in our Instagram presence, reaching a total of 5,200 individuals—**representing a remarkable 1,600% increase** compared to 2022. Our follower count rose to 217, with **more than 90% identifying as female and over 60% residing in Sofia.**



Instagram profile visits ⓘ

710 ↑ 491.7%



Top towns/cities



## WEBSITE

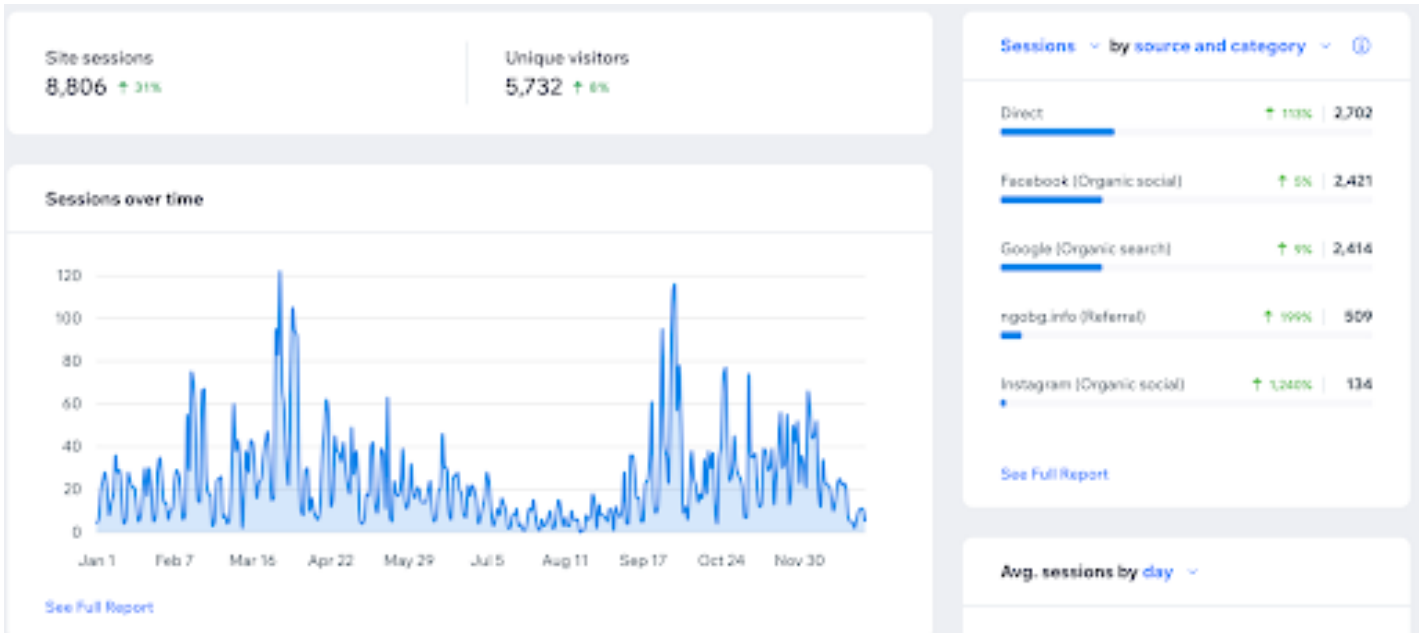
***In 2023, the site remains the premier source for the latest information on forthcoming events and activities of the foundation. By implementing a strategy that channels all communication efforts to our site (when applicable), we are witnessing a projected increase in its traffic, totaling 22,000 visits for the year.***





Some of the primary activities associated with site operations included:

- refreshing the homepage and updating the information contained therein
- developing a new page for DigiComs to incorporate the visual and structural modifications to the training
- developing a repository of valuable resources (articles, videos, educational materials)



**Throughout 2023, the total number of sessions on the site and the count of unique visitors have both risen. Traffic from all external channels to our site is expanding, with notable increases on the NGO portal (199% growth in visits compared to 2022) and Instagram (1240% growth in visits compared to 2022).**

Concerning visitor behavior on the site, there has been an increase in the average number of pages viewed per session, indicating a heightened interest among visitors in our ongoing and forthcoming activities.

The typical duration of a session is approximately 6 minutes.

## Visitor Engagement

Avg. pages per session  
1.6 ↑ 1%

Bounce rate  
66.6% ↓ 3%

Avg. session duration  
10m 53s ↑ 70%

## NGO PLATFORM

In 2023, Bulgaria's NGO portal continues to serve as a vital channel for communication and audience engagement. With a total of 55 published items (news and events), we sustain a high level of activity on this platform, which has demonstrated its effectiveness in connecting with colleagues and like-minded individuals within the NGO sector. Through the collaboration with our partners at the NGO portal, our publications also extend their reach to a broader audience on Facebook by sharing information on their page.

## LINKEDIN

Our LinkedIn presence in 2023 is expanding gradually and organically. The channel is maintained intermittently through occasional thematic publications, lacking a defined strategy for communication development.

