OUR IMPACT

2017

Unleashing the power of social entrepreneurship and innovation to create a better world for children

Reach for Change

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This impact report adheres to the Swedish Fundraising Council (FRII) Quality Code.

A year of "walking the talk"

2017 has been a year full of progress, lessons learned, pivots, and successes – but above all, of social impact. The Reach for Change journey, similarly to the journeys of the 430 social ventures we have coached and supported this year, is dynamic, passionate and purposeful.

This year we have dedicated ourselves to "walking the talk" by improving and applying the tools we use with our social ventures, on ourselves. This has meant mapping out our strategic direction and taking critical steps to increase our relevance, as well as sharpening our execution.

We have aligned with the Agenda 2030 framework and are taking our own steps towards reaching the UN Sustainable Development Goals. In each of our markets, together with our network of stakeholders, and while listening to the children and youth we work with, we have worked to identify today's most pressing issues and have worked hard to find innovative solutions, which tackle some of the key challenges we face, such as social exclusion and inequality.

There are 2.2 billion children in the world today. 1.2 billion of those are in the critical age of 10-18. They are the future leaders, innovators, workers, customers and dreamers. Although in absolute terms, key indicators of education and poverty are getting better every day, new challenges continue to arise. Digitalisation, migration, environmental challenges, urbanisation and changing employment patterns, will all have an extreme effect on our children and youth as they continue to grow and develop.

That is why, challenging the status quo and relentlessly pushing innovation as a catalyst for system change, is at the core of what we do. This year, we have been consulted in several political dialogues, which have resulted in things like new budgetary allocations towards social innovation in Sweden, and defining the first African policy on social entrepreneurship in Ghana.

An integral part of our model of impact is to work, in partnership, with other organisations and exceptional individuals. This year, we have worked on developing our multi-stakeholder relations, and have strengthened our corporate and foundation partners, to unearth win-win solutions which leverage our partners strengths, while strengthening the capacity of our social ventures, which is the greatest tool at our disposal.

Overall, I can reflect back on my first year as CEO for Reach for Change with a sense of immense gratitude towards our team, social entrepreneurs, partners and friends. And I cannot wait to see what we will accomplish together in 2018.

Sofia Breitholtz
CEO, Reach for Change

From the proble
the impact we

1 Problem

Around the world millions of children's needs are not being met and our societies are still not set up as well as they need to be, if they are going to adequately respond to the challenges. At the same time, there are a great number of individuals and organizations out there, with innovative solutions for how to improve children's lives. However, these individuals and organizations often lack access to the support they need to realize their ideas and scale their impact. **Page 10.**

2 Solution

This is where Reach for Change comes in. We find social ventures with high potential innovations addressing children's needs and, through our Incubator program, provide them with a mixture of capacity-building, network connections and grant funding. In order to maximize their chances of success, we also work to strengthen the local and regional ecosystems surrounding social ventures. **Page 11–12.**

6 Long-term outcomes

The ultimate goal is that the social ventures impact a significant share of the children in their target group, contributing to fulfillment of the Sustainable Development Goals. **Page 26–27.**

5 Medium-term outcomes

The social ventures reach a point where they have an effective solution, are financially sustainable, are operationally ready for growth, and have started implementing their impact scaling strategy. **Page 18–25.**

m we address to
e aim to create

7
VISION

Our vision is a world
where all children reach
their full potential.

3
Resources

To deliver our solution, we
combine our financial, hu-
man, intellectual and physi-
cal capital with those of our
partners in the corporate,
social and public sectors.
Page 48–49.

4
Short-term
outcomes

The short-term goal of the Incuba-
tor is that the social ventures have
in place the strategy, processes,
people, systems, credibility, and
connections they need, to sustain-
ably deliver and scale effective
solutions for children. **Page 13.**

FEATURED RESULTS 2017

💰 Incubator 💡

191 social ventures were supported, with capacity-building, network and grant funding, in order to help them put in place the strategy, processes, people, systems, credibility, and connections that they need to sustainably deliver and scale their proven impact for children.

67% felt they were considerably or greatly helped by Reach for Change advisory to overcome key challenges

74% of the social entrepreneurs think that Reach for Change considerably or greatly contributed to increasing their organization's credibility

85% found the grant very or extremely important for developing their operations to achieve more impact

84% of the social entrepreneurs report that they gained useful connections to people and/or opportunities through Reach for Change

Impact on children

The social ventures helped 469,339 children to lead better lives in accordance with eleven of the 17 UN Sustainable Development Goals (SDGs), with a majority targeting goals 3 Good health and well-being, 4 Quality education, 8 Decent work and economic growth and 10 Reduced inequalities.

Example SDG 3 Good health and well-being

In 2017, our social ventures supported a total of

129,153

children to develop and live healthier lives

Beautiful Minds

One of the social ventures working towards fulfillment of SDG 3 is Beautiful Minds, founded by Ayatam Simeneh. They operate in Ethiopia where diarrheal disease is the second most common cause of death among children under 5. One of the major causes is poor hygiene, which is why Beautiful Minds collect leftover soap, recycle it and supply it to schools, where they train students on when and how to wash their hands. In 2017, Beautiful Minds supported 3,000 children, and Melat is one of them.

Impact story: Melat

Melat is a grade four student at Abiyoit Primary school. She remembers that before Beautiful Minds came to her school, there was no water and soap so she had to eat without first having washed her hands. She says, "After Beautiful Minds training on hand washing, some of my classmates become hygiene champions who taught our class about the importance of hand washing. I learned to wash my hands before eating, after using the bathroom and before cooking meals. Most of the days at our school, I go to the station to meet the hygiene champions who give us soap for washing our hands. I have also learned how to rinse my hands and wash using the proper steps of hand washing such as lathering with soap, rubbing together my palms and interlacing my fingers. I have also taught my family about hand washing and my mother laughs when I tell her to wash her hands because it makes her happy and proud!"

Scaling the
social inn

impact of
ovations

A demand for social innovations that meet children's needs

Around the world, millions of children's needs are not being met. Addressing these needs is a vital part of reaching the UN Sustainable Development Goals (SDGs), as 56 % of the 169 SDG targets are either directly or indirectly connected to children.*

Although, in general, the world is gradually becoming a better place for children, there is still a long way to go. If current trends continue, 60 million children under age 5 will die between 2017 and 2030*. This is just one of many alarming symptoms that our societies are still not set up as well as they need to be, in order to respond adequately to challenges faced by children.

Our core belief is that human innovation and entrepreneurship are powerful and necessary tools, which can address many of these issues. We are committed to find solutions that can complement existing structures. We know that many of the solutions needed are already out there and can be found in the hands of local social entrepreneurs; but often, they lack the support needed to realize their solutions and scale them. We also believe that solutions can be effectively co-created in multi-sector partnerships, if structural and cultural barriers of collaboration can be reduced or side-stepped, which we are confident they can.

*Is every child counted, UNICEF 2017.

Girls skating, one of Alumni Crossing Boarders's initiatives to promote equal participation.

We find and help scale social innovation

Through multi-sector partnerships we find and scale social innovations, which help children to lead better lives. Our core program is a three year incubator, specifically designed for early stage social ventures.

Finding high potential social entrepreneurs and solutions

An essential first step, is to find the social entrepreneurs and solutions that have the highest potential to develop and to meet the needs of children on a large scale.

Search. Our search process involves casting our net as wide a possible. We employ public competitions and calls for applications, as well as headhunting through sector networks. If we cannot find existing solutions that match what we are looking for, we work to drive co-creation activities. The resulting candidates are put through an extensive assessment process, where we ask for perspectives from a variety of sectors and stakeholder groups.

**Accelerate.** Candidates with the highest potential are invited to join our accelerator, through which we deliver a series of support modules to help them to: refine their solutions and impact targets, articulate their business models, and sharpen their investor pitches.

During 2017, 274 social ventures joined the accelerator.

Select. At the end of these modules, the candidates pitch to a jury of experts, and the most promising ones are invited to join our Incubator program.

> **We developed a business model and made a financial plan for the organization's work, which we did not have before, rethinking the sources of revenue for our business.**
>
> *Accelerator participant in Bulgaria*
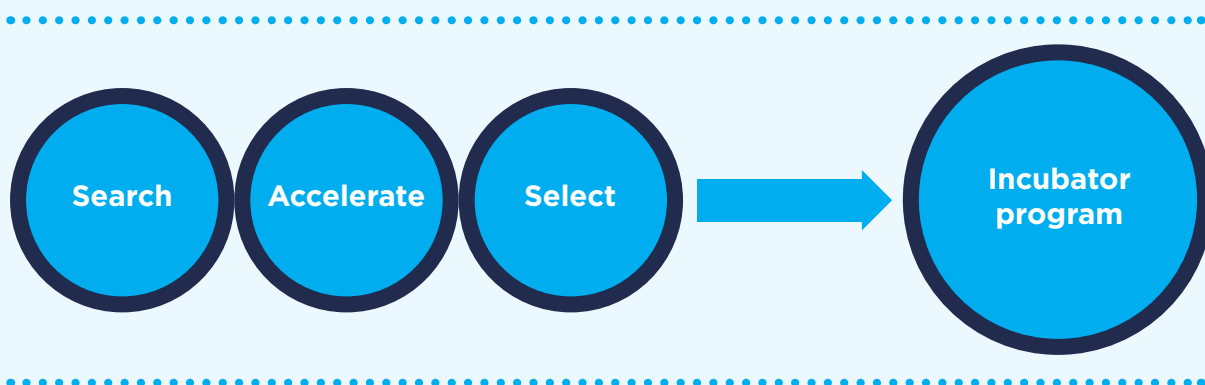
Helping social ventures scale their impact

For the social ventures that are selected to join our Incubator program, we target the following short-, medium- and long-term outcomes:

Short term
(during the Incubator)

The social ventures have in place the strategy, processes, people, systems, credibility and connections they need to sustainably deliver and scale effective solutions for children.

Medium term
(within three years)

The social ventures have an effective solution, are financially sustainable, are operationally ready for growth, and have started implementing their impact scaling strategy

Long term
(after the Incubator)

The social ventures impact a significant share of the children in their target group, contributing to fulfillment of the Sustainable Development Goals

In order to help our social ventures achieve these targeted outcomes, we tailor our support to their needs through a mixture of:

Capacity-building: We offer advisory, technical training, mentoring, coaching and peer-to-peer exchange. We target our support across key development areas, with a particular emphasis on effective solutions, financial sustainability, leadership, impact scaling and system change.

Network: We connect our social ventures to our local and international network of experts and funders, with the aim of creating opportunities for new learnings, partnerships, and sources of revenue.

Grant funding: Selected social ventures are offered unrestricted financial support, used for developing and delivering their solution and for strengthening the capacity and capabilities of their team.

In addition to access to capacity-building, network and grant funding, a place in our Incubator also serves as a stamp of approval given the highly competitive nature of our selections.

Thematic incubation

In the last couple of years, we have developed what we refer to as thematic incubators, to be able to respond even more efficiently to the most pressing needs for children. This is where we zoom in on one SDG target, which we and our partners have identified as unfulfilled and underprioritized. We then find social ventures with complementing solutions that, with our Incubator support, could scale their impact and better fulfill the SDG target. One example of this is our thematic incubator, Innovation for Integration, in which Swedish social projects work to integrate unaccompanied refugee minors in accordance with SDG target 10.2.

Selected short-term outcome results

In 2017, 68 % of our social entrepreneurs felt that Reach for Change capacity-building considerably or greatly* helped their organizations overcome key challenges standing in the way of their development. Zooming in we can see that:

74 % of the social entrepreneurs think that Reach for Change stamp of approval considerably or greatly* contributed to increasing their organization's credibility. Read the full case on page 18, about how strengthened credibility helped Beautiful Minds gain higher revenue, improve their financial sustainability and equip thousands of Ethiopian children with soap and knowledge about handwashing.

84 % of the social entrepreneurs report that they gained useful connections to people and/or opportunities through the Reach for Change network. Read the full case on page 20, about how connection to funding helped Ordblindetræning scale their impact and support 6,708 Danish children suffering from dyslexia.

64 % of the social entrepreneurs felt that reporting to Reach for Change contributed considerably or greatly* to learnings about their organization's results and progress. Read the full case on page 22, about how tracking outcome results helped Catalysts learn how to improve the effectiveness of their mentorship program for Norwegian youth from immigrant backgrounds, who are at risk of dropping out of school.

85 % of the social entrepreneurs considered the grant funding from Reach for Change as very or extremely important for developing their operations to achieve more impact compared to in 2016. Read the full case on page 24 about how grant funding helped CESER influence the system to reduce stigma attached to thousands of children with disabilities in Chad.

With Reach for Change's support the social ventures scaled their operations and impact

68% of the social ventures employed more staff

58% of the social ventures expanded their geographical footprint

55% of the social ventures supported more children

60% of the social ventures gained more revenues

*This response is based on a survey sent to the 152 social ventures who participated in the Incubator program during at least three quarters in 2017, of which 76 % responded. The responses "considerably" and "greatly" correspond to the ratings 4 and 5 on a labeled scale of 1-5 (1 Not at all, 2 A little bit, 3 Somewhat, 4 Considerably, 5 Greatly).
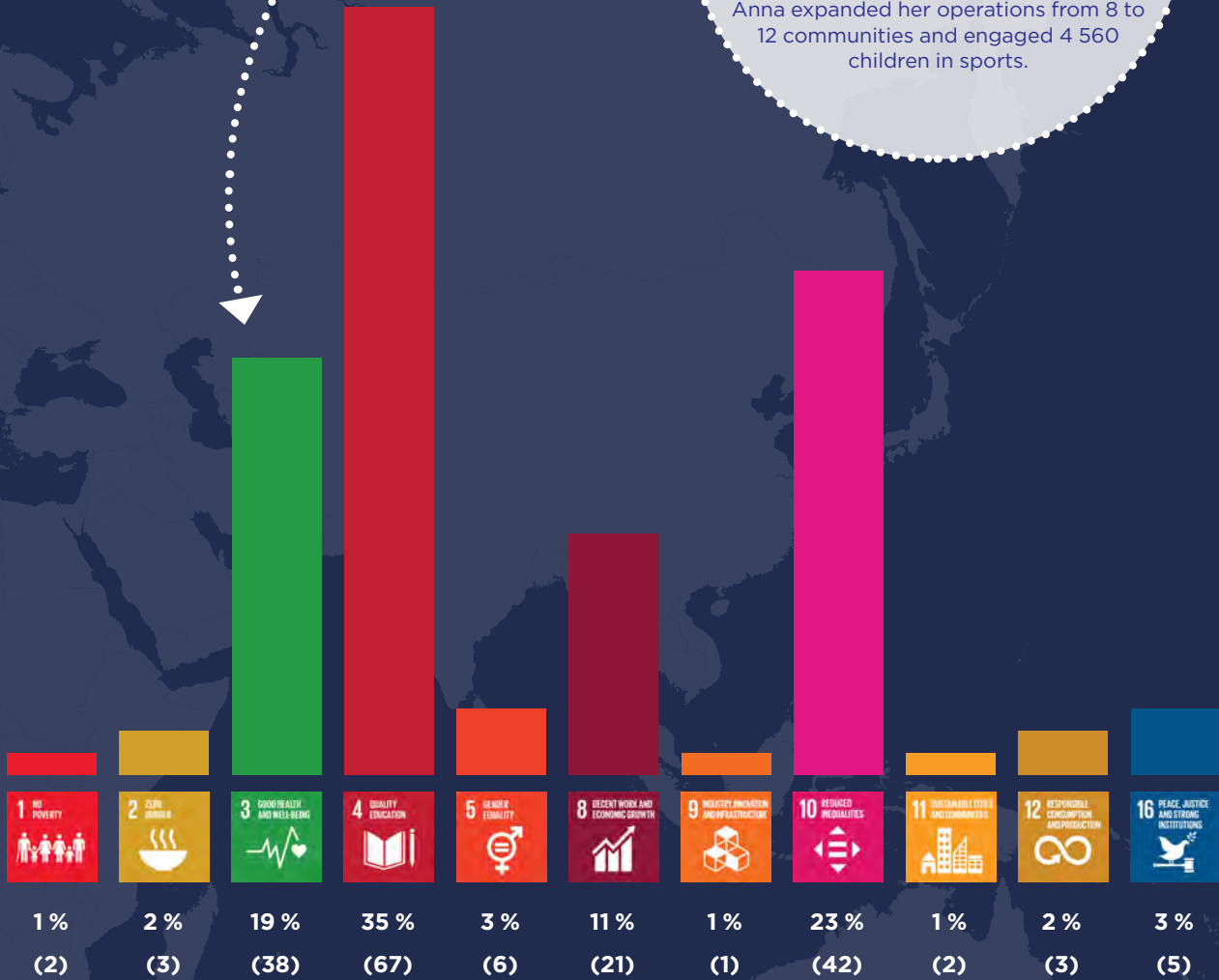
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OUR IMPACT | 2017

Social ventures in our portfolio split by SDG

During 2017, we supported a total of 191 social ventures in our Incubator program. In turn, the social ventures supported 469,339 children to have better lives, in accordance with eleven of the 17 UN Sustainable Development Goals* (SDGs).

*Read more about the UN Sustainable Development Goals (SDG) here: www.un.org/sustainabledevelopment/sustainable-development-goals/

In Kazakhstan, less than 12 % of youth engage regularly in sports, compared to on average 80 % in developing countries. In order to activate youth and promote their health and well-being, social entrepreneur Anna Shelepova builds sports grounds and assists local communities to develop sustainable sports departments. In 2017, Anna expanded her operations from 8 to 12 communities and engaged 4 560 children in sports.

1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
1 %	2 %	19 %	35 %	3 %	11 %	1 %	23 %	1 %	2 %	3 %
(2)	(3)	(38)	(67)	(6)	(21)	(1)	(42)	(2)	(3)	(5)

Countries
Bulgaria, Chad, Croatia, Czech Republic, Denmark, DRC, Estonia, Ethiopia, Ghana, Kazakhstan, Latvia, Lithuania, Norway, Russia, Rwanda, Senegal, Sweden, Tanzania.

Ensure healthy lives and promote wellbeing for children

SDG 3. Ensuring healthy lives and promoting the well-being for all children at all ages is essential to sustainable development. All children around the world should have access to the best healthcare possible, safe water to drink, nutritious food, a clean and safe environment, as well as information to help them stay healthy.

Case: Beautiful Minds

Strengthened credibility helped Beautiful Minds to gain higher revenues & equip thousands of Ethiopian children with soap and handwashing knowledge

In Ethiopia, diarrheal disease is the second most common cause of death among children under 5, killing almost 40 000 children every year. 90 % of diarrhoea is caused by poor sanitation, people having to use an unsafe water supply and inadequate levels of personal hygiene. In order to enable and foster hygienic behaviour, social entrepreneur Ayatam Simeneh and his organization Beautiful Minds collect leftover soap from hotels and spas, recycle it and supply it to schools, where they train students on when and how to wash their hands.

Ayatam was selected to join the Reach for Change Incubator in the beginning of 2017. "When I joined, my business model was horrible. It was based only on grants, solicited applications and bids - and those are not consistent revenue generating sources. My background is as a social worker, and I was not even close to a business mindset. I had the heart but not the head". Without a sustainable business model in place, it was difficult and risky for Ayatam to start scaling his impact. During spring, Reach for Change supported Ayatam through a series of workshops to develop his business model. He reflects: "Thanks to the support from Reach for Change, I have started thinking like a social entrepreneur. I now have a business model that is based on sales of soap to schools at a very low rate – 18 cents per soap – which generates profit that at a larger scale of operations can cover our costs. This can enable us to be independent of grants".

In addition to supporting with the development of

a business model, Ayatam highlights how Reach for Change has contributed a stamp of approval: "It was a huge boost in confidence for both me and my team to have an international NGO believing in us. It also increased our credibility when seeking support from other partners."

During 2017, Beautiful Minds has grown their revenues from less than 400 USD to more than 25 000 USD. They have hired three full-time staff, and are aiming to soon hire an additional three to work on soap production. "When I compare the growth of Beautiful Minds to that of other startups in Addis, I think we have grown faster than everyone else that started in the same place in 2017"

Thanks to increased revenues and more staff, Beautiful Minds are now supporting 3,000 children in two schools. In addition, 70+ peer educators in 17 additional schools have been trained and Beautiful Minds have initiated a roll-out of support to more than 26,000 children.

Ayatam and his team have recently performed their first measurement of the impact of their trainings. In their sample of 25 students and teachers, all participants demonstrated an improved knowledge, with an increased median knowledge score from 60% to 95 %. "The next step is to measure to what extent this increased knowledge translates into actual hygienic behaviour", says Ayatam. Melat, one of the many children that has been positively impacted by Beautiful Mind's work, shares her thoughts.

School children learning how to wash their hands.

129,153

children and youth were supported to develop and live healthier lives, through interventions carried out by our social ventures in 2017.

74 %

of the social entrepreneurs felt that Reach for Change considerably or greatly contributed to increasing their organization's credibility in 2017.

Impact story: Melat

Beautiful Minds reduced the risk of Melat falling sick

Melat is a grade four student at Abiyoit Primary school. She remembers that before Beautiful Minds came to her school, there was no water and soap so she had to eat without first having washed her hands. She says, "After Beautiful Minds training on hand washing, some of my classmates become hygiene champions who taught our class about the importance of hand washing. I learned to wash my hands before eating, after using the bathroom and before cooking meals. Most of the days at our school, I go to the station to meet the hygiene champions who give us soap for washing our hands. I have also learned how to rinse my hands and wash with proper steps of hand washing such as lather with soap, rub the palms and interlace the fingers. I have also taught my family about hand washing and my mother laughs when I tell her to wash her hands because it makes her happy and proud."

Ensure inclusive and quality education for all children

SDG 4. Obtaining a quality education is one of the key fundaments to improving children's lives. All children should have the right to a good quality education that helps the child use and develop their talents and abilities, and should be encouraged to go to school to the highest level they can.

294,348

children and youth were supported towards a high quality educational, through interventions carried out by our social ventures in 2017.

84 %

of the social entrepreneurs gained useful connections to people and/or opportunities through Reach for Change in 2017.

Case: Ordblindetræning

Connection to funding helped Ordblinde-træning scale their impact, to support 6,708 Danish children suffering from dyslexia

Up to 84,000 Danish children are struggling to learn to read and write, which often makes it difficult for them to move on to higher education. Social entrepreneurs Mikael Højbjerg and Thomas Mose, and their organization Ordblindetræning, work to give children with dyslexia equal opportunities so they can realize their potential, They do this by offering reading and writing classes based on study books and compensatory IT software. In addition to the classes, Ordblindetræning offers training for the children's parents, so they can continue supporting their children at home. Parents can also choose to work with one of Ordblindetræning's volunteers, to help with providing regular guidance and encouragement.

In the beginning of 2017, Ordblindetræning felt ready to speed up the scaling of their impact. Mikael thinks back: "During 2015 and 2016 we did a lot of product development. At the launch of our improved program in 2017, the Ministry of Education referred to our methodology as one of the most effective ways to teach reading and writing to children with dyslexia."

The Ministry's enthusiastic acknowledgement of the effectiveness of Ordblindetræning's solution made Reach for Change keen to support their expansion. "The Danish Reach for Change team has a great network of valuable connections", Mikael says. "One of their contacts is the Egmont Foundation, which invests in improving the lives of children and youth. Reach for Change introduced us to them and gave

us their seal of approval, which provided us with a credibility that we could not have had on our own. In Q2, Egmont decided to partner with us, and I am convinced that this was one of the reasons why the Ole Kirk's Foundation, another important funder, also chose to partner with us shortly after."

In addition to connecting Ordblindetræning to opportunities for funding, Mikael highlights that Reach for Change also provided strategy development support: "Reach for Change set us up with consultants from Qvartz who have supported us with pro bono advice, especially regarding our business model. It is really important and helpful to get their external viewpoint, in order to challenge and validate the beliefs that Thomas and I have. Reach for Change has given us a sounding board, for matters big and small, throughout our time in the incubator.

In 2017, Ordblindetræning almost doubled their revenues, from 280,000 to 500,000 USD. They also grew their staff from 2 to 12 and increased their number of children supported from 2,952 to 6,708.

The impact evaluation conducted by the Ministry of Education on 30 children in 4-5th grade, shows that after 30 hours of support from Ordblindetraening during one week, the children significantly increased the number of words they could read correctly per minute from Elbro Word Lists - on average from 27 to 32 words. One of the many children who were positively impacted by Ordblindetræning's work is Emma.

Impact story: Emma

Ordblindetræning helped Emma to read and spell, increasing her confidence

Emma is in the 4th grade. With severe dyslexia she finds school challenging, particularly to read and spell unknown words. In addition, she struggles with low self-esteem due to the many defeats experienced in school. In 2017, Emma's parents came in contact with us at Ordblindetræning through an advert on Facebook, and asked to enroll Emma in the training program. After a two day reading and spelling training based on our study material "Fonologik", Emma can now take herself through words sound by sound and syllable by syllable, and has a much easier time to read and spell unknown words. In addition, our speech-to-text

software allows Emma to more easily participate in writing activities relevant to her age. This has resulted in that she has a much greater confidence in her school work. Three months after Emma completed our course, we received an email from her stating that she had continued writing on the story she started developing with Thomas as part of the training, and that she had started to read more books. She says in the email, "I feel that I have learned so much during my time with you"

Young girl working with Ordblindetræning's digital tool.

Equip children for adult life and the labour market

SDG 8. Increasing labour productivity and reducing the unemployment rate, especially for young people, is an essential component of sustained and inclusive economic growth. All children should be considered stakeholders in economic activities with an understanding of their potential and be given information about work opportunities. Children, especially from marginalized groups, should be supported to enter the labor market in order to protect their rights and safety, and promote their development and education.

Case: Catalysts

Tracking outcome results helped Catalysts learn how to improve the effectiveness of their mentorship program

In Norway, only 65 % of youth from a minority background are in education or employed, compared to 86 % of ethnic Norwegian youth. The potential societal savings are extensive; moving one youth from a path of unemployment to a path of employment, has been estimated at a net value of 11.6 million NOK in savings. Social entrepreneur Lisa Cooper, and her organization Catalysts, offer a six-month mentoring and coaching program for youth from a minority background. The program's goals are to help youths build up their self-esteem, since research shows that a higher self-esteem increases the probability of finishing school, and ultimately to get access to more opportunities for work.

Before Lisa entered the Incubator she set targets and monitored results, but not in terms of impact. Lisa explains: "Many social entrepreneurs design phenomenal programs but only monitor progress around their activities and the number of beneficiaries they reach, rather than collecting data around the outcomes of their programs. Before we entered the Incubator, Catalysts was also stuck in that 'hole' of too much focus on our activities."

One of the first activities in our Incubator, is helping our social ventures map out the outcomes for children that they aim to achieve, and what indicators to use for monitoring the development. "When Reach for Change introduced how to measure our targeted outcomes, it hit me that these tools allowed me to bring the results-orientation I learnt from the private sector into my social business, and at some point I might even be able to say to potential funders that 'We can guarantee you a 30 % return on your investment'."

In Lisa's view, Catalysts' focus on impact and impact measurement has strengthened their fundraising efforts: "Few social entrepreneurs focus on impact measurement like we do, which makes us stand out." Lisa also sees how the impact measurement has supported their learning and development: "Our impact assessment has allowed us to confirm many of our qualitative impact observations, but also to see where we need to tweak our method to maximize impact. For example, it has shown that unaccompanied refugee minors have much lower self-esteem when they enter our program. Based on this insight, we are now extending their program from six to twelve months"

During 2017, Catalysts revenues almost doubled (from 150 000 to 295 000 USD), their paid staff increased from 2 to 5 and their pool of volunteering mentors expanded from 35 to 129. Furthermore they scaled their operations from 5 to 8 municipalities, in which they supported a total of 176 youth.

Impact measurements conducted during 2017 show that among 61 youth assessed with the Rosenberg Self-esteem scale, the average self-esteem score increased from 21.53 to 23,28 (out of 30). Juan is one of the youths that has been positively impacted by Catalysts' work.

*Lisa Cooper,
Founder of
Catalysts.*

6,378

children and youth were supported to become better equipped for adult life and the labor market, through interventions carried out by our social ventures in 2017.

64 %

of the social entrepreneurs felt that reporting to Reach for Change contributed considerably or greatly to learnings about their organization's results and progress in 2017.

Impact story: Neba

Catalysts' mentorship program paved the way to employment for Neba

Neba is from Iraq. She tried to complete her education in Norway, but dropped out of high school as she was not able to handle the workload and language. She was later enrolled in a Catalysts partner mentorship program, which used a methodology based around the concept of appreciative inquiry, in order to put focus on what Neba did well. Neba felt that the program gave her a greater understanding of her strengths and resources, one of them being that she was good at working with children. With a more positive view of herself, and a new perspective on her opportunities, Neba saw education as a potential career path and was eventually able to secure a half-time position at a school.

Reduce inequalities to give all children a fair chance

SDG 10. No child should be treated unfairly on any basis – no matter who they are, where they live, what their parents do, what language they speak, what their religion is, whether they are a boy or girl, what their culture is, whether they have a disability, whether they are rich or poor. All children have rights and each child should feel included in the society they live in.

Case: CESER

Grant funding helped CESER influence the system to reduce stigma attached to thousands of children with disabilities in Chad

In Chad, children with disabilities are believed to be evil spirits that bring a curse on their family. As a result these children are often marginalized, hidden away or abandoned - which in some cases has lead to deaths. The Chadian government signed the UN Convention on the Rights of Persons with Disabilities in 2006, but remains one of 12 countries that still has not ratified it. Social entrepreneur Adoumkidjim Naiban, and his organization CESER, run the first centre in Chad to support these children. They work to develop children's potential through activities such as handicraft training and sports, giving them freedom to explore and learn.

Before Adoumkidjim was selected to join the Incubator he was successfully running a centre in the capital N'Djamena, but was struggling to scale: "Setting up operations in other cities was very expensive and we did not have neither the resources nor the strategy", says Adoumkidjim.

To address the challenge, Reach for Change supported Adoumkidjim to develop a feasible expansion plan. The resulting strategy was for Adoumkidjim to set up a national network of local associations lead by parents of children with disabilities. The parents would be recruited to raise awareness and educate community members, to reduce stigma and hurtful practices.

In order to enable the recruitment of parents,

Reach for Change supported Adoumkidjim with funding which allowed him to travel around the country with an awareness raising campaign.

In 2017, CESER is working through parent-lead associations in as many as twelve cities. This country-wide establishment has contributed to that Adoumkidjim is recognized as a leading subject matter expert by the Chadian government, which gives him the opportunity to lobby for changes in the 'system' surrounding the problem. Adoumkidjim exemplifies: "Previously children with disabilities were not actively included in the World Children's Day events and activities, but thanks to a shift in mindset the government is now keen to have them be part, a key milestone on the path towards shifting the mentality of the entire Chadian society."

Another opportunity that has materialized for Adoumkidjim since CESER's expansion, is being invited on a regular basis to speak on the radio about children with disabilities. In a country where 65 % of the adult population is illiterate, radio broadcasting is a key communication channel and a powerful means for Adoumkidjim to impact societal attitudes also in the rural parts of Chad.

During 2017, CESER provided direct support to as many as 1,359 Chadian children with disabilities. One of the many children that has been positively impacted by CESER's work is Messie.

Impact story: Messie

CESER helped Messie become more independent and socially included

"Messie is a 7 year old boy with multiple disabilities, including having his mobility impaired in his hands and legs, as well as facing learning difficulties. He is totally dependent on his parents and other people for all his mobility, and he has trouble articulating and verbalizing.

Messie's parents heard of CESER and enrolled him for the 2016-2017 school year. After only a couple of months of participation in the center's activities, Messie was able to do more things by himself.

He can now eat on his own and play with a ball. He has managed to make friends with other children at the center. The other children have started decoding Messie's language, and he can even articulate a few words along with writing some letters. 'The greatest pleasure of all is to see Messie blossoming and sharing his joy with others', says Adoumkidjim".

17,097

children and youth were supported to become more included in their communities and society, through interventions carried out by our social ventures in 2017.

85%

of the social entrepreneurs considered the grant from Reach for Change as very or extremely important for developing their operations to achieve more impact in 2017 compared to in 2016.

Adoumkidjim with one of the children supported by CESER.

Alumni development

Our targeted long-term outcome is that our social ventures – after they graduate from the Incubator – scale their impact to a significant share of the children in their target group. In 2017 we initiated a follow-up on how our Alumni developed after graduation, which we will continue building on in 2018.

Our Alumni have a high rate of 'survival'

91 % of our Alumni are still in business, which is slightly higher than the median survival rate of incubated organizations (85 %*), and considerably higher than the survival rate of non-incubated organizations (43 %**).

Not only are almost all Alumni still in business; a clear majority have also continued to scale

71 % reached more children.
69 % increased their revenue.
68 % expanded geographically.

Looking back, most Alumni consider Reach for Change as instrumental to their development

73 % feel that Reach for Change had a considerable or huge impact on their overall development.

"When Mattecentrum was selected to the Incubator it meant the world to me. Suddenly there were people from all these big companies including Sophie Stenbeck who believed in me and my idea. People who wanted to back me up, give me the opportunity to succeed – or fail – and who said "let´s go!". The financial support was of course important, but it was in fact the network that made Reach for Change really special. It gave Mattecentrum positive attention in the media, which opened many doors. Also, my personal advisors from Reach for Change's corporate partners were really great."

Johan Wendt, Swedish Alumnus

*As reported in a study conducted by the European Commission, Benchmarking of Business Incubators, where 71 business incubators were asked to report the survival rate of their incubator participants.

**Survival rate after five years of American businesses that started in 2005, as reported by the U.S. Census Bureau.

Case SDG 4: Mattecentrum scaled to impact a significant share of the children in their target group

In 2008, Reach for Change Alumnus Johan Wendt from Sweden founded Mattecentrum, which offers free of charge mathematics support in after school maths labs and online.

Based on statistics from Statistics Sweden (SCB) and OECD, there is an estimated 210,000 children in Mattecentrum's primary target group; Swedish youth in need of extra support to achieve basic capabilities in mathematics.

In 2015, three years after graduating from the Incubator, Mattecentrum supported more than 500 000 children and youth per month, through maths labs and their online training. More than a significant share of the children in their target group!

A third party evaluation performed in 2016 shows that municipalities where Mattecentrum operates demonstrate a stronger improvement in maths grades, when compared to other municipalities.

Johan Wendt supporting one of the youths with maths.

In 2015, Mattecentrum supported more than 500,000 children and youth per month.

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How we tackle systemic challenges

At the heart of Reach for Change's vision, is the desire to achieve long-term, sustainable change. This target led us to seek social entrepreneurs who were looking beyond the symptoms of the problems in front of them, and aiming to target and make changes to the root causes. This normally means identifying problems or inefficiencies that lie within existing systems and investigating opportunities to fix or improve them. Or in other words, bringing about system change.

Since we launched, we've been asking the social entrepreneurs that apply to our incubator to explain the systemic problems they currently see, and talk about how they might address these. This is of course easier said than done, and doesn't happen overnight. Only a small percentage of those we've invested in have been able to succeed so far, but our intention remains the same.

Increasingly, it has become clear to us that to maximize the impact of our investments, we also need to employ this system change approach for our own work, and that this looks very different in different contexts.

Systemic challenges and opportunities

For us, the systemic challenges that we face are about identifying and overcoming barriers that hinder the development of social innovations, whether it's about knowledge, attitudes, legislation, or infrastructure. Having gained experience from working with local teams on the ground in vastly different markets across the world we have learned that there is no catch-all answer to what this means, or which strategies are most efficient. What might make sense in Chad, probably won't make sense in Norway, and vice versa.

Whilst the circumstances in each market are unique, we can identify some patterns in the challenges and opportunities addressed in different markets and how we have approached them. Roughly, these could be divided into three market categories:

1 Markets where the concept of social entrepreneurship is quite well established, and where support systems have begun to emerge, but where different sectors are still, to some extent, working in their own areas.

2 Markets where there is a big civil society and non-profit sector but where the awareness of social innovation and social entrepreneurship are still quite low. In these markets, the dominating models to address social issues within the civil society are those of traditional charities.

3 Markets with a very limited tradition of active citizenship and a comparatively small civil society. These are typically markets where the state has been very strong. For us, this often means that the access to social ventures and innovations that are ready to scale widely, are limited.

How Reach for Change works with these challenges and opportunities

In category one markets, we are seeing opportunities beyond delivering our core program. For many of the social ventures we work with in Sweden, for example, the end goal is for their solution to be integrated into, or purchased by, the public sector. An important challenge then becomes facilitating collaboration between social ventures and public institutions and in doing so, supporting different sectors to speak the same language.

To enable this, we are currently working with different approaches to engage more directly with the public systems, early in the innovation process, and look for opportunities for collaboration and collective impact. This has especially been a focus for our Innovation for Integration initiative in Sweden.

In cluster two markets, we are seeing opportunities to increase the knowledge about social entrepreneurship and to help create more supportive ecosystems for social ventures to operate in. For example, Latvia is in the process of defining and establishing a Social Venture sector, a process in which our Latvia team is now closely involved.

In Ghana, members of the Reach for Change team have been working with the government and playing a key role in bringing together other stakeholders, to put together legislation that might establish a formal social venture sector there. In fact, many of our Africa markets fit into cluster two - there is strong interest in entrepreneurship and social development, so social entrepreneurship is a natural fit, and a great way to bring these two sectors together.

In category three markets, our role is less about sector formalization, and more about addressing attitudes and behaviour among the public, inspiring individuals to take action and creating movements around social issues. A key vehicle for this has been our public activation campaigns, where we call for new solutions and showcase successful social ventures. Through these campaigns we have not only activated thousands of aspiring social entrepreneurs, we have also contributed to raising the general awareness about social entrepreneurship in many of our markets.

In exploring different avenues of collaboration, we've also seen markets move between categories. In Sweden, for example, which we define as a category one market today, the concept of social entrepreneurship was virtually unknown when we began working here. Since then we have run a number of public campaigns, primarily through our partners' media channels. During this period, we have continuously tracked the knowledge about the concept social entrepreneurship among the general public and seen that it increased from 13 percent to 47 percent (share of general public that was familiar with the concept in Q4 2009 compared to Q4 2017). Although many other factors have likely contributed to this, Reach for Change has been one of, if not the, most vocal advocate for social entrepreneurship in the country during this period.

To further complicate the picture, our experience is that even within specific markets, the systemic challenges in relation to promoting social innovations differs greatly between urban and rural areas. In most of our markets there is a heavy concentration of social ventures, networks and infrastructures around bigger cities.

As we move forward, we'll be looking at these systemic challenges in each market and at how we may be able to contribute to addressing them, and how we can play a role in moving markets between categories. We look forward to reporting back on this over the coming years.

Richard Gorvett
Program Director

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Partnering for change

Reach for Change is strongly committed to Sustainable Development Goal 17, Partnership for the goals. Our model is based on working in cross-sector partnerships to co-create a better world for children. Companies which are characterized by innovation and entrepreneurship, transfer invaluable knowledge and skills to build, support and scale sustainable social ventures. These are just a few examples of who we work with.

MTG: Empowering children through media

Denmark: At the annual Game Changer finals, hosted by MTG and Reach for Change in Denmark, we let a panel of children and youth decide which of the Change Leaders who were the most deserving of 50.000 DKK. This year's favorite was ExcaliCare who runs mental rehabilitation camps for former children cancer patients and their siblings. Throughout the years Reach for Change in Denmark has been especially focused on empowering and giving a voice to the children and youths. To reach and engage the youth we have been doing workshops and presentations at partner schools - and have increasingly been including children and youths actively in our program to prepare them for giving feedback. Investing in improving children's lives is a way for MTG to give back to the community, and having children and youth influencing that decision makes it smarter and more relevant, and we all get reminded of why we are committed to the cause.

Bulgaria: On June 1st, The National Children's Day, NOVA and Reach for Change in Bulgaria launched the fourth PROMYANATA (Game Changers) campaign. NOVA dedicated the whole day of national airtime and the news about PROMYANATA was in every news emission and in most shows. Children were co-anchors and Yuriy Vulkovsky – country manager for Reach for Change - and Ani Salich – key news anchor and Ambassador - were guests at the morning news show to launch the campaign.

PROMYANATA is well integrated into NOVA's CSR-strategy. Since it's one of the first corporate initiatives in Bulgaria that invests in long-term innovative solutions tackling basic societal problems, it aligns well with NOVA's corporate values – innovative, responsible and inspiring, strengthening their position as one of the leading media platforms in Bulgaria.

Founding partners

MTG · TELE2 · KINNEVIK · MILLICOM THE DIGITAL LIFESTYLE · HSS STENBECKS STIFTELSE

Pro Bono Partners

CISION · ROSCHIER · AM BALTICS · FERD · BECH-BRUUN · QVARTZ

Tele2: Connectivity with a purpose

Lithuania: In October, together with Tele2, Reach for Change in Lithuania launched a public campaign to promote innovations that help children stay safe on the internet and elsewhere. The campaign consisted of a public competition based around the theme "Connectivity that you can trust" and was based on Tele2's research on child safety online. The country President's was also running a nationwide campaign "For a safe Lithuania" and thus he became an official part-ner. Reach for Change was then invited to hold a pitch event at the President's office. This was a real testament to our work in positioning our-selves as leading the way with innovative part-nerships and having the ability to leverage our partners' unique capabilities for social good.

Sweden: In February, Reach for Change launched the campaign "Share the brief", with the goal to challenge corporations, to tackle the most pressing challenges children and youth are facing in Sweden. As a result Tele2 and Nokia chose to take action on the brief: "How can we support newly arrived youth in finding Swedish friends?" Together with Reach for Change the project SHO was piloted, a real-time translation service that allows people with different lan-guages to talk on the phone. Four pairs of friends tested the service – four Swedish youth and four newly arrived youth from Syria. Input from the participants is now helping to steer the devel-opment and the evaluation of how to use the technology so that it is able to create change for newly arrived youth, on a large scale.

Ghana: British Council and Reach for Change building the ecosystem of social ventures

Ghana: After 3 years of supporting social ven-tures at the grassroots level in Ghana, we realised that, in order to have real impact at a national level, we would need to commit to supporting and becoming part of the whole countrywide ecosys-tem to grow and flourish. This was how SE Ghana was born. In conjunction with the British Council and various other players in the NGO sphere, Reach for Change became a Founding partner in setting up SE Ghana - which was established to

impact on policy, advocacy, available funding for the social venture sector as well as learning and innovation within the sector on top of research that would benefit the sector in Ghana. Since launching the network, SE Ghana has worked within the national ecosystem to develop a new policy to make the legal process for registering for social ventures easier and to provide incentives for newly set up social ventures. These proposals will go before the Cabinet in 2018   and will hope-fully come into effect in 2018 as well.

Partners
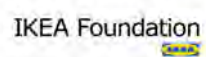
Bringing different sectors together

The conviction that different sectors – corporate, non-profit and public – need to come together to solve our major challenges lies at the core of everything we do. We believe that we are only just beginning to see the potential of innovative cross-sector collaborations for social impact. But we also believe there are some very real challenges and risks ahead, especially if we don't get it right.

Where we come from

Back in 2009, when Reach for Change was founded, we noticed that there was something missing, in how many companies were thinking about social impact. Rather than exploring how the unique potential of individual companies could best be put to use for social good, a lot of the corporate social investments boiled down to donating money and engaging co-workers in seemingly random voluntary work. In parallel, we saw that many organisations in the non-profit sector were struggling to, or actively resisting, to apply business principles in their work.

Seven years down the line, we have seen a number of examples of what can actually be achieved through cross-sector collaborations, and specifically through innovative partnerships with businesses. Hundreds of co-workers among our partner companies have dedicated their time and their skills to helping our social ventures, and us, grow across the world and increase our impact on children's lives. We have co-created solutions for impact with our partners based on their commercial technologies and platforms.

During this time, there has also been a dramatic shift in the attitudes towards cross-sector collaborations and the role of businesses in addressing social challenges. Systemic challenges, such as climate change and mass migration have made it painfully obvious that no sector alone will be able address the big issues of tomorrow. Through the

Sustainable Development Goals and Collective Impact we have also started seeing more common terminology. Speaking the same language and agreeing on common goals lowers some of the barriers for collaboration.

In parallel to this, there is accelerating convergence, where traditional lines between different sectors, as well as between different actors within sectors, are increasingly blurred. Today more non-profits actively embrace business concepts, and talk enthusiastically about innovation and sustainable business models. At the same time, business leaders are increasingly preoccupied with purpose rather than just profit, as consumers and employees are shopping for good companies rather than just good products.

What we can do to harness the opportunities but avoid the pitfalls

We believe that these trends will continue to grow in importance, and that we are only beginning to see the opportunities – and the challenges – of cross-sector partnerships. So what then should businesses and non-profits do to harness the opportunities of these trends but avoid the pitfalls? Based on our experiences, there are a few key success factors to innovative partnerships that we believe will be even more critical in the coming years.

Moving from partnerships to collective impact

The opportunities of creating true win-win collaborations lie in moving from traditional partnerships to true collective impact built on the unique strengths of each party. For us this means jointly exploring how we can leverage our corporate partner's individual assets in terms of expertise, platforms, brand or technology, for relevant social purposes. In our most successful collaborations, we work with cross-functional teams in our corporate partners, including everything from CSR and marketing to HR, Public Affairs, technology and anything in between. When we get it right, it doesn't only mean that we get more impact out of the collaborations, but also that we can design truly unique projects that are closely linked to our partners' businesses and brands.

It may sound simple, but most times it isn't. One key challenge here is that innovative partnerships don't necessarily align well with traditional organisational structures. It requires agile organizations on both sides, strong leadership mandates and simple metrics to track progress. And it requires a collaborative culture, empowering individuals to be creative and do great things across borders.

Taking educated risks and failing forward

Although profitable business is all about taking calculated risks, CSR is traditionally a risk-averse activity. When it comes to investing in social innovation, we see a tendency to look for safe bets and solutions that have already been proven.

To find the truly innovative solutions – beyond the hype and fancy concepts – we will need to move towards more of a venture capital mindset when it comes to risk. We will need brave organizations and collaborations that challenge perceptions of what innovations can look like, and that bet on people and ideas that have not yet been proven.

Avoiding the PR pitfall

The shift towards a purpose economy, where purpose becomes hard currency for businesses, opens up new opportunities for non-profits to deliver tangible benefits to corporate partners. But there are also risks here, as a possible tra-

jectory is that we end up seeing more refined PR stunts rather than more sustainable impact.

For a non-profit, overstretching to deliver on partner-expectations poses a risk of mission-drift. But even for businesses, engaging with a cause without being really anchored in its though leadership mandate and steering is a material risk. In recent years, as purpose-driven marketing has become something of industry standard, there has also been examples of where companies' efforts in this area end up being ridiculed or even attacked instead of praised by their target groups because it doesn't seem sincere. There is even talk of a purpose backlash, and Forbes predicts that "brand gaffes" by companies venturing into purpose-driven marketing will be one of the major marketing trends in 2018.

We believe that true cross-sector collaborations, with a respect for the different actors' different roles is key. For us as a non-profit, it stresses the importance of staying true to our mission and advocating our target group's interest. We need to safeguard credibility by ensuring and validating that social impact is our most important value-add in any partnership.

Jon Goland
Director Strategy and Communications

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How we measure impact

In our impact measurement, we track and evaluate both our direct impact on social ventures and our indirect impact on children.

Measuring impact on social ventures

In order to understand the development of the social ventures we supported in 2017, we monitored:

- Their organizational growth, in terms of increase or decrease in revenues gained, staff employed, volunteers engaged, geographical footprint and number of children supported. Data was collected on a quarterly basis.

- The development of their organizational capabilities, by which we mean the components needed to support sustainable growth, for example, clear and engaging leadership, a sustainable business model and a viable impact scaling strategy. Organizational capabilities are assessed upon program entry (constituting the baseline) and thereafter at least once a year, using the assessment tool *Development Tracker © 2015*.

In order to get an indication of the extent to which the ventures' development can be attributed to our support, we collected anonymous feedback from the social ventures about what role they think we played in their development during the past year.

In addition to tracking the development of the social ventures who are currently in our program, we also followed up with our Alumni to find out whether they are still in business and if they scaled.

Measuring impact on children

In order to understand the social ventures' impact on children in 2017, we monitored:

- The number of children they reached. The social ventures reported this data quarterly and provided verification of their reach by, for example, uploading photos and attendance lists.

- How their work leads to improvement in children's lives. The social ventures reported progress toward their targeted outcomes through outcome stories (quarterly) and outcome indicator results (annually). Their targeted outcomes differed, but they all worked to contribute to one of the SDG targets connected to children. A selection of our social ventures' outcome indicator results and impact stories can be found on page 18-25.

Reporting that benefits rather than distracts

It is important to us that our reporting requirements are proportional to the support we provide and, ideally, that the process of reporting benefits, rather than distracts our social ventures. With this in mind we were happy to see that, when we surveyed our social ventures anonymously (with a 76 % response rate), that almost two thirds think that Reach for Change's 2017 quarterly reporting process contributed considerably or greatly to:

- Learnings about their organization's results and progress (64 %)

- Having a set of stories and data that they could communicate to their other stakeholders (64 %)

- Development of regular routines for their data collection (62 %)

*A youth from one of our
social ventures, IT-Guide,
helps a senior with Social
Media.*

How we work to continuously learn and develop

Impact and program data from our 17 markets is systematically collected, compiled and quality-assured by our Central Impact Team throughout the year. An initial analysis and assessment of results is conducted together with members of the Central Program Team, who, where applicable, dig deeper together with Country Program Managers and Regional Directors. The primary goal of the analysis we conduct is to identify areas for improvement and actions needed for that improvement, but also to identify good practices which we share in our monthly Global Program Team meetings.

Having the guts to strive for maximum impact

Impact management learnings after seven years

As a not-for-profit organization, achievement of our social goals is our bottom line. The general view is that this is hard to measure, and it is. It is much harder to monitor integration of un-accompanied refugee minors, or self-esteem among sexually assaulted girls, or independence among children with autism, than to keep track of revenues.

However, for us, the high degree of difficulty is not an excuse to not try. We are likely to never get a perfectly complete picture of our impact results, but we do strive to get a good enough understanding to be able to make data-driven decisions about continuous improvement of our interventions, to evaluate how efficiently we use our resources, and to hold ourselves accountable to our mission.

We are far from done in our efforts, but strong progress has been made during the past seven years and we can look back at an exciting journey of learning and development:

Why the 'why' is important

In our early days, when we had fewer staff and fewer resources, impact measurement was not one team member's sole focus. Rather it was one of many hats our team members had to wear. Not only was this the case for us; it is also currently the case for most of the social ventures we support. It is always important to be clear on why we track impact, but in the early growth stages - when resources are so scarce - we have learned it particularly vital.

The 'why' directs both what and how rigorously we measure. For example, if at a certain point in time, the primary reason for measuring your impact is to satisfy funder interests, then whatever the funder is interested in, is what should be identified and then measured. In spite of the seemingly obvious logic to this inference, we have seen over and over how data is collected and then found not to be useful. Our experience is that, in any process of impact measurement, the first step should always be to reflect on, and document, the why, before taking action. Clearly stating the why, not only maximises the chances of collecting the most useful data, but also - if you are part of a team - increases the likelihood of surfacing any non-alignment at a time when it can still be easily resolved.

A high jump is more meaningful when there is a bar to jump over

Looking back over the years, we can see how the steering mechanisms of our program operations have evolved. In the beginning, although our Incubator support centered around the same core areas that we work with today, we had not yet clearly specified what success looked like within each area. Without clarity around the targeted outcomes, we could not follow up on whether our goals were being achieved. Rather, our focus was on tracking outputs (mostly the number of children supported) and on tracking our social entrepreneurs' satisfaction with our support. Lots of children were being supported and our social entrepreneurs were very satisfied with our Incubator support, but we lacked a basis for assessing if these results were good enough. It was

Boy in Tamale, Bolgatanga
Community, Ghana.

like a high jump without the bar to jump over. We knew that we jumped and we had a good feeling, but we did not know whether we sailed over or fell short. Going into 2018, our situation is different. Within each of our support areas, we have set out which development milestones that we aim for our social ventures to achieve in the Incubator. Every four months we will be monitoring and evaluating our social ventures' progress towards those milestones.

> **It was like a high jump without a bar to jump over; we knew that we jumped and we had a good feeling, but we did not know whether we sailed far over or fell embarrassingly short.**

In essence, if the ambition is to monitor whether targeted outcomes are achieved, then it is vital to first identify what those outcomes are. From working with hundreds of social ventures, we have seen that this is easier said than done. In the few instances where an attempt has been made to document targeted outcomes, often they are in fact not outcomes but activities with a purpose. We therefore spend a lot of time at the start of the Incubator challenging our social ventures to be crystal clear with their social goals. It does take a bit of time and for some, it can be a bit of a painful process, but we know that the blood, sweat and tears invested up front pays off in the long-term.

Evaluating not only effectiveness but also cost-efficiency

During the past years our focus has been on measuring and maximizing our impact; our effectiveness. Lately we have begun also looking into our cost-efficiency i.e. comparing the impact achieved with the money spent to achieve that impact. Comparing money spent with impact achieved, is challenging since they are not of the same 'currency'. One way to tackle this challenge is to translate the social impact into monetary value, by estimating how much society saves thanks to that the social impact is achieved. For

example, the societal cost of one Swedish child being bullied has been calculated at up to 25 000 during childhood and up to 350 000 during adulthood*; these are strong incentives for urgently prioritizing preventive and collective measures.

Ideally we would want to benchmark our cost-efficiency not only against our internal targets, but also against the cost-efficiency achieved by others who target the same outcomes as we do. We do risk finding out that our solution is not the most effective use of

> **Having the guts to challenge our solution design and risk disruptive change in the strive for maximum impact, is for us the ultimate testament of what it means to be a truly impact-driven organization.**

resources, but having the guts to challenge our program design and risk disruptive change in the strive for maximum impact, is for us the ultimate testament of what it means to be a truly impact-driven organization.

Annica Johansson
Global Impact Manager

*Se till mig som liten är. Socio-ekonomisk anlays av mobbningens effekter (2016). Eva Nilsson Lundmark, Ingvar Nilsson & Anders Wadeskog

Board in one of Challlenging Heights's Schools that work to address the root cause of child slavery.

Resourc

ces used

Financial resources

This section consolidates Reach for Change's financial performance for 2017 for all foundations. The figures include the Reach for Change Swedish Foundation (including the branch in Ghana and Norway), and the separate foundations in Tanzania, Ethiopia, Kazakhstan and Bulgaria. The entire Reach for Change operation is a privity with a joint management

AMOUNTS IN MSEK	2013	2014	2015	2016	2017
Revenues	33.8	36.7	47.6	50.9	55.2
External operating expenses	-25.5	-23.3	-31.5	-31.1	-31.7
Personnel costs	-7.3	-13.0	-16.1	-19.2	-22.2
Depreciation	0.0	-0.1	-0.1	-0.1	0.0
Operating result	**0.9**	**0.4**	**0.2**	**0.5**	**1.3**
Interest income	0.0	0.1	0.0	0.0	0.1
Interest expense and other financial expense	0.0	0.0	0.0	0.0	0.0
Result after financial income & expenses	0.9	0.4	-0.1	-0.5	1.4
Tax expense for the period	-0.1	-0.1	-0.1	-0.2	-0.1
Result for the period	**0.8**	**0.3**	**-0.2**	**0.3**	**1.2**

| AMOUNTS IN MSEK	12/31/2013	12/31/2014	12/31/2015	12/31/2016	12/31/2017
ASSETS					
Fixed assets					
Intangible fixed assets	0.0	0.0	0.0	0.0	0.0
Tangible fixed assets	0.1	0.3	0.2	0.1	0.0
Total fixed assets	0.1	0.3	0.2	0.1	0.0
Current assets					
Accounts receivables	0.6	1.4	2.3	2.5	0.9
Other current receivables	0.7	2.5	0.8	3.7	1.9
Prepaid expenses	0.1	1.3	0.4	6.4	0.3
Cash and bank	11.2	12.4	13.8	14.7	24,0
Total current assets	12.6	17.6	17.2	27.3	27.2
Total assets	**12.7**	**17.9**	**17.4**	**27.4**	**27.2**
EQUITY AND LIABILITY					
Equity					
Foundation funds	2.7	2.8	2.1	1.7	1.6
Result for the period	0.8	0.3	-0.2	0.3	1.2
Total equity	3.5	3.1	2.0	2.0	2.9
Current liabilities					
Accounts payables	0.4	0.8	0.6	0.8	1.1
Tax liability	3.2	0.6	0.7	0.9	1.3
Other current liabilities	0.0	1.2	3.2	3.5	10.0
Accrued expenses and deferred income	5.6	12.2	11.0	20.1	11.9
Total current liabilities	9.2	14.8	15.4	25.3	24.3
Total Equity & Liabilities	**12.7**	**17.9**	**17.4**	**21.4**	**27.2**
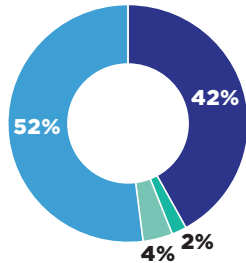
Revenues split by source of income

- Corporates
- Foundations
- Donations
- Institutions
- Other (0 %)
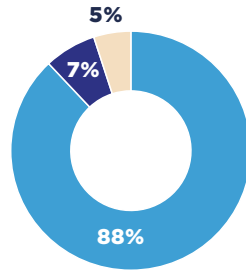
7 % of the costs are spent on administration

- Costs for the charitable purpose
- Administration
- Fundraising costs
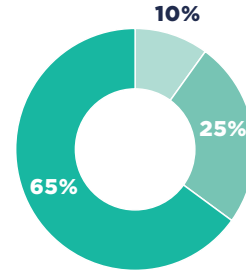
Investment per region

- Northern Europe
- Africa
- Central Europe and Kazakhstan

Internal and external resources

To deliver our solution, we combine our financial, human, intellectual and physical capital with those of our partners in the corporate, social and public sectors.

In 2017, Reach for Change had 56 full-time employees, spread over 18 markets. The implementation of the program was carried out by on the ground Program Managers - with local knowledge, expertise and networks. Each Program Manager was coached by regional and global staff and they all contributed to evaluating and improving the programs further. The tools of the incubator program have been developed by our Central Program Team using sector best practice and the joint experience of the entire Program Team.

Reach for Change's programs were also delivered in close collaboration with partners from the corporate and public sectors, who, alongside funding, brought invaluable resources to our social ventures. This included elements like business expertise, networking contacts, and media exposure. These partners are an integrated part of delivering our programs. For more information on our partnerships read p. 34-35

Reach for Change

REACHFORCHANGE.ORG