# 5. FINANCIAL EVALUATION

In 2023, the foundation persisted in its endeavors to diversify its financial streams and enhance its financial management. We maintained a "Reserve" fund.

The foundation's non-profit activities encompassed funding from the EC programs - Erasmus+, CERV, along with contributions from independent donors such as the Solidarity Fund Ravni BG, administered by the Bulgarian Women's Fund and the White Ribbon Alliance. In 2023, **31% of our funding was derived from business activities, including consulting and training, as well as the sale of DigiComs courses.** At the conclusion of 2023, an individual donor contributed to the DigiComs scholarship fund.

## 2023 IMPACT DRIVE CONTRIBUTORS

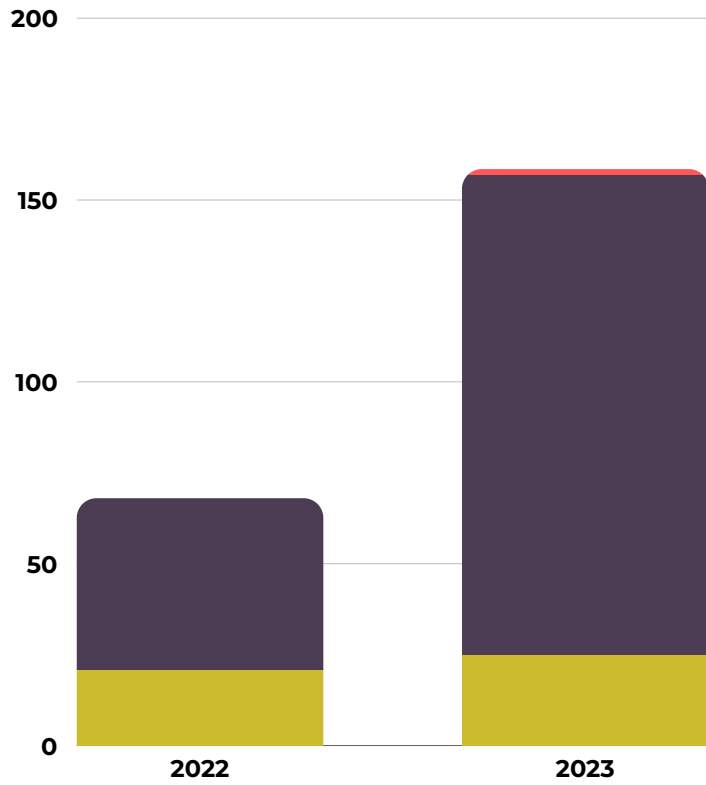


ERASMUS+  
CERV – CITIZENS, EQUALITY,  
RIGHTS, AND VALUES PROGRAM

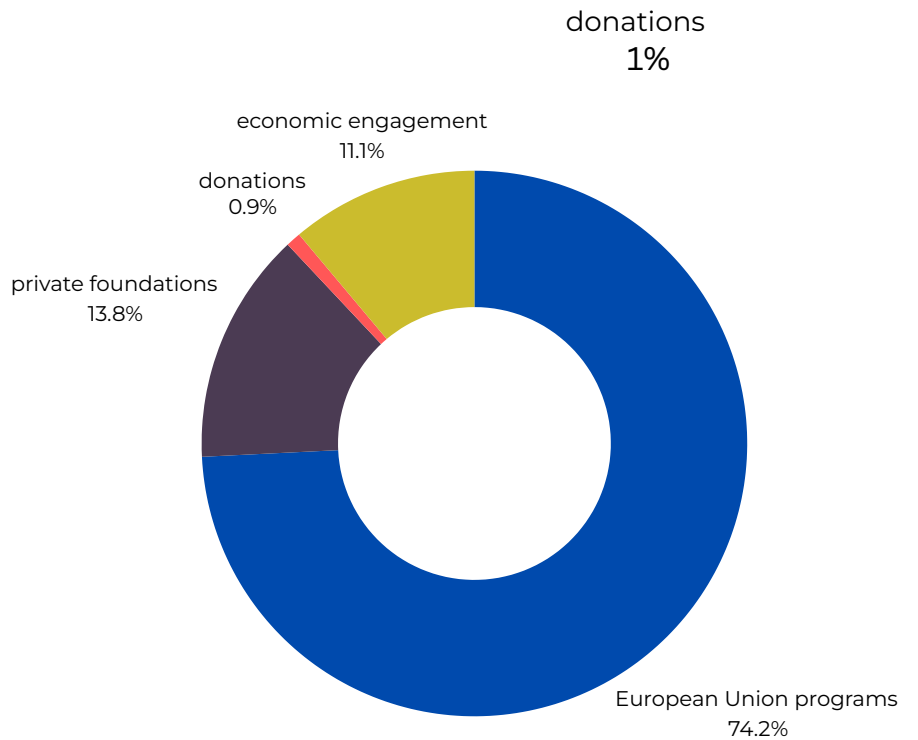
### NON-MONETARY ASSISTANCE



## FINANCIAL INCOME IN BGN THOUSANDS

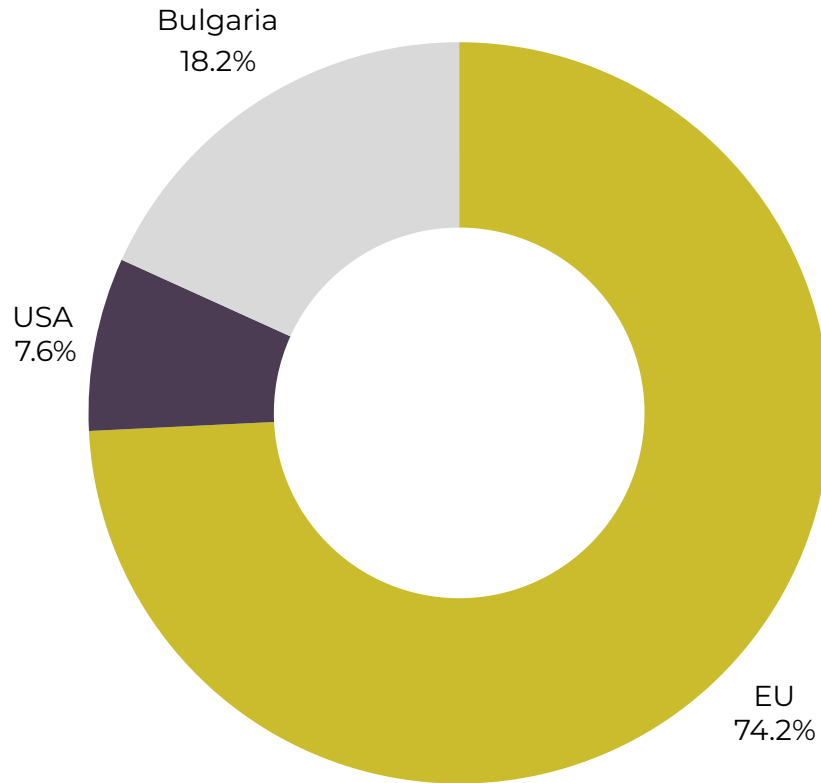


## DISTRIBUTION OF INCOME BY ORIGIN



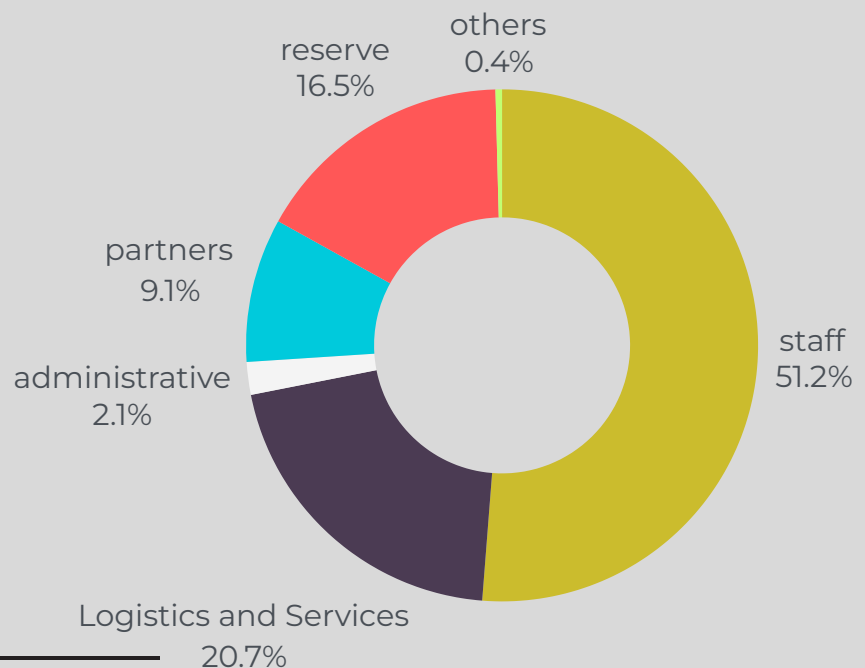


# DISTRIBUTION OF INCOME BY COUNTRY



**The Foundation primarily incurs expenses associated with fee payments and activities conducted, as outlined in the Foundation's Charter, pertaining to the executed endeavors.**

## CATEGORIES OF EXPENDITURES (IN THOUSANDS OF BGN)





---

THE REPORT WAS COMPILED BY

**IMPACT DRIVE FOUNDATION TEAM**

Theodora Ivanova-Valeva, Diana Manolova  
Daniela Slavcheva

**Design and Decoration**

Diana Manolova

**Translation in English**

Radina Stereva

---

---

**WE DRIVE YOU TO IMPACT